

DESTINATION **NEXT**

Huntington Beach, CA

January 30, 2019



NEXTFACTOR 

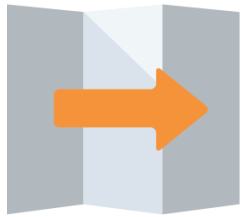
Opening Remarks

Paul Ouimet

DestinationNEXT

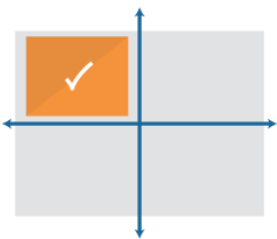
Vision:

Provide destination organizations with a powerful assessment tool and practical actions and strategies for sustainable success in a dramatically changing world



Futures Study

- 75 trends & 55 strategies
- 433 respondents in 52 countries



Scenario Model & Assessment Tool

- 4 unique scenarios
- 183 detailed assessments in 11 countries

Scenario Model

Scenario Model



Destination Strength Variables



International Readiness



Brand



Accommodation



**Attractions and
Entertainment**



**Conventions & Meeting
Facilities**



Air Access



Events



**Sporting and
Recreation Facilities**



**Communication &
Internet Infrastructure**



Mobility and Access

Community Support & Engagement Variables



**Effective DMO
Governance Model**



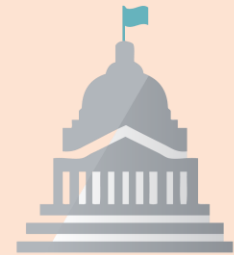
**Membership Strength
& Support**



Industry Support



**Local Community
Support**



**Policy and
Regulatory Environment**



Workforce



Hospitality Culture



Regional Cooperation



**Funding Support &
Certainty**



Economic Development

Destination Assessments



350

destinations from
18 countries



183

detailed
assessments
completed in 11
countries



30

underway or
planned,
including 4 other
countries



70

in discussion,
including
14 other countries

USA, Canada,
Mexico, Switzerland,
Colombia, Korea,
Guatemala, Taiwan,
Denmark, Brazil,
Australia

Dominican Republic, El
Salvador, Ecuador,
South Africa

Peru, Argentina, Dubai,
Germany, Honduras, Chile,
New Zealand, United
Kingdom, Thailand,
Micronesia,
Philippines, Russia, Ghana,
Nigeria

United States

DESTINATION
NEXT



* States shaded for state-wide assessment

Regional Assessments



**Northwest Florida
Tourism Coalition**



DestinationNEXT

Online Assessments:

Stakeholder Survey

- Local business & community leaders
- 101 responses

Public Survey

- Residents
- 306 responses

DESTINATION NEXT

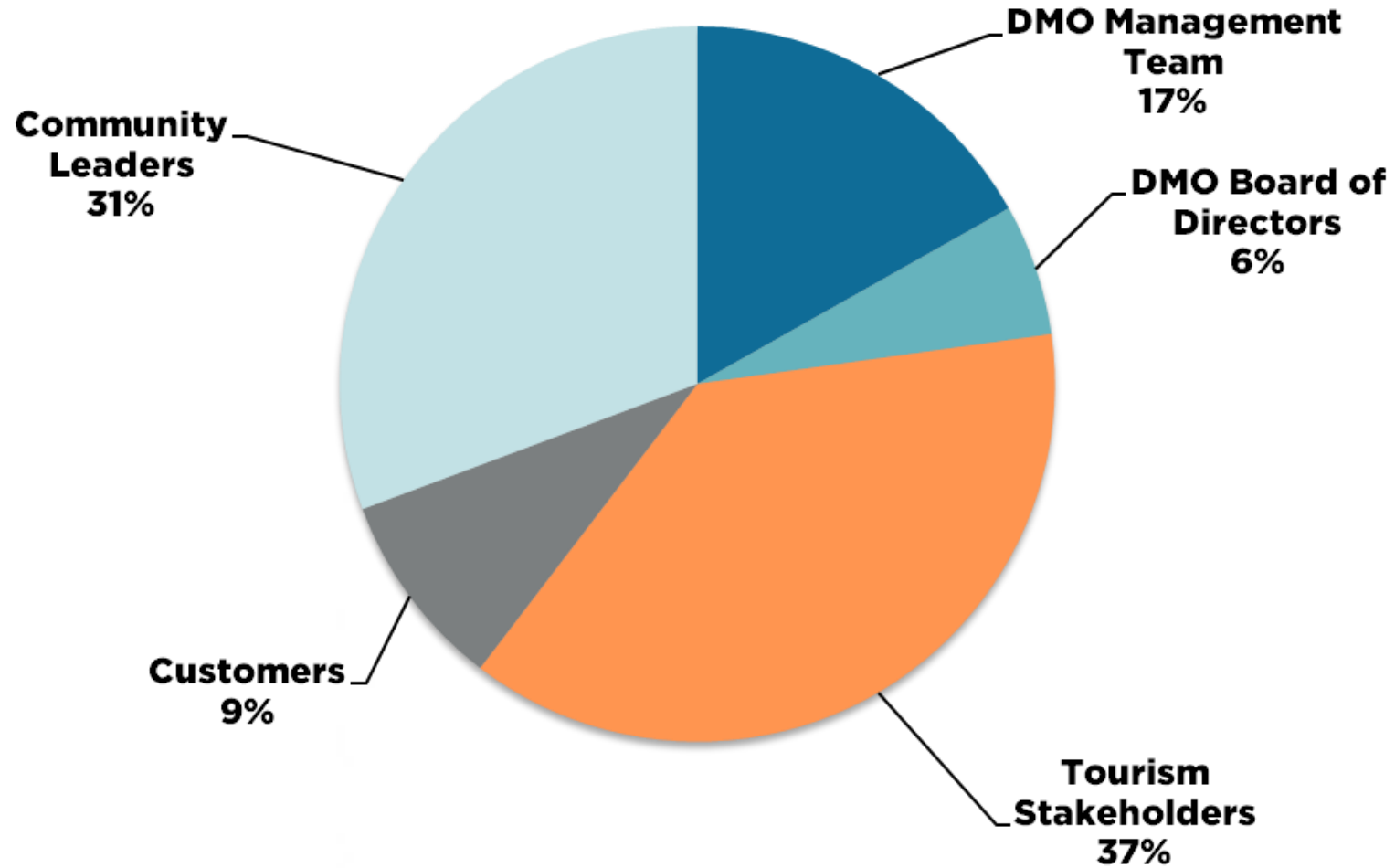
Online Diagnostic Tool Results: Stakeholders

Huntington Beach, CA

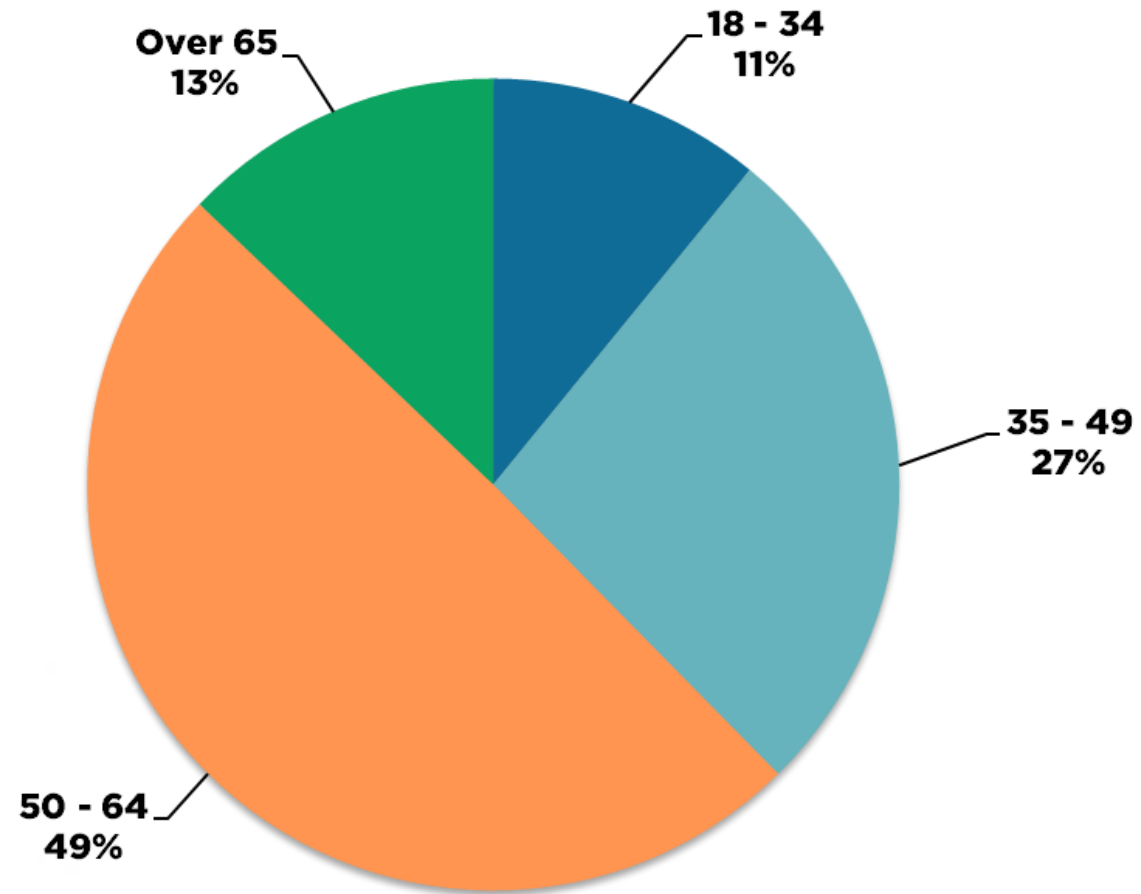
January 30, 2019



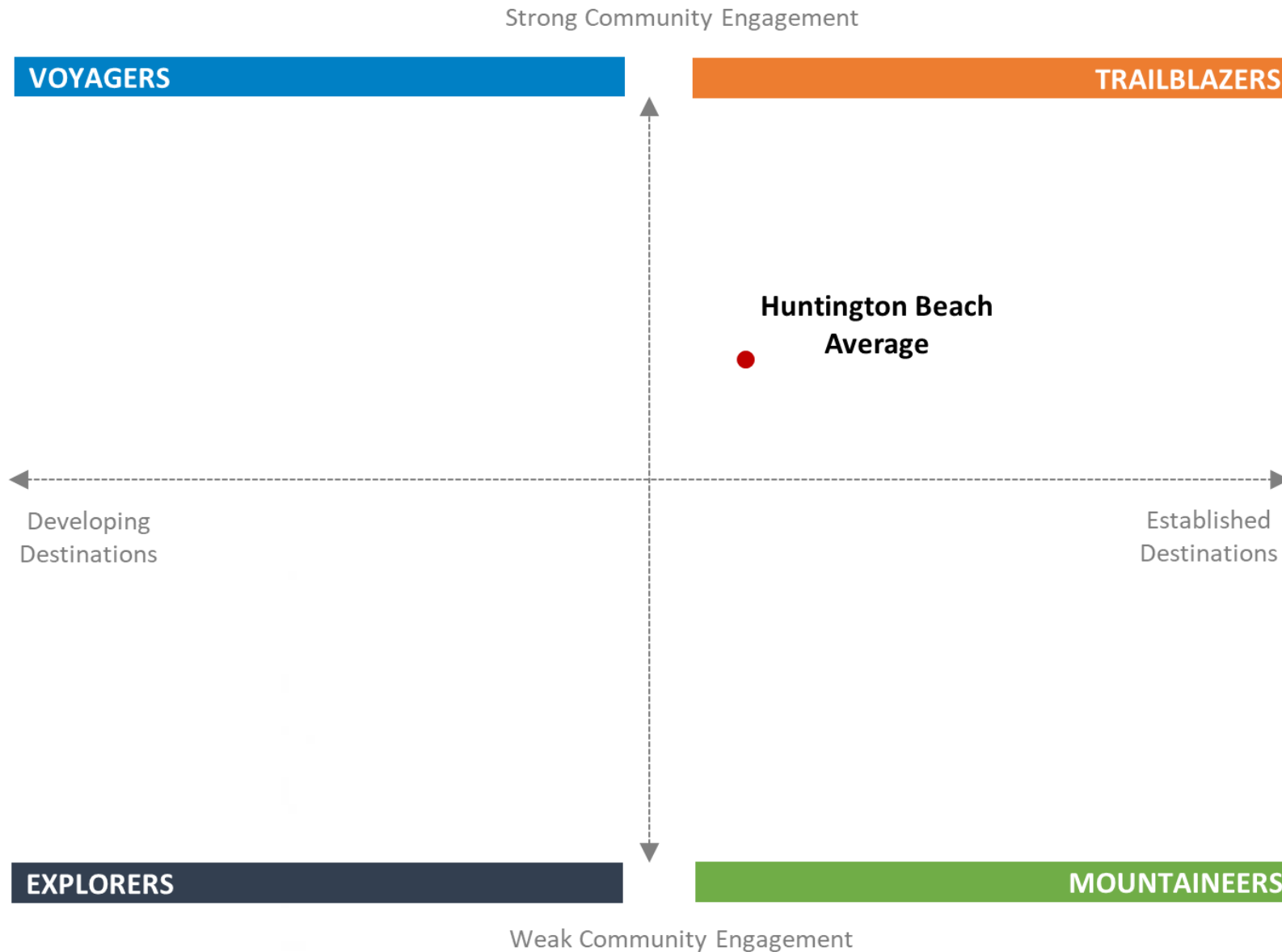
101 Participants



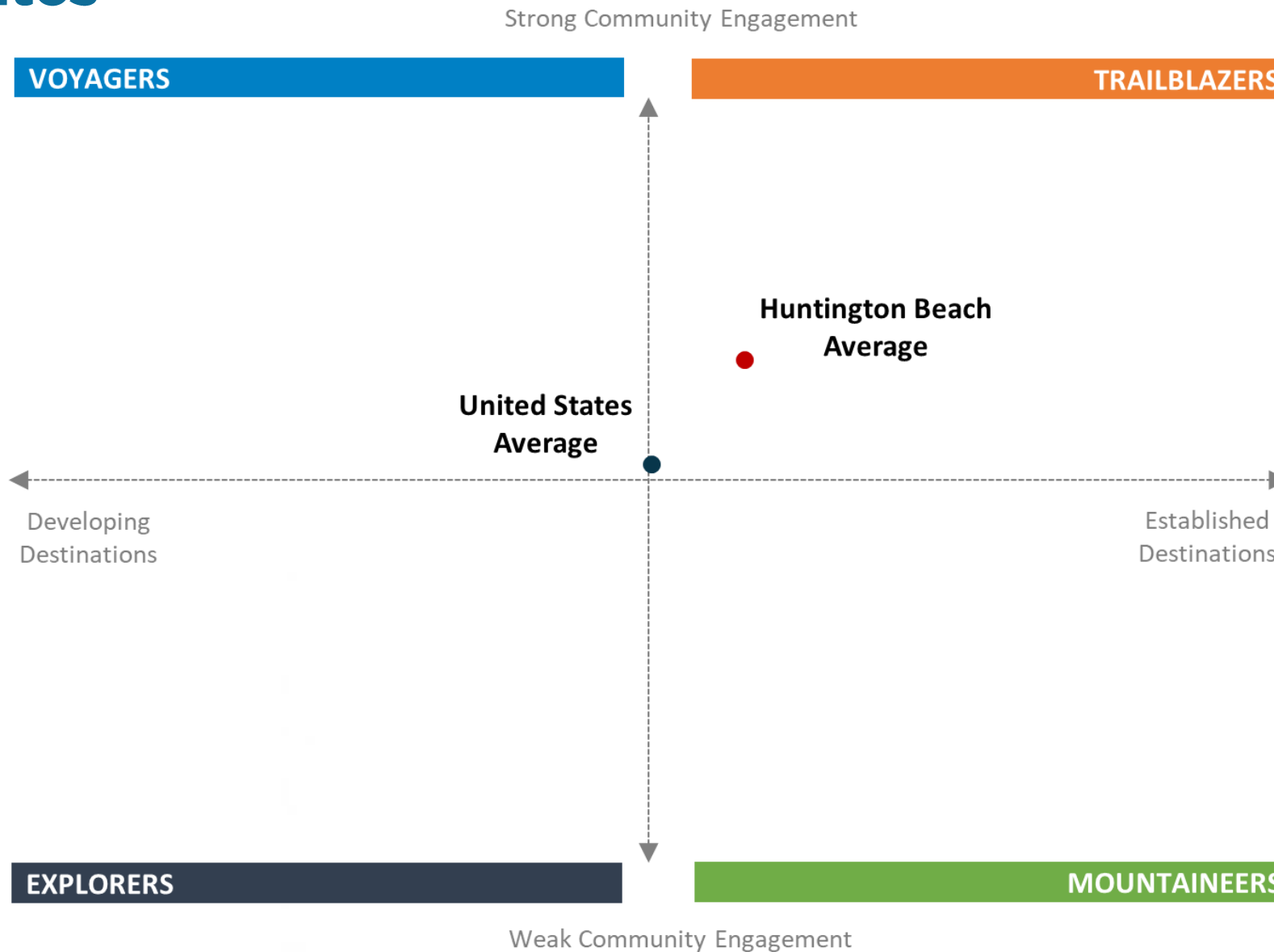
Age Demographic



Huntington Beach, CA Overall Assessment – Industry



Huntington Beach, CA Overall Assessment – United States



Trailblazers

These DMO's and destinations realize the benefits of their tourism vision and work to keep the community and marketplace engagement fresh and relevant.

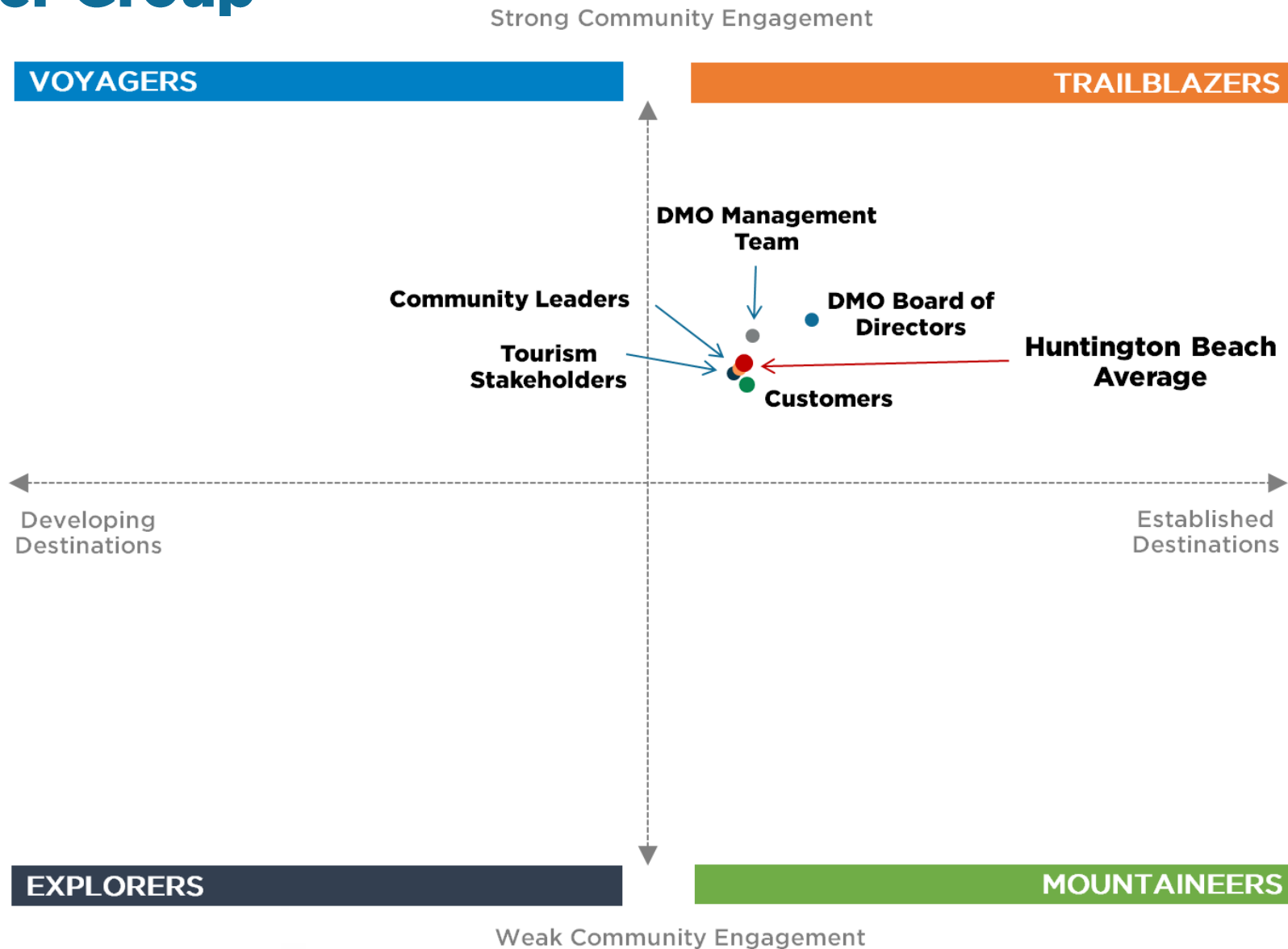
Key Strategic Challenges

- **Avoiding complacency**
- **Continuing to evolve the destination that delivers a compelling and authentic marketplace experience**
- **Keeping your eye on the ball**

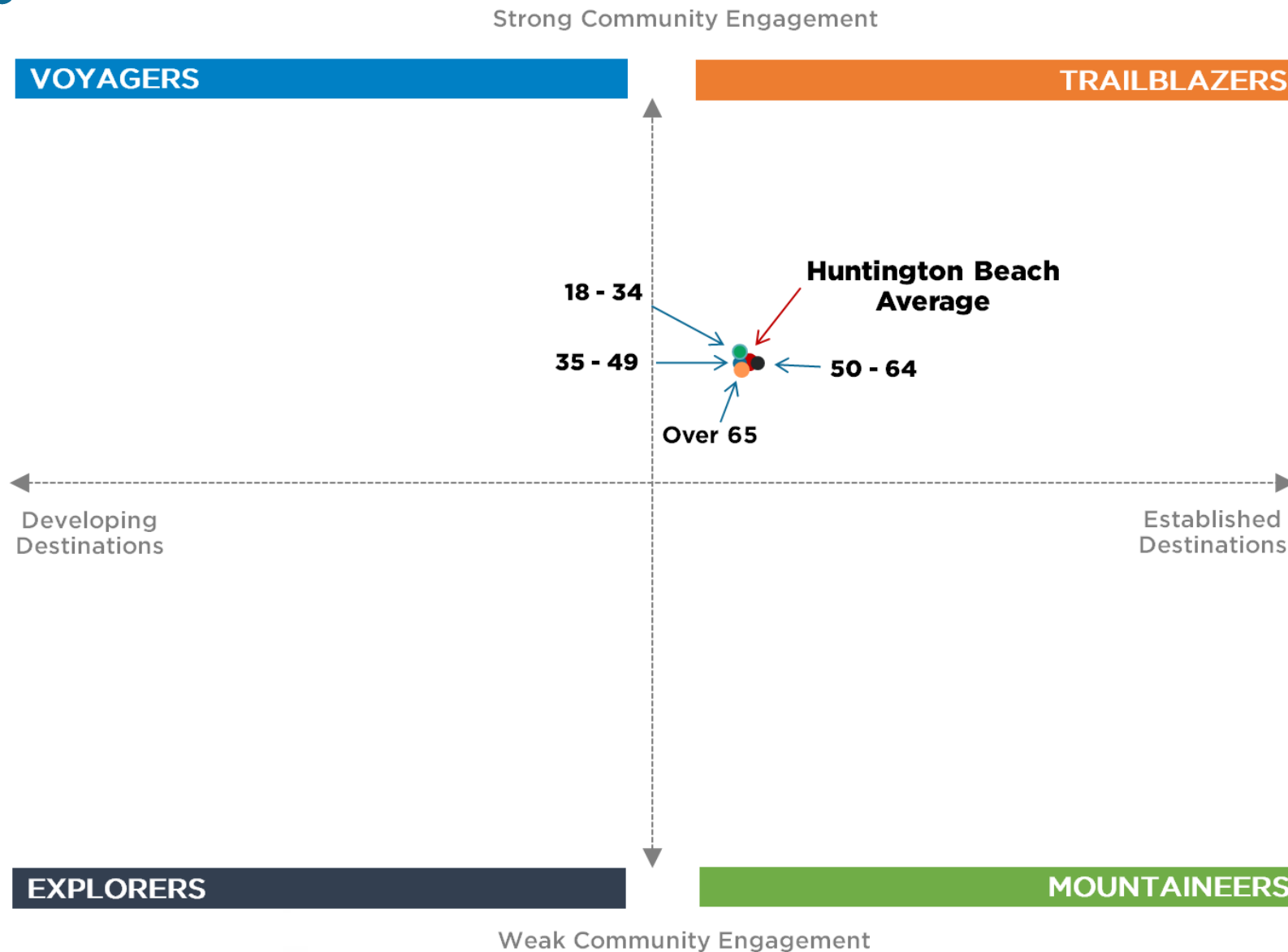
Strong Community Engagement



Huntington Beach, CA Overall Assessment – Stakeholder Group



Huntington Beach, CA Overall Assessment – Age Group



Destination Strength Rankings – Global Averages



Relative Importance



Attractions & Entertainment

1st



Accommodation

2nd



Brand

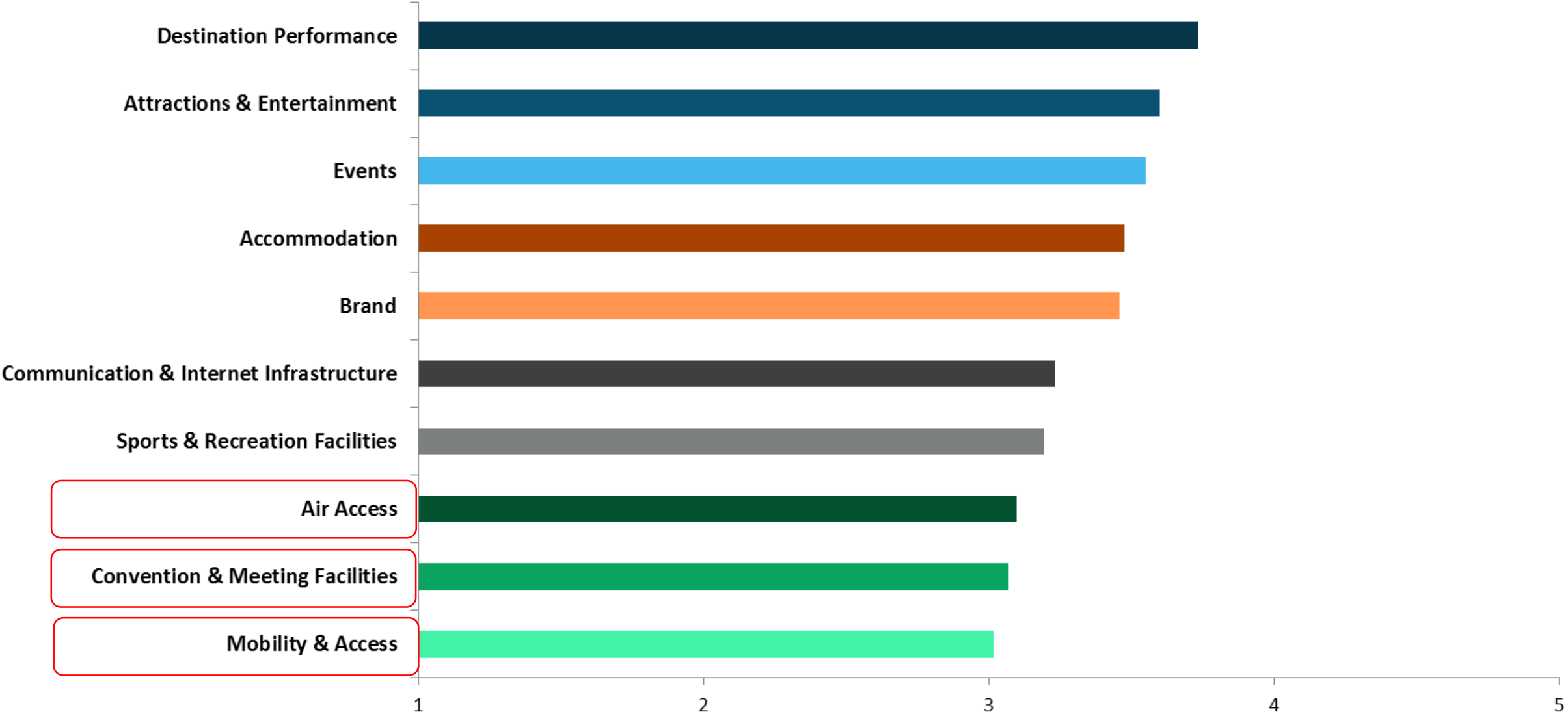
3rd



Mobility & Access

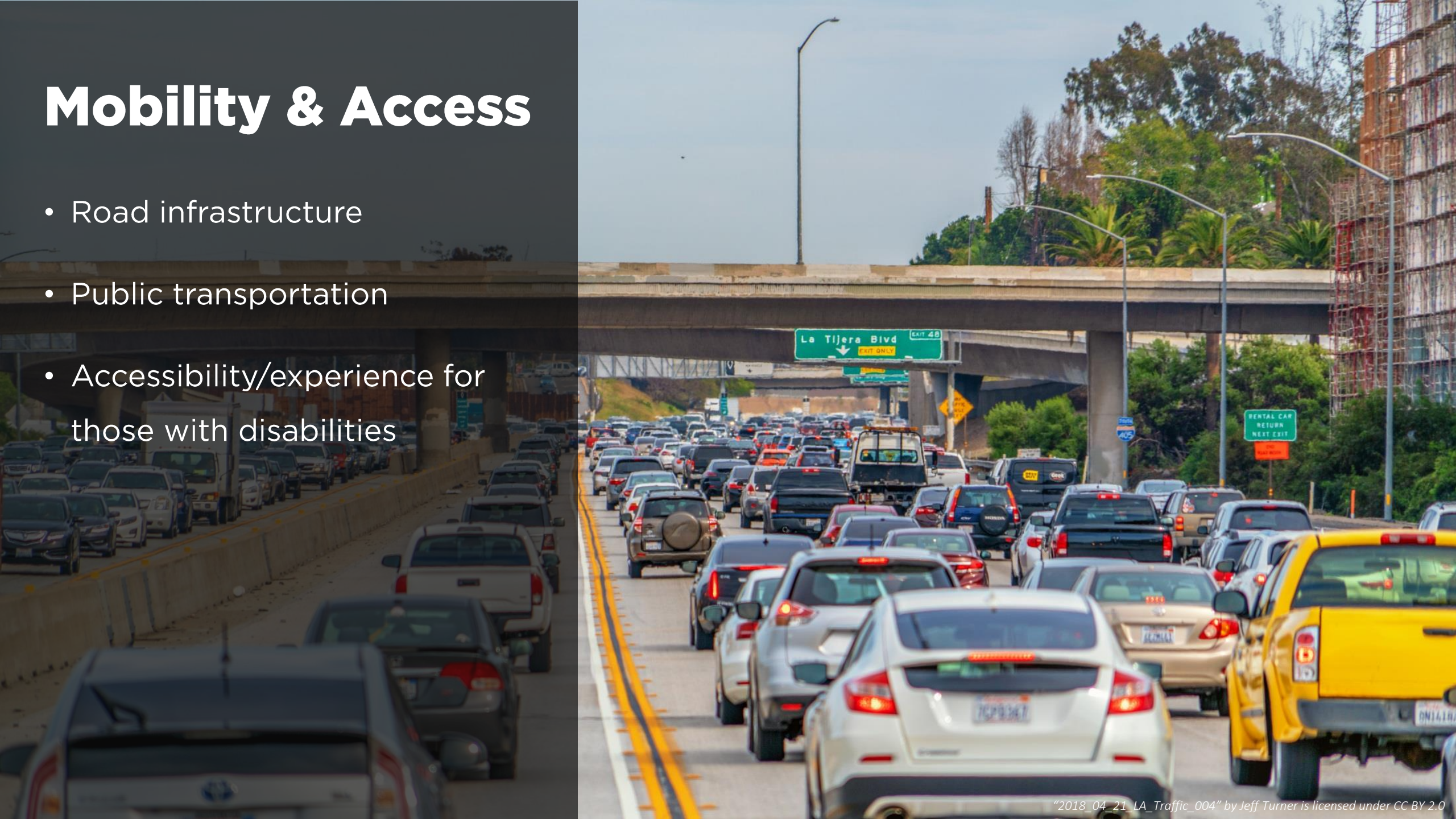
4th

Destination Strength Performance



Mobility & Access

- Road infrastructure
- Public transportation
- Accessibility/experience for those with disabilities



Convention & Meeting Facilities

- Necessary convention and meeting space to compete in the long-term
- Unique, off-site venues for special events



Air Access

- Airport “sense of place”
- International air access (number of flights and capacity)
- Domestic air access (number of carriers and low-cost options)



Destination Strength Rankings – Huntington Beach, CA



Relative Importance

Perceived Performance



Brand

1st

2nd



Accommodations

2nd

1st



Attractions & Entertainment

3rd

7th



Air Access

4th

4th

Destination Strength – Report Card

Variable	Relative Importance (0-100%)			Perceived Performance (1-5 scale)		
	Industry Average	Huntington Beach Average	Standard Deviation	Industry Average	Huntington Beach Average	Standard Deviation
Brand	10.4%	10.7%	0%	3.46	4.14	0.40
Accommodation	10.5%	10.6%	0%	3.47	4.21	0.53
Attractions & Entertainment	10.8%	10.5%	0%	3.60	3.50	0.56
Air Access	9.1%	10.2%	0%	3.10	3.81	0.52
International Readiness	10.0%	10.1%	0%	3.00	2.78	0.47
Events	9.8%	9.9%	0%	3.55	4.00	0.49
Mobility & Access	10.1%	9.8%	1%	3.02	3.73	0.58
Convention & Meeting Facilities	9.8%	9.6%	1%	3.07	3.77	0.53
Communication & Internet Infrastructure	10.0%	9.4%	1%	3.23	3.19	0.67
Outdoor Recreation & Sports Facilities	9.5%	9.2%	0%	3.19	3.35	0.53

DESTINATION STRENGTH - Huntington Beach	3.66
INDUSTRY AVERAGE DESTINATION STRENGTH	3.36

RESULTING SCENARIO	TRAILBLAZERS
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Note

Green shading signifies that the destination outperformed the industry average by greater than 0.2.

Yellow shading signifies that the destination underperformed the industry average by greater than 0.2 but less than 0.4.

Red shading signifies that the destination underperformed the industry average by greater than 0.4.

Destination Strength – Stakeholder Report Card

Variable	Perceived Performance (1-5 scale)					
	Huntington Beach Average	DMO Management Team	DMO Board of Directors	Tourism Stakeholders	Customers	Community Leaders
Brand	4.14	4.19	4.23	4.07	4.30	4.13
Accommodation	4.21	4.39	4.57	4.05	4.18	4.24
Attractions & Entertainment	3.50	3.55	3.55	3.34	3.58	3.63
Air Access	3.81	3.92	4.02	3.77	3.70	3.79
International Readiness	2.78	2.49	3.16	2.88	2.81	2.72
Events	4.00	3.91	4.27	3.97	4.03	4.04
Mobility & Access	3.73	3.83	3.99	3.81	3.72	3.53
Convention & Meeting Facilities	3.77	4.00	3.91	3.68	3.70	3.73
Communication & Internet	3.19	3.10	3.40	3.23	3.16	3.15
Outdoor Recreation & Sports Facilities	3.35	3.31	3.45	3.37	3.35	3.35
DESTINATION STRENGTH - Huntington Beach						3.66
INDUSTRY AVERAGE DESTINATION STRENGTH						3.36
RESULTING SCENARIO						TRAILBLAZERS

Note

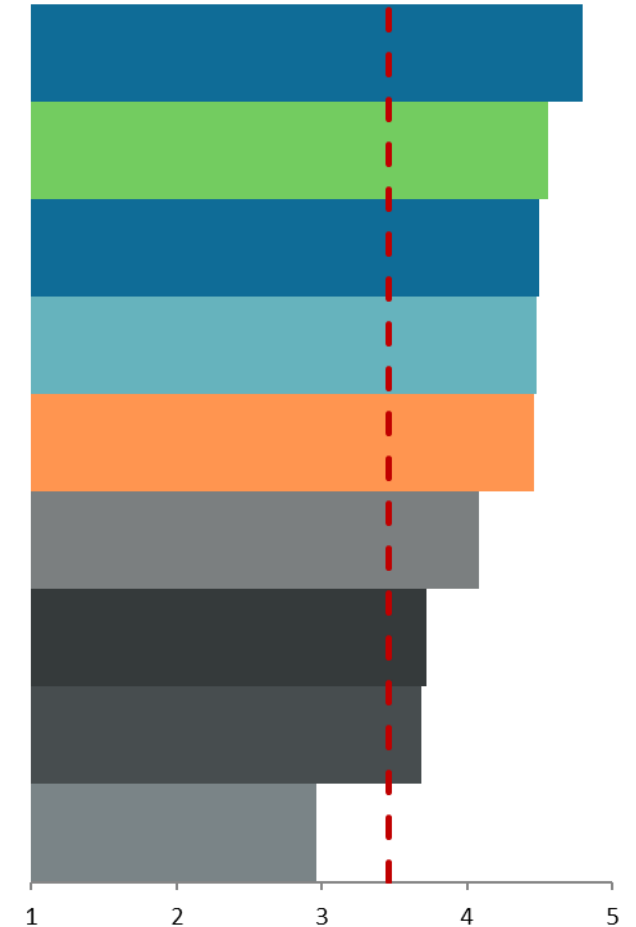
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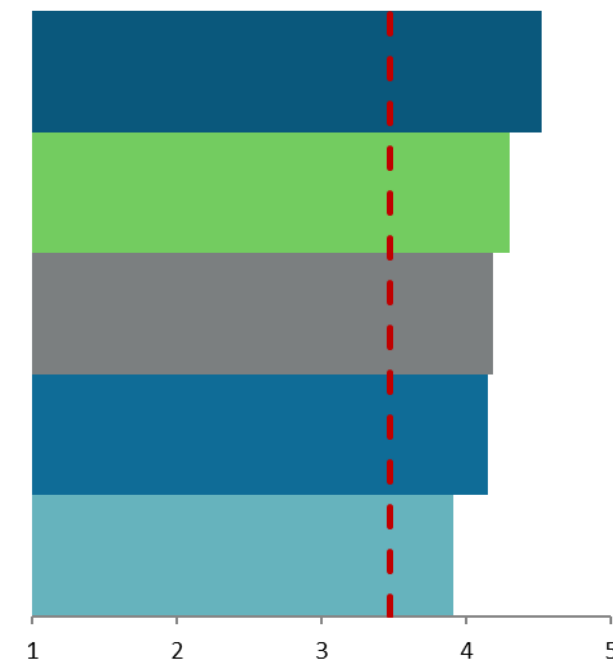
Brand

- Main iconic image is the beach and pier
- Is known as being healthy and an outdoor, active city
- Has an established brand that is simple, memorable and market-tested
- Tourism industry leverages social media/press coverage to support the brand
- Appeals to a wide range of visitors
- Is known for having a lot of things to see and do
- Is known for being an environmentally conscious and sustainable destination
- Is known for being safe, clean and secure for visitors
- Is known as an innovative destination



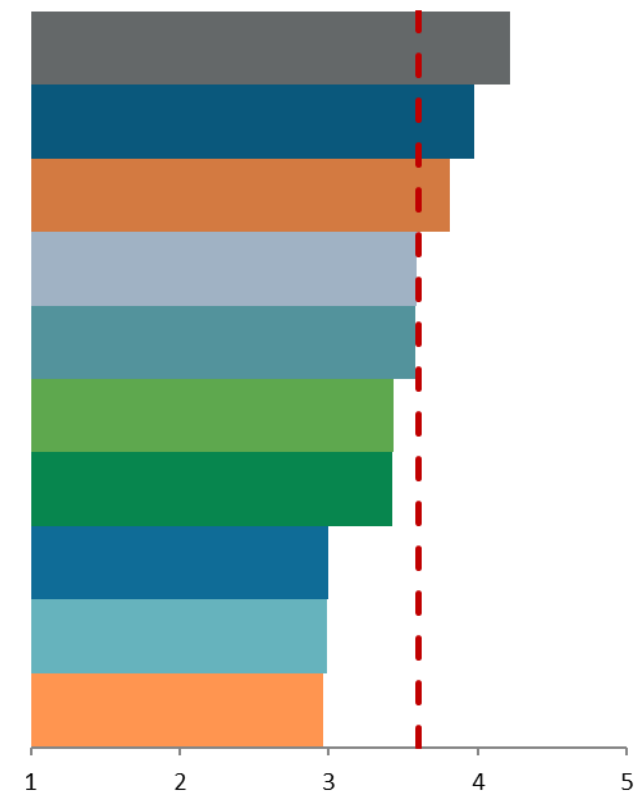
Accommodation

- Hotels are performing well
- Has adequate accommodations capacity
- Location and proximity of accommodation options meets visitor needs
- Sufficient number of large, headquarter hotels to meet demand
- Offers a diversity of accommodation price options with the presence of well-known hotels



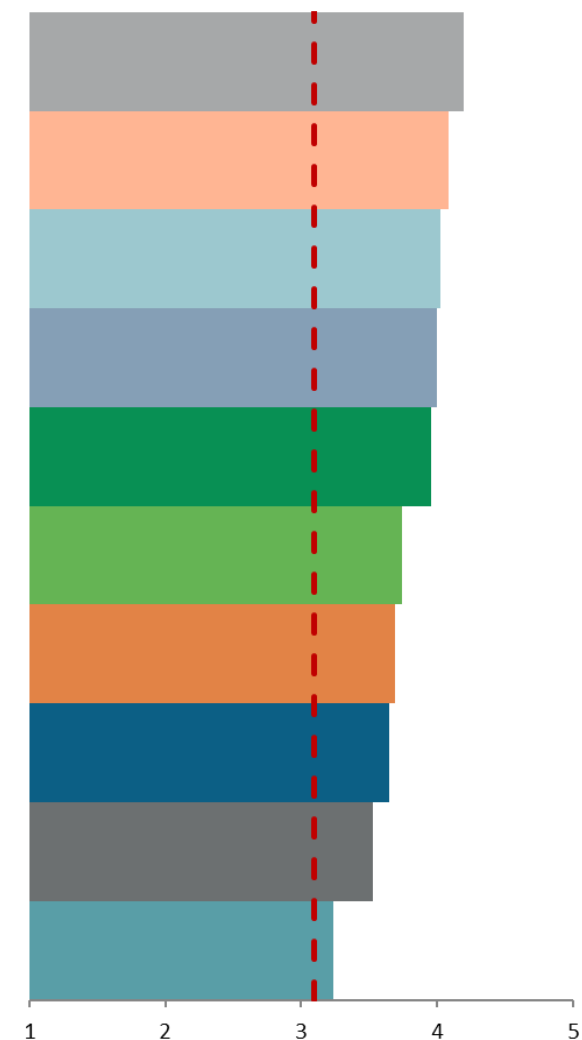
Attractions & Entertainment

- The beach and pier, supports the destination's brand
- Unique and high-quality dining options
- Has an assortment of authentic and unique attractions and entertainment opportunities
- Shopping areas like Pacific City and Bella Terra, supports the destination's brand
- Offers diverse and high-quality shopping opportunities
- Large, famous attractions that cause people to stay (or plan to stay) an extra day
- Unique and vibrant neighborhoods that are attractive and accommodating to visitors
- Downtown Huntington beach/ Main Street, supports the destination's brand
- High-quality and wide-ranging arts and cultural attractions
- Adequate historical and cultural tours available to visitors and residents



Air Access

- SNA offers a true destination “sense of place” that supports the brand
- Offers a wide variety of domestic air access (e.g. number of carriers and low-cost options)
- Offers variety and quality domestic air access (e.g. number of flights, schedule, and capacity)
- SNA is a state-of-the-art facility with capacity to grow
- LGB is a state-of-the-art facility with capacity to grow
- LGB offers a true destination “sense of place” that supports the brand
- LAX is a state-of-the-art facility with capacity to grow
- Offers variety and quality international air access (e.g. number of flights, schedule, and capacity)
- Offers a wide variety of international air access (e.g. number of carriers and low-cost options)
- LAX offers a true destination “sense of place” that supports the brand



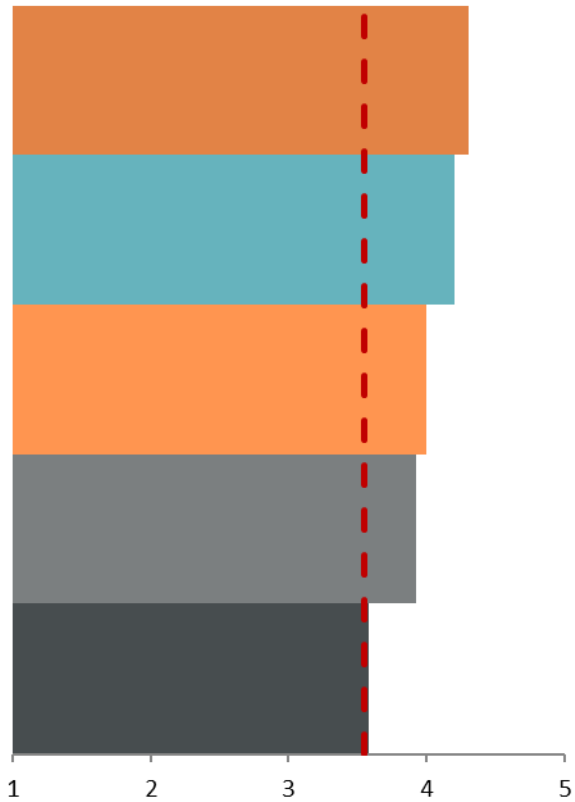
International Readiness

- Restaurants have to ability to serve visitors with diverse culinary requirements
- Has adequate front-line training for international visitors
- Can accommodate the diverse language requirements of foreign visitors
- Has available multi-lingual travel guides
- Has adequate money exchanges
- Has multi-language street signage and wayfinding capabilities



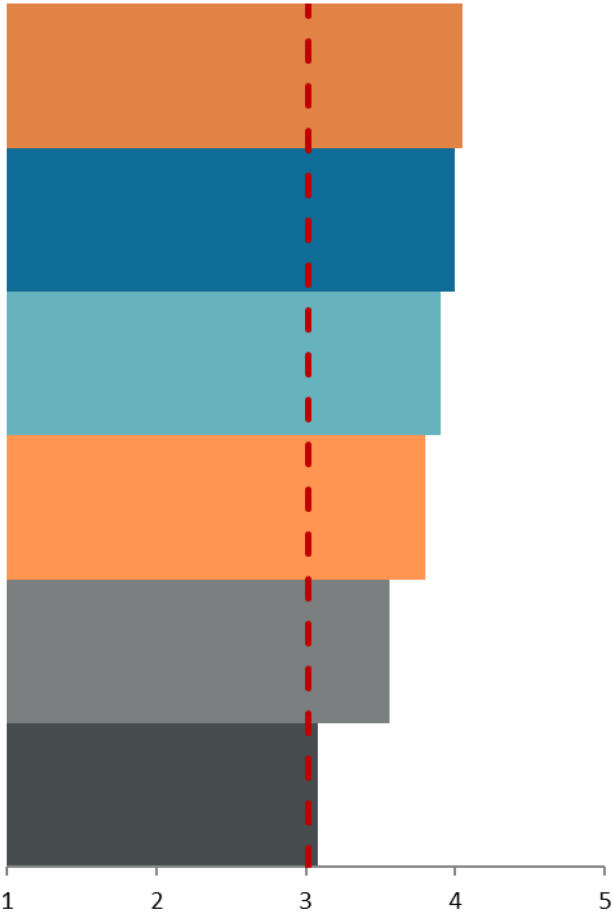
Events

- Has an abundance of parks and outdoor spaces for handling special events
- Offers a year-long series of major events that attract visitors and drive economic impact
- Diverse and quality facilities/venues with capacity and availability to host major events
- Government is cooperative and supportive in attracting and hosting major events
- Citizens are supportive of hosting major sporting/national or international events



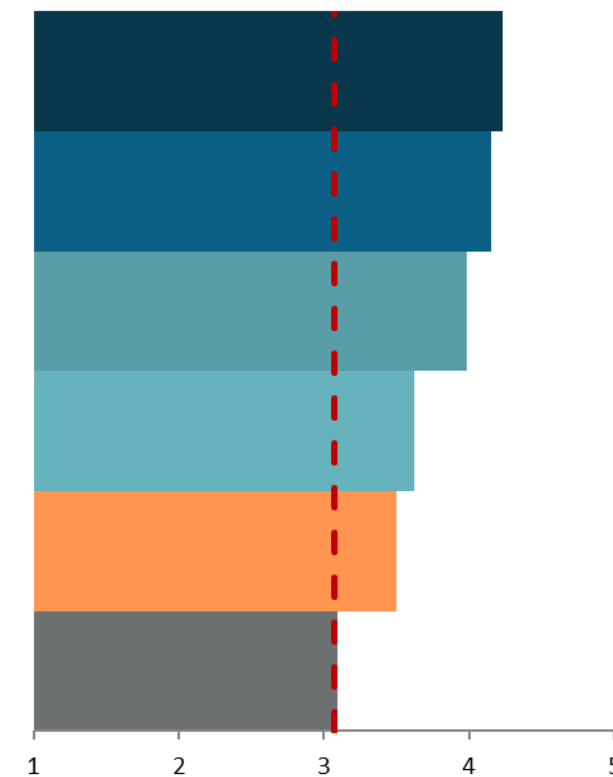
Mobility & Access

- Adequate pedestrian-friendly infrastructure including crosswalks, lighting, pedestrian wayfinding, etc
- Known as a walkable destination
- Provides good access and mobility for those with disabilities
- Is a bicycle-friendly city with easy, well-marked bike routes throughout
- Has great directional signage and highways that make it easy to get around
- Has adequate public transportation that makes it easy for visitors to get around



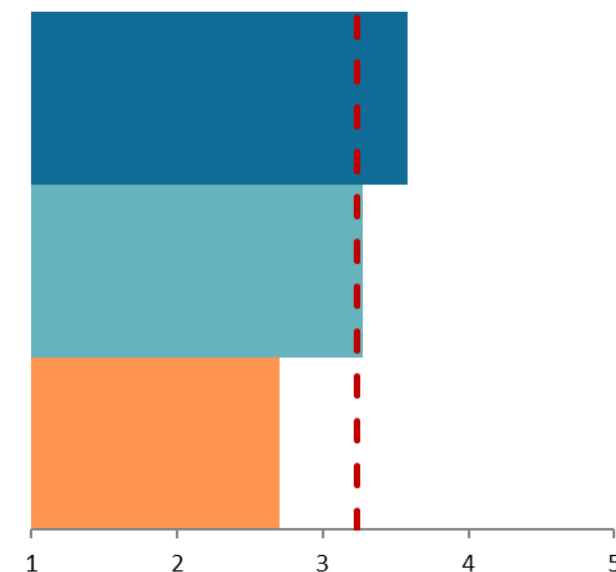
Convention & Meeting Facilities

- Hotels and other meeting venues take full advantage of the views that are available here
- Successfully converting leads for meetings and conventions
- Abundance of professional and experienced convention services suppliers
- Has the necessary meeting facilities to compete today
- Has good, unique off-site venues for special events
- Has the necessary meeting facilities to compete for the next 10 years



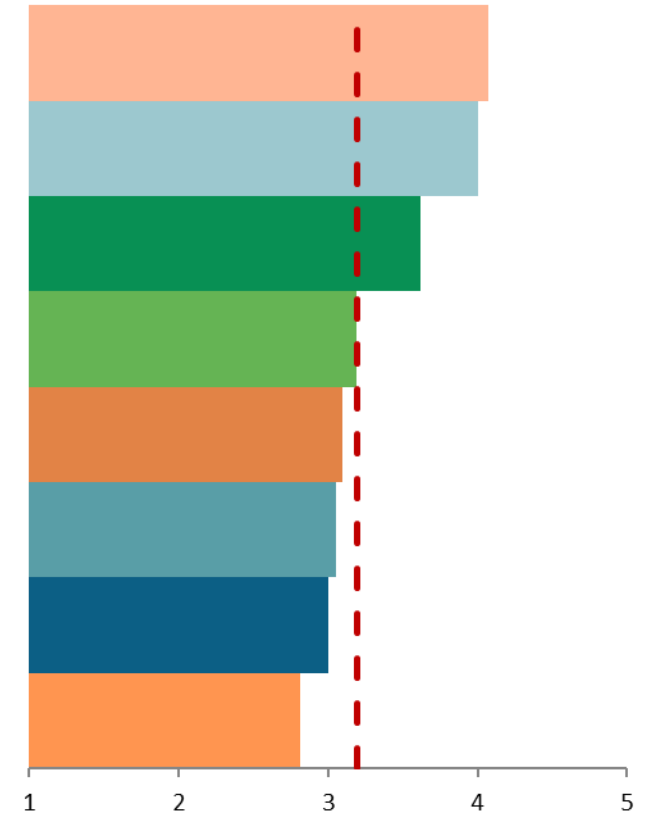
Communication & Internet Infrastructure

- Substantial Wi-Fi access in meeting/convention facilities
- Good mobile coverage/availability at all attractions and entertainment areas
- Offers sufficient free Wi-Fi in outdoor/public areas






Outdoor Recreation & Sports Facilities

- Provides visitors with a wide variety of outdoor experiences
- Offers a wide diversity of parks and bike trails
- Has adequate suppliers that coincide with outdoor recreational offerings
- Local sports leadership are engaged and helpful in pursuing sporting events
- Has the sports fields and availability to host amateur sporting
- Adequate number of campgrounds and camping facilities in the area
- Has adequate number of tours available for outdoor enthusiasts
- Has the venues to host major sporting events

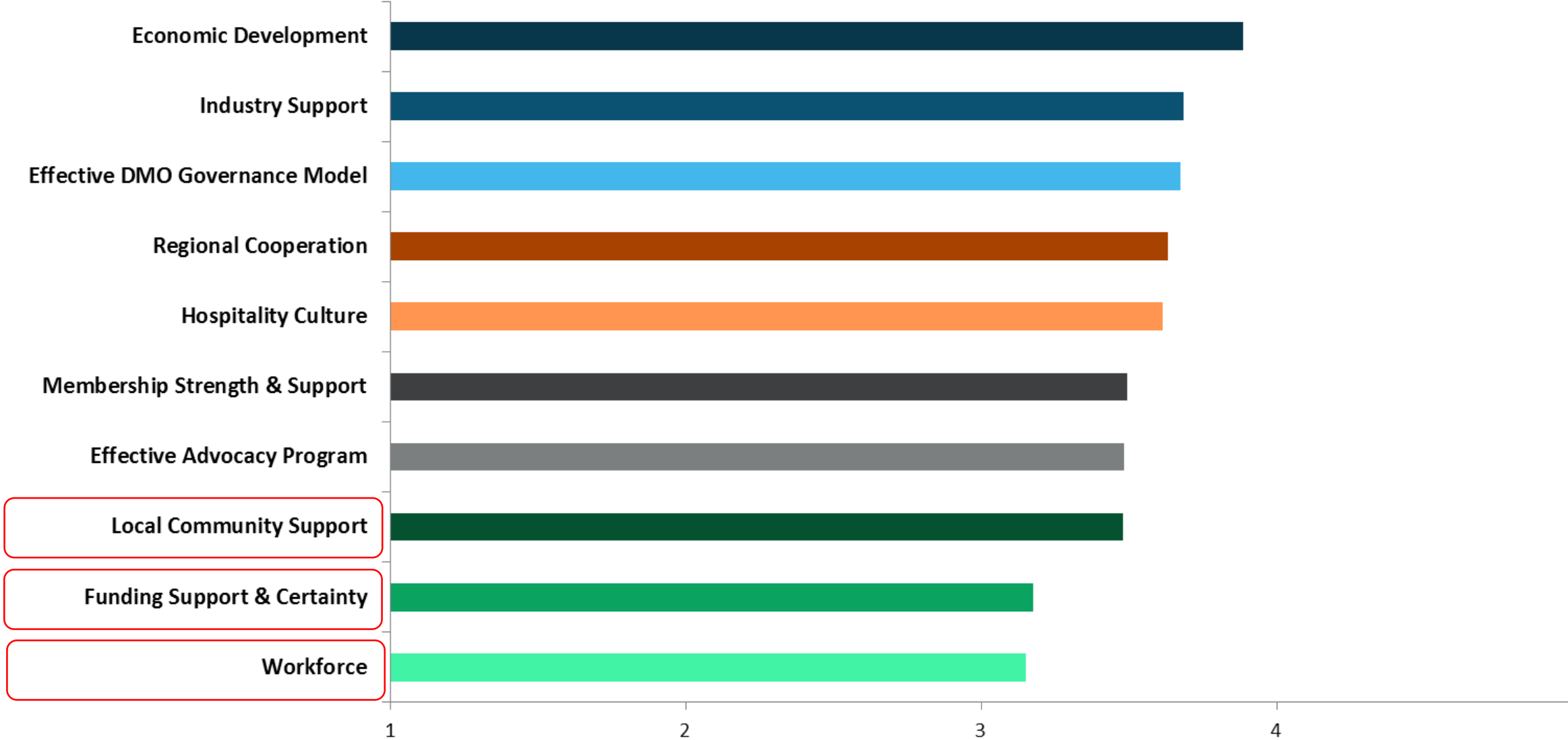


Community Support & Engagement – Global Averages



		Relative Importance
	Hospitality Culture	1 st
	Economic Development	2 nd
	Local Community Engagement	3 rd
	Workforce	4 th

Community Support & Engagement Performance



Workforce

- Workforce attraction & retention
 - Affordable housing
 - Public transportation
- Labor relations environment



Funding Support & Certainty

- Sufficient revenue sources
- Stable revenue sources



Local Community Support

- Support from local residents and media



Community Support & Engagement – Huntington Beach, CA



Funding Support & Certainty

1st

9th



Workforce

2nd

8th



Partnership Strength & Support

3rd

3rd



Industry Support

4th

2nd

Relative Importance

Perceived Performance

Community Support & Engagement – Report Card

Variable	Relative Importance (0-100%)			Perceived Performance (1-5 scale)		
	Industry Average	Huntington Beach Average	Standard Deviation	Industry Average	Huntington Beach Average	Standard Deviation
Funding Support & Certainty	10.1%	10.5%	0%	3.17	4.06	0.41
Workforce	10.2%	10.3%	0%	3.15	4.06	0.58
Partnership Strength & Support	9.1%	10.2%	0%	3.50	4.32	0.63
Industry Support	10.0%	10.1%	0%	3.69	4.33	0.57
Regional Cooperation	10.1%	10.1%	0%	3.63	4.20	0.55
Hospitality Culture	10.3%	10.0%	0%	3.61	4.16	0.57
Economic Development	10.3%	9.9%	0%	3.89	4.23	0.47
Effective Advocacy Program	10.1%	9.8%	0%	3.48	4.11	0.50
Local Community Support	10.3%	9.7%	0%	3.48	3.92	0.57
Effective DMO Governance Model	9.5%	9.4%	0%	3.67	4.38	0.59
COMMUNITY SUPPORT & ENGAGEMENT - Huntington Beach						4.18
INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT						3.55

RESULTING SCENARIO TRAILBLAZERS

Note

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Yellow shading signifies that the destination underperformed the industry average by greater than 0.2 but less than 0.4.

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Community Support & Engagement – Stakeholder Report Card

Variable	Perceived Performance (1-5 scale)					
	Huntington Beach Average	DMO Management Team	DMO Board of Directors	Tourism Stakeholders	Customers	Community Leaders
Funding Support & Certainty	4.06	4.10	4.19	4.05	3.94	4.06
Workforce	4.06	4.18	4.30	4.05	4.03	3.99
Partnership Strength & Support	4.32	4.58	4.61	4.29	4.12	4.20
Industry Support	4.33	4.53	4.50	4.27	4.14	4.30
Regional Cooperation	4.20	4.39	4.32	4.13	4.16	4.16
Hospitality Culture	4.16	4.26	4.33	4.15	3.95	4.14
Economic Development	4.23	4.33	4.44	4.18	4.14	4.22
Effective Advocacy Program	4.11	4.20	4.48	4.01	3.99	4.13
Local Community Support	3.92	3.92	4.34	3.89	3.85	3.91
Effective DMO Governance Model	4.38	4.67	4.68	4.20	4.33	4.39

COMMUNITY SUPPORT & ENGAGEMENT - Huntington Beach	4.18
INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT	3.55

RESULTING SCENARIO TRAILBLAZERS

Note

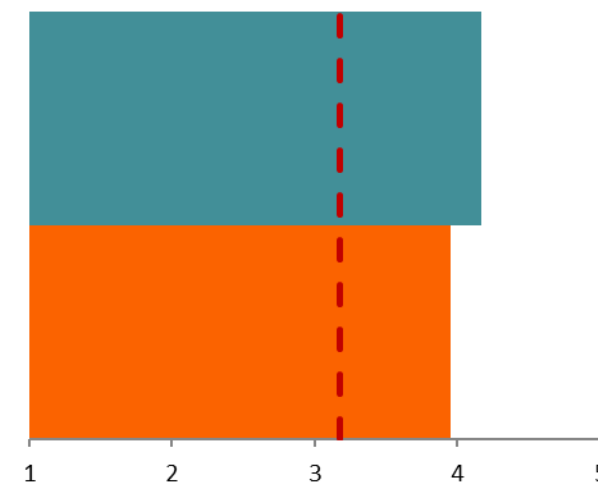
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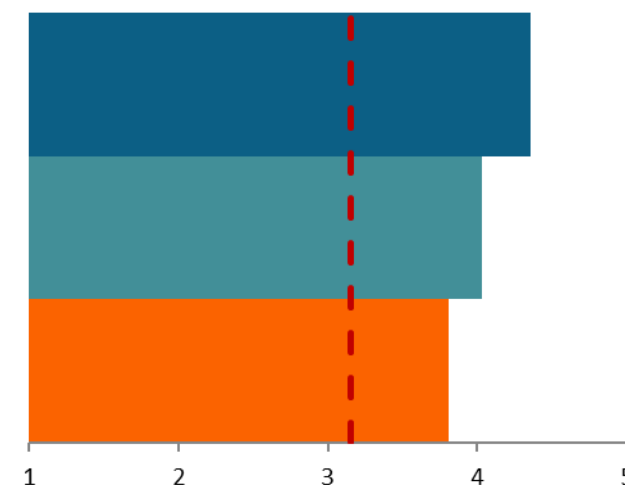
Funding Support & Certainty

- DMO revenue sources are stable and sustainable for the future
- DMO has sufficient revenue sources to fund their strategies and initiatives today



Workforce

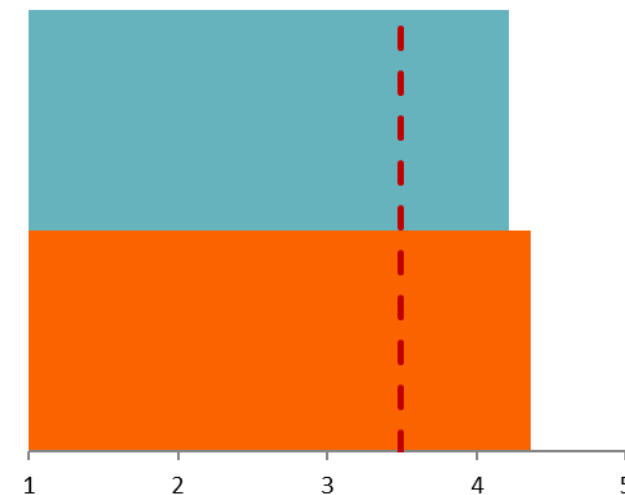
- Workforce is stable and has a positive labor relations environment
- Hospitality industry is able to attract and retain a high-quality workforce
- Workforce is adequately trained in customer service



Partnership Support & Certainty

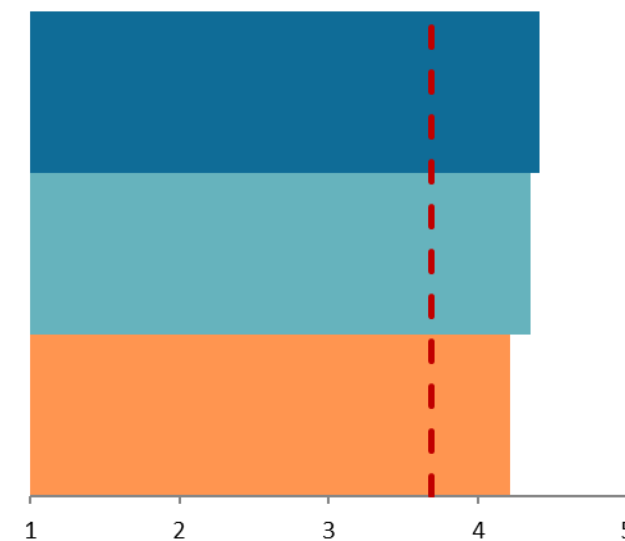
■ Businesses that benefit from tourism/conventions find value in being a partner

■ Partners are active, engaged, and supportive



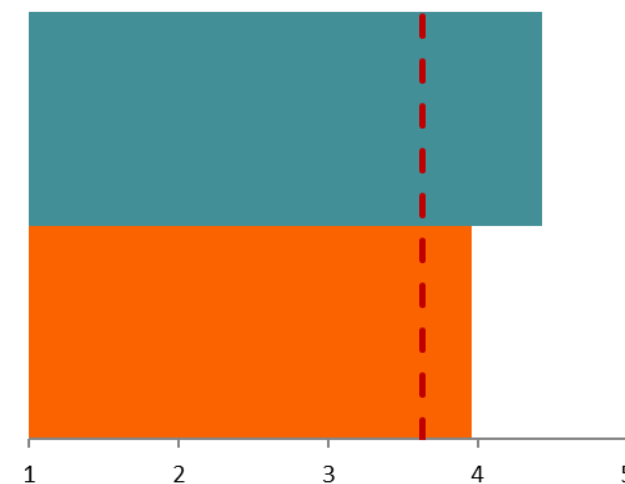
Industry Support

- DMO is seen as a leader in the state
- Tourism industry leaders and stakeholders are supportive of the direction
- DMO is seen as a leader in the regional tourism industry



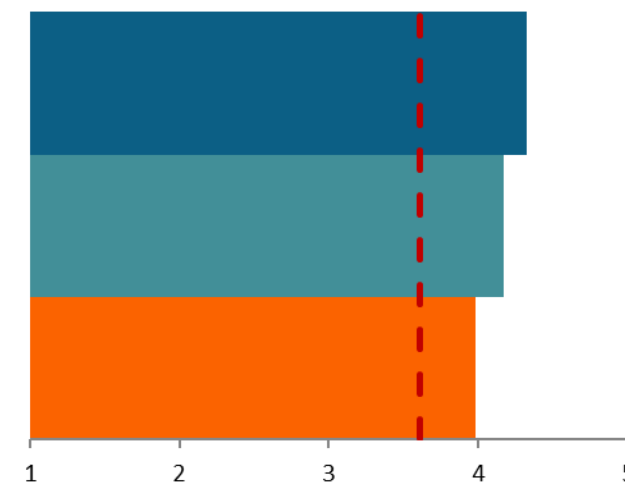
Regional Cooperation

- Tourism marketing efforts have broad economic benefits across the region
- Broad collaboration and coordination among tourism partners



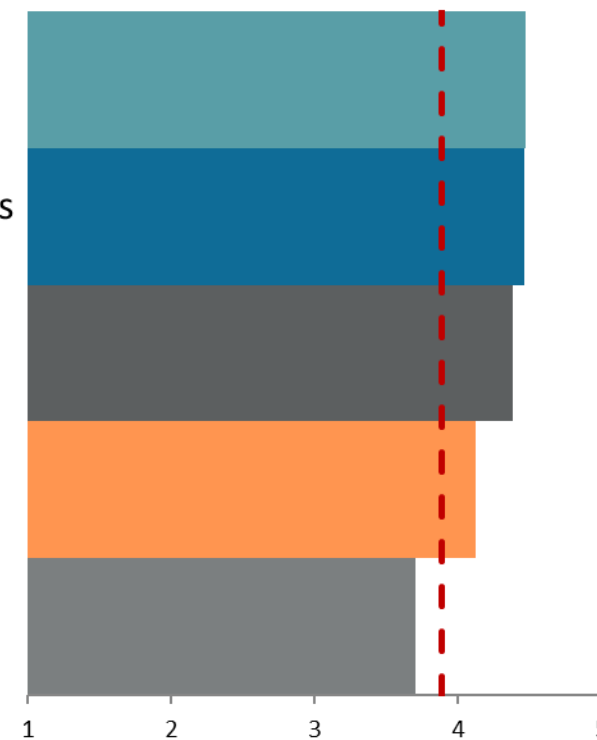
Hospitality Culture

- Street ambassador program positively impacts the Downtown Huntington Beach visitor experience
- Hospitality-minded culture that welcomes visitors and improves their experience
- Reputation for offering high-quality customer service



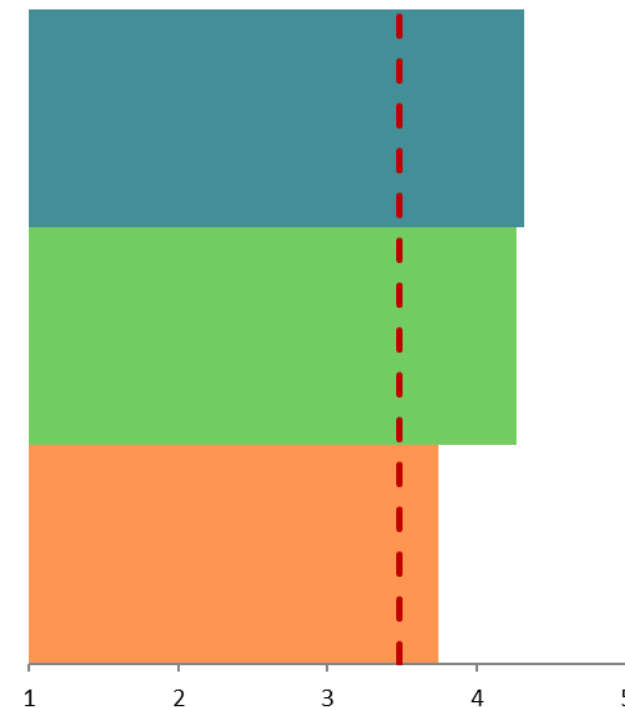
Economic Development

- Tourism and the meetings industry are identified as key economic drivers
- DMO has a good working relationship with local chambers and economic development agencies
- DMO and the tourism industry play an important role in our community's economic strategies
- Tourism industry is seen as a clean industry that sustains and grows local jobs
- There is a tourism master plan that includes future capital investment and programming



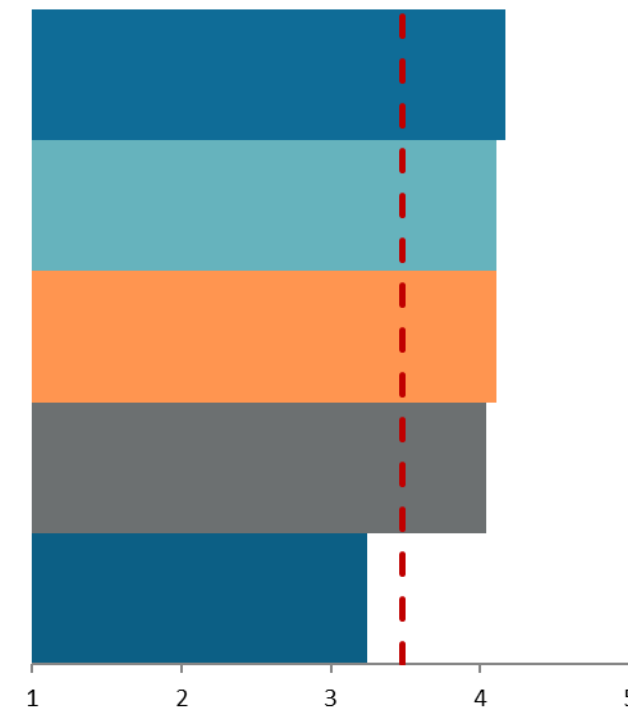
Effective Advocacy Program

- Local government relies on DMO for input on destination management
- Local government is supportive of DMO programs and the tourism industry
- Advocacy program is successful in educating/informing government policy



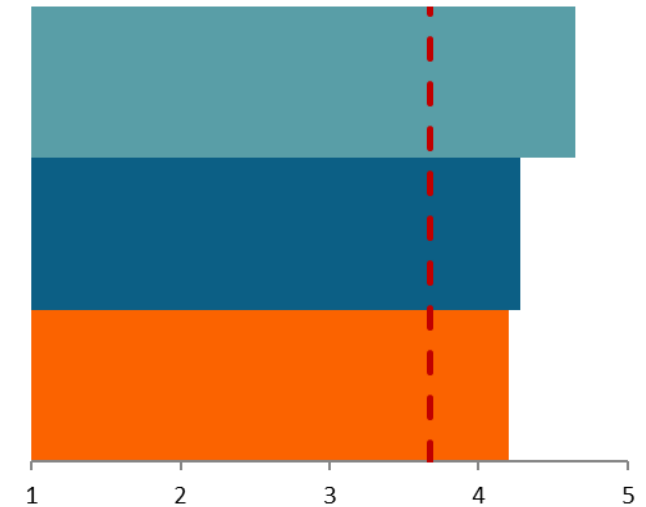
Local Community Support

- DMO does a good job at communicating the performance and economic impact
- Tourism industry gets positive media coverage locally
- Media have a general understanding and positive perception of tourism
- DMO has great support from local corporations
- Residents have a general understanding and positive perception of tourism



Effective Destination Organization Governance Model

- Adequately measures and tracks the performance of our tourism industry
- DMO has an effective governance structure, with appropriate and effective oversight
- Local leaders are engaged in governance structure



Key Takeaways

- Currently in Trailblazers quadrant with above industry average destination strength and community support & engagement
- Stakeholders are aligned on perceptions about destination and community support



Destination Opportunities

- Innovative destination
- Arts & cultural attractions
- Historical and cultural tours
- Main street to support the brand
- International readiness
- Public transportation
- Long-term meeting facilities
- Public Wi-Fi
- Sporting venues
- Tours for outdoor enthusiasts



Community Support & Engagement Opportunities

- Tourism master plan
- Residents perception of tourism

What one thing could Huntington Beach do to become a better or world-class visitor destination?

Attractions & Entertainment (25%)

- Add more culturally diverse restaurants at places like Bella Terra and Pacific City
- Add additional tourist friendly businesses, restaurants and nightclubs in the downtown area
- More attractions and activities — it's time for new products in destination
- More attractions, 'things to do'. Find attractions and proactively bring them to Huntington Beach
- Provide higher end retail and dining
- More beachfront events i.e. car shows
- A theater for live performances
- Close second block of Main Street permanently to create a plaza environment

Economic Development (25%)

- Clean up Main Street
- Homelessness becomes an issue when we entertaining out of town guest in our hotels. Something must be done
- Revitalize downtown while reducing homeless impact
- Help with the homeless and the drug-users on Main Street. It has gotten much better over the last 6 months, so I am hoping the forward momentum keeps up
- Solve the homelessness problem. More parking in the downtown area
- Cut down on the amount of homeless in downtown area
- Improve the pedestrian and retail experience on Main Street
- Reduce the homeless population living on the streets

Access and Mobility (12%)

- Local transportation needs an infrastructure and support from not only local business but government and City officials
- Have less driving and walking congestion
- Better mass transportation
- Better signage
- Provide more public transportation
- Improve transportation access to major tourist destinations in the Greater Southern California region

Are there certain issues that Visit Huntington Beach should specifically address?

Economic Development (45%)

- Main street is a mess and a big turn off to visitors. Turn it into something fun
- Continue with security and cleanliness - it needs to be non-stop
- Cleaning up the down town area; restricting the number of liquor licenses
- Street lighting, cleaning of streets and thoroughfares, upkeep of landscape around the City
- Safety is always important and the city has had some bad experiences
- Make downtown a cleaner, more visitor friendly destination with more diversity of businesses

Attraction & Entertainment (15%)

- Help build a new Surfing Museum
- Take greater interest/ownership in surf culture
- Bring more attractions to Huntington Beach and address the homelessness issue in Downtown
- Not enough attention paid to Huntington Harbour
- Beautification of the City. Making HB feel like a resort. Parking in downtown

Marketing (10%)

- Visit HB is too passive, focusing their assets on reports, ad agencies, and surveys. They need to get out and actively develop new events to bring people to HB
- PR efforts to local residence
- Getting their message out to residents

DESTINATION NEXT

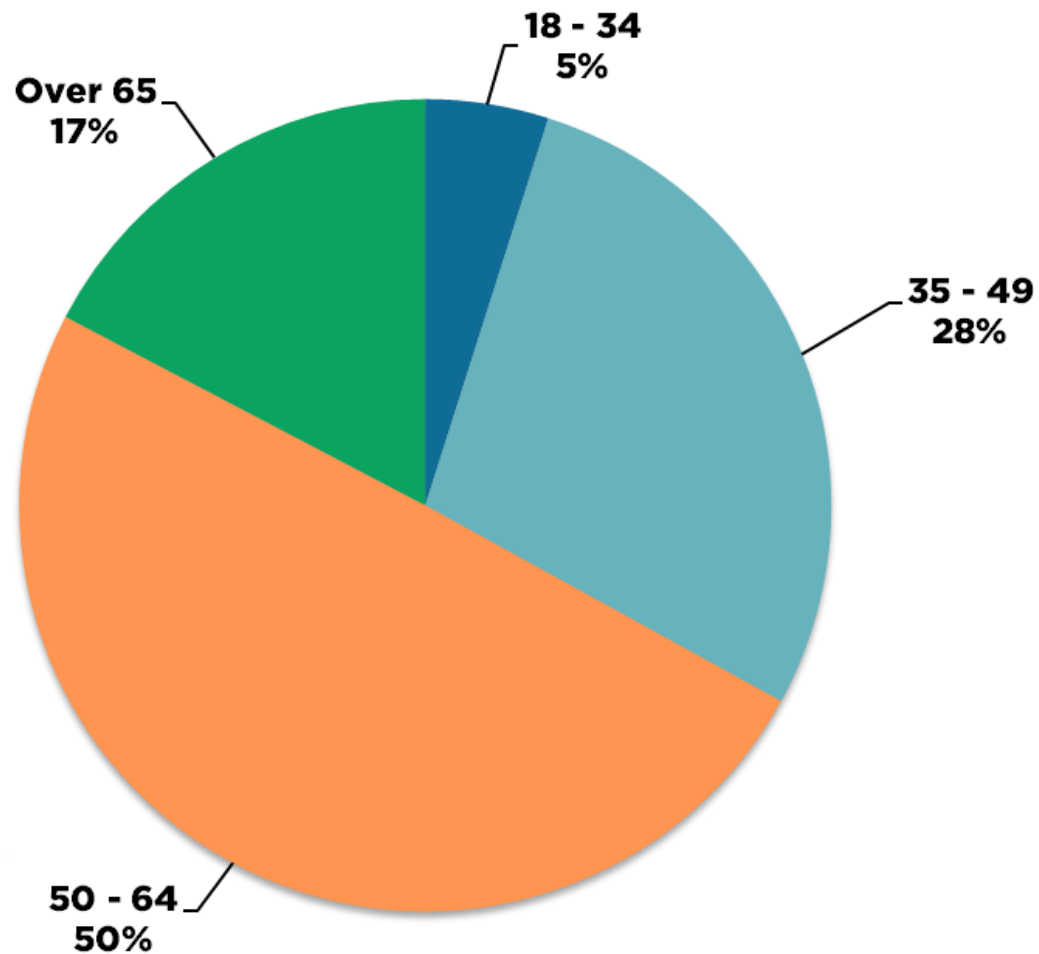
Online Diagnostic Tool Results:
Public

Huntington Beach, CA

January 30, 2019



306 Participants - Age Demographic



Destination Strength – Public Report Card

Variable	Relative Importance (0-100%)			Perceived Performance (1-5 scale)		
	Industry Average	Huntington Beach Public Average	Standard Deviation	Industry Average	Huntington Beach Public Average	Standard Deviation
Brand	10.4%	10.7%	0%	3.46	3.91	0.53
Accommodation	10.5%	10.6%	0%	3.47	4.00	0.66
Attractions & Entertainment	10.8%	10.5%	0%	3.60	3.51	0.67
Air Access	9.1%	10.2%	0%	3.10	3.63	0.59
International Readiness	10.0%	10.1%	0%	3.00	2.90	0.53
Events	9.8%	9.9%	0%	3.55	3.93	0.58
Mobility & Access	10.1%	9.8%	0%	3.02	3.63	0.67
Convention & Meeting Facilities	9.8%	9.6%	0%	3.07	3.67	0.60
Communication & Internet Infrastructure	10.0%	9.4%	0%	3.23	3.30	0.63
Outdoor Recreation & Sports Facilities	9.5%	9.2%	0%	3.19	3.37	0.59
DESTINATION STRENGTH - Huntington Beach Publ						3.59
INDUSTRY AVERAGE DESTINATION STRENGTH						3.36

RESULTING SCENARIO TRAILBLAZERS

Note

Green shading signifies that the public group outperformed the destination average by greater than 0.2.

Yellow shading signifies that the public group underperformed the destination average by greater than 0.2 but less than 0.4.

Red shading signifies that the public group underperformed the destination average by greater than 0.4.

Destination Strength – Public Report Card

Perceived Performance (1-5 scale)		
Variable	Huntington Beach Stakeholders	Public
Brand	4.14	3.91
Accommodation	4.21	4.00
Attractions & Entertainment	3.50	3.51
Air Access	3.81	3.63
International Readiness	2.78	2.90
Events	4.00	3.93
Mobility & Access	3.73	3.63
Convention & Meeting Facilities	3.77	3.67
Communication & Internet	3.19	3.30
Outdoor Recreation & Sports Facilities	3.35	3.37
DESTINATION STRENGTH - Huntington Beach		3.59
INDUSTRY AVERAGE DESTINATION STRENGTH		3.36
RESULTING SCENARIO		TRAILBLAZERS

Note

Green shading signifies that the public outperformed the stakeholder average by greater than 0.2.

Yellow shading signifies that the public underperformed the stakeholder average by greater than 0.2 but less than 0.4.

Red shading signifies that the public underperformed the stakeholder average by greater than 0.4.

What one thing could Huntington Beach do to become a better or world-class visitor destination?

Economic Development (45%)

- Address homeless encampments in the Downtown and Beach areas
- Address homeless in downtown area
- Alleviate the homeless and panhandling traffic
- Become environmentally friendly green city and plant more trees
- Better programs to deal with the increasing homeless population at the beach and public parks
- Better security on main street
- Clean up and diversify downtown
- Reduce Air Traffic noise
- Reduce crime
- Care about the Environment since HB is tied to the Beach

Mobility and Access (15%)

- Transportation for visitors. The shuttle was a good idea
- Turn Main street into a walking only street
- We need more protected bike lanes and bike paths
- Make downtown Main Street pedestrian only, closed to cars
- More frequent public transportation and expanded routes
- Improve public transport
- Extend Main street and parallel streets to pedestrian only, with more diverse dining and shopping options
- The traffic for major events is a problem. Events need more parking and shuttle options for large crowds

Attractions & Entertainment (10%)

- Better dining options
- Better restaurants with a diverse cuisine. Bring in famous chefs
- Diverse experiences besides surfing
- Have a street performing program that brings in world class performers to make people have some fun, smile and laugh
- HB needs more variety of things to do on and near the beach
- More advertising
- Build a new International Surfing Museum. And work on our history for visitors to see
- Continue supporting the US Open of Surfing
- More free outdoor concerts and movies

Are there certain issues that Visit Huntington Beach should specifically address?

Economic Development (50%)

- The airplane noise
- Clean up downtown, the beaches, the wetlands, and get rid of the oil rigs out in the ocean
- Homelessness
- Litter on streets and at beach, especially after rains.
- Downtown doesn't always feel safe
- Safety-homeless, drug users, thefts, assaults. Step up enforcement even of minor crimes
- Poverty and homelessness

Accommodation (12%)

- Enforce existing laws against short term vacation rentals
- Economy accommodation
- Capacity for short stays
- Short term rentals should be allowed, encouraged, and taxed
- Allow residents to host visitors in their homes, thus providing them with a hosted, American experience
- Allow Airbnb like most other tourist destinations
- During high tourist season, there is no room for the locals
- Allow home owners the option to rent to short term stays (Airbnb, etc) to make HB more accessible to families

Mobility and Access (10%)

- Too much traffic on Main street
- Traffic is a concern
- Traffic along PCH, Orange, Main street
- Parking and traffic flow during large events
- Traffic and synchronization of traffic lights
- Better bike lanes / access through the city, especially in the downtown vicinity, and better wider sidewalks for strolling
- Improved public transport
- Traffic around Bella Terra and Pacific City

Questions & Comments

Thank You!

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