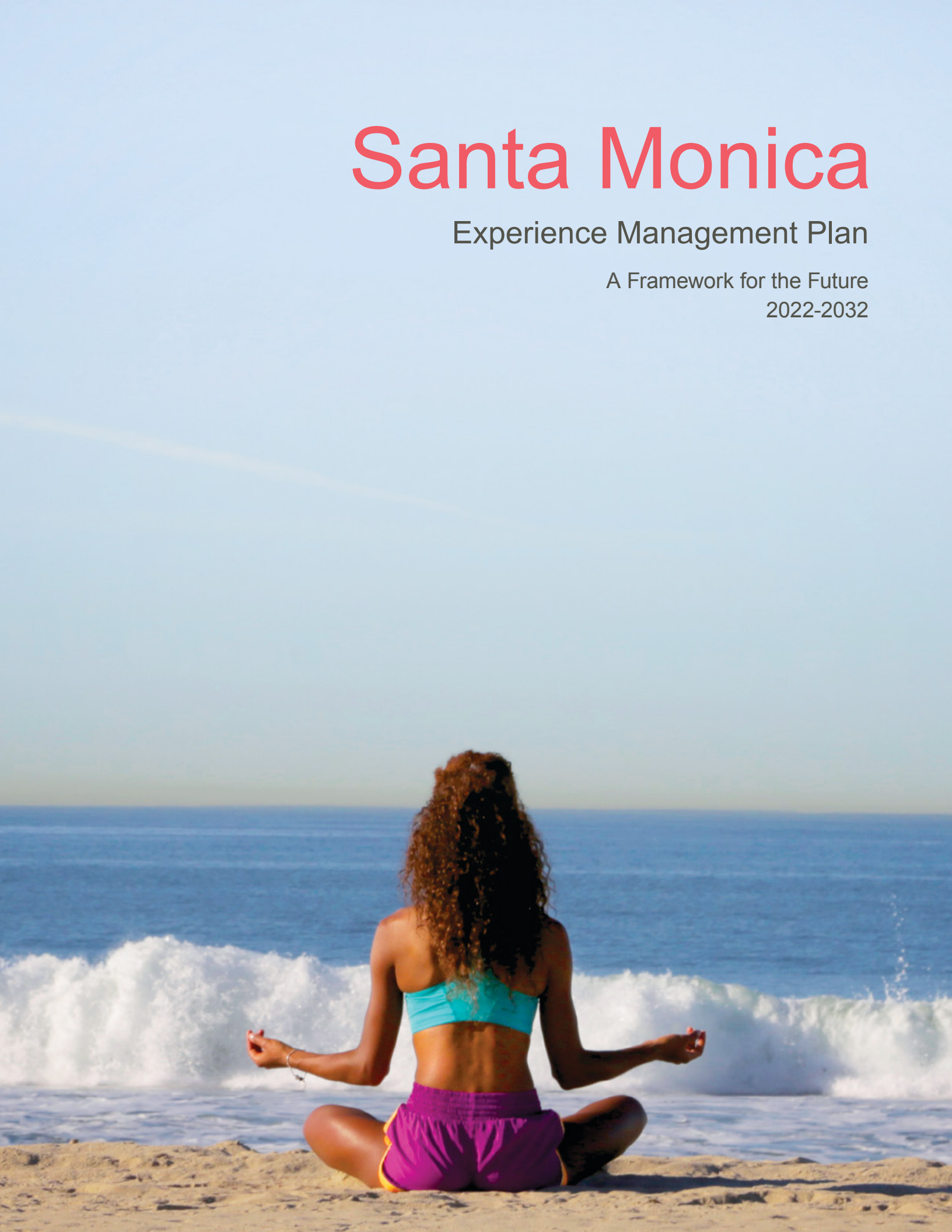


Santa Monica

Experience Management Plan

A Framework for the Future
2022-2032





“Wherever you go,
go with all your heart.”

— Confucius



March 2023

Dear Santa Monica Community Members,

On behalf of the City of Santa Monica and Santa Monica Travel & Tourism, we are pleased to share the updated Santa Monica Experience Management Plan (EMP), our shared roadmap for the long-term stewardship of our resident and visitor experience.

This inclusive and comprehensive Plan is the first of its kind for our community. It represents the hard work and careful deliberation of dozens of stakeholders from throughout our community, including residents, civic leaders, elected officials, non-profit organizations and tourism and hospitality professionals.

Some Background

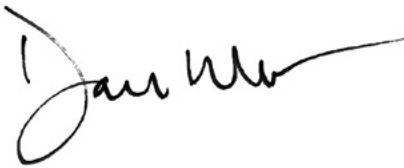
In early March of 2020, the original Plan was completed and in the final stages of preparing for implementation and launching the full range of associated activities. These steps were thwarted when the COVID-19 pandemic took hold, at which point we needed to place the EMP on pause and instead focus on the more immediate priority of health and wellbeing of those in our community and stabilizing revenues including our local travel & tourism industry. In early 2022, we started the process of updating the EMP, working with many stakeholders across the Santa Monica Community, just as we had in the first version of the Plan's development.

Looking Forward

With our Plan update now complete, we are ready—and excited—to begin the process of implementation, which will continue to unfold over the coming years through 2032. There is much to do as we lock arms and embark on this important journey together. The path forward will be shared by many as we embrace our collective role as stewards of our community with a sharp focus on protecting the unique quality of life that makes Santa Monica so special, honoring our local culture and heritage, and preserving our natural resources and environment.

We appreciate your ongoing commitment and engagement in this process and, of course, welcome your feedback. Your participation is both important and key to our shared success as a community.

With gratitude,



David White
City Manager
City of Santa Monica



Misti Kerns
President & Chief Executive Officer
Santa Monica Travel & Tourism





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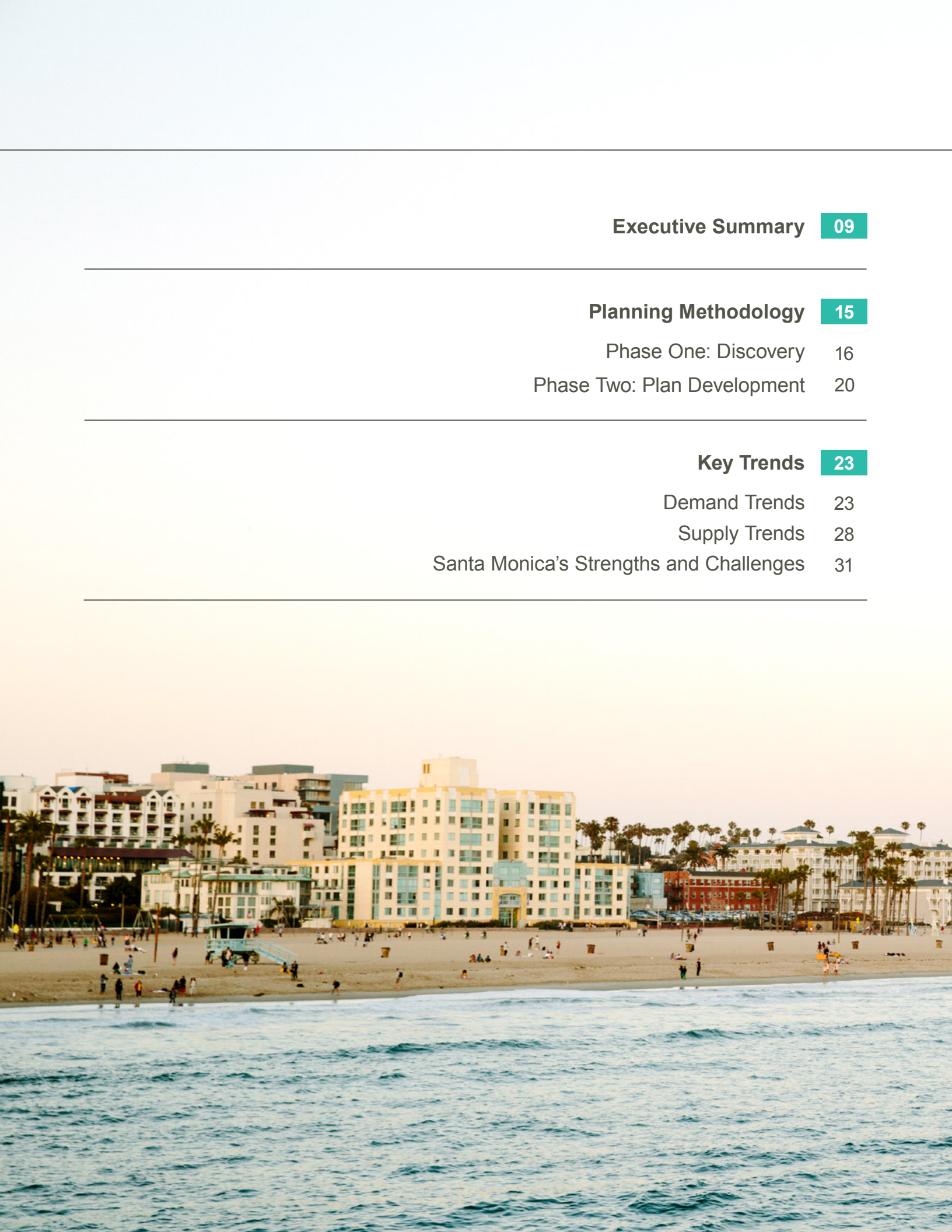


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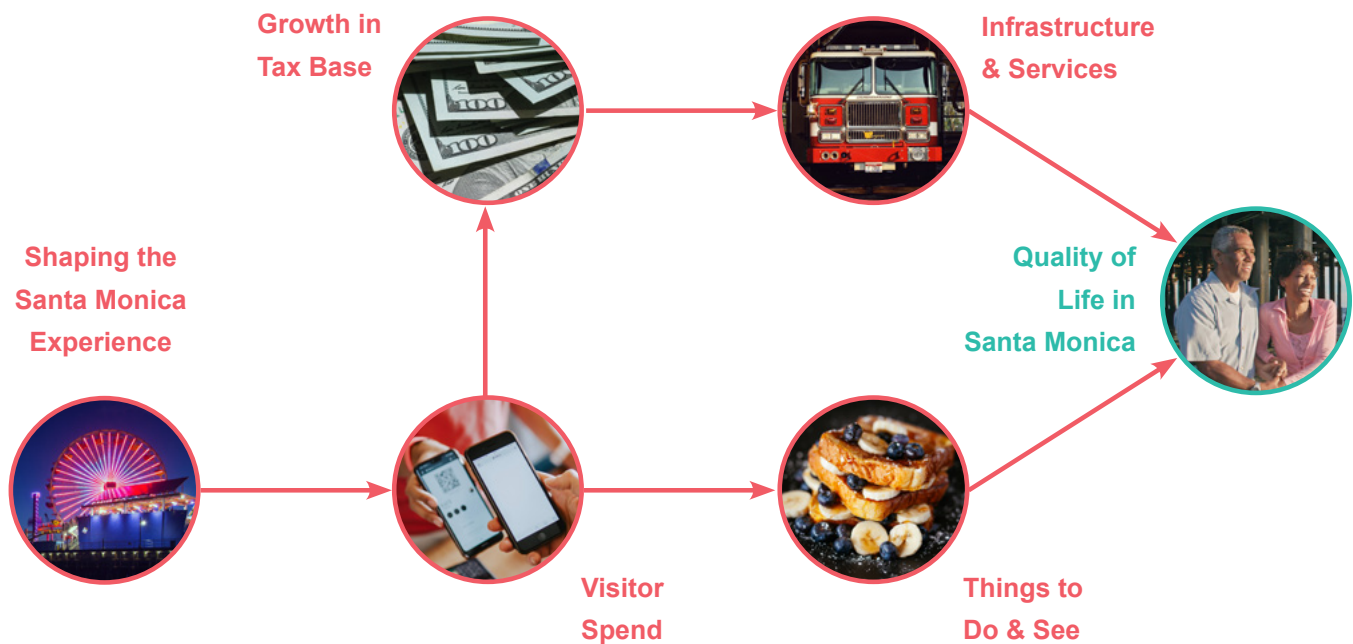
Executive Summary

With its beautiful coastline, walkable neighborhoods and multitude of activities, it's not surprising to see Santa Monica touted as a top place to live, work and visit. Travel and tourism are integral contributors to creating and sustaining a vibrant Santa Monica experience for generations to come. Visitor spending directly supports many of the amenities our residents enjoy, such as a buzzing culinary scene and a rich diversity of exciting retail and entertainment options. As important, visitor spending also contributes needed funding for essential services, including investments in our community infrastructure, police and fire departments, as well as in our local schools.

Although the Santa Monica experience is coming back strong following the pandemic, its ongoing vibrancy is not something we can take for granted. To ensure the Santa Monica experience and its positive contributions to our community continue to be strong, Santa Monica Travel & Tourism (SMTT) and the City of Santa Monica collaborated with dozens of stakeholders, community organizations, local businesses and residents to create an Experience Management Plan.

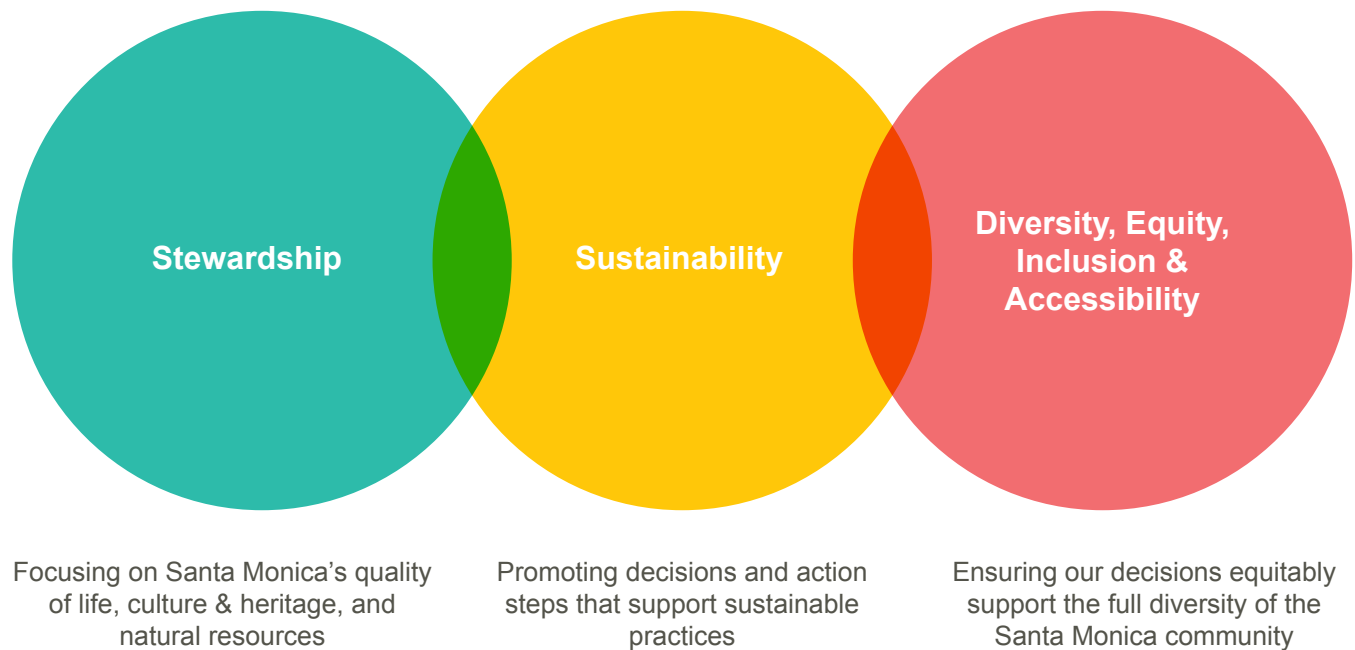
What is an Experience Management Plan?

Our Experience Management Plan (EMP) provides a 10-year (2022-2032) framework and process that is deeply customized to the local context in Santa Monica with the intention of creating a future where community and environmental needs are considered with the same weight as economic benefits, resulting in a thriving and welcoming community far into the future.



What principles helped to shape the Plan?

There are three foundational principles upon which the EMP was created. These principles will provide ongoing guidance as we work together to implement the Plan during the years ahead.



Who helped shape our Experience Management Plan?

The City of Santa Monica and SMTT engaged Coraggio Group, a travel and tourism strategic consultancy, to guide the creation of the Experience Management Plan in close collaboration with team members from SMTT, the City, local businesses, community and cultural organizations, residents and other key stakeholders. Over the course of nine meetings totaling nearly 40 hours of planning time, a combined contribution of more than 500 hours of individuals' time was committed.

What did the process entail?

The two-phase process began in 2018 with a comprehensive discovery phase that identified the key opportunities and threats related to the Santa Monica Experience and the root causes behind them.



Phase One: Discovery

The Coraggio team and their partners at Sparkloft Media took three steps to determine the root issues: conducting secondary research of relevant visitor and destination trends, engaging in primary research of resident and visitor perception, and developing a comprehensive “current state” Situation Assessment Report that provided the basis for the planning work.

The Discovery process uncovered the following root causes tied to key opportunities and threats to the Santa Monica experience:

Increased cost of doing business

The cost of doing business in Santa Monica is increasing and is leading to a shift in the types of organizations that can afford to operate. Consequently, there is growing perception that Santa Monica’s business environment is becoming more homogenous, threatening the city’s unique vibe.

Desire for more authentic Santa Monica experiences

Residents, visitors and the media desire more uniquely-Santa-Monica attractions and authentic experiences to talk about and share.

Challenges to the perception of our hotel product

Positive perceptions of Santa Monica’s hotel product are at risk due to added costs, livability issues and the positive brand reputation of hotels in competitor destinations.

Local livability issues are impacting the Santa Monica brand

Safety, cleanliness and the perception of homelessness issues threaten the overall visitor experience and the continued strength of the destination’s brand.

Phase Two: Planning

The second phase of the process was the collaborative development of the Experience Management Plan. Over approximately 40 hours of planning during nine facilitated work sessions, the team considered the following topics:

- Vision for the Santa Monica Experience
- Current State of the Visitor Journey
- Service / Industry Map Design
- Preliminary Destination Strategies
- Strategy Evaluation
- Destination Strategies
- Implementation

Looking Ahead: Our Path Forward

The planning team identified nine key strategies that will preserve the best parts of the Santa Monica experience and work to enhance lesser-known experiences or create new ones that will ensure Santa Monica's ongoing allure for generations to come.



1. Highlight and leverage cultural happenings



2. Foster memorable accommodation experiences



3. Promote a diversity of retail, dining and evening experiences



4. Support livability for the Santa Monica community



5. Enhance mobility for Santa Monica visitors, residents and workforce



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



7. Support and enhance Santa Monica's most important assets



8. Facilitate the viability of small and unique businesses



9. Sustainably invest in making Santa Monica the greenest beach city in the U.S.



Planning Methodology

Santa Monica Travel & Tourism and the City of Santa Monica guided the creation of the Santa Monica Experience Management Plan in close partnership with a diverse range of stakeholders from across the community. This section describes the methodology used in each phase of developing the Plan.

Phase One: Discovery

The purpose of the discovery phase was to develop a comprehensive understanding of Santa Monica's "current state." This phase culminated in the development of a Situation Assessment, which became the foundation for the development of the Experience Management Plan.

The development of the Situation Assessment included three key steps:

1. Conduct secondary research of relevant visitor and destination trends
2. Engage in primary research of resident and visitor perception
3. Synthesize data and draw insights

Secondary Research

Coraggio and their partners at Sparkloft Media took the following steps to complete the scan of existing relevant data and research:

1. Identify key visitor and destination trends that might influence visitor and resident perception of Santa Monica.
2. Collaborate with SMTT to identify key benchmark destinations as a backdrop for the study. The five destinations were determined to be:
 - San Diego
 - San Francisco
 - Santa Barbara
 - Seattle
 - Palm Springs

These destinations were selected because they are in direct competition with Santa Monica for target visitor segments, or because they are West Coast cities that share similar challenges.

3. Analyze 7.8 million social media conversations to develop a preliminary understanding of resident and visitor sentiment with respect to three key topics:
 - **Experience:** activities such as shopping, dining, attractions, cultural experiences and the beach; and accommodations, with an emphasis on hotels, rentals, short term rentals and real estate
 - **Economy & Infrastructure:** jobs; Silicon Beach; events, meetings and conferences; bike share; traffic and parking; accessibility; and crime, safety and homelessness
 - **Health & Wellness:** mental health, physical health and activity, public health, work/life balance, positive outlook and the Wellbeing Project
4. Synthesize all secondary research findings and social media analysis to refine trends and identify areas for further exploration in the primary research effort.



Primary Research

The Coraggio and Sparkloft team implemented the following steps to complete the primary research on visitor and resident perceptions:

1. Collaborated with SMTT to finalize key audiences and determine how to best enlist each of them in contributing their perspectives to this work. The table below shows the tools used to engage each audience:

Tool	Residents	Domestic Visitors	International Visitors
Social Sentiment			
Digital Intercept Surveys			
Opt-In Surveys			
Focus Groups			
1:1 Interviews			

2. Conducted engagement activities with the support of SMTT and international partners.

Primary Research Overview

Coraggio and Sparkloft completed the engagement activities with the support of SMTT and international partners. In total, the activities resulted in the following engagement outcomes:

Social Sentiment

Sparkloft collected posts about or in six destinations between 1/1/2015 and 5/31/2018 from Facebook, Twitter, Instagram, Reddit, Google Plus, Tumblr, YouTube, forums, consumer reviews and blogs. The five competitor destinations were chosen for their combination of similar amenities, conditions and challenges. The volume of posts by destination was:

- **Santa Monica:** 7.8 million posts
- **San Diego:** 38.1 million posts
- **San Francisco:** 113.5 million posts
- **Santa Barbara:** 2.5 million posts
- **Seattle:** 37.6 million posts
- **Palm Springs:** 12.4 million posts

Surveys

Coraggio, Sparkloft and SMTT administered surveys online and in-person. These efforts yielded the following:

- 2,347 resident responses
- 349 domestic visitor responses
- 312 international visitor responses

Interviews

Coraggio conducted one-on-one interviews, which included:

- 35 resident community stakeholders

Focus Groups

Coraggio and SMTT's international market partners facilitated eight focus groups to gather insights on the visitor experience and destination. These focus groups included:

- Six groups of travel agents from Santa Monica's top international markets: France, United Kingdom, Brazil, India, Australia and Germany
- One group of select City of Santa Monica department heads
- One group of Visit California leadership team members

Phase Two: Plan Development

The Experience Management Plan was developed through close collaboration with a broad partnership of individuals who care very much about their city.

Participants included representatives from SMTT, the City of Santa Monica, local businesses, community and cultural organizations and other key stakeholders who invested their time over the course of nine meetings totaling approximately 36 hours of planning work sessions.

This was a significant and appreciated contribution on the part of all who were involved. Please see Acknowledgements, **page 63**, for a detailed list of planning participants.

Planning was undertaken by two groups of representatives:

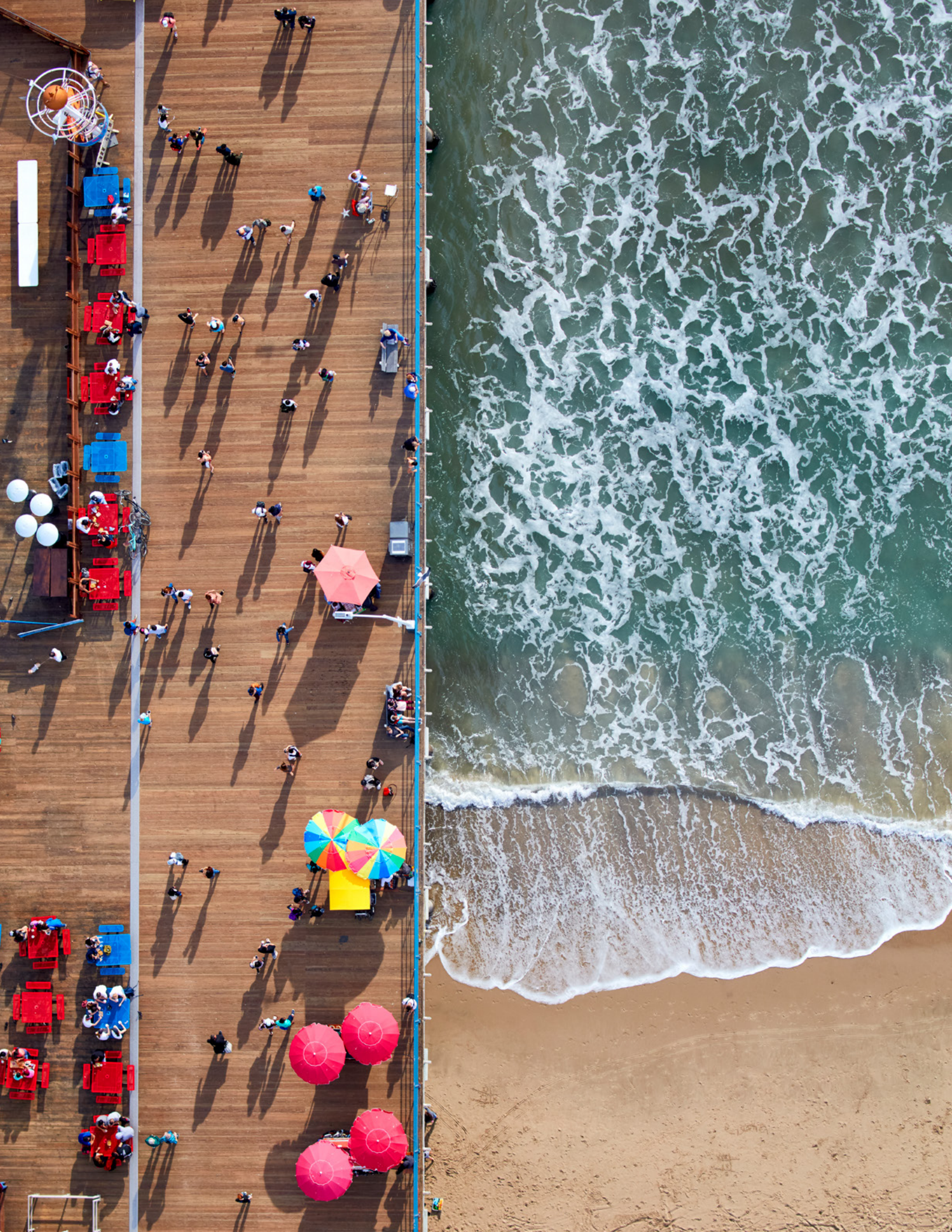
- Core Team
- Steering Committee

The Core Team was the decision-making body, which held ultimate responsibility for approving each element of the Plan. The Steering Committee acted as an advisory body that co-created and recommended content. Meetings with these two bodies included:

- Six meetings with the Steering Committee to develop the Vision for the experience of Santa Monica as a destination and to identify specific strategies to create the bridge between today and that vision for the future. From there, the team worked together to refine the implementation framework.
- Three meetings with the Core Team to refine and finalize the Vision and Experience Management Strategies.

Between meetings and at certain planning milestones, additional research and community engagement was conducted to test and validate various ideas.





Key Trends

Macro Travel Trends: Economic, Visitor and Industry

This section of the Plan is organized in two categories:

Demand Trends: What general demand trends are relevant today and need to be considered as we advance the Santa Monica experience?

Supply Trends: Across the tourism industry, what key shifts are taking place within key facets of the Santa Monica experience, including accommodations, dining, retail, food and beverage, and attractions?

Demand Trends

There are several macro-level trends we believe are important from a big picture standpoint. Throughout the implementation of the Experience Management Plan, we will continue to monitor these and other trends and will work in collaboration with the community when certain trends are considered to have a material impact on our strategies and courses of action.

Note: The following trend information was captured in October 2022.

Resurgence in Travel Spending, but Sustained Economic Headwinds

Travel demand continued to rebound over the past summer after remaining below 2019 levels since the start of the coronavirus pandemic. Overall travel spending finally met or exceeded its 2019 levels for four consecutive months between April and July 2022, but then dipped below 2019 levels in August.¹ As more Americans completed their initial post-pandemic trips and came to face a sustained period of economic uncertainty, all ages and income groups reported being less likely to plan to travel for leisure in the next six months in the second quarter of 2022 compared to the first.² Demand for hotels, luxury hotels and short-term rentals have all declined over the course of the summer as well.³ Internet activity indicates a sustained decline in interest to travel; Simpleview and Tempest data found that while still above 2019 levels, organic web sessions on over 300 DMO and CVB websites declined substantially month-over-month over the course of the summer through August.⁴

¹ <https://www.ustravel.org/research/travel-recovery-insights-dashbo>

² Ibid.

³ Ibid.

⁴ Ibid.

Moving Past Coronavirus (COVID-19)

Coronavirus (COVID-19) cases in the United States steadily declined from the second half of the summer into the fall, with the rolling seven-day average of new cases sitting above 100,000 during the entire month of July but continuing to remain below 70,000 for the second half of September.⁵ A larger proportion of travelers in summer 2022 booked trips four to six months in advance instead of one to three months ahead compared to the preceding months,⁶ indicating that uncertainty around future coronavirus case counts has decreasing impact on people's decisions to travel. The CDC also recommended a new booster shot for the highly contagious BA.5 subvariant to adults and teens in September,⁷ and for children up to five years old in October.⁸ Once these shots become more universally available, newly boosted individuals may temporarily become more likely to travel.

Travelers' interest levels in specific destination categories also signals a return to pre-pandemic preferences. A July 2022 STR study found that even as travelers continue to demonstrate more interest in countryside and outdoor getaways compared to other types of vacations, overall net interest in this destination type has declined slightly from its peak in early 2021.⁹ On the other hand, interest in city visitation, which initially declined during the pandemic as population-dense environments deterred travelers, finally surpassed pre-pandemic levels in July 2022.¹⁰

Other infectious diseases have recently entered the news cycle. MPox (previously known as monkeypox) was declared a public health emergency by the Department of Health and Human Services on August 4, 2022,¹¹ roughly two weeks after the World Health Organization did the same. As of this writing, MPox is unlikely to significantly impact demand for travel; while there are tens of thousands of cases in the U.S., the disease is far less likely to be transmitted in public than coronavirus (COVID-19).¹² However, the recent increase in reporting on infectious diseases beyond the coronavirus, while imperative from a public health perspective, may impact visitor perception of the safety of travel.

Stubborn Inflation and Longer-Term Price Impacts

Under one traditional definition, the two consecutive quarterly Gross Domestic Product contractions of 1.6% and 0.6% in Q1 and Q2, respectively,¹³ indicate that the U.S. is currently in a recession. Yet, economists at the National Bureau of Economic Research (NBER), who more open-endedly define a recession as a "significant decline in economic activity spread across the economy that lasts more than a few months," hesitate to officially declare a recession.¹⁴ Recession or not, inflation remains high. While overall inflation decreased from its June and July figures of 9.1% and 8.5% respectively, it remained stubbornly high at 8.3% in August, surpassing market estimates of 8.1%. These figures prompted a 4% daily drop in the S&P 500 when published on September 13th, and another 0.75% increase in the federal funds rate with the goal of taming inflation. This will almost certainly reduce consumer spending, including on non-essential spending such as travel.

⁵ <https://www.nytimes.com/interactive/2021/us/covid-cases.html>

⁶ https://go.morningconsult.com/rs/850-TAA-511/images/220819_State-of-Travel-and-Hospitality.pdf

⁷ <https://www.cdc.gov/media/releases/2022/s0901-covid-19-booster.html>

⁸ <https://www.reuters.com/business/healthcare-pharmaceuticals/us-fda-authorizes-updated-covid-booster-children-aged-5-11-2022-10-12/>

⁹ <https://www.hospitalitynet.org/news/4112329.html>

¹⁰ Ibid.

¹¹ <https://www.reuters.com/business/healthcare-pharmaceuticals/monkeypox-cases-around-world-2022-05-23/>

¹² <https://rightasrain.uwmedicine.org/well/prevention/monkeypox>

¹³ <https://www.bea.gov/data/gdp/gross-domestic-product>

¹⁴ <https://www.forbes.com/advisor/investing/are-we-in-a-recession/>

Slow and Steady Return of International Travel

While U.S. respondents were slightly less likely in July to say they were comfortable with international travel than in June, this shift was likely due to continued economic anxiety. Throughout the first half of 2022, comfort with international travel steadily increased even as coronavirus (COVID-19) cases remained elevated above their current levels.¹⁵ Concurrently, overseas arrivals increased steadily from 65% below 2019 levels in January to 35% below 2019 levels in August.¹⁶ With the June repeal of the coronavirus testing requirement for inbound travelers to the U.S.,¹⁷ international arrivals will likely continue to steadily recover. Destinations will need a renewed focus on catering to international visitors as they make up an increasingly larger share of their visitor populations.

Continued Emphasis on Sustainable and Values-Driven Travel

Travelers continue to care about their values when planning trips, and many place a premium on experiences that are not only accessible, but socially and environmentally responsible as well. A recent Expedia Group study found that 7 in 10 visitors would pay more for specific destinations and lodging, or transportation options that are more inclusive of all types of travelers.¹⁸ Travelers also increasingly care about social and environmental responsibility. Nearly two thirds of consumers would choose a travel option that supports local cultures and communities, even if it was more expensive.¹⁹

Booking.com's 2022 Sustainable Travel Report found that half of global travelers say climate change has influenced them to make more sustainable travel choices, and that 71% of travelers want to make more effort in the next year to travel sustainably, a 10% increase from 2021.²⁰

If destinations fail to reflect the values of different visitor audiences, they may lose business with those segments. A case in point is the U.S. Supreme Court's overturning of *Roe vs. Wade* in June 2022, and the subsequent rush by some states to draft restrictive abortion laws. With 56% of U.S. leisure travelers identifying as women, boycotts of travel to those states will be more likely.²¹ Precedent suggests that the impact on tourism spending can be significant. In 2018, U.S. media outlets reported on a "Trump slump" for U.S. tourism estimated to cost the country \$4 billion in lost spending and around 40,000 jobs.²² Tourism organizations should continue to track potential changes in visitor demand from this ruling and other politicized events.

¹⁵ https://go.morningconsult.com/rs/850-TAA-511/images/220819_State-of-Travel-and-Hospitality.pdf

¹⁶ <https://www.ustravel.org/research/travel-recovery-insights-dashboard>

¹⁷ https://travel.state.gov/content/travel/en/international-travel/before-you-go/covid-19_testing_required_US_Entry.html

¹⁸ https://go2.advertising.expedia.com/rs/185-EIA-216/images/Expedia_Group_Media_Solution_Q2_2022_Traveler_Insights_Report.pdf

¹⁹ https://go2.advertising.expedia.com/rs/185-EIA-216/images/Expedia_Group_Media_Solution_Q2_2022_Traveler_Insights_Report.pdf

²⁰ <https://globalnews.booking.com/download/1161485/booking.comsustainabletravelreport2022final.pdf>

²¹ <https://skift.com/2022/09/09/women-travelers-are-increasingly-making-political-choices-starting-with-hotels/>

²² <https://www.euronews.com/travel/2022/06/29/inside-dubais-booming-food-scene>

Continued Growth of Wellness Travel

While travel focused on health and personal well-being is not new, wellness travel remains a lucrative segment of the travel industry whose appeal continues to grow. While the U.S. tourism market overall is expected to grow at just under 5% annually,²³ most estimates of the wellness tourism market's growth are substantially higher, ranging from 7% to 10% or more.²⁴ Wellness travel also tends to attract high-spend visitors. Domestic wellness visitors spend over 75% more than other domestic visitors,²⁵ and 39% of high-income consumers have a luxury or wellness trip planned for the next year.²⁶ However, not an activity only for the wealthy, the appeal of wellness travel continues to broaden as the country cares more about health and wellness generally. Over three quarters of respondents to a recent American Express survey reported not only that they are more focused on health and wellness goals than in prior years, but that they are willing to spend more on travel that increases their well-being.²⁷ Importantly, different people define wellness differently; wellness activities can range from hiking and biking to yoga to spa days. Given the wider national focus on physical and mental health, destinations that offer a selection of wellness activities at a variety of price points stand to be the most competitive.

Leisure and Hospitality Workforce Shortages Remain, but May Abate in the Coming Months

The past year's strong job market remains a major reason for NBER's continued hesitancy to declare a recession. The U.S. added 585,000 jobs in July,²⁸ and due to job seekers' strong bargaining power, many industries still struggle to retain workers. The leisure and hospitality industry still faces some of the worst staffing shortages; nearly 1 in 12 leisure and hospitality positions remain unfilled, one of the greatest employment gaps in any industry, resulting in lower levels of service across the travel industry.²⁹ As a result, industry wages have risen substantially; while overall private sector nominal wages rose 5% between August 2021 and August 2022, leisure and hospitality wages rose 9%.³⁰

However, the U.S. labor market, particularly the leisure and hospitality labor market, may be beginning to cool. The August new jobs figure of 315,000³¹ slightly missed expectations, and the unemployment rate ticked up from 3.5% to 3.7% in August.³² Additionally, the share of leisure and hospitality job openings out of total job postings has decreased in the last four months,³³ suggesting that workers see these positions as comparatively more appealing relative to the overall job market than they did a few months ago. The job quits rate for leisure and hospitality has also declined relative to prior months.³⁴ While the "Great Resignation" will remain a factor affecting service levels for some time, the leisure and hospitality industry may be starting to behave more similarly to the labor market as a whole.

²³ <https://www.statista.com/outlook/mmo/travel-tourism/united-states#:~:text=Revenue%20in%20the%20Travel%20%26%20Tourism,US%24211.10bn%20by%202026>.

²⁴ https://www.einnews.com/pr_news/592055056/wellness-tourism-market-size-industry-share-analysis-report-and-forecast-2022-27

²⁵ <https://www.forbes.com/sites/alexandrakirkman/2021/12/31/new-year-2022-travel-trends-the-rebound-of-wellness-tourism/?sh=57d3b5616f96>

²⁶ <https://newsroom.accenture.com/news/consumers-see-health-and-well-being-as-essential-spend-category-accenture-survey-finds.htm>

²⁷ <https://www.forbes.com/sites/alexandrakirkman/2021/12/31/new-year-2022-travel-trends-the-rebound-of-wellness-tourism/?sh=57d3b5616f96>

²⁸ <https://www.bls.gov/news.release/empsit.htm>

²⁹ <https://www.ustravel.org/research/travel-recovery-insights-dashboard>

³⁰ https://www.ustravel.org/sites/default/files/2022-09/leisure-hospitality-employment_september-update.pdf

³¹ <https://www.bls.gov/news.release/empsit.htm>

³² <https://www.bls.gov/news.release/pdf/empsit.pdf>

³³ https://www.ustravel.org/sites/default/files/2022-09/leisure-hospitality-employment_september-update.pdf

³⁴ https://www.ustravel.org/sites/default/files/2022-09/leisure-hospitality-employment_september-update.pdf

Mistrust, Rather than Prices, Impacting Airline Volumes

While consumers have cut back nonessential spending during this period of economic anxiety, another factor is driving reduced airline ticket sales despite declining ticket prices: reduced consumer trust in airlines. Cancellations and delays due to staffing shortages—to which airlines are particularly susceptible due to federally-mandated limits on pilot workdays—were substantially higher in most summer months this year than in 2019,³⁵ causing a decrease in consumer trust toward many leading U.S. airlines.³⁶ Unlike the wave of cancellations and delays in the winter, which consumers viewed as understandable and out of airlines' control given high numbers of Omicron variant infections, this past summer's staffing shortages were perceived as being the airlines' fault. Airlines will need to win back the trust of consumers to regain their prior share of transportation traffic.

Price Increases at High-End Accommodations

While staffing shortages are forcing luxury hotels to increase their rates to maintain revenue at a lower occupancy, this may not impact the purchasing decisions of the typical high-end traveler. A lack of workers and a subsequent reduction in maximum occupancy rate has forced hotels to charge more to maintain profitability; luxury hotel rates are 25% more expensive today than in 2019.³⁷ Revenue per available room (RevPAR) has also grown the most for resorts compared to all other accommodations since 2019.³⁸ However, the consensus is that price increases have not meaningfully decreased demand for luxury accommodations, as luxury consumers are generally more time-poor than cash-poor. In fact, luxury hotel pricing growth had been slower than historical levels for the past decade.³⁹ These price increases are less prominent among hotels as a whole; even though nominal ADR has been increasing rapidly, once inflation is accounted for, real ADR across the entire hotel industry is within 1% of pre-pandemic levels after remaining below them for over two years.⁴⁰

Persistent Rental Car Shortage

Even as many of the supply-chain shortages of earlier this year have been mitigated, the rental car market remains substantially under-supplied. Faced with an unprecedented decline in travel at the start of the pandemic, rental car companies sold off large portions of their inventories—depreciating assets with little value in the near term—and struggled to replenish their inventories when demand rose again in 2021. A worldwide microchip shortage has limited automakers' abilities to build new cars, causing them to prioritize higher-margin, more expensive vehicles rather than the lower-margin base models most likely to populate rental fleets,⁴¹ making the problem more acute among rental car companies than car dealerships as a whole. The shortage may be growing less acute, and prices have started to drop. The August Consumer Price Index for rental cars was 46% above its 2019 figure as opposed to 70% in April,⁴² suggesting that as fewer people travel via airplane, fewer rental cars may be needed. However, the underlying issues of low supply are likely to persist,⁴³ leaving travelers vulnerable to volatile spikes in rental car prices as demand fluctuates. This trend, combined with consumer mistrust of airlines and tighter spending habits, suggests that a higher proportion of travelers in the near future will choose to use personal vehicles for transportation.

³⁵ <https://www.cnn.com/2022/09/09/airlines-chaotic-summer-is-over-heres-how-it-went.html>

³⁶ https://go.morningconsult.com/rs/850-TAA-511/images/220819_State-of-Travel-and-Hospitality.pdf

³⁷ <https://thepointsguy.com/news/future-of-luxury-hotel-stays/>

³⁸ https://www.ustravel.org/research/travel-recovery-insights-dashboard?check_logged_in=1

³⁹ <https://thepointsguy.com/news/future-of-luxury-hotel-stays/>

⁴⁰ <https://www.costar.com/article/862797832/higher-hotel-rates-sustainable-for-now-but-will-eventually-moderate>

⁴¹ <https://www.autoweek.com/news/industry-news/a40297985/rental-cars-summer-travel-season-problems/>

⁴² <https://www.marketwatch.com/story/travel-prices-may-be-dropping-is-now-the-time-to-book-a-trip-11663958070?mod=home-page>

⁴³ <https://www.autoweek.com/news/industry-news/a40297985/rental-cars-summer-travel-season-problems/>

Additional Funding to Restore California's Tourism Economy

In 2021, California received \$95 million in state tourism marketing stimulus, which helped fund Visit California programs to grow visitor spending in California 46% from 2020 to 2021 as the state's tourism economy recovered from the pandemic. This funding was supplemented by an additional \$15 million in the state's budget this year, which aims to bring California's tourism economy back to pre-pandemic levels in 2023. The money will primarily fund marketing programs promoting family travel, professional meetings and travel to California's urban hubs. Initial projections estimate this spending will generate upwards of \$4 billion in visitor spending in California businesses and create more than 35,000 travel and hospitality jobs.⁴⁴

⁴⁴ <https://www.travelpulse.com/news/destinations/california-budget-invests-in-restoring-tourism-economy.html>

Supply Trends

As air travel sharply declined with many airports closed by governments to stop the spread of COVID-19 and airlines cutting capacity in response, Santa Monica was especially hard hit. Annually, 50%+ of our visitors arrive from outside of the United States. Sales inquiries declined, a wave of cancellations was issued, groups stopped traveling and Santa Monica tourism receipts plunged, impacting revenues and taxes city wide. Jobs were lost and many hotels and businesses were closed, impacting our economy and our daily lives with many disruptions.

While tourism revenues are not expected to fully recover until late 2024, Santa Monica is on the road to recovery. Domestic leisure travelers are driving demand, small groups have started to meet in person and international travel is recovering with re-opened borders and pent-up demand. We continue to experience consistent growth in occupancy to near—in some months exceeding—2019 numbers, with hotels posting record breaking rates over 2019.

With public health impacting indoor business, Santa Monica quickly implemented new ways for businesses to remain in operation, with fees to implement the program fully paid for by the City for multiple years, resulting in millions in community benefits. More than **240 businesses** benefited from the free Santa Monica Outdoors Temporary Use Program, and a permanent program was approved in 2022. Through this new permanent program, 46 parklet permit applications have been received and 32 agreements have been executed, adding to 71 businesses that already participate in the permanent sidewalk dining program. The City also waived outdoor fitness permit fees during the pandemic to support 34 businesses/trainers and to increase access to health and wellness events in our parks citywide (up from 11 in 2019).

Despite a normalization in travel behaviors, there is limited post-pandemic data to illuminate the path forward.







Santa Monica's Strengths and Challenges

This section explores the Santa Monica visitor experience related to the following tourism-related facets:

- Accommodations
- Dining and Retail
- Attractions and Entertainment
- Supporting Infrastructure
- Tourism Management and Support

Santa Monica Accommodations Experience

Strengths	Challenges
<ul style="list-style-type: none">• COVID-19 continues to impact the destination-wide occupancy for Santa Monica. In 2021, performance was 57%, down from 88% in 2019. The ADR in Santa Monica had risen to \$376 in 2021.• The summer of 2022 indicates a growth in occupancy, closing the gap to an average of 10% below 2019 occupancy. The ADR has continued to rise by nearly 12%, on par with national trends.• Accommodations are largely a positive driver of perception for Santa Monica. Positive themes include luxury, boutique and proximity to the beach. Those who can afford Santa Monica's luxury accommodations are satisfied with their experience.• Several Santa Monica hotel properties are currently reinvesting in both product and experiences offered. A new hotel has been approved on Ocean Ave.	<ul style="list-style-type: none">• Would-be visitors regularly complain on social channels about the lack of affordable accommodation and the high price of existing accommodations.• Some local stakeholders expressed concern about the supply of rooms. Occupancy rates are high and the future supply may not be able to accommodate future demand. This concern applies to both mid- and up-scale supply.• For those who can afford to stay in Santa Monica, the issue is not price but value of the total experience. International visitors complain about the addition of resort and parking fees on top of already high room rates.• Potential 1% increase of Transient Occupancy Tax (TOT).• Homelessness and safety are top keywords in social conversations about accommodations in Santa Monica. This suggests that it is also harming the perceived value of accommodations.• Major hotel investments in neighboring areas are competition for the luxury travel segment.

The Santa Monica Dining and Retail Experience

Strengths	Challenges
<ul style="list-style-type: none"> • Following outdoor activities, shopping is the primary driver of the entertainment conversation in Santa Monica. International visitors enjoy the mix of well-known brands at Santa Monica Place and local brands on side streets. • Perceptions of Santa Monica restaurants are positive and aligned with those of the competitive set. Upscale dining dominates positive conversations about Santa Monica restaurants, which is not surprising given the affluence of the visitor and resident populations. • As a result of the pandemic, outdoor dining has expanded significantly across the city, giving residents and visitors a new option for their dining experience. • Outdoor dining options are considered a positive draw for Santa Monica. • Several new restaurants have opened. • Social conversations show a strong link between restaurants, entertainment and shopping in Santa Monica. This suggests an opportunity for unique collaborations that span multiple facets of the visitor experience. • Luxury is a positive differentiator for Santa Monica when compared to its competitive set. This suggests that, while Santa Monica focuses on increasing dining diversity, it should not lose sight of its fine dining advantage. • The Promenade and Downtown Santa Monica's (DTSM) new initiatives could be a significant catalyst for further strengthening the city's dining and retail experience. • Santa Monica Place's addition of the Cayton Children's Museum has provided an added draw for residents and visitors. Another example is Lulu's restaurant. • Santa Monica collaborated with Visit California and more than a dozen other California destination marketing organizations to bring back the California edition of the Michelin Guide in 2022. Santa Monica benefits from the global badge of credibility that comes with the Michelin Guide and research shows that "foodies" are among the highest-spending travelers. Santa Monica boasts two Michelin starred restaurants and over 17 Michelin recognized restaurants. 	<ul style="list-style-type: none"> • Residents and visitors want greater culinary diversity in terms of both food choice and price point. • The dispersed conversation topics about Santa Monica's restaurant scene indicate that it offers many options, but lacks a signature experience, event or restaurant. The meals or occasion (brunch and happy hour) drive the conversation rather than specific restaurants, dishes or events, all of which are easier to own and defend by a destination. • Competition from online shopping and investments in other L.A. retail destinations have led to increased vacancies throughout the city. • The high and uncertain costs of running a business in Santa Monica are driving local retailers out. • A perceived lack of parking and difficulty getting around are issues for both residents and visitors, contributing to some negative sentiment in this facet. • Major investments in competing retail areas outside Santa Monica, such as The Grove, Westfield Century City and Beverly Hills, have increased competition. • Unanticipated increases in cost of goods and labor shortages threaten the number of unique dining options in Santa Monica. • Unregulated vendors can create challenges and communicating safety tips to the public needs improvement. • Outdoor dining experiences need to be expanded further to meet potential demand.

The Santa Monica Attractions and Entertainment Experience

Strengths	Challenges
<ul style="list-style-type: none"> Historically, Santa Monica's attractions are its biggest draw, with 46% of visitors choosing Santa Monica for the ability to walk to activities and 45% choosing the city for its proximity to the beach. Entertainment is an anchor to the destination experience perception. It accounts for a larger volume of the social conversation than restaurants in about-market conversations. Outdoor activities, which include the Santa Monica Pier and beach, are the most important category of attractions, driving the most social conversation (46% overall). Conversations about Santa Monica's outdoor activities are more positive than those of its competitive set. Health and wellness contribute to a positive visitor and resident experience. Key positive themes in this facet include yoga, fitness, meditation, farmers' markets, spas and top hospitals. Wellbeing has earned Santa Monica positive media mentions, suggesting an opportunity to further leverage this messaging to drive the media conversation. Public transportation and ease of walking to most attractions in Santa Monica can enhance brand strength. 	<ul style="list-style-type: none"> The number of social media posts that associate Santa Monica's outdoor assets and activities with negative keywords and images related to cleanliness, homelessness and safety is growing. If SMTT and its partners do nothing to manage conversations, Santa Monica, like its competitors, could see negative keywords take over conversations about outdoor assets and activities. The decline in the volume of conversation about outdoor activities reinforces the need for more authentic outdoor experiences. Members of all groups want more cultural activities. Many suggested more events and festivals that highlight what is truly unique about Santa Monica. The significant rise in the number of people sharing and asking about cultural activities once in the community reinforces this point. There is a perception of limited parking and significant congestion around key assets. Excluding outdoor activities, entertainment drives a relatively small share of conversation about Santa Monica, compared to destinations in the competitive set. That the conversations about entertainment are more positive suggest that Santa Monica could further leverage this asset to support its brand perception. The city's nightlife and entertainment lack breadth and depth. Conversations are limited and concentrate on the perceived danger of being out late and day-trippers' difficulty getting home again. Safety perceptions and early closing of the Pier could have a negative impact on the city's quality of life and visitor experience.

Santa Monica Supporting Infrastructure Experience

Strengths	Challenges
<p>Transportation and Accessibility</p> <ul style="list-style-type: none"> • Santa Monica is a walkable destination, which is a major driver of visitation. • The Metro provides accessibility to other parts of L.A. <p>Safety</p> <ul style="list-style-type: none"> • Among its competitive set, Santa Monica has a lower share of negative conversations related to cleanliness and safety. <p>Cleanliness</p> <ul style="list-style-type: none"> • Within the social conversation, hotels are a positive driver of perceived cleanliness. <p>Services</p> <ul style="list-style-type: none"> • The City is investing in initiatives to address the homelessness issue. • The City is investing in the creation of a long-term Economic Sustainability Plan. 	<p>Public Facilities</p> <ul style="list-style-type: none"> • Some stakeholders report a deficit of public restrooms across the city. <p>Transportation and Accessibility</p> <ul style="list-style-type: none"> • Transportation to/from Los Angeles International Airport (LAX) can be an issue. • Residents and stakeholders are frustrated by congestion and a lack of parking, although these factors are not barriers to visitation. • The wayfinding to facilitate visitors walking outside of the core is insufficient. <p>Safety</p> <ul style="list-style-type: none"> • The number of police officers. • Residents and stakeholders would like to see an increase in safety personnel in highly populated areas. • While overall crime statistics are trending down, the perception of safety challenges remain. <p>Cleanliness</p> <ul style="list-style-type: none"> • Water quality at the beach specifically related to the Pier and homelessness drive negative conversations about cleanliness. <p>Workforce Housing</p> <ul style="list-style-type: none"> • There is a deficit of workforce housing, which is a particular challenge for labor-intensive businesses in Santa Monica. <p>Services</p> <ul style="list-style-type: none"> • Homelessness is having a negative impact on the perception of the destination, specifically in key locations like the Pier, beach and boardwalk. It is also the main driver of negative conversations about safety in-market. • It is costly and time-consuming to open a business. • There is a lot of regulatory uncertainty about the cost of doing business in Santa Monica.

The Santa Monica Tourism Management and Support Experience

Strengths

- SMTT, the City and its partners have a positive reputation for stewardship of the destination.
- Elected officials value visitors' contribution to the economy.
- Residents are more aware of the value tourism brings to the City budget post pandemic.

Challenges

- Resident perceptions of the need for tourism vary, with the majority being apathetic and a minority being opposed and misinformed.





Our Vision for the Future

The vision for this Santa Monica Experience provides a north star for our Experience Management Plan over the 10-year planning timeframe. It describes the aspirational experience Santa Monica intends residents and visitors to have in 2032. The Steering Committee and Core Team worked collaboratively to create the vision from all phases of our stakeholder engagement and outreach efforts.

Our Vision for Santa Monica: 2032

In 2032, Santa Monica will redefine the quintessential Southern California urban beach experience.

Future residents and visitors will appreciate Santa Monica as a community-minded retreat from the bustling Los Angeles metro—a place where everyone is welcome to recharge and reconnect with their family, friends and the outdoors. They will also find many new options for engaging and interacting with this wellness-focused city where diversity is embraced and where everyone can be their authentic self.

New technologies will enable visitors to seamlessly plan their trip and arrival into the destination. Artificial intelligence tools that learn the preferences of specific travelers will generate customized itineraries and reservations in advance of arrival. For visitors who travel through Los Angeles International Airport, an interactive Santa Monica welcome experience will greet them to expedite their orientation and facilitate their transport to the city. For the trip into Santa Monica, be it from the airport or another point of departure, all visitors will be greeted by a personalized tour guide that accompanies them on their transport of choice into the city, turning the last leg of their journey into an enriching experience that builds anticipation of the experience they will have in Santa Monica.

Even before arriving at their hotels, visitors will have access to a virtual check-in experience that will be confirmed by facial recognition at the door of the hotel, allow for customized arrival times and prorate room charges. The same systems that developed the visitors' itineraries will ensure their rooms are pre-stocked with individualized amenities. Short-term rentals will likewise offer customized experiences that personalize the best Santa Monica has to offer, tailored for the specific needs and preferences of each traveler. Santa Monica's accommodations will also showcase best-in-class sustainability programs and visitor education.

The beautiful beach will continue to be at the heart of the Santa Monica experience—clean, pristine and reflective of a deep commitment to preserving the area's natural resources. Unique dining, retail and outdoor activities will tempt residents and visitors to stop and explore as they make their way from the boardwalk down to a clean, safe and accessible waterfront. Once there, people can choose from a myriad of activities, from those available today such as surfing, swimming and volleyball, to new activities such as sustainably powered boat cruises.



The fun won't stop when the sun goes down. Be it live music or a quiet gathering with friends, the re-energized beach scene will entice residents and visitors to stay and enjoy the Santa Monica coast just a bit longer.

No trip to Santa Monica would be complete without exploring the iconic Santa Monica Pier. The Pier will represent a slice of classic Santa Monica life—showcasing local artisanal shops, restaurants and artists—and will serve as an incubator for local retail and dining businesses. Like the beach, the Pier will offer experiences for every resident and visitor from morning yoga to afternoon family activities to dinners at famed local restaurants and free live concerts at night.

In addition to its global reputation for its iconic beach and Pier, Santa Monica will have a reputation as a celebrated arts destination. Murals and outdoor art will continue to enrich the pedestrian experience throughout the city. Galleries will showcase established artists, while an open maker space environment will provide up-and-coming artists affordable space to showcase their work. Major world-class arts events will tempt travelers to visit time and again to view and buy works from national and international galleries and art dealers. Museums, both established and new, will draw and delight visitors with their connection to Santa Monica's unique vibe. Hotel guests will also enjoy cultural experiences woven into their hotel stay with opportunities to meet artists, art-themed rooms, and classes on site.

As they explore this clean, sustainable, and safe city on foot, residents and visitors will take delight in the locally owned shops and restaurants around every corner. Maker spaces, pop-ups and public market concepts will offer artists, makers, restaurateurs and other local businesses affordable opportunities to do business in Santa Monica. Whether they seek a luxurious bespoke shopping experience followed by an intimate locally sourced dinner with a chef or a stroll through a public market to pick up a few small souvenirs and tasty treats, people will appreciate the community focus of Santa Monica's thriving economy.

When the sun goes down, residents and visitors will stay in Santa Monica to enjoy the variety of nightlife options available. Not only will more restaurants and bars stay open into the later hours, but special offerings like park walks and night spas will appeal to those who delight in Santa Monica's wellness focus. Special evening activities and attractions will activate public spaces to help create a cohesive community experience as people easily travel from one place to the next.

Residents and visitors will be able to navigate Santa Monica quickly and easily. Public and alternative transportation with dedicated rights-of-way will enable people to move across the city without a car, while an exceptional pedestrian environment will safely move visitors from one end of the city to the other by foot. Connections to Los Angeles and other neighboring cities will likewise be seamless, enabling visitors to stay in Santa Monica longer than they currently do and more easily use it as a home base for enjoying regional attractions and amenities.

In 2032, tourism will still be a major part of Santa Monica's economy with demand higher than ever thanks to the fantastic coverage of world class sporting events that have taken place in Los Angeles such as the World Cup and the Olympics, especially with the Olympic beach volleyball events being held in Santa Monica in 2028. At the same time, many of the tourism-related challenges of today will no longer exist.

Better wayfinding and transportation will ease congestion and diffuse visitors across the city, and the comingling of residents and visitors will continue to help create a community atmosphere. Even more of Santa Monica's residents will embrace visitors to their city—not only because of the energy and diversity they bring, but also because of the contributions they make to Santa Monica's economy and quality of life.

Whether you live, work or play in Santa Monica, the experience will truly “match the postcard.”








Experience Management Strategies

Experience Management Strategies describe actions that SMTT, the City and its partners will take to ensure the long-term vibrancy of Santa Monica as a place to live, work and visit. There are nine strategies total, each with corresponding courses of action and measures of success. Because this Plan is meant to be responsive to the reality of the operating environment, strategies, courses of action and measures of success may shift over time.

Strategies, Courses of Action and Measures of Success

Our courses of action were designed to support each of the three unifying principles that acted as the guardrails for our planning and decision making:

-  **Stewardship** — focusing on Santa Monica’s quality of life, culture and heritage, and natural resources
-  **Sustainability** — promoting decisions and action steps that support sustainable practices
-  **Diversity, Equity, Inclusion and Accessibility** — ensuring our decisions equitably support the full diversity of the Santa Monica community



STRATEGY #1: Highlight and leverage cultural happenings

In addition to our renowned beach experience and globally recognized Santa Monica Pier, our community offers residents and visitors alike an exciting range of cultural experiences around the city. We will collaborate with partners and businesses to ensure these unique happenings are brought to the forefront, giving greater depth and breadth to the Santa Monica experience, thus enhancing the value proposition for those who call our community home and those who choose our destination as a place to visit and enjoy.

Courses of Action

Curate DIY historical and cultural tours of Santa Monica	  
Be proactive and responsive to innovation in the destination experience	  
Reimagine transformational upgrades to the 3 rd Street Promenade	  
Support the Bergamot Station and Civic Auditorium redevelopment efforts	
Showcase Santa Monica's unique history throughout the city	
Develop a Santa Monica Arts Month	  
Leverage the public art program to fund iconic art projects	  
Promote local cultural opportunities (e.g., Mi's Westside Comedy Theater)	 

Measures of Success

- Increased number of cultural and historical experiences available
- Increased visitation at cultural experiences and events
- Increased number of visitors citing culture as a driver of intent to visit
- Positive resident sentiment



STRATEGY #2: Foster memorable accommodations experiences that enhance the value proposition

Santa Monica's accommodations are a strong driver of positive brand perception. However, accommodations of some competitor destinations performed better in the perception research. To maintain its edge, Santa Monica will need to continue to encourage the development of unique accommodations experiences, specifically those that leverage sustainability and/or technology to amplify the city's reputation as Silicon Beach.

Courses of Action

Evaluate the fiscal impacts of home sharing on existing hotels and City revenue

Encourage investment in unique accommodations and experiences

Leverage technology to innovate the visitor experience

Promote and engage with programs that minimize the environmental impact of Santa Monica's visitor-serving businesses and accommodations

Support the Ocean Avenue Project and related cultural amenities



Measures of Success

- Increased favorable accommodations ratings
- Increased revenue per available room (RevPAR)
- Fiscal impacts of home share on existing accommodations and city revenue
- Increased transit occupancy tax (TOT) revenue



STRATEGY #3: Promote a diversity of retail, dining and evening experiences

Shopping and dining are top drivers of Santa Monica's brand perception. Visitors appreciate the mix of well-known, high-end brands at Santa Monica Place and local brands in the neighborhoods. Fine dining also dominates dining conversations. Both residents and visitors would like to see Santa Monica build on this strong foundation with a greater diversity of retail and dining experiences, particularly those that are open later into the evening.

Courses of Action

Provide increased opportunities for expansion of permanent outdoor dining program



Revisit regulations for indoor/outdoor evening entertainment venues



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



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



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



Measures of Success

- Increased percentage of "legacy" restaurants that are locally/regionally owned
- Increased number of evening entertainment options and venues
- Increased activations of public spaces resulting from a supportive regulatory environment
- Increase in permanent outdoor dining program locations



STRATEGY #4: Support livability for the Santa Monica community

For Santa Monica to remain a vibrant destination for visitors well into the future, it must first ensure a thriving community for its residents. Livability issues, including the high cost of living, insufficient access to support systems and services for those experiencing homelessness, and declining perceptions of safety and cleanliness threaten the health of the local community and require action.

Courses of Action

Further explore the creation of a nonprofit to facilitate innovative solutions to livability issues

Advocate for state legislative reform on livability issues of local importance

Expand transition assistance programs and facilities

Enhance access to housing, services and behavioral healthcare

Encourage increased housing and transportation affordability for Santa Monica residents and its workforce



Measures of Success

- Increased access to workforce and affordable housing
- Decreased percentage of people who work in Santa Monica and commute 45 minutes or more to work
- Decreased number of unsheltered in the annual count in Santa Monica

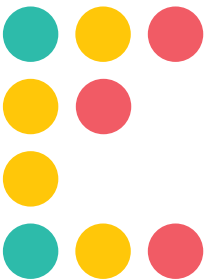


STRATEGY #5: Enhance mobility for Santa Monica visitors, residents and workforce

Many visitors choose Santa Monica over destinations in the Los Angeles Metro area because of its walkability. There are several opportunities to improve the connectivity of Santa Monica’s neighborhoods, thus ensuring that residents and visitors can navigate out of the center to experience all that Santa Monica has to offer. Ideally, these connectivity opportunities should serve as interesting experiences in-and-of-themselves.

Courses of Action

- Create safe, connective and sustainable infrastructure for more accessible mobility for all
- Advocate for the expansion of reliable citywide high-speed Wi-Fi
- Invest in innovative, sustainable and experiential crosstown transit
- Explore participation in regional advocacy that supports a vibrant community-wide transportation system



Measures of Success

- Zero pedestrian fatalities
- Decreased demand for parking
- Increased pedestrian counts in target areas
- Increased placemaking score (Based on Project for Public Spaces framework)



Strategy #6: Ensure Santa Monica is a safe and clean place to live and visit

Perceptions of safety and cleanliness in Santa Monica continue to decline. Although statistics show that Santa Monica is a clean and safe place to live, work and visit, negative perceptions should signal that proactive steps are needed to address concerns.

Courses of Action

Expand de-escalation training to businesses and individuals to minimize conflict situations and reduce need for police intervention

Educate residents and visitors about responsible behavior and safety

Explore innovative and sustainable models for improving the perceptions of Santa Monica as a well-maintained and safe destination

Develop an integrated Crisis Communications Plan across business, government and the larger community

Leverage technology for efficient safety monitoring, reporting and response time



Measures of Success

- Increased positivity of social media perceptions of cleanliness and safety
- Increased resident satisfaction with safety and cleanliness
- Decreased number of complaints related to livability issues



STRATEGY #7: Support and enhance Santa Monica’s most important assets

The Santa Monica beach and Pier are the largest drivers of positive brand perception; however, increasing perceptions that the Pier and beach are not always clean and safe and that they lack authentic, uniquely Santa Monica experiences, represent a threat to these important assets. Nurturing these assets to ensure they continue to attract visitors and provide a positive experience is a top priority.

Courses of Action

Expedite the development of the new Pier Bridge	<div><div></div><div></div><div></div></div>
Curate new beach and Pier experiences	<div><div></div><div></div><div></div></div>
Integrate sustainability into beach and Pier experiences	<div><div></div><div></div><div></div></div>
Collaborate with other regional partners to create a positive identity for the region	<div><div></div><div></div><div></div></div>
Be a leader and strong partner in protecting and safeguarding the well-being of our ocean	<div><div></div><div></div><div></div></div>

Measures of Success

- Increased duration of visits to the beach and Pier
- Completion of the Pier Bridge by 2028
- Increased resident and visitor satisfaction with the beach and Pier experience
- Increased sales tax receipts at businesses on the beach and Pier



STRATEGY #8: Facilitate the viability of small and unique businesses

Residents and visitors expressed their strong desire for more uniquely Santa Monica experiences. This requires a business environment that attracts and nurtures entrepreneurs and small businesses, enabling them to test new concepts and grow those that show promise. The Situation Assessment suggests that the primary barrier is the regulatory environment. Working closely with the City to identify effective solutions that help ease the way for new business ventures to get off the ground will be a productive step and go far in positioning Santa Monica as an attractive place to start a new business.

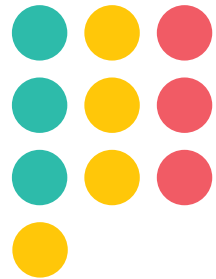
Courses of Action

Investigate the feasibility of local management of film permits and incentives to allow for a more deliberate shaping of Santa Monica's reputation in popular media

Adopt regulations that provide support for local businesses, particularly those unique to Santa Monica, to thrive

Establish incentives for property owners and landowners that result in more affordable options for businesses

Collaborate with other regional partners to create a positive identity for the region



Measures of Success

- Increased number of new business permits
- Increased small business survivability rate
- Decreased time between lease signing and opening day
- Decreased retail vacancy rate



STRATEGY #9: Sustainably invest in making Santa Monica the greenest beach city in the U.S.

Santa Monica is a leader in sustainable practices and policymaking. Examples include green building technology, beach- and ocean-safe policies, electric or natural gas public transportation options, and many other hallmarks of an environment-friendly city. By leveraging our community's commitment to protecting and preserving our environment and natural resources, Santa Monica can become the greenest beach city in the U.S and become the standard by which others are measured.

Courses of Action

Launch electric vehicles on the beachfront

Update Master Sustainability Plan

Collaborate with local environmentally oriented non-profit organizations



Measures of Success

- Consistently achieve an A rating for water quality
- Fifty percent of Santa Monica hotels boasting LEED certification
- More electric, hybrid and natural gas vehicles on the streets than gas only vehicles
- New businesses in Santa Monica adopting sustainable practices





AERO

KNIGHT OF CUPS
THURS 730
BUGS BUNNY SUN 4PM

AERO

DAYS OF HEAVEN FRI
BADLANDS 730
THIN RED LINE SAT

1328

NO PARKING
TEMPORARY

Alignment with the City of Santa Monica's Priorities

The Experience Management Plan's Alignment with the City of Santa Monica's Priorities

The following table lists the Experience Management Plan strategies and indicates how they map to City priorities as of the fall of 2022.

City of Santa Monica Priorities <i>(As identified by City Council as part of the FY 21-23 budget)</i>	Experience Management Plan Strategies
A clean and safe community: Create an atmosphere marked by clean and safe public spaces and neighborhoods.	<ul style="list-style-type: none"> • Ensure Santa Monica is a clean and safe place to live and visit • Sustainably invest in making Santa Monica the greenest beach city in the U.S. • Promote and enhance Santa Monica's most important assets
Addressing homelessness: Prevent housed Santa Monicans from becoming homeless, address the behavioral health needs of vulnerable individuals, advocate for regional capacity to address homelessness, and maintain access to safe, fun and healthy open spaces.	<ul style="list-style-type: none"> • Ensure Santa Monica is a clean and safe place to live and visit • Support livability for the Santa Monica community • Enhance mobility for Santa Monica visitors, residents and workforce
An equitable and inclusive economic recovery: Cultivate equitable and inclusive economic opportunity and recovery, including access for all community members to educational, employment and economic resources and opportunities, and create a community where differences in life outcomes cannot be predicted by race, class, gender, disability or other identities.	<ul style="list-style-type: none"> • Facilitate the viability of small and unique businesses • Promote the diversity of retail, dining and evening experiences • Highlight and leverage cultural happenings • Enhance mobility for Santa Monica visitors, residents and workforce • Foster memorable accommodation experiences that enhance the value proposition • Promote and enhance Santa Monica's most important assets



Plan Implementation

Having a clear strategy for how the Experience Management Plan will be implemented is key to the Plan's success. This section describes the framework that will help to focus the work over the 10-year planning horizon.

The Collective Impact Framework

We will utilize a Collective Impact Framework to guide the ongoing implementation of the Experience Management Plan. The Stanford Social Innovation Review describes a collective impact model as:

The commitment of a group of important [contributors] from different sectors to a common agenda for solving a specific social problem. Collaboration is nothing new, but collective impact initiatives are distinctly different. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff and a structured process that leads to a common agenda, shared measurement, continuous communication and mutually reinforcing activities among all participants.⁴⁶

⁴⁶ https://ssir.org/articles/entry/collective_impact

A Collective Impact Framework has five critical components. The graphic below identifies this system of components and is followed by descriptions of each component specific to the implementation of the Santa Monica Experience Management Plan.



Common Agenda

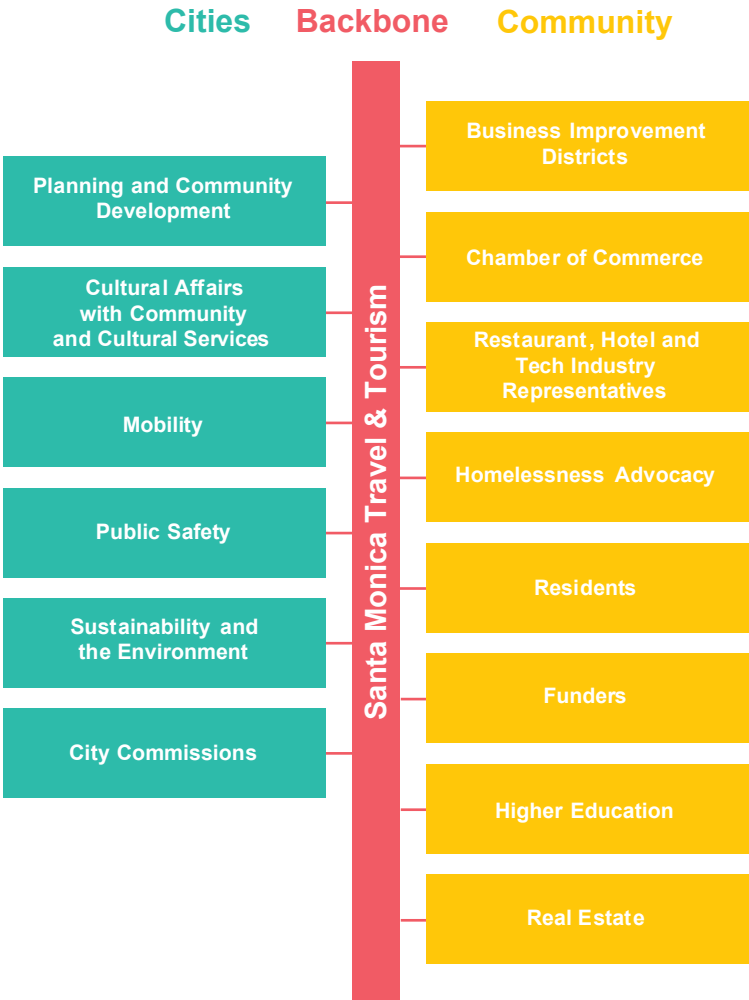
The participants in this Collective Impact approach to implementing the Experience Management Plan will work toward the same goal, fully embracing the Vision expressed for Santa Monica earlier in this document.

Measures of Success

The Measures of Success for the Collective Impact Framework are the same as those indicated for each of the nine strategies described earlier in this document. As implementation of the Plan progresses, these Measures will be the indicators for whether specific Strategies are producing the desired impact, or whether course correction is necessary.

While it will be important to track these Measures every year, it will be especially important to measure progress in the years 2024 and 2027 when the Plan undergoes a thorough review and refresh to ensure its continued relevance.

Plan Management Organization



Although a Collective Impact Framework, by definition, involves multiple collaborators over time, only one organization should take responsibility for management and oversight of the common agenda. This organization is called the Plan Management Organization. SMTT will fill this role as a neutral party, providing implementation management and oversight in close partnership with the Governance Committee.

The Governance Committee (see Governance & Communication, below) will include representatives from many organizations across the Santa Monica community.

Governance and Communication

The Experience Management Plan Governance Committee should include representatives who can consistently reflect the following perspectives at a minimum:

- City of Santa Monica
- All Business Improvement Districts
- Chamber of Commerce
- Restaurants
- Hotels
- Tech Industry
- Homelessness Advocacy
- Various City Commissions
- Residents
- Funders
- Higher Education
- Real Estate

Committee members may represent more than one of these perspectives. To the degree possible, the Committee should represent these interests with a group of individuals that is reflective of the diversity of Santa Monica's residents and visitors.

Communications Plan

SMTT and the Governance Committee will need a strong communications plan to ensure the Governance Committee, elected officials, key stakeholders and residents have the information they need to engage with and support implementation of the Plan over the course of the 10-year planning horizon.

The Governance Committee is the most important audience for the communications plan, as successful communication between SMTT as the Plan Management Organization and Committee members will be integral to successful implementation. The communications plan should include how often the Committee will meet, how progress will be monitored and reported, who will receive reports, and how contact and momentum will be maintained between meetings.

Strategy Committees

Strategy Committees will be formed for each Experience Management Plan strategy. Each Committee will be comprised of community stakeholders who will convene regularly to collaborate on the development of courses of action, review progress over time, and provide course correction recommendations when appropriate.

Governance Committee Meeting Topics

Regular Governance Committee meetings will cover the following topics:

- Prioritization of Experience Management Strategies
- Assignment of a task force (or recognition of existing bodies) to implement each Experience Management Strategy and related courses of action
- Task force updates to the Committee
- Implementation strategies, timelines and course corrections
- Engagement/communication needs within the broader stakeholder community (e.g., elected officials, key stakeholders and residents)

Every three years, the Plan Management Organization and Governance Committee should focus their efforts on refreshing the Experience Management Plan to ensure its ongoing relevance and responsiveness to local, national and international trends and data. Every 10 years, the Governance Committee should complete a comprehensive overhaul of the Plan; however, the spirit of the Vision should remain largely, if not completely, intact.

Mutually Reinforcing Efforts

Because a Collective Impact Framework brings together a diversity of organizations, each with their own unique missions, it is important to be specific about what each will contribute to the shared effort. Some key aspects of these mutually reinforcing efforts are indicated below for the primary organizations involved in the implementation of the Plan (SMTT and the City), as well as partner organizations that will be part of the Governance Committee.

SMTT

- Promotes visitation
- Serves as the Backbone Organization based on the Collective Impact Framework
- Regularly and proactively communicates to stakeholders
- Identifies key partners and champions
- Supports task forces to ensure ongoing momentum
- Identifies funding sources

City Government

- Enables retention and acquisition of businesses
- Provides available funding for efforts adopted by City Council
- Makes it easy to do business in Santa Monica
- Provides oversight and ownership of City-related issues
- Identifies key partners and champions
- Identifies future funding sources

Partners

- Supports adjacent sector and neighborhood goals
- Identifies key partners and champions based on courses of action
- Identifies funding sources

Implementation Timeline

Over time, the activities will evolve as goals are achieved or as measures of success indicate needed course correction. The 10-year Plan implementation cycle will be organized as follows:

2022	Lay the groundwork for successful Plan implementation by kicking off the Governance Committee, prioritizing Experience Strategies, assigning task forces to begin implementation of select Strategies and continuing to foster buy-in and momentum for implementation
2023	Implement Strategies identified as priorities for this year
2024	Implement Strategies identified as priorities for this year and complete a Plan refresh
2024-26	Implement Strategies identified as priorities for each of these years
2027	Implement Strategies identified as priorities for this year and complete a Plan refresh
2028-29	Implement Strategies identified as priorities for each of these years
2030	Implement Strategies identified as priorities for this year and complete a comprehensive Plan reboot







Acknowledgements

The development of the original plan, just prior to the outbreak of COVID-19 worldwide, and the 2022 update were both made possible by the dedication and commitment of leaders from throughout our community. We are grateful for their efforts and tremendous contribution to making the Santa Monica Experience Management Plan a reality.

Santa Monica Travel & Tourism and the City of Santa Monica want to thank the following individuals who collectively dedicated hundreds of hours to the creation of the core components of the Santa Monica Experience Management Plan. While most committee members are residents of Santa Monica, some live outside our city limits and either lead or own a business in the city and share a longstanding commitment to our collective success as a community.

2022 Experience Management Plan Update Team:

- Younes Atallah, GM, Loews Santa Monica Beach Hotel
- Alyssa Dorn, Operations Coordinator, SMTT
- Mandy Eck, Director of Marketing, SMTT
- Evan Edwards, Chief Operating Officer, SMTT
- Christine Emhardt, Former Marketing Coordinator, SMTT
- Kristin Farrel, Global Business Development Coordinator, SMTT
- Michael Gurrieri, Chief Marketing Officer, SMTT
- Misti Kerns, President & Chief Executive Officer, SMTT
- Rachel Lozano, Chief People Officer, SMTT
- Kevin Linares, Client Services Coordinator, SMTT
- Todd Mitsuhata, Former Director of Global Business Development, SMTT
- Stephanie Nakasone, Global Sales & Services Manager, SMTT
- Ozzie Otero, National Sales Manager, SMTT
- Cara Rene, Former Director of Communications, SMTT
- Elaine Polachek, Consultant, Kings Road Consulting
- Aaron Seals, Operations Manager, SMTT
- Danny Tec, Travel Specialist, SMTT
- Luis Vasquez, Travel Specialist, SMTT
- Jan Williamson, Executive Director of 18th Street Arts Center, Member of the SMTT Board of Directors

Governance Committee

- Younes Atallah, General Manager, Loews Santa Monica Beach Hotel
- Ramon Batista, Chief of Police, SMPD
- Neil Carrey, Chairman, SMTT Board of Directors
- Susan Cline, Assistant City Manager, City of Santa Monica
- Albin Gielicz, Resident, SMTT Chairman's Circle
- Misti Kerns, President and CEO, Santa Monica Travel & Tourism
- Judy Kruger, Resident; President and CEO, Santa Monica Chamber of Commerce
- Raphael Lunetta, Owner, Lunetta
- Rob Schwenker, Executive Director, Santa Monica History Museum

Inaugural Strategy Committees

Committee to Ensure Santa Monica is a Safe and Clean Place to Live and Visit

- Andrew Thomas, CEO, Downtown Santa Monica
- Becky Warren, Resident
- Judy Abdo, Resident
- Danny Alvarez, Fire Chief, SMFD
- Lauralee Asch, SMTT Board of Directors
- Lindsay Call, Chief Resilience Officer, City of Santa Monica
- Darrick Jacob, Deputy Chief, SMPD
- Peter James, COO, City of Santa Monica Public Works Department
- Ed King, Director of Transit Services, City of Santa Monica
- Jeff Klocke, Vice President & General Manager, Pacific Park, SMTT Board of Directors
- Charlie Lopez-Quintana, Managing Director, ETC Hotels, SMTT Board of Directors

Committee to Highlight and Leverage Cultural Happenings

- Rob Bailis, Resident; Artistic and Executive Director, BroadStage
- Marisa Caichiolo, Resident; Founder & Executive Director, Building Bridges Art Exchange (BBAX)
- Shannon Daut, Cultural Affairs Manager, City of Santa Monica
- Darlene Evans, Member, SMTT Board of Directors
- Jennifer Ferro, President, KCRW
- Jim Harris, Executive Director, Santa Monica Pier Corporation
- Allison Ostrovsky, Cultural Affairs Supervisor, City of Santa Monica
- Rodney Punt, Resident; SMTT Chairman's Circle
- Allison Sampson, Resident; Co-Executive Director, Santa Monica Conservancy
- Jan Williamson, Executive Director, 18th Street Arts Center; Member, SMTT Board of Directors

Committee to Promote Diversity of Retail, Dining and Evening Experiences

- Peter Trinh, Board Member and Business Owner, Downtown Santa Monica
- Stephanie Eglin, General Manager, Santa Monica Place
- Sean Besser, Resident; Vice President, Ocean Park Association
- Kera Blades-Snell, Member, SMTT Board of Directors
- Elise Freimuth, Resident; Director of Communications, Rustic Canyon Family
- Hunter Hall, Executive Director, Main Street Business Improvement Association
- David Martin, Director of Planning and Community Development, City of Santa Monica
- Anthony Schmitt, Resident; Chair, Main Street Business Improvement Association
- Nathan Smithson, Director of Marketing and Business Development, Pacific Park on the Santa Monica Pier
- Claire Soley Hutchens, Co-Owner and Vice President of Operations, The Gourmandise School
- Dr. Clare Thomas, Resident; Vice President, Friends of Sunset Park
- Ted Winterer, Resident; Former Councilmember
- Rob York, Resident; President, York Consulting Group

Committee to Support Livability for the Santa Monica Community

- Tara Barauskas, Executive Director, Community Corporation of Santa Monica
- Dom Bei, Santa Monica Firefighter
- Alexander Cameron, Vice President of Leasing, Los Angeles Region, Boston Properties
- Karen Ginsberg, Member, SMTT Board of Directors
- Jeff Jarow, Resident; Vice President, Par Commercial Brokerage
- Evelyn Lauchenauer, Resident; Board Member, North of Montana Association (NOMA)
- John Maceri, CEO, The People Concern
- Pam O'Connor, Resident; Former Councilmember and Mayor; Member, Chamber of Commerce; Member, California Transit Association Board
- Michael Ricks, CEO, Providence St. John's
- Janet Rimicci, RN, MSN, Resident; Senior Director, UCLA Health
- Bianca Smith, Assistant Vice President, Program Operations, Chrysalis
- Setareh Yavari, Housing and Human Services Manager, City of Santa Monica

Plan Implementation Facilitators

- Evan Edwards
- Michael Gurrieri
- Misti Kerns
- Rachel Lozano
- Elaine Polacheck

Plan Update Consultant Team

- Elaine Polacheck, Principal, Kings Road Consulting
- Trever Cartwright, Partner, Coraggio Group
- Brad Simmons, Art Director, Coraggio Group

2019/20 Original Core Team

- Andy Agle, Director of Housing and Economic Development, City of Santa Monica
- Anuj K. Gupta, Deputy City Manager, City of Santa Monica
- Omark Holmes, Director of Marketing, Santa Monica Travel & Tourism
- Misti Kerns, President & CEO, Santa Monica Travel & Tourism
- Debbie Lee, Chief Communications Officer, City of Santa Monica
- Katie Lichtig, Assistant City Manager/Chief Operating Officer
- Kim Sidoriak, Chief Marketing Officer, Santa Monica Travel & Tourism

Stakeholder Committee

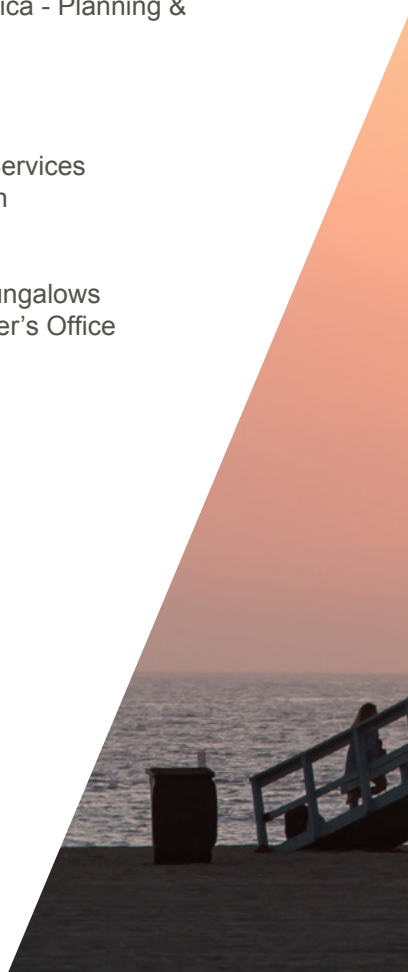
- Richard Chacker, President/Owner, Perry's Café and Beach Rentals
- Hunter Hall, Executive Director, MSBIA
- Damien Hirsch, General Manager, JW Marriott Santa Monica Le Merigot
- Matthew Lehman, General Manager, Fairmont Miramar Hotel & Bungalows
- Kathleen Rawson, CEO, Downtown Santa Monica, Inc.
- Laurel Rosen, President/CEO, Santa Monica Chamber of Commerce
- Negin Singh, Executive Director, Santa Monica Pier
- Nathan Smithson, Marketing Manager, Santa Monica Pier
- Francie Stefan, Mobility Manager, City of Santa Monica, Mobility Division
- Sue Bell Yank, Director of Marketing, 18th Street Arts Center

Consultant Team


- Trever Cartwright, Partner, Coraggio Group
- Arianna Howe, Vice President of Client Services, Sparkloft Media
- Matthew Landkamer, Coraggio Group
- Jaclyn Osterloh, Account Director, Sparkloft Media
- Alexandra Reese, Associate Principal, Coraggio Group

Interviewees & Focus Group Participants

- Judy Abdo, Board Member, Santa Monica Pier Corporation
- Lauralee Asch, Resident
- Caroline Beteta, President & CEO, Visit California
- Michael Bridges, General Manager, Viceroy Santa Monica
- Juan Carerro, Parking Administrator, City of Santa Monica - Transportation Engineering & Management
- Lynn Carpenter, Vice President of Marketing, Visit California
- Neil Carrey, Resident, Baker Hostetter
- Rick Cole, City Manager, City of Santa Monica
- Shannon Daut, Cultural Affairs Manager, City of Santa Monica - Cultural Affairs Division
- Gleam Davis, Mayor, Santa Monica City Council
- Stephanie Eglin, Senior Manager, Marketing, Santa Monica Place
- Leah Edwards, General Manager, Oceana Santa Monica
- Darlene Evans, Resident
- Nicole Flynn, AVP Marketing, Macerich/Santa Monica Place
- Nan Friedman, Manager, Annenberg Community Beach House
- Albin Gielicz, Resident
- Karen Ginsberg, Director of Community and Cultural Services, City of Santa Monica - Community & Cultural Services
- Linda Greenberg, Executive Director, Santa Monica Malibu Education Foundation
- Jason Harris, Economic Development Manager, City of Santa Monica - Economic Development Division
- Patricia Hoffman, Vice Chair, Downtown Santa Monica, Inc.
- West Hooker, Owner, Lago/Café Bellagio
- Darrick Jacob, Captain, Santa Monica Police Department
- Jeff Jarow, Vice President, Par Commercial Brokerage
- Kathryn Jeffery, Ph.D., Superintendent and President, Santa Monica College
- Jeff Klocke, General Manager, Pacific Park
- Dean Kubani, Director, City of Santa Monica - Office of Sustainability and the Environment
- Julia Ladd, General Manager, Santa Monica Place
- Laura Lieberman, Board of Education President, Santa Monica Malibu Unified School District
- Raphael Lunetta, Owner, Lunetta/Lunetta All Day
- David Martin, Director of Planning and Community Development, City of Santa Monica - Planning & Community Dev
- Derek McCann, General Manager, Loews Santa Monica Beach Hotel
- Laura Mclver, General Manager, Shuttles on the Beach
- Kevin McKeown, Council Member, Santa Monica City Council
- Judith Meister, Beach Administrator, City of Santa Monica - Community & Cultural Services
- Klaus Mennekes, Vice President and Managing Director, Edward Thomas Collection
- Greg Morena, Owner, The Albright
- Brian Murphy, General Manager, Doubletree Guest Suites Santa Monica
- Ellis O'Connor, Owners Representative, MSD Capital, Fairmont Miramar Hotel & Bungalows
- Alisa Orduna, Senior Advisor on Homelessness, City of Santa Monica - City Manager's Office
- Gerry Peck, General Manager, Shore Hotel
- Leona Reed, Associate VP of Global Marketing, Visit California
- Rosemary Regalbutto, Resident
- Cynthia Renaud, Police Chief, City of Santa Monica - Police Department
- Ron Robinson, President, Ron Robinson
- Francie Stefan, Mobility Manager, City of Santa Monica
- Joyce Syme, General Manager, Seaview Hotel
- Nat Trives
- Ted Winterer, Council Member, City of Santa Monica
- Rob York, Principal, York Consulting Group







“The best time to plant a tree
was 20 years ago. The next
best time is now.”

— Anonymous



The Santa Monica
Experience Management
Plan is for happy people
in a happy city.

