

Santa Monica Experience Management Plan (EMP)



Santa Monica's Experience Management Plan



What an Experience Management Plan is

Why our Experience Management Plan is important

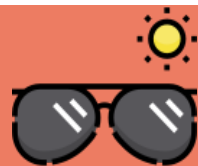


Who the Experience Management Plan supports

Your role in the Experience Management Plan



Year One Strategies and Courses of Action



Looking to the future



An Overview What & Why

What is our Experience Management Plan (EMP)?

It is a shared roadmap of ideas, Strategies and Courses of Action we can take to elevate the Santa Monica experience for our residents, businesses, visitors and the community. The EMP's purpose is to guide our actions as a community rather than as disparate entities so that we can maximize our collective impact.

Why is your participation important?

To be truly aligned, Santa Monica businesses, residents, our workforce, neighborhood groups, City staff, City Council members, boards and commission members, non-profits and others in the community must participate over the long term. In this way we can work as partners toward a shared vision and common goals. This will result in enhanced quality of life for all Santa Monica residents, a remarkable visitor experience that stands the test of time and a stronger, more resilient local economy.



An Overview of Role

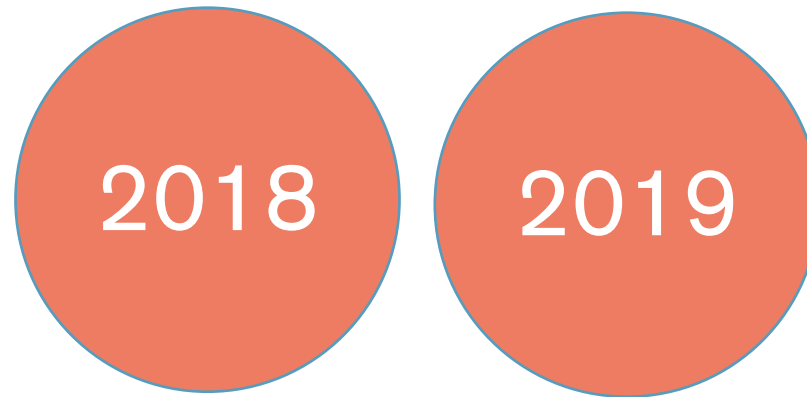
What is your expected contribution?

All we need from you are your ideas, opinions and knowledge! A big part of this is sharing what you're already working on to elevate the Santa Monica experience, as well as providing your thoughts on any proposed Courses of Action. This process is an opportunity to gain shared knowledge and support for your efforts.

As the Backbone Organization for the EMP (the team dedicated to supporting and coordinating the work of the whole), SMTT will work to ensure open communications between all stakeholders in the EMP process. The Plan will serve as a voice among many others to share your work, helping to drive and implement your feedback and expertise throughout the community.



Our Experience Management Plan is based on thorough research



Discovery and Plan Development

A few of the steps we took

- ✓ Interviewed more than 2,300 residents.
- ✓ Analyzed 7.8M social media conversations.
- ✓ Conducted digital surveys in five languages.
- ✓ Interviewed 35 local business leaders.
- ✓ Six focus groups with international partners.
- ✓ Benchmarked five competitive destinations.

PERCEPTION STUDY DATA GATHERED

Social Sentiment

- 7.8 million posts monitored 1/1/15 – 5/31/18
- Facebook, Twitter, Instagram, Reddit, Google Plus, Tumblr, YouTube, forums, consumer reviews and blogs
- Comparative Set: San Diego, San Francisco, Santa Barbara, Seattle, Palm Springs

Surveys

- 2,347 residents
- 349 domestic visitors
- 312 international visitors
- 35 resident stakeholders

Focus Groups

- 1 City of Santa Monica senior staff
- 1 Visit California leadership
- 6 international markets (Australia, Brazil, France, Germany, India, United Kingdom)





Inclusive Planning Process

- Residents
- City of Santa Monica
- SMTT
- SMTT Board of Directors
- Restaurants
- Hotels
- BIDs
- Retail
- Cultural Organizations
- Non-Profit Partners
- Attractions
- Chamber of Commerce



What is an Experience Management Plan?

A roadmap for the stewardship of our Santa Monica experience

Economic prosperity

Enhanced quality of life for our residents

Preservation of our natural and cultural resources

We are focusing on year one now

The EMP is 10-year plan consisting of large goals ("Strategies") and Courses of Action that will help us achieve each goal

No one entity is responsible for the goals; the EMP is shared across the entire community to keep efforts in line and reduce strain on any one person, business or group

A Living Community-Driven Document

The Courses of Action were identified by previous committees based on resident and business research to provide a framework for future planning

Our planned Courses of Action can and will adapt or be updated by the committees as they review what actions are in progress



What we learned in 2018-2019 and incorporated into the Plan:

The pier and beach are our primary assets; residents and visitors desire more uniquely Santa Monica attractions and experiences to talk about and share.

Visitors love our accommodations, but added costs, livability issues and the good reputation of hotels in competitor destinations are edging in.

Negative perceptions of homelessness, safety and cleanliness – collectively referred to as livability concerns – threaten the overall Santa Monica experience and continued brand strength.

The high costs of starting and running a business in Santa Monica are impacting the unique vibe of the community.

As we know, there have been changes since the COVID pandemic; each committee may reevaluate the planned Courses of Action and adapt or change as necessary based on collective feedback.



2020

2021

After our research,
this happened!





It's time to update and move forward!

2022



Why is our Experience Management Plan important?



It is the foundation for the long-term resilience and relevance of our community.

It supports Santa Monica's ongoing economic recovery.

It will help the city's brand by ensuring diverse community entities are aligned to accurately represent Santa Monica as the premier beach city it is.

It's here to help and support you and the work you're already doing!

ELEVATION, NOT REPLICATION

By creating a system that facilitates **communication** between diverse entities in the community, the EMP will help streamline communication so we can elevate each other's work to better Santa Monica rather than inadvertently replicating that work.

Amplify forward motion: Many in Santa Monica are not fully aware of the work being done by community stakeholders like you. Through streamlined sharing with the other EMP stakeholders, we collectively have a larger voice to share the work we've done and the progress we've made in our separate networks and communication outlets.

The EMP can ease the strain of finding **support** for projects as well. By working to support communication between community groups, the EMP's communication flow mechanism can more efficiently connect you with those in the community who are also passionate about your project and who may have the bandwidth to support your efforts.



Communicate

Amplify

Support



Who does our Experience Management Plan support?



Common Agenda:

Coming together to define a problem and create a shared vision to solve it.

Shared Goal Areas:

Tracking progress in the same way, allowing for continuous learning and accountability.

Mutually Reinforcing Efforts:

Integration of participants' many different activities to maximize the end result.

Continuous Communication:

Everyone is connected via consistent communication; building trust and strong relationships.

Backbone Support Organization:

Team dedicated to supporting and coordinating the work of the whole; SMTT.



Your role as a committee member:

Participate on a committee you're passionate about.

Just show up with your ideas, opinions and knowledge!

Time commitment:

One meeting each month to last no longer than one hour. Committees will subsequently decide for themselves the frequency, duration and location of meetings going forward.

During these meetings, update your committee on the relevant projects you and your other organizations have been working on.

After each meeting, the committees will share their updates with other committees and the Governance Committee using a shared Progress Tracking Document, to avoid redundant work and ask for any necessary advice or resources.

Share your advice for others' projects and any ideas you may have to further the Strategy your committee is focused on.

Committees will be able to add, modify, and/or remove Courses of Action from their Strategy in the Experience Management Plan. The Plan is a flexible, living document.



Year One: What do we start with?

The EMP is a 10-year plan with nine (9) Strategies. In year one, these are the four (4) strategies we will focus on:

- **Ensure** Santa Monica is a safe and clean place to live and visit.
- **Support** livability for the Santa Monica community.
- **Highlight** and leverage cultural happenings.
- **Promote** a diversity of retail, dining and evening experiences.



Success in Year One



Our Experience Management Plan is organized around three key principles; all Courses of Action must support these values:

Stewardship

Stewardship: Ensuring our actions support and do not harm the local economy, quality of life and the environment.

Sustainability

Diversity,
Equity,
Inclusion and
Accessibility



STRATEGY:
Ensure Santa Monica is a safe and clean place to live and visit.

Course of Action Example

Course of Action: Expand de-escalation training to businesses and individuals to minimize conflict situations and reduce need for police intervention.



What this could include:

- The EMP committee serves to support communication on behalf of the City of what steps are being taken.
- SMPD has conducted a de-escalation training for businesses in the downtown area. The working committee would focus on making sure the PD is fully supported, that BIDs are involved in helping schedule training for their businesses and the potential to invite neighborhood leadership and nonprofits. Some areas have the potential for neighborhood watch groups. This also includes expanding knowledge to locals and visitors about 311.
- De-escalation training includes strategies and techniques to build confidence on how one must handle difficult situations and confrontations.



Activity:

Courses of Action for the year one Strategies

- **Ensure** Santa Monica is a safe and clean place to live and visit.
- **Support** livability for the Santa Monica community.
- **Highlight** and leverage cultural happenings.
- **Promote** a diversity of retail, dining and evening experiences.



STRATEGY:
Ensure Santa Monica is a safe and clean place to live and visit.

Proposed Courses of Action and Examples

2. Explore innovative and sustainable models for improving the perceptions of a well-maintained, clean and safe destination. For example:

- Learning from other communities and locations that are known for cleanliness and safety while exploring potential best practices for our city. One example of this is the Tourism Improvement District (TID).



3. Educate residents, visitors and the workforce about responsible behavior and safety.

- One example is SMPD de-escalation training.
- A potential campaign that extends a community-wide behavioral message not unlike what was done during COVID with the SHINES campaign where we reminded people about not littering and where to go if they had questions or concerns.





STRATEGY:
Ensure Santa Monica is a safe and clean place to live and visit.

Proposed Courses of Action and Examples

- 4. Develop an integrated Crisis Communications Plan across business, government and the larger community.
 - Each entity (City, BIDs, SMTT, Chamber) works within their own crisis communications plan; we need an integrated crisis communications plan city wide.
- 5. Leverage technology for efficient safety monitoring, reporting and response time.
 - In motion with the drone response program at SMPD, the various cameras around the city and facilitating community awareness. This committee can serve as a conduit to others on what steps are in place and proposed.
 - Potentially working with a local start-up to help the technology growth in this area.





STRATEGY:
Highlight and
leverage
cultural
happenings.

Proposed Courses of Action

1. Curate DIY historical and cultural tours of Santa Monica.



2. Be proactive and responsive to innovation in the destination experience.



3. Support the Bergamot Station and Civic Auditorium redevelopment efforts.



4. Showcase Santa Monica's unique history throughout the city.



5. Develop a Santa Monica Arts Month.



6. Leverage the public art program to fund iconic art projects.





Proposed Courses of Action

1. Revisit regulations for restaurants (indoor and outdoor) and evening entertainment venues.



2. Amplify efforts to create a permanent, year-round market geared toward makers and other small authentic vendors.



3. Develop evening experiences that align with and amplify Santa Monica's brand.



4. Collaborate with partners to activate public spaces, enhancing the overall destination experience.



STRATEGY:
Promote a
diversity of
retail, dining
and evening
experiences.



STRATEGY:
Support
livability for the
Santa Monica
community.

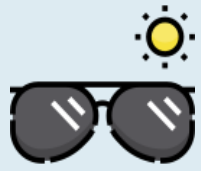
Proposed Courses of Action

- 1. Create a nonprofit consortium to facilitate innovative solutions to livability issues.
- 2. Advocate for state legislative reform on livability issues of local importance.
- 3. Expand transition assistance programs and facilities.
- 4. Enhance access to housing, services and behavioral healthcare.
- 5. Encourage and increase affordability for residents and the Santa Monica workforce in housing and transportation methods.





Looking to the Future: A Peek Into the Next 10 Years

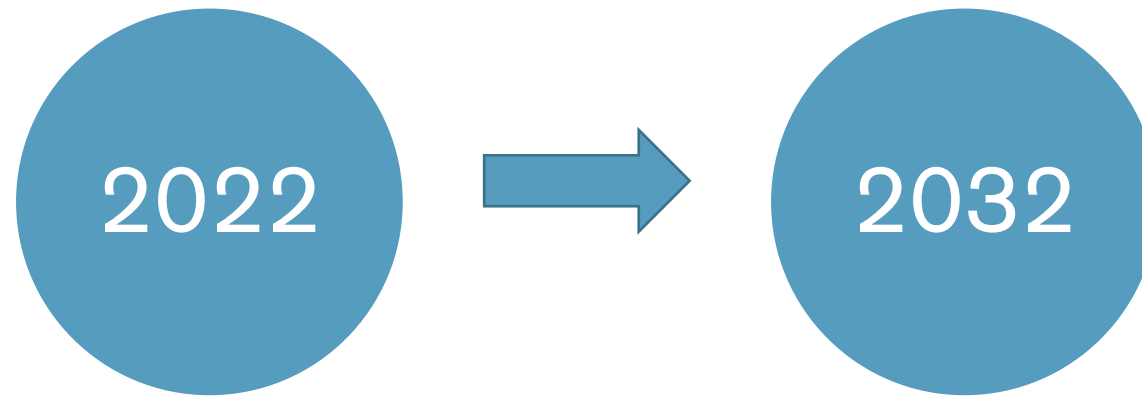


Nine Strategies for the next 10 years:

1. Ensure Santa Monica is a safe and clean place.
2. Support livability for Santa Monica residents.
3. Highlight and leverage cultural experiences.
4. Promote a diversity of retail, dining and evening experiences.
5. Foster memorable accommodation experiences that enhance the value proposition.
6. Facilitate the viability of small and unique businesses.
7. Sustainably invest in making Santa Monica the greenest beach city in the U.S.
8. Support and enhance Santa Monica's most important assets.
9. Enhance mobility for Santa Monica visitors, residents and workforce.



Let's work together to
move our plan forward.





Shared
ownership,
shared
Implementati
on



A scenic view of the Santa Monica Pier and Harbor. In the foreground, a wide, paved walkway leads towards the pier. To the left, there's a white building with a red sign that says "Santa Monica". Further back, a large blue archway spans the harbor, with the text "SANTA MONICA YACHT HARBOR SPORT FISHING BOATING Cafes" on it. The sky is clear and blue, and the water is calm. There are palm trees and other vegetation along the walkway.

Thank you for the work you do everyday,
your attention and continued support!

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