



SANTA PAULA TOURISM PLAN 2025

"Celebrating the past, growing the future"



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MESSAGE FROM THE AUTHORS

Dear Santa Paula residents, business owners, and elected officials:

Thank you for allowing us into your town! You live in a truly unique, charming city that has the potential to be a competing weekend get-away destination for Southern Californians. Our class has enjoyed visiting your town, speaking with residents, and getting to know the place you call home. We hope that anyone reading this plan—regardless of your role in the city—will find something useful to guide them in further developing the tourism in your city.

Completion of this plan would not have been possible without the support from the following people.

Our class would first like to thank our professor, Amy Komorowski, for sharing her expertise in tourism planning with us and always challenging us to think deeper and work harder. Without your continued dedication, Amy, the plan would not be what it is today. Thank you.

We would also like to thank Angela Brinkhoff, Maria Christopher and Peggy Kelly for volunteering their time to share with us their knowledge of Santa Paula and the Heritage Valley region. This plan also would not have been possible without the help of residents of Santa Paula with whom we spoke to on our many trips to the city. To the residents—thank you for allowing a stranger to ask you questions about your hometown and thank you for being honest and opening up to us about the city. Finally, we would like to thank photographers John Nichols and Arik Gombinski for allowing us to use their photos in this plan. All photo credits go to these two talented photographers. More information about their photography or to purchase a photo please visit www.johnnicholsgallery.com and www.facebook.com/Arik-Gombinski-photography-1411574715827713.

Sincerely,

CSUN RTM 580 Tourism Policy & Planning
Spring 2017 Graduate Students

THE REGION

Santa Paula is in the center of Ventura County situated 65 miles northwest of Los Angeles and 20 miles south of the Los Padres National Forrest. It lies along the Santa Clara River and State Highway 126. Its neighboring cities include Ojai, Santa Barbara, Oxnard, and Fillmore. The city averages 61 degrees Fahrenheit year-round with an annual high temperature of 74 degrees and low of 48 degrees. Known as the “Citrus Capital of the World,” the city’s main source of income has been agriculture as it is rich in oranges, lemons, and avocados.

EXECUTIVE SUMMARY

The goal of the 2017 Santa Paula Tourism Plan is to increase tourism in Santa Paula. It puts forth a clear path to ensure that Santa Paula maximizes its benefits from the growing tourism industry in California.

Tourism is currently not a significant contributor to Santa Paula's economy. To develop Santa Paula's tourism industry, this plan suggests different opportunities and strategies to grow the industry in a way that is true to the essence of the city: a small, quiet town just outside of Los Angeles County that is blessed with serenity and charm.

This plan's vision is for Santa Paula to become a city where Los Angeles tourists visit on weekend get-a-ways with their families to escape the hustle and bustle of city life. Part of this vision is also capitalizing on Santa Paula's potential to become a leading southern California destination for leadership retreats, faith-based groups, weddings, banquets, and family reunions. The last part of the vision is to develop Santa Paula as not just a one-time trip for tourists, but for tourists to want to come back time and time again.

Two values central to this plan are maintaining the current charm and authenticity of Santa Paula and incorporating the wishes and concerns of Santa Paula's residents. In doing so, we hope to improve the relationship dynamics between Santa Paula's citizens, tourists, and business owners.

The audience for this plan is wide and we hope that everyone connected to or involved with Santa Paula's tourism sector, including local government, residents, businesses, and potential tourists will find useful ideas in this plan. Everyone in Santa Paula has a role to play in and will benefit from increasing Santa Paula's tourism sector. Santa Paula, "All Dreams Welcome."



I. CURRENT TOURISM ANALYSIS

ACCOMMODATIONS

Santa Paula offers visitors multiple accommodations to choose from featuring hotels, Airbnb and campgrounds. The city’s hotel properties range in star level from two to three and combine to offer 100 rooms. Properties listed on Airbnb are located near the hillsides, but remain near downtown. These vacation homes allow for two to four guests per stay and each offer one bedroom. Campgrounds at the Ventura Ranch KOA give guests the opportunity to stay in a cabin, camp out in a tent, or in the comfort of their own RV. RV spaces and camping sites are also available at Mountain View RV Park and Streckel park. The city’s hotels, campgrounds, and Airbnb provide an experience for a variety of tourists from families on a road trip to inner city residents looking for a quiet and unique getaway.



*“I love the older buildings and houses, Streckle Park, the downtown area and the train depot.”
- Santa Paula tourist*

HOTELS

AIRBNB

	Hillside Treasure Guest-	Mountain View Retreat House
Rooms Available	1	1
Nightly Rate (Weekdays/	\$99/\$125	\$79
Guest Occupancy	4	2
Minimum Stay	2 nights	1 night
Distance to Downtown	1.2 miles	1 mile

CAMPGROUNDS

	Streckel Park	Mountain View RV
Spaces Available	50	28
Nightly Rate	\$23	\$33
Distance to Downtown	4.7 miles	1.9 miles

	Santa Paula Inn	Glen Tavern Inn	Ocean Gateway Inn
Rooms Available	14	34	50
Nightly Rate	\$80—\$150	\$85-\$150	\$85-\$110
Amenities	Digital TV, Wi-Fi, Refrigerator, A/C, Smoking/Non-smoking Rooms, Wheelchair Accessibility, Spacious Parking Area, Open 24 hours	Limited-cable TV, Complimentary Breakfast, High-speed Internet, Pet Friendly (w/Fee), Parking Spaces for RV	Complimentary Continental Breakfast, Outdoor Pool, Ample Guest Parking
Rating	2.5/5	3/5	2/5
Meeting Space	Yes	Yes	No
Parking	Yes	Yes	Yes
Distance to Downtown	0.3 miles	0.2 miles	2.4 miles
On-site Dining	No	Yes	No

ATTRACTIONS

Santa Paula offers attractions geared towards all ages. The “Citrus Capital of the World” boasts the most museums per capita in the United States; visitors can learn about California’s rich history and visit unique museums like the Aviation Museum of Santa Paula and the California Museum of Oil.



“[I like to] go thru the points of interest. Santa Paula has some very nice historical buildings. The town is also very clean”
 - Santa Paula tourist



MUSEUMS

Name	Location	Description
California Oil Museum	1001 E. Main Street Santa Paula, CA 93061	The museum highlights the inner workings of the state’s black gold industry through interactive displays and working models. They also present new exhibits of science and
Museum of Ventura County	100 E. Main Street Ventura, CA 93001	The Museum of Ventura County preserves and interprets the art, history and culture of Ventura County, the California Channel Islands and the surrounding region through its
Santa Paula Art Museum	117 N. 10th Street Santa Paula, CA 93060	The Museum’s collections, exhibitions, and programs are designed to serve and inspire everyone in the Santa Paula community. It features rotating exhibitions of regional art and
Aviation Museum	800 E. Santa Maria Street Santa Paula, CA 93060	The Aviation Museum was first known as the Santa Paula Airport which was opened in the 1930s featuring many famous aviators. The local aviation history comes alive on First Sunday of the month.

FESTIVALS

Every year, Santa Paula hosts several festivals and special events that attract visitors from all over Southern California who are looking to spend time with loved ones or meet new people with like interests.

Event	Description	Location	Season
Citrus Festival	Citrus themed festival with food, family fun, and music honoring the city’s heritage and produce	Harding Park	Summer
The Core Pour Hard Cider & Music Festival	Hard cider walk and tasting, music festival	Downtown Area	Fall
The Food Truck & Bocce Ball Festival	Food, music, and bocce ball	Limoneira Ranch	Fall

OUTDOOR RECREATION

Adventure seekers are not forgotten as Santa Paula borders the Los Padres National Forest which offers sprawling terrain for hiking and rock climbing as well as swimming holes. Santa Paula also has a paintball and airlift facility.

Attraction	Distance to Downtown	Features & Activities
Stryker Paintball & Airsoft	0 miles	Paintball & Airsoft Facility
Santa Paula Golf Course	0 miles	18 Hole Course
Streckel Park	1 mile	Campgrounds, Rustic Cabin, BBQ, Fire Rings, Picnic Tables, Water, Playground, Horseshoe Pits, Aviary
Los Padres National Forest	20 miles	Hiking Swimming Holes Rock Climbing Santa Paula Peak Devil's Punch Bowl
Ventura Harbor	15 miles	Visitor's Center Kayaking, Hiking, Rock Climbing, Swimming, Surfing, Channel Islands National Park Visitor's center



RESTAURANTS

Name	Description	Price Range
Tilaquepague	Authentic Mexican featuring handmade tortillas and fresh house made sauces	\$
Rabalais	Cajun and Creole bistro, bakery, and coffee shop	\$\$
Pizzeria Tuscany	Casual Italian serving farm-to-table dishes featuring local produce	\$\$
Enzo's	Italian fine dining located at the Glen Tavern Inn	\$\$\$
Cozy's Grill	Hidden gem serving high quality American dishes with a great wine list	\$\$\$



EVENT VENUES & MEETING SPACES

Name	Type	Occupancy	Aesthetics & Amenities	Parking	Market Potential
Glenn Tavern Inn	Indoor/ Outdoor	100 people for indoor & 150 people for outdoor	Tudor style building, historic landmark	On-site	MICE/SMERF
Santa Paula Inn	Indoor/ Outdoor	50 people outdoor	Spanish style, garden	On-site	MICE/SMERF
Mountain View Golf Course	Indoor/ Outdoor	150 people	Rolling greens, enclosed patio with large central fireplace	On-site	Banquets & weddings
Streckel Park	Outdoor	Depends on permit	Picturesque park, rolling hills, rugged mountain peaks Agriculture	On-site	Family reunions, fraternal organizations
Toland Park	Outdoor	Depends on permit	Restrooms, picnic tables, BBQ areas, group tent camping	On-site	Family reunions & fraternal organizations
Las Piedras Park	Outdoor	Depends on permit	Sport field, playground, bathrooms	On-site	Family reunions, fraternal organizations, festivals



Name	Type	Aesthetics & Amenities	Parking	Market Potential
California Oil Museum	Indoor	1890 Victoria Queen Anne building, Ornate Corner tower, Italian Brick Archways, Bay Windows, Brownstone, Filming Location, Historic Landmark	Free Public Parking	MICE/SMERF
Museum of Ventura County	Indoor	Rustic Barn	Free Public Parking	MICE/SMERF
Santa Paula Art Museum	Indoor	Historic Limoneira building. Classic two-story designed by Roy Wilson Sr.	Free Public Parking	MICE/SMERF
Aviation Museum	Indoor/ Outdoor	Converted Hanger, Retro/ Vintage	On-site	MICE/SMERF
Agriculture Museum	Indoor	Rustic Barn	Free Public Parking	MICE/SMERF

*MICE— Meetings, Incentives, Conventions, and Exhibitions

*SMERF—Social, Military, Education, Religious, and Fraternal Meetings

*"[Santa Paula] has a small town vibe with an interesting history and good food."
- Santa Paula tourist*

*"[My family] enjoys Garmans and Rabalais."
- Santa Paula resident*

ACCESSIBILITY

GEOGRAPHICAL & PHYSICAL ACCESSIBILITY

You can easily get to the city of Santa Paula from a few major interstates and there are also options for public transportation and air travel nearby.

FINANCIAL ACCESSIBILITY

Santa Paula is also considered financially accessible. Accommodations, dining, and attraction entrance fees are adequately priced for the target market.

INFORMATION ACCESSIBILITY

The Discover Santa Paula website is hard to navigate and does not have all the relevant information tourists need to plan a trip. Santa Paula's brochures, pamphlets, and other printed materials are widely distributed in Los Angeles and Ventura county.



MARKETING

The City of Santa Paula is not currently using a formal marketing plan to promote the city. However, the following entities are putting effort towards marketing the city as a tourism destination:

SANTA PAULA CHAMBER OF COMMERCE:

- Chamber of Commerce website
- Facebook
- Discover Santa Paula website
- Santa Paula Times print advertisements and articles
- Events such as First Friday Cruise Night, First Sunday's at the Airport, and the Jazz and Art Festival

HERITAGE VALLEY TOURISM BUREAU (HVTB):

- HVTB Website
- Print advertisements

VENTURA COUNTY:

- Ventura County Star newspaper ads
- 10,000 brochures distributed to CA Welcome Center in Oxnard, Burbank Airport, and 97 other Ventura County locations
- Ventura Summer Guide in Ventura Recorder
- 120,000 copies of the Ventura Inspiration Guide (a full page advertisement)
- 10,000 copies of the Santa Clarita City Guide (half page advertisement)
- Central Coast Tourism Council Map

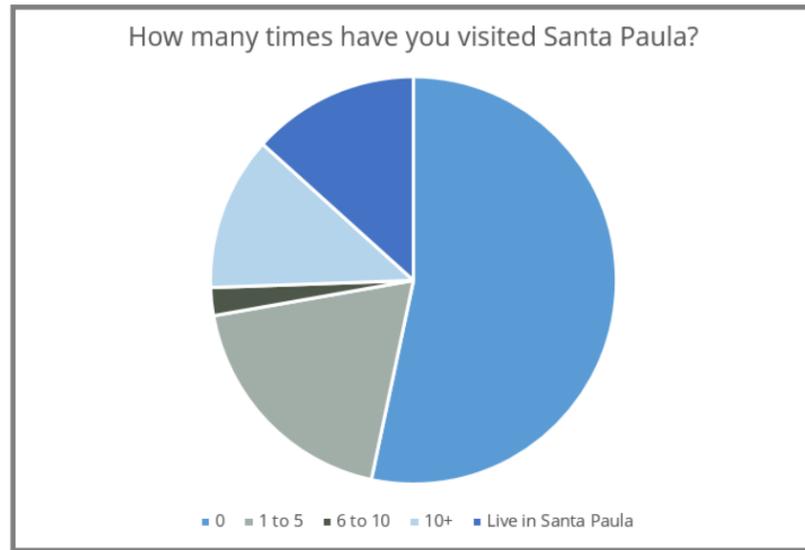
*"[Santa Paula] has mountain views, agriculture and a small-town feel."
- Los Angeles resident*

#ILoveSantaPaula

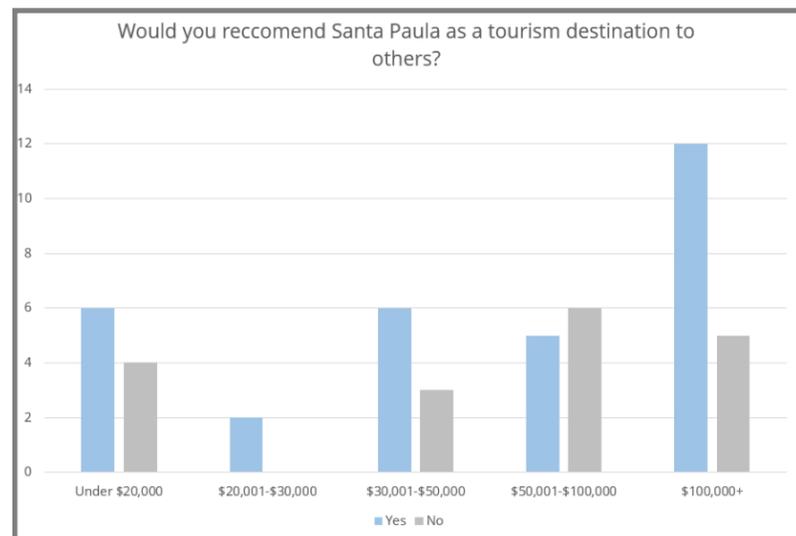


AWARENESS

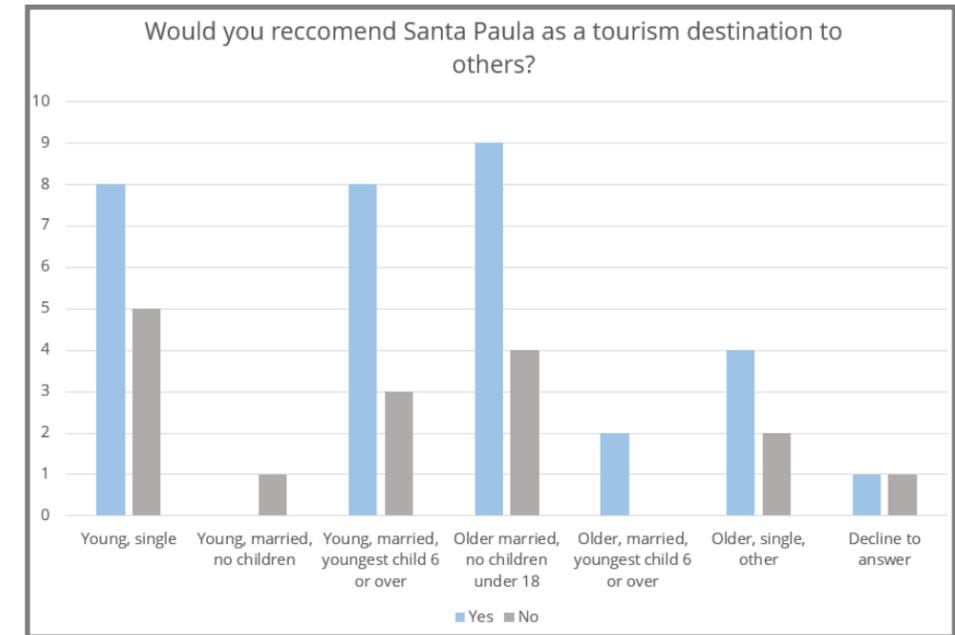
To gain a better understanding of tourist's awareness and perception of Santa Paula, we developed a survey that was published both in print and on Survey Monkey. There was a total of 90 respondents, 48 of whom have never visited Santa Paula, 30 of whom have visited one time, and 12 respondents were residents of Santa Paula. Overall, we concluded that awareness of Santa Paula as a tourism destination was fairly low, although the groups with the highest awareness were respondents who are young, single; young, married, youngest child 6 or under; and older, married, no children under 18.



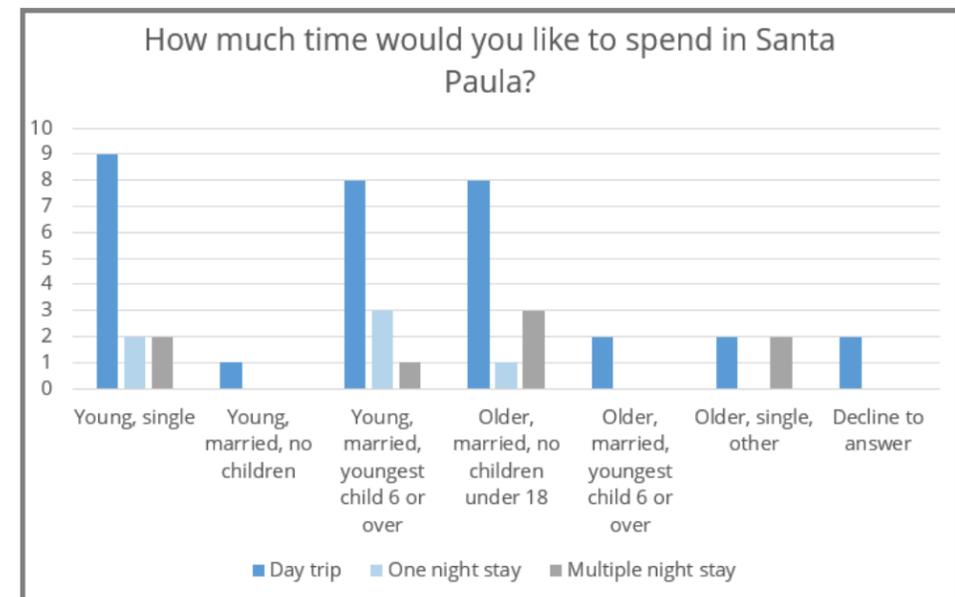
The next chart compares respondent's income range and if they would recommend Santa Paula as a tourism destination. The results show that as income increases, the perception of Santa Paula as a recommendable tourism destination also increases.



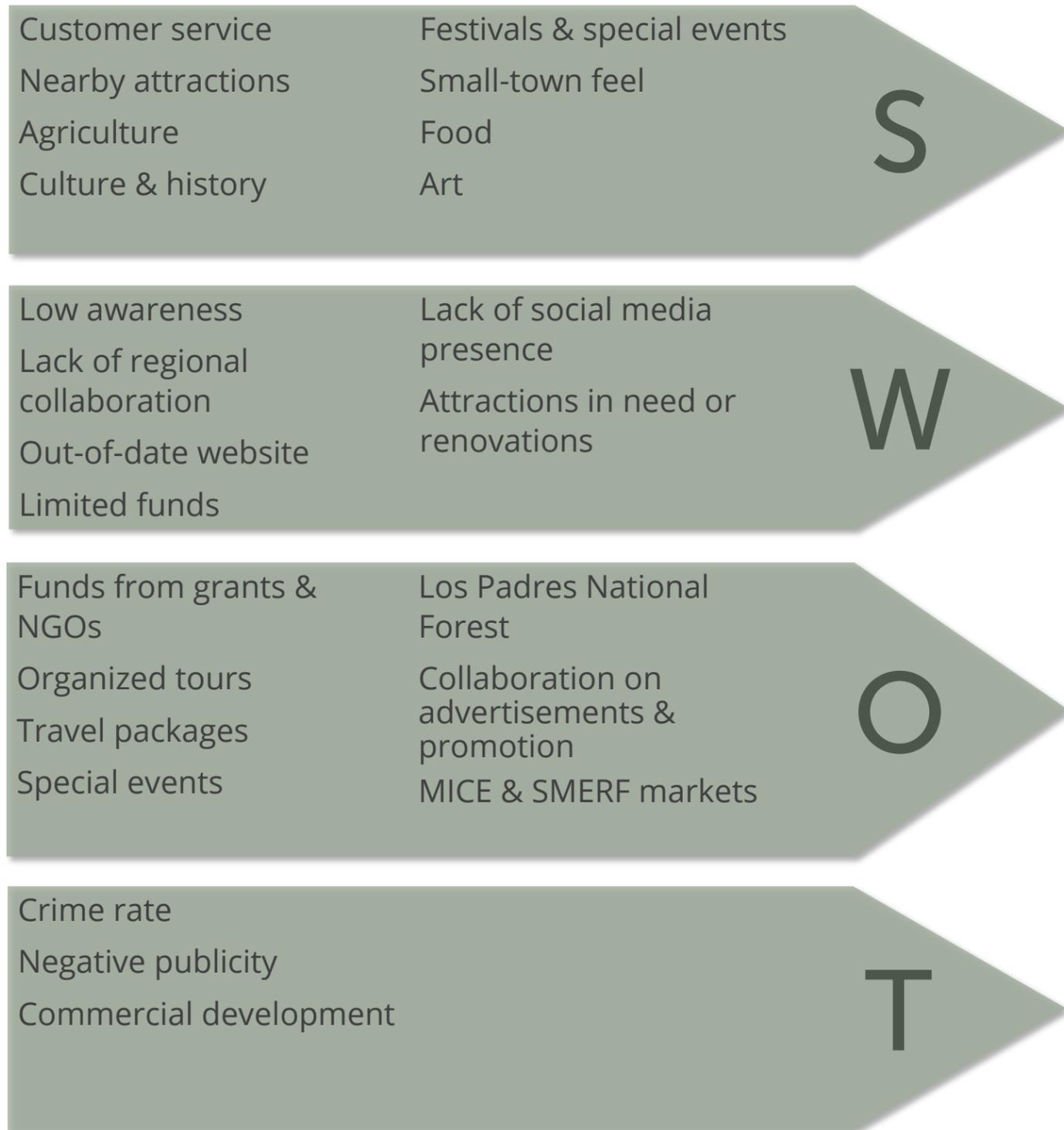
The below chart shows the family life cycle of respondents compared to how much time they would like to spend in Santa Paula. The results show that the life cycles: young, single; young, married, youngest child 6 or under; and older, married, no children under 18, prefer to visit Santa Paula for just one day rather than spend the night.



The final chart compares family life cycle and recommendation as a tourism destination. The results are congruent with the results in the previous chart. Those would recommend Santa Paula as a tourism destination to others.

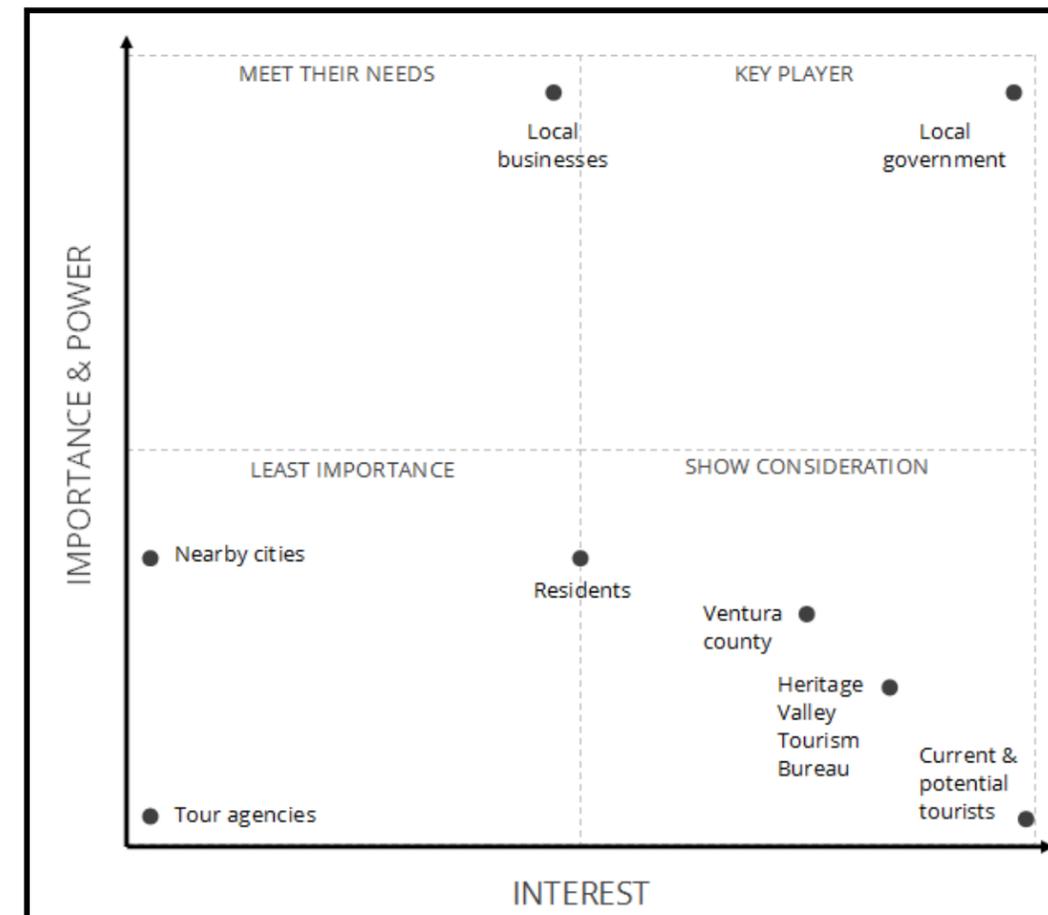


II. SWOT ANALYSIS



III. STAKEHOLDER ANALYSIS

Tourism can bring big benefits to Santa Paula. Our goal is to create permanent jobs for citizens, increase cash flow in the city, diversify the economy, develop infrastructure, and provide funds and motivation to preserve historic buildings and special environmental or ecological areas. However, if tourism development is promoted without the input and consideration of all the stakeholders, serious drawbacks can occur. The following stakeholders were consulted during the development of this plan, and below is an analysis of their current role in tourism development: local government / Santa Paula city council; current and potential tourists; Santa Paula tourism attractions, citizens of Santa Paula, local businesses, Ventura County Tourism Commission, Heritage Valley Tourism Bureau, citizens and local governments of near-by cities such as Filmore, Bardsdale and Ventura; & tour agencies.



IV. RECCOMENDATIONS

A. Accommodations

1. Partner with wholesale companies

Hotels in Santa Paula could increase their visibility in the tourism marketplace by partnering with wholesale companies and tour agencies. This is a successful tactic to attract international tourists, particularly through motor coach tours featuring overnight stays to/from Los Angeles and San Francisco. Tour agencies from countries in Asia and Europe contract customized tours in three to four different categories (Budget, Standard, Upgrade, Luxury). Typically, the standard and upgrade tours bring in the most revenue. Santa Paula's affordability and location give it the opportunity to be competitive and lure visitors specifically in the budget and standard categories. Hotels offering free breakfast, motor coach bus parking and on-site restaurants, which are offered in some accommodations in Santa Paula, are preferred for motor coach tours targeting European markets. Furthermore, wholesale companies can contract hotels on an FIT (free independent travel) basis providing properties in Santa Paula an additional platform to attract visitors.

Possible wholesale companies Santa Paula could partner with include: Tourico Holidays (www.touricoholidays.com), American Tours International (www.americantours.com), Hotel Beds (www.hotelsbeds.com), Team America (www.teamamericany.com), & GTA Travel (www.gta-travel.com).

2. Partner with SMERF organizations

To increase engagement of younger generations, hotels could create lasting partnerships with SMERF (social, military, education, religious, and fraternal) organizations. These organizations and clubs could look to Santa Paula's hotels as a convenient location to host annual leadership retreats, formal banquets, events and other enrichment experiences.



B. Accessibility

1. Update the Discover Santa Paula website

- Include information about Ventura County Transportation Commission's public busses, bus passes, trains, ADA certification process, and reimbursement program for seniors.
- Add more information about how tourists can reach the city via the Western Railway.
- Create descriptive captions for all pictures so the site is compatible with text-to-voice software.
- Make the font bigger and easier to read. Changing the background color from yellow to a neutral color will also help people with visual barriers easily get the information they need to visit Santa Paula.
- Include information in English and Spanish and/or include a feature that translates the page to Spanish for the visitor.
- Make the website personal for visitors so they can easily see that Santa Paula has something to offer them:
 - Organize the information by demographic or interest area group (families, seniors, outdoor adventures, price point, etc.).
 - Include a 'favorite' or 'save' function for attractions and accommodations which will allow tourists to create a personalized itinerary and feel reassured that the city will suit their interests and needs.

2. Provide information in both English and Spanish languages

Another change that the city and private businesses could consider is including information in both Spanish and English in regards to interpretive and directional signs, print materials (maps, brochures, etc.), and other advertisements. To be attractive to the target market, Santa Paula could have information in Spanish which would allow potential tourists to easily plan a trip to the city. Material in Spanish would also help native Spanish speakers feel included in the marketing and therefore more inclined to visit the city.

C. Target Market



Age

Young couples, families with children under 16, seniors, retirees



Location

Los Angeles County, Ventura County, International



Modes of Transportation

Motorcycle riders, antique/collector car clubs, Southern California coastal road trip, pilots



Interest & Hobbies

Arts, agriculture, cultural heritage, history, aviation, theatre & film, antique shopping, photography, hiking, cycling, golfing, rock climbing, wildlife watching



D. Marketing

1. Develop an Instagram and Facebook account that links directly with the “Discover Santa Paula” or new the “Go Santa Paula” website. The Instagram and Facebook name could be Visitsantapaula, Discoversantapaula, or Gosantapaula. To be most effective, the Instagram account should frequently post about current events, businesses, fundraisers, museums, ect.

2. Collaborate regionally to market Santa Paula with the Heritage Valley Tourism Bureau, Visit California, and Central Coast. The official website of the Heritage Valley (www.heritagevalley.net) needs thorough review. The Bureau can cooperate with “Visit California” to work on development of the Valley’s destination image. Visit California can promote the Heritage Valley’s destination image through its annual magazine, website and different online publications.

3. Develop a map of the Ventura County area that shows time and distance between each city in the region so that potential tourists can easily plan a trip.

4. Connect with Visit California’s – “All dreams welcome” and “Kidifornia” vision. A strength of Santa Paula is the diverse cultural heritage in the city. “All dreams welcome” directly relates to the rich agriculture and oil history of Santa Paula.

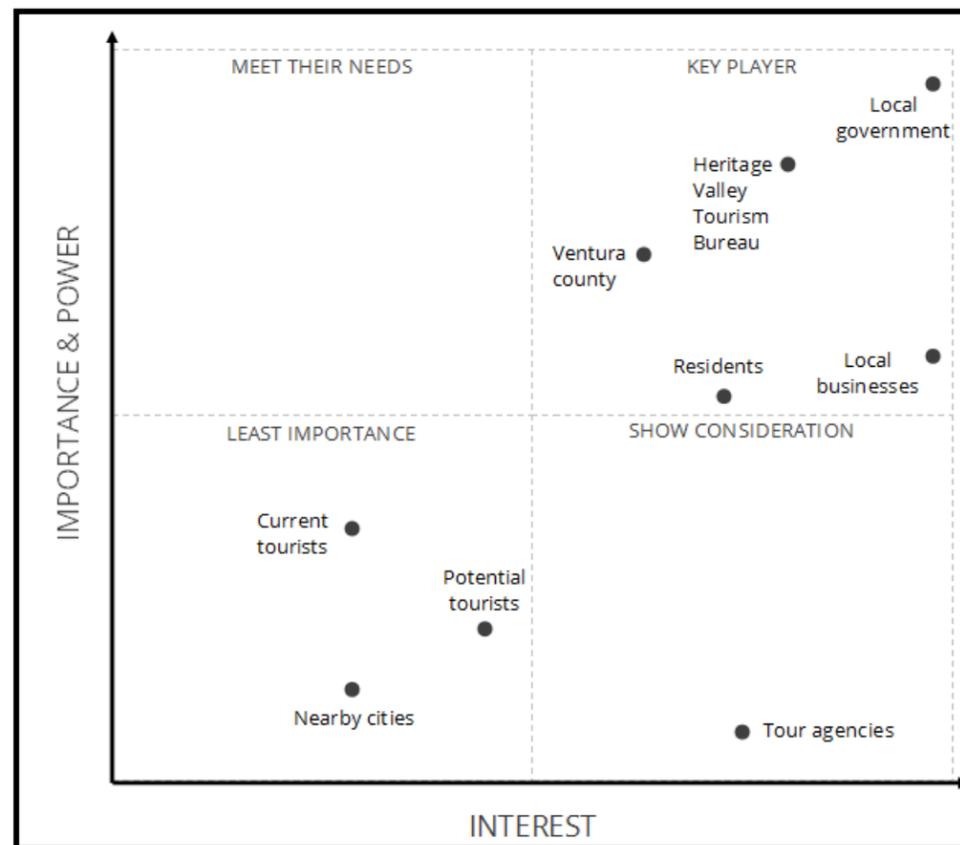
5. Expand the Santa Paula Murals – Art and Business Council Campaign through the development of a “Santa Paula Local Art” campaign. This campaign can be woven in with the Santa Paula Society of the Arts Annual Art and Photography Show. A portion of the show can be attributed to local art and photography of Santa Paula. It can also be on the city’s tourism social media accounts as well as the SPSA accounts. Winners will have their art displayed on a tourism brochure.

6. Develop a Santa Paula Awareness Campaign, #MySantaPaula or #ILoveSantaPaula, to be promoted on Instagram and Facebook. This can be a locally driven campaign that would boost awareness of the town’s features. Locals and visitors alike can take photos of their time spent in Santa Paula and tag the Santa Paula tourism social media accounts.

7. Focus on MICE & SMERF markets. The many outdoor recreation opportunities and the small, historical feel of the city makes Santa Paula ideal as a retreat destination. Marketing the city and its accommodations to fraternal organizations, universities, faith-based organizations or other SMERF and MICE markets would increase tourism in the city.

E. Stakeholders

To promote tourism in Santa Paula, we have emphasized the crucial role various stakeholders play in the city's tourism development. In interviews, residents identified a lack of collaboration between stakeholders. Residents were excited about the potential for tourism development, but felt as though the city was not doing enough to reach out to its residents. Citizens of Santa Paula are the laborers in the industry and can greatly influence tourists' experiences and satisfaction with their trip to Santa Paula. The local government of Santa Paula is also crucial to the success of tourism's development. The local government creates laws and policies that promote tourism development and elected officials are leaders in their community who can sway public support. Below is an analysis matrix depicting how various stakeholders could be involved in the city's tourism sector in order to develop tourism in Santa Paula to its fullest potential.



THE ROLE OF THE GOVERNMENT

California Department of Parks and Recreation

The California Department of Parks and Recreation manages 280 park units, which contain the finest and most diverse collection of natural, cultural, and recreational resources to be found within California. Its mission is to provide for the health, inspiration and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high-quality outdoor recreation. The Department can cooperate with the City of Santa Paula or the County of Ventura to preserve the city's parks and recreation areas and create new opportunities for high-quality outdoor recreation.

State Historical Resources Commission

The State Historical Resources Commission (SHRC) is a nine-member state review board, appointed by the Governor. Santa Paula can cooperate with the Commission to help it to identify, register, and preserve the city's cultural heritage.

Cultural Diversity Committee (SHRC)

In its efforts to help preserve the State's richly diverse heritage, the Committee supports and

works to meet the goals of Sustainable Preservation: California's Statewide Historic Preservation Plan, 2013-2017. As the Cultural Diversity Committee welcomes input and participation from the public, the city of Santa Paula and its local community can cooperate with the Committee to increase the awareness of, and encourage the preservation of the historical, cultural and archeological resources of the City associated with the city's multicultural and multiethnic community.

Ventura County Parks Department

The Ventura County Parks Department offers over 20 miles of trails for hiking, biking and horseback through Ventura County's breathtaking scenery. These trails are perfect for individuals looking for an adventure close to home, school groups of varying ages, those looking for exercise, or even those who come from different states or nations looking to enjoy the unique beauty that Ventura County holds. Santa Paula can cooperate with the Department to be involved in the Online Reservation system. Through the system, reservations of the city's recreation areas will become easier and more convenient.

City Government of Santa Paula

Local government has a unique and critical role in the tourism sector. The following steps should be taken by the city government to boost tourism in the city:

- Prioritize tourism in the City's general

marketing plan and the local government should allocate more funding for development and promotion.

- Collaborate with the federal, and state organizations promoting tourism in California.
- Mobilize the social, financial and natural capital of Santa

Paula towards the common goals and objectives of the local community.

- Encourage involvement by residents in different programs directed to the



INVOLVING SANTA PAULA'S RESIDENTS

The involvement of Santa Paula's local community in tourism activities will play a significant role during both the planning and implementation processes of this suggested plan. Involving the City's citizens in the tourism sector will both mitigate potential drawbacks of tourism development and help set Santa Paula apart from competitors. Tourists are increasingly looking for an authentic, historical vacation in which they feel immersed in the local culture. A destination with a rich culture like Santa Paula can easily create these opportunities if local people are involved in promoting their culture.

Per interviews with community members, the citizens of Santa Paula would like to be involved in tourism development. Residents would like to see city council meetings reflecting issues related to tourism development. Local people also noted that some of the areas in the city have not been renovated for years, which is where grants from the government and other organizations can help offset costs of renovation. In addition, the first impression of visitors coming on the train from Fillmore does not fit the impression the city should convey. The "entrance area" to Santa Paula from Fillmore passes through an industrial area, which is not an attractive view. However, citizens feel as though there is a lack of response to this and other concerns. To incorporate both visitor and resident concerns, the entrance area should look more welcoming



F. Budget

The following suggested budget contains revenue and expenditure information for all city programs, capital improvement projects and services that will be provided to the Santa Paula community during the next fiscal year. Last year, the City of Santa Paula faced a challenging budget year. The delays in the East Area development have pushed back the receipt of anticipated revenues one more year. Once again, due to pressing circumstances, the previous year's high use of overtime to back-fill positions and to provide coverage in police and fire services was higher than anticipated.

In addition, the current market trend of increases in health care insurance and retirement costs for employees is outpacing general revenues of the city. The planning department shows a considerable decrease in charges for services due to expected reimbursement for services related to development projects. All other revenues are expected to remain relatively unchanged. Thus, the general fund resource levels are estimated to be approximately above the recent year. This fund is structurally balanced with operating revenues sufficient to cover ongoing operating expenditures. Reserves will only be used for one-time capital improvement projects to maintain facilities and infrastructure, as well as other one-time expenditures. This fund is the main operating fund for most of the city's operations and services, and includes the following:

- Public Safety (Police)
- Fire Protection
- Public Works, Streets, and Engineering
- Community Services (Parks and Facilities)
- Community Development, Building, Planning, and Code Enforcement

The city council has undergone a two-month goal setting process, which culminated in final direction to staff, including an extensive review of revenues and expenses. It also included beneficial discussions of options for new revenue sources and streamline expenses that may be available to the city in the new and distant future. The council traditionally receives a mid-year budget report with mid-year actuals and projected year-ending estimates provided as part of the budget process. Police and Fire services remain as the city's highest priority with combined budget increases of \$351K from the previous fiscal year. The council will continue with options for funding of Public Safety including proposing another sales tax initiative.

Area of Focus

Website and Social Media

Discoversantapaula.com is the primary source of disbursement information about the city. Social presence seeks not only to directly engage new potential visitors, but also remind previous visitors of the destination. Social media continues to grow in importance as a motivator for travel, spanning all demographics. People look to their friends and family for recommendations on travel destinations—increasingly more often than traditional media and advertising.

Sales

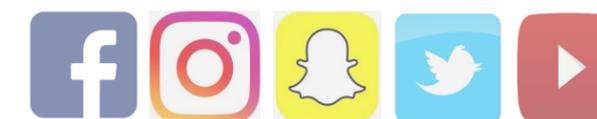
Sales is yet another promotion wheel, whose object is to create a coordinated approach to put the City of Santa Paula in the minds of travelers, incentivize them to visit, and show them what they can do once here. In addition to connecting with individual travelers, the Heritage Valley Tourism Bureau should try to influence those who, in turn, influence travelers: travel agents, receptives and tour operators and, to some extent, Online Travel Agencies.

Visitor Services

Getting visitors to come to Santa Paula is only part of the equation. The other part of the effort is to have them return for multiple nights. One way to encourage that is to ensure their town experience is the best one possible by continuing production of tear-off maps consisting of both a countywide and a more localized map.

Festival and Events

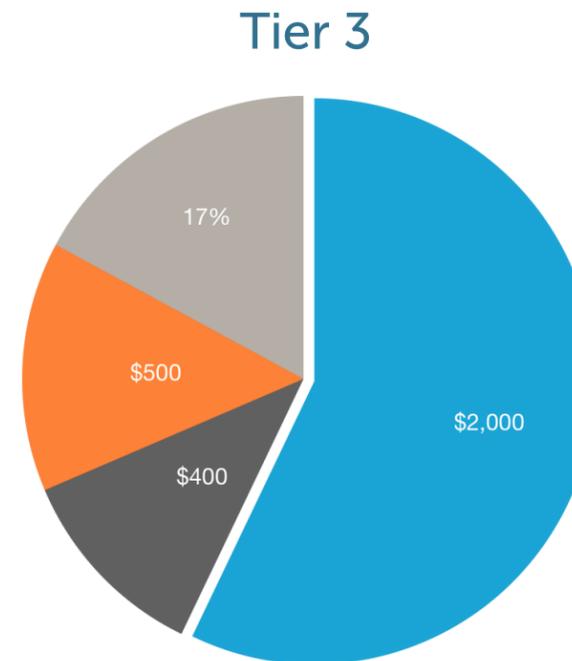
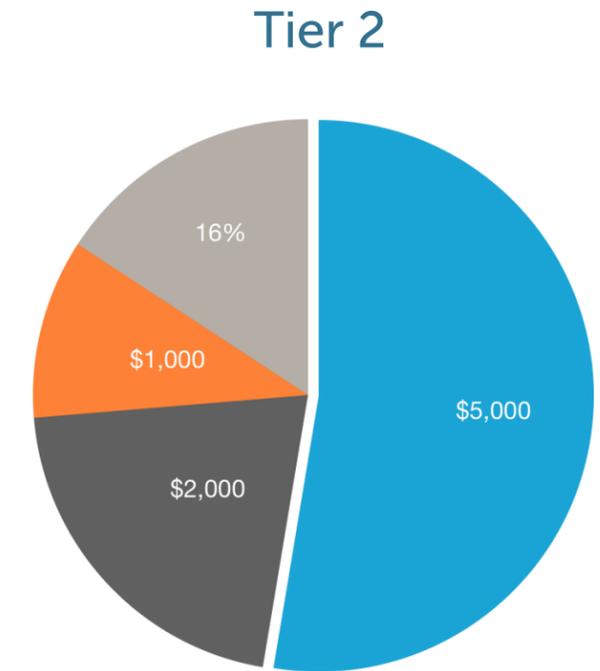
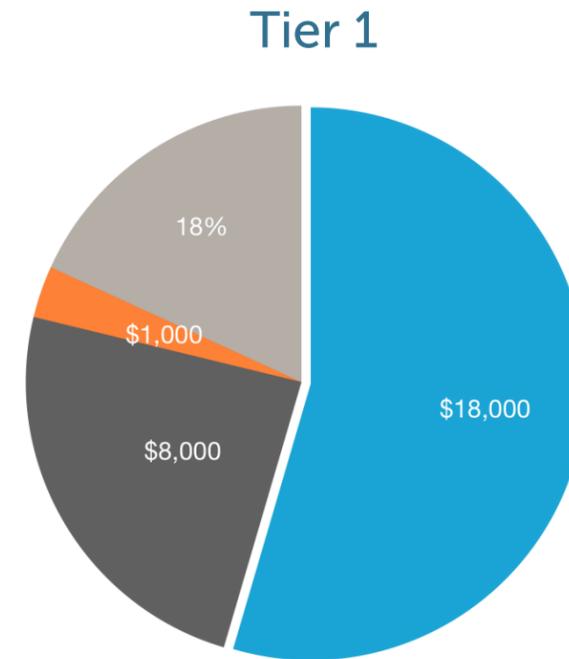
With so many great destinations throughout California, unique and interesting festivals and events are a key component for the potential traveler choosing Santa Paula over other destinations. The main focus for festivals and events is to turn this trend around and ultimately exceed prior years in terms of participation of businesses and visitors.



PROPOSED BUDGETS

Website & Social Media			
Interactive Marketing (social, e-newsletter, etc.)	\$7,000	\$2,000	\$800
Development/Maintenance	\$7,000	\$2,000	\$800
Interactive Media Coordinator	\$4,000	\$1,000	\$400
Total Website & Social Media Investments	\$18,000	\$5,000	\$2,000
Visitor Services			
Visitor Guide & Calendar	\$2,000	\$500	\$100
In-Town Guides	\$2,000	\$500	\$100
Signage (Kiosks & Directional)	\$4,000	\$1,000	\$200
Total Visitor Services Investments	\$8,000	\$2,000	\$400
Festival & Events			
Event Partnership Funding	\$500	\$500	\$250
Advertising Sponsorship	\$500	\$500	\$250
Total Festival & Events Investments	\$1,000	\$1,000	\$500
Sales			
FAM (familiarization Trips)	\$3,000	\$600	\$200
Tourism Council	\$3,000	\$900	\$400
Total Sales Investments	\$6,000	\$1,500	\$600
Total Investments	\$33,000	\$9,500	\$2,500

- Total Website & Social Media Investments
- Total Visitor Services Investments
- Total Festival & Events Investments
- Total Sales Investments



"I enjoy Santa Paula's downtown, but I wish there were more stores and restaurants."
 - Santa Paula resident

V. APPENDIX

Survey

1. Have you heard of Santa Paula, CA?

- Yes
- No

2. When did you first hear about Santa Paula?

- Yes
- No

3. Have you visited Santa Paula, CA?

- Yes
- No

4. How has your perception of Santa Paula changed after visiting?

5. Do you consider Santa Paula as the Heritage Valley area?

- Yes
- No

6. What word comes to mind when you think of Santa Paula? (Up to three)

7. Which of the following sites have you heard of?

- Aviation Museum of Santa Paula
- California Oil Museum

- The Glen Tavern Inn
- Historic Santa Paula Railroad Depot
- Agriculture Museum
- Santa Paula Art Museum

8. Would you consider going to the following events?

- Pumpkin Patch at Limoneria Ranch
- Ghost Walk - Santa Paula Theater
- Santa Paula Citrus Festival
- Moonlight at the Ranch
- Summer Jazz & Art
- Fireworks Extravaganza
- Wine & Wings - Aviation Museum
- First Sunday at the Airport
- First Friday Cruise Night

9. How much time would you like to spend in Santa Paula?

- Day trip
- One-night stay
- Multiple night stay

10. How would you describe your overall opinion of Santa Paula?

11. In your own words, what are the things that you like most about Santa Paula?

12. In your own words, what are the things that you would like to improve about Santa Paula?

13. Would you recommend Santa Paula as a tourism destination to others?

- Yes
- No

14. What is your Gender?

- Male
- Female
- Decline to Answer

15. What is your age?

- 12-19,
- 20-34
- 35-49
- 50-64
- 65+

16. What is your family size?

- 1-2
- 3-4,
- 5+

17. Family life cycle

- Young, single
- Young, married, no children
- Young married, youngest child under 6
- Young, married, youngest child 6 or over
- Older, married, no children under 18

Older, single, other

18. What is your income range?

- Under \$20,000
- \$20,001-\$30,000
- \$30,001-\$50,000
- \$50,001-\$100,000
- \$100,001+

19. What is your ethnicity?

- Asian
- Hispanic or Latino
- Black or African American
- White
- Pacific Islander or Native Hawaiian
- American Indian or Alaska Native
- From Multiple Ethnicities
- Other Ethnicity