Implementation Plan

Oxnard Branding, Development and Marketing Action Plan

June 2011
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OVERVIEW

Residents and potential visitors have many options when it comes to decisions about where to spend their time and money. Competition is intense and it is important for Oxnard to build upon its strengths as it carves out an identity that sets it apart from Ventura, Santa Barbara, Camarillo, Thousand Oaks and Santa Monica.

In 2005, the City of Oxnard Downtown Strategic Plan Executive Summary was the starting point and provided this vision for developing downtown Oxnard into a destination for both residents and visitors:

In the future, Downtown Oxnard will be . . .
- A multi-faceted commercial center.
- A unique, pedestrian scale shopping district boasting a wide selection of appealing shopping and business options.
- A clean and safe environment.
- A high quality entertainment and dining venue.
- An attractive place for both visitors and residents.
- Family oriented, fun, friendly, alive, attractive and profitable.

Downtown Oxnard will again be the “Heart” of Oxnard and a measure of civic pride.

In 2010, the Branding, Development and Marketing Action Plan (Brand Plan) expanded upon the 2005 vision and presented the following brand promise for the city as a whole:

Oxnard, in spite of the “unique” name, is as beautiful a community as you’ll find anywhere in Southern California. This oceanfront, harbor-based city is laid back, relaxed, casual and exudes an international, multi-cultural flair. Nestled in the heart of the Oxnard Plain, among strawberry fields in an authentic out-in-the-country atmosphere, you’ll enjoy some of the West Coast’s best weather, and an intimate downtown made famous for its vibrant International Market and the popular dining district along the A Street Promenade. So spend some time at the International Plaza, rent a kayak at Channel Islands Harbor, enjoy the finest in international cuisine, walk the Harbor Boardwalk, or take off your shoes and walk miles of pristine ocean beaches with nary a soul in sight. Elevate your senses. Reach higher. Reach for Oxnard.
Bringing the downtown vision together with the brand promise and implementing the Brand Plan requires taking a step back and considering the core components. Identifying the essence and foundation of the brand is necessary to provide the Brand Leadership Committee and others with an easily communicated, clear message. In developing this foundation, it is important to consider Oxnard’s demographics as well as the demographics of the surrounding area. The target markets for Oxnard are:

- Local residents who desire a safe, pleasant, family-friendly “third place” within the community.
- Converting day-trippers seeking shopping, dining, activities and events in a family-friendly environment into overnight visitors.

When defining the specifics of a brand, it is important to consider the interests of residents in addition to those of potential visitors. Keeping in mind that a brand won’t appeal to everyone, the components that apply to the largest percentage of those likely to spend time and money in Oxnard are:

- Family-focused
- Affordable
- Environmentally-friendly
- International/multi-cultural
- Laid-back, casual, relaxed
- Pleasant micro-climate
- Enhancing, developing anchors
- Interesting architecture
- Lush landscaping
- Live music
- Comfortable places to linger
- Drinking fountains, restrooms
- Appealing shops and restaurants
- Welcoming, friendly, helpful

These components are important considerations when defining the three parts that form the foundation for Oxnard’s brand identity:

- Vision – less than 10 words that succinctly describe what Oxnard is striving to become.
- Brand Pillars – concepts that support the vision while retaining Oxnard’s intrinsic characteristics.
- Brand Promise – concretely defined promise of what visitors and residents can expect. The promise drives economic development, tourism product, marketing and quality of life.
## Oxnard’s Brand

TO BE A DESTINATION THAT CREATIVELY CELEBRATES INTERNATIONAL CULTURE

### Brand Pillars

<table>
<thead>
<tr>
<th>Cultural Diversity</th>
<th>Respect for the Land</th>
<th>Family and Relationships</th>
<th>Interactive Experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variety of cultural and ethnic heritage</td>
<td>Preservation and stewardship of open space and agricultural usage</td>
<td>Building, sustaining, enhancing relationships</td>
<td>Interactive events and activities</td>
</tr>
</tbody>
</table>

### Brand Promise

Oxnard is the preferred public gathering place in the region.

- It inspires through international culture;
- It respects the natural environment and embraces the mild climate;
- It builds, sustains, and enhances personal relationships; and
- It celebrates these values through events, activities and institutions.
The goal of the Brand Project is to make Oxnard a “third place” for residents and potential visitors. Their “first place” is their homes, their “second place” is where they work and their “third place” is where they hang out and spend their leisure time (and money). Third places are important to all demographic groups and smart communities work to establish their reputation as a local option that can meet this need.

A note about the recommended emphasis on culinary offerings, particularly along A Street: Food-related travel involves everything from eating out, food truck experiences and visiting farmers’ markets to cooking classes and festivals. It continues to be immensely popular, particularly among affluent travelers. In their Portrait of Affluent Travelers, tourism research firm YPartnership reported that 85 percent of this group deliberately seeks out the opportunity to dine in new and different restaurants and, for many of them, where and what they eat is more important than any other activity and/or experience when they are away from home.

As a group, culinary travelers spend more on all aspects of their trips and those who are dedicated “foodies” often spend as much as 50 percent of their total trip budget on food-related experiences. They spend about 20 percent more than wine travelers and twice as much as travelers interested in heritage and culture.

This doesn’t mean that the restaurants all need to be high-end or expensive. A critical mass of independent restaurants offering unusual cuisines and experiences will draw residents and visitors if the food and service are good and there is a strong experiential element, especially if they are affordable and a solid value.
Brand Plan Projects
(based upon recommendation breakdown)

GOAL: To implement the recommendations in the Brand Plan in an appropriate, timely, cost-effective manner, resulting in a better quality of life for residents while improving tourism and economic development.

To facilitate implementation, the Brand Plan has been broken into four project areas:

- Brand Leadership Committee
- Downtown
- Infrastructure
- Marketing

Several projects are outlined within each area and all are referenced to the corresponding recommendations and page numbers from the Brand Plan. Also included are action steps, responsible parties, estimated costs, timelines (broken into Phases 1-3) and measurement deadlines.

Timeline [Note: some overlap occurs due to the amount of time various projects take]:

- Phase 1 is projected to be 2011 to 2013
- Phase 2 is projected to be 2012 to 2014
- Phase 3 is projected to be 2013 to 2016

Abbreviations for responsible parties:

- BLC – Brand Leadership Committee
- Chamber – Oxnard Chamber of Commerce
- City – City of Oxnard
- College – Oxnard College
- OCVB – Oxnard Convention and Visitor Bureau
- EDCO – Economic Development Corporation of Oxnard
- Harbor – Channel Islands Harbor
- ODMD – Oxnard Downtown Management District
- Oxnard Festivals – A non-profit organization established to manage festivals and events
BRAND LEADERSHIP COMMITTEE PROJECTS (B)

**Project B-1: Brand Leadership Committee (BLC)**

Plan recommendation: 1 (pg 30)
Timeline: Phase 1

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<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
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<td>B-1.2 Redefine composition</td>
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<td>OCVB</td>
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<td>B-1.3 Define responsibilities</td>
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<td>OCVB BLC</td>
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<td>B-1.4 Council plan adoption (Part of Rec 2)</td>
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<td>BLC City OCVB</td>
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<td>BLC</td>
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Measurements:

- ✓ BLC created in 2010
- ☐ Redefine composition of BLC by July 2011
- ☐ Clarify and adopt responsibilities by July 2011
- ☐ City Council adoption of plan by October 2011 (see Recommendation 2)
- ☐ Decision on issue of BLC becoming a Council Committee by July 2012
- ☐ Provide 10 group presentations annually
- ☐ Meet annual implementation goals as defined by the implementation timeline
**Project B-1: Brand Leadership Committee (BLC) - continued**

Additional information/clarifications:

- The current composition of the BLC needs to be reconsidered and members need to determine if they are fully committed to the plan’s vision and its implementation. BLC members are the primary advocates for the plan and will drive its success. They also need to be doers. This isn’t about having meetings to talk about what to do and what's been done – it’s about taking action and being the catalyst.

While healthy discussion and varying points of view are important within the BLC, individuals who express doubts or negativity to the community will hurt the plan’s potential. Members who cannot maintain support for the process and the overall vision should consider removing themselves from the BLC. Implementation can be a challenging process and those who are lukewarm or ambivalent will be less able to withstand and counter the negativity and adversity inherent in change.

- Ideally the BLC will be no more than 13 people who are committed to the success of the plan with representation from:
  - City of Oxnard
  - Convention and Visitors Bureau
  - Chamber of Commerce
  - Channel Islands Harbor
  - Oxnard College
  - Oxnard Downtown Management District
  - Other stakeholders including investors, restaurants, retailers, attractions, developers

- The BLC needs to take ownership of implementing this plan. It is not an OCVB plan, it is a community-wide plan that improves tax revenues, economic development, tourism and quality of life. Strong leadership is key. The following positions should be considered:
  - Chair, responsible for:
    - Oversight of the BLC and plan implementation
    - Determining agenda and running meetings
    - Communication with the City Manager/City Council
    - Responding to newspaper articles, if necessary
  - Vice Chair, responsible for:
    - Running meetings when Chair is absent
    - Scheduling presentations and assigning presenters
    - Assist with oversight of plan implementation
Project B-1: Brand Leadership Committee (BLC) – continued

- Secretary, responsible for:
  - Keeping meeting minutes
  - Notifying members of meetings
  - Correspondence for the BLC

- Public Relations, responsible for:
  - Press releases
  - Maintaining and updating PowerPoint presentation
  - Assisting with publicity for events

- Brand Management – entire BLC is responsible, but a committee could be set up to consider and approve usage of the brand graphics by various entities.

- Funding Resources – identification of potential funding partners and grant opportunities.

- Additional committees as needed for various projects including assistance with restaurant incubator and art incubator projects, help with events, and identifying funding resources.

- Once the plan is adopted by the City Council, discussions should be held between City staff and the BLC to determine if it is appropriate for the BLC to become a Council-appointed Committee. Since there is a significant amount of City responsibility for implementing various recommendations, a mechanism needs to be developed which allows the BLC to keep the implementation process moving forward in collaboration with various City departments.

- Information sessions should be scheduled for the BLC to help City staff understand the plan’s purpose and importance and where their department fits in as part of a successful implementation process.
Project B-2: Adoption of Plan

Plan recommendation: 2 (pg 33)
Timeline: Phase 1

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<td>BLC EDCO</td>
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Measurements:
- Adoption by all groups by December 2011

Additional information/clarifications:

- While formal adoption by other groups and organizations is not absolutely necessary, their support is crucial to successful implementation.

Setting up a schedule of bi-annual updates keeps the enthusiasm going and shows people that progress is being made. Once people see that things are happening and this isn’t just another plan that sits on a shelf, they will be more likely to volunteer to be a part of effecting positive change for Oxnard.
**Project B-3: Name Change Decision**

Plan recommendation: 3 (pg 34)
Timeline: Phase 1

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Note: Implementation costs would be minimal if the name change was incorporated as printed materials, vehicles, signs, etc. needed to be replaced. This would be the more realistic, cost-conscious manner in which to proceed.

Measurements:
- Present name change recommendation to City Council by December 2011
**Project B-4: Brand Style Guide**

Plan recommendation: 6 (pg 38)
Timeline: Phase 1

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<td>B-4.3 Finalize style guide</td>
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<td>OCVB BLC</td>
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Measurements:
- ✓ Style Guide Contract
- □ Logo selected by May 2011
- □ Style Guide finalized by June 2011
**Project B-5: Adopt Brand Graphics**

Plan recommendation: 7 (pg 39)  
Timeline: Phase 1

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<tr>
<td><strong>B-5.1</strong> OCVB adoption</td>
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<td>✓</td>
<td>BLC EDCO</td>
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**Measurements:**  
- Adoptions completed by December 2011
# Downtown projects (D)

## Project D-1: Downtown Initiatives, Events, Brand

Plan recommendations: 23 (pg 88), 28 (pg 96), 45 (pg 122), 47 (pg 124)  
Timeline: Phase 1

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<tr>
<td><strong>D-1.1 Restaurant Incubator</strong></td>
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<td>D-1.1(a) Work with Oxnard College to create restaurant incubator partnership</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>D-1.1(b) Identify potential restaurant incubator participants</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>ODMD College Chamber Restaurants</td>
<td>--</td>
</tr>
<tr>
<td>D-1.1(c) Identify location for restaurant/kitchen incubator with teaching space</td>
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<td></td>
<td>ODMD Restaurants</td>
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<tr>
<td>D-1.1(d) Negotiate lease/obtain funding for restaurant incubator</td>
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<td>✓</td>
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<td></td>
<td>ODMD BLC</td>
<td>$200,000 - $400,000 start up, annual costs will vary</td>
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<td>D-1.1(e) Create application process and select participants in restaurant incubator</td>
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<tr>
<td><strong>D-1.2 Wine Tasting Venue</strong></td>
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<tr>
<td>D-1.2(a) Recruit area wineries for cooperative tasting room</td>
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### D-1.2(b) Establish Wine Tasting Venue with outdoor seating on A Street

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**Parties Involved:** ODMD, Wineries Chamber

**Estimated Costs:** $250,000 start up for co-op, annual costs will vary

### D-1.3 Establish downtown dining club

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**Parties Involved:** ODMD Chamber

### D-1.4 Arts Incubator

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**Parties Involved:** ODMD Chamber, BLC, Arts groups

**Estimated Costs:** $150,000 start up, annual costs will vary
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<td>D-1.5 Determine if combining the downtown organizations would be beneficial</td>
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<td><strong>D-1.6 Downtown Events</strong></td>
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<td>D-1.6(a) Establish Oxnard Festivals, Inc. in conjunction with ODMD</td>
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<td>D-1.6(b) Identify additional family-focused events</td>
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<td>D-1.6(c) Add at least one new event annually using a variety of locations, including the Harbor</td>
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<td>$10,000 annually</td>
</tr>
</tbody>
</table>
Project D-1: Downtown Initiatives, Events, Brand - continued

Measurements for restaurant/kitchen incubator:
- Establish restaurant incubator development partnership between ODMD and Oxnard College by July 2012
- Identify potential locations by July 2012
- Compile list of potential restaurant/kitchen incubator participants by August 2012
- Create application process and select initial participants by September 2012
- Lease location for restaurant/kitchen incubator by October 2012

Measurements for wine tasting venue:
- Recruit area wineries by December 2012
- Establish venue by May 2013

Measurement for dining club:
- Establish dining club by January 2012

Measurements for arts incubator:
- Identify potential locations by December 2011
- Compile list of potential arts incubator participants by December 2011
- Create application process and select initial participants by March 2012
- Lease location for arts incubator by April 2012

Measurement for combining organizations:
- If it is determined that combining the organizations is beneficial, accomplish this by January 2012.

Measurements for downtown events:
- Establish Oxnard Festivals Inc. by July 2012
- Identify additional events annually beginning in 2012
- Add one new event annually beginning in 2012

Measurements for downtown branding:
- Develop local campaign by December 2012
- Collaborate with OCVB (ongoing)
**Project D-1: Downtown Initiatives, Events, Brand – continued**

Additional information/clarifications:

- It’s important for the ODMD to work collaboratively with the BLC and the Chamber on the incubator initiatives. The BLC brings assistance in a variety of ways, including maintaining the vision of the brand and leadership within the community, while the Chamber and its membership provide everything from mentoring advice to networking connections to potential funding partnerships.

- Restaurant/Kitchen Incubator - This remains a good idea for Oxnard and would be an excellent partnership opportunity with the Oxnard College culinary arts program. Since the College needs more facilities to expand the program, having an incubator that serves as a satellite campus would be mutually beneficial. It would provide the college with more facilities and bring activity to downtown.

  Various forms of grant funding are available related to small business start-ups, entrepreneurship, education, locally grown products, and minority businesses and training.

Examples of successful restaurant/kitchen incubators include:

- Toronto Food Business Incubator [www.tfbi.ca](http://www.tfbi.ca)
- Kitchen Chicago [www.kitchenchicago.com](http://www.kitchenchicago.com)
- Shared Kitchens [www.sharedkitchens.com](http://www.sharedkitchens.com)
- Mi Kitchen es su Kitchen [www.mikitchenessukitchen.com](http://www.mikitchenessukitchen.com)
- Rutgers Food Innovation Center [www.foodinnovation.rutgers.edu](http://www.foodinnovation.rutgers.edu)

The restaurant/kitchen incubator could also be used to provide enrichment classes for all ages using a variety of cuisines. This is an example of building upon the brand pillars:

- Cultural diversity – variety of cuisines
- Respect for the land – use locally produced ingredients
- Family/relationships – preparing and eating food brings people together
- Interactive experiences – hands-on courses are highly interactive

- The wine tasting venue could be a cooperative funded by the participating wineries. It would be a strong anchor for a market project. Incorporating an outdoor seating area would allow patrons to enjoy the temperate climate and bring more life to A Street.
**Project D-1: Downtown Initiatives, Events, Brand - continued**

- Arts Incubator - Filling spaces with creative activity is a key component for a vibrant downtown that appeals to Oxnard’s demographics. Residents and visitors interacting with artists as they work, taking classes, attending gallery openings and educational events - these are all ways to infuse energy into downtown beyond 9-5 on weekdays. Take it beyond using empty storefronts for exhibitions by creating an arts incubator or even live/work studio space. This isn’t just for painters and sculptors – writers, poets, photographers, dancers, musicians, filmmakers should be included as well.

Resources and examples of successful projects:
- Artspace (Live/work space – the premiere example) [http://www.artspace.org/](http://www.artspace.org/)
- Torpedo Factory [www.torpedofactory.org](http://www.torpedofactory.org)
- Although this study is from 1995, it provides a good introduction to the incubator concept and most of the programs profiled are still in existence. [http://www.americansforthearts.org/NAPD/files/8438/Intro%20to%20Arts%20Incubators.pdf](http://www.americansforthearts.org/NAPD/files/8438/Intro%20to%20Arts%20Incubators.pdf)
Project D-2: Parking Limits, Fees and Signage

Plan recommendation: 13 (pg 60)  
Timeline: Phase 1

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D-2.1</strong> Identify places downtown where it is critical to have 2 or 4-hour parking and consider installing meters</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>$5,000 to study (if consultant is hired)</td>
</tr>
<tr>
<td><strong>D-2.2</strong> Develop consistent timeframes for regulations, strongly consider 8 am-5 pm</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>--</td>
</tr>
<tr>
<td><strong>D-2.3</strong> Revise parking signage, including telling people where they can park for longer time periods, put signs every 3 spaces</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>$6,000 (or part of wayfinding plan)</td>
</tr>
<tr>
<td><strong>D-2.4</strong> Identify RV parking options</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>--</td>
</tr>
<tr>
<td><strong>D-2.5</strong> Install parking meters (if necessary)</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>$750-$1,000 per meter, if added</td>
</tr>
</tbody>
</table>

Measurements:
- Meter implementation study completed by August 2012
- Revise parking restrictions to be consistent throughout downtown by September 2012
- Install revised signage by November 2012
- Identify options for RV parking by September 2012
- Install parking meters (if necessary) by November 2012
Project D-2: Parking Limits, Fees and Signage – continued

Additional information/clarifications:
• If the installation of parking meters is considered, one option might be something like the solar-powered meters that Los Angeles installed under a lease-to-own option. The vendor Los Angeles used is the IPS Group [http://www.ipsgroupinc.com/](http://www.ipsgroupinc.com/) Parking meters are not necessarily an appropriate or feasible option for Oxnard, but this is an option that might work.
### Project D-3: Identify and Name Downtown Districts

Plan recommendation: 5 (pg 37)  
Timeline: Phase 1

<table>
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<th>Action Steps</th>
<th>Status</th>
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<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D-3.1</strong> Determine district name for A Street district</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>ODMD BLC</td>
<td>--</td>
</tr>
<tr>
<td><strong>D-3.2</strong> ODMD Board adoption of district name</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>ODMD BLC</td>
<td>--</td>
</tr>
<tr>
<td><strong>D-3.3</strong> City Council adoption of district name</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>ODMD City BLC</td>
<td>--</td>
</tr>
<tr>
<td><strong>D-3.4</strong> Determine additional district names as new areas are established</td>
<td>✓ ✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD BLC City</td>
<td>--</td>
</tr>
<tr>
<td><strong>D-3.5</strong> Implement district names</td>
<td>✓ ✓</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>ODMD</td>
<td>Costs incorporated within other recommendations</td>
</tr>
</tbody>
</table>

**Measurements:**
- Determine A Street district name by November 2012  
- Adoption of name by ODMD Board by December 2012  
- City Council adoption of name by February 2013  
- Implementation of name usage, as appropriate, by June 2013  
- Determination of additional district names when new areas are established

**Additional information/clarifications:**
- Seven districts are identified in the Downtown Strategic Plan. This makes sense for planning and creating critical mass, however, from a resident and visitor perspective, it’s too many for the size of the area. For example:
Project D-3: Identify and Name Downtown Districts – continued

- There are six different districts along an eight-block stretch of Oxnard Boulevard and the districts are different on opposite sides of the street.

- It is not necessary to sign the train station area as a separate district.

• As downtown continues to evolve, consider districts from the perspective of residents or visitors and remember that less is often more. It may be better to only have one or two districts to differentiate areas. Once the restaurant and retail district along A Street has at least 10 restaurants and 10 independent retailers between 3rd and 5th it’s time to start promoting it as a destination and an appropriate name for the district should be created.
**Project D-4: A Street Streetscape**

Plan recommendation: 11 (pg 59), 40 (pg 114)
Timeline: Phase 1

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<th>Action Steps</th>
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<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>D-4.1 Façade assistance program (includes awnings, signage, landscaping)</td>
<td>Began in 2006</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D-4.2 PBID Creation</td>
<td>Renewal in process</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D-4.3 BID Creation</td>
<td>Completed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D-4.4 Streetscape Design</td>
<td>Completed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D-4.5 Inventory of improvements completed</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>ODMD City</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D-4.6 Plant additional canopy trees downtown consistent with existing plans</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>ODMD City</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D-4.7 Identify places for bump outs or decks for sidewalk dining and street performers</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>ODMD City</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D-4.8 Install decks or create sidewalk bump outs</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>ODMD City</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Project D-4: A Street Streetscape – continued**

**Measurements:**
- Renewal of PBID completed in 2011
- Inventory streetscape improvements completed by December 2011
- Plant additional trees by December 2012
- Locations for decks/bump outs identified by December 2012
- Install decks/bump outs by December 2013

**Additional information/clarifications:**
- When inventorying the status of streetscape improvements, look at the shade generated by the trees and their conditions. Identify seating options and adjust this, as necessary, to put seating against the building fronts and facing toward the street.

- To facilitate the addition of sidewalk dining and street performers, consider building decks that extend out over a few parking spaces as a way of adding space without the expense and disruption of sidewalk modifications. Decks can be moveable and shift throughout downtown to provide performance and dining space as needed, where needed.
Project D-5: A Street Recruitment Program

Plan recommendation: 19 (pg 75)
Timeline: Phase 1

<table>
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<tr>
<th>Action Steps</th>
<th>Status</th>
<th>2011</th>
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<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>D-5.1 Establish recruitment goals</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD City</td>
<td>--</td>
</tr>
<tr>
<td>D-5.2 Hire a Certified Commercial Investment Manager</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD City</td>
<td>$125,000 annually</td>
</tr>
<tr>
<td>D-5.3 Recruit a variety of restaurants</td>
<td>✔️ ✔️ ✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD City</td>
<td>--</td>
</tr>
<tr>
<td>D-5.4 Recruit destination retail</td>
<td>✔️ ✔️ ✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD City</td>
<td>--</td>
</tr>
<tr>
<td>D-5.5 Recruit downtown lodging</td>
<td>✔️ ✔️ ✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD City</td>
<td>--</td>
</tr>
</tbody>
</table>

Measurements:
- Hire a Certified Commercial Investment Manager for recruitment by December 2011
- Establish annual recruitment goals by September 2011
- Recruit restaurants, retail and lodging according to goals

Additional information/clarifications:
- One of the challenges facing downtown recruitment efforts is the excess of vacant retail and restaurant space throughout Oxnard. This is complicated by competition for downtown restaurants from the explosion of chain options along the Hwy 101 corridor. When The Collection opens, it will become even more difficult to draw people downtown to shop and dine.
Project D-5: A Street Recruitment Program - continued

Overcoming this requires a critical mass of dining and shopping experiences that residents and visitors cannot get elsewhere in the area. All of the streetscape and activity improvements will help provide a positive setting, but it is the business recruitment effort that will drive the economic recovery for downtown.

Despite past unsuccessful experiences, it is important for the City and the ODMD to hire someone with a proven track record and solid credentials to recruit businesses. A CCIM will help overcome past challenges.

- Downtown lodging is a critical need. Once the restaurant district emerges and the event schedule and activities increase, visitors will be seeking lodging within walking distance. A boutique property could be added on the vacant lot on the A Street side of the theater and a larger hotel could be added as part of the North Plaza development opposite the park.
**Project D-6: Plaza Park Redevelopment**

Plan recommendations: 15 (pg 64), 30 (pg 97)

Timeline: Phase 1

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D-6.1</strong> Conduct community visioning for park redevelopment</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD, BLC, Residents</td>
<td>$7,500</td>
</tr>
<tr>
<td><strong>D-6.2</strong> Contract for conceptual design</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>$25,000</td>
</tr>
<tr>
<td><strong>D-6.3</strong> Approve conceptual design</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD, BLC</td>
<td>--</td>
</tr>
<tr>
<td><strong>D-6.4</strong> Contract for engineering &amp; construction drawings</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>D-6.5</strong> Contract for implementation of redevelopment</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>--</td>
</tr>
<tr>
<td><strong>D-6.6</strong> Implement redevelopment</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>$500,000 to $1.5 million depending upon extent of changes</td>
</tr>
</tbody>
</table>

Measurements:
- Conduct community visioning by October 2012
- Contract for conceptual design by December 2012
- Conceptual design by March 2013
- Completion of engineering & construction drawings by July 2013
- Contract for construction by December 2013
- Complete construction by December 2014
**Project D-6: Plaza Park Redevelopment - continued**

Additional information/clarifications:

- Consider incorporating a community-built, internationally themed playground in addition to the water feature. Playground grants and a range of creative ideas are available at [www.kaboom.org](http://www.kaboom.org).

Also consider creating an outdoor reading room similar to the one in New York City’s Bryant Park. [http://www.bryantpark.org/](http://www.bryantpark.org/) Sited near the water feature, this could be a huge draw for families. With free Wifi and food carts, the park could become one of the most popular gathering places in town.
## Project D-7: Art in Public Places

Plan recommendations: 34 (pg 105), 41 (pg 119)
Timeline: 1

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>D-7.1</strong> Hire a Public Art Director</td>
<td></td>
<td>Completed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD</td>
<td>$35,000 annually</td>
</tr>
<tr>
<td><strong>D-7.2</strong> Select two alleyways off of A Street to be Art Alleys</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD</td>
<td>--</td>
</tr>
<tr>
<td><strong>D-7.3</strong> Initiate Art Alley projects</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD</td>
<td>$15,000</td>
</tr>
<tr>
<td><strong>D-7.4</strong> Identify locations downtown for public art projects</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD BLC</td>
<td>--</td>
</tr>
<tr>
<td><strong>D-7.5</strong> Contract for public art projects that support the brand pillars and vision</td>
<td></td>
<td>✓   ✓  ✓ ✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD BLC</td>
<td>$50,000 to $200,000 annually</td>
</tr>
</tbody>
</table>

**Measurements:**
- Hire public art director
- Select alleyways off A Street and negotiate with building owners by December 2011
- Identify initial downtown public art locations by December 2011
- Initiate Art Alley projects by May 2012
- Contract for first public art projects by May 2012

**Additional information/clarifications:**
- Public art includes both visual and performing art experiences. Dare to be creative – add murals to the A Street side of the theatre, hire street performers, commission interactive pieces, use topiaries. Art draws people to places and encourages them to linger.
Project D-8: Repurpose the Vogue Theater

Plan recommendation: 27 (pg 95)
Timeline: Phase 2

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
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<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>D-8.1 Continue attempting to establish contact with owners</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>ODMD BLC Chamber</td>
<td>--</td>
</tr>
</tbody>
</table>

Note: Nothing further can be planned or implemented related to the theater until the ownership trust is willing to respond to communication attempts.

Measurements:

- Attempt to establish contact with ownership trust at least bi-monthly in 2012
**Project D-9: Additional Parking Structure**

Plan recommendation: 14 (pg 63)
Timeline: Phase 3

<table>
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<tr>
<th>Action Steps</th>
<th>Time Period</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D-9.1 Construction of parking structure for Market</strong></td>
<td></td>
<td>City Private developer</td>
<td>Dependent upon size, land acquisition</td>
</tr>
</tbody>
</table>

NOTE: The need for this parking structure is dependent upon other downtown development and should be incorporated into any plan for a market or major downtown anchor.
**Project D-10: Move existing Farmers’ Market**

Plan recommendation: 32 (pg 99)
Timeline: Phase 3

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>D-10.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>--</td>
</tr>
<tr>
<td>If a permanent market is developed, design space for these vendors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D-10.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ODMD</td>
<td>--</td>
</tr>
<tr>
<td>Facilitate moving vendors to new facility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: This action is dependent upon the establishment of a permanent market. Until then, it is not applicable.

Measurements:
- [ ] Identify space for current vendors within any permanent market design
- [ ] Facilitate move to new space when new market opens
Infrastructure projects (I)

Project I-1: Wayfinding & Gateway System

Plan recommendation: 8 (pg 56), 9 (pg 57), 29 (pg 97)
Timeline: Phase 1

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>I-1.1 Contract for Wayfinding Plan design document</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City BLC</td>
<td>$125,000</td>
</tr>
<tr>
<td>I-1.2 Finalize and approve design</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City BLC</td>
<td>--</td>
</tr>
<tr>
<td>I-1.3 Removal of existing downtown gateways</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>$1,000 (for city staff time)</td>
</tr>
<tr>
<td>I-1.4 Removal of existing city gateways</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>$2,000 (for city staff time)</td>
</tr>
<tr>
<td>I-1.5 Install gateway signs</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>Overall costs for system ranges from $1 million to $2 million depending upon design and timing of installation</td>
</tr>
<tr>
<td>I-1.6 Install primary wayfinding signs</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>--</td>
</tr>
<tr>
<td>I-1.7 Install downtown district signs</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>--</td>
</tr>
<tr>
<td>I-1.8 Install secondary signs</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>--</td>
</tr>
</tbody>
</table>
Project I-1: Wayfinding & Gateway System - continued

Measurements:
- Contract for wayfinding system design by December 2011
- Final design by September 2012
- Removal of signs after new wayfinding system is designed and ready to be installed (tentatively December 2012)
- Install primary gateways by December 2012
- Begin installing primary wayfinding signs by December 2012
- Install downtown district signs, as warranted, by December 2012
- Begin installing secondary wayfinding signs by December 2013
- Finalize installation by December 2014
**Project I-2: City & Downtown Signage Issues**

Plan recommendation: 17 (pg 71)
Timeline: Phase 1

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-2.1 Review &amp; revise signage regulations as part of wayfinding system design</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD BLC</td>
<td>—</td>
</tr>
</tbody>
</table>

Measurements:
- Signage regulation review included as part of wayfinding system design to be completed by September 2012

Additional information/clarifications:
- As part of the wayfinding system design, look at revisions to the City’s signage regulations to establish criteria that provide consistency, support the brand, and enhance the visual identity of the area.

Two types of signs that specifically need attention are the neighborhood and development signs for “New Home Tour” and plastic banner signs. The “temporary” housing development signs give intersections and parkways a cluttered appearance reminiscent of on-going garage and going-out-of-business sales. Plastic banner signs that are used for more than a few weeks for special events create a similar negative perception.
Project I-3: Chain-Link Fencing Ban

Plan recommendation: 16 (pg 68)
Timeline: Phase 1

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-3.1 Draft city ordinance for the Merged Project area</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>--</td>
</tr>
<tr>
<td>I-3.2 Adoption of ordinance by City Council</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>--</td>
</tr>
<tr>
<td>I-3.3 Creation of financial assistance program for dismantling and replacement</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>--</td>
</tr>
<tr>
<td>I-3.4 Dismantle and replace fences</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City ODMD Private</td>
<td>See Note</td>
</tr>
</tbody>
</table>

NOTE: Demolition of old fencing and materials and installation of new fencing will cost $15-$30/foot depending upon whether each property contracts individually or the City/ODMD contract to cover multiple properties.

Measurements:
- City ordinance adopted by December 2011
- Financial assistance program created by April 2012
- All chain-link fencing removed by December 2013

Additional information/clarifications:
- The look of fencing that is part of the storm drain infrastructure should be softened with plantings or other means if, for safety reasons, it cannot be removed.
**Project I-4: Public Restrooms Downtown and at Channel Islands Harbor**

Plan recommendation:  39 (pg 113)
Timeline: 1

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</tr>
</thead>
<tbody>
<tr>
<td>I-4.1 Identify two locations for 24/7 public restrooms downtown (including one near the park)</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>--</td>
</tr>
<tr>
<td>I-4.2 Contract for and construct downtown restrooms</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>$750,000 and up depending upon size</td>
</tr>
<tr>
<td>I-4.3 Identify locations for 24/7 public restrooms at the Harbor</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City Harbor</td>
<td>--</td>
</tr>
<tr>
<td>I-4.4 Contract for and construct Harbor restrooms</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City Harbor</td>
<td>$750,000 and up depending upon size</td>
</tr>
</tbody>
</table>

Measurements:
- Locations for downtown and harbor restrooms identified by December 2011
- Construction of at least one restroom facility downtown and one at the Harbor by December 2012

Additional information/clarifications:
- Restrooms should be easy to find, clean, well-lit and open 24/7 or at least until late evening. ADA compliance and changing tables in both the men’s and women’s sides are minimum requirements and putting restrooms where people can spend money is important. Restrooms make it easier for people – especially families - to stay longer and spend more. Annual maintenance costs will be about $200,000.
**Project I-5: Performing Arts Center Façade Improvement**

Plan recommendation: 44 (pg 121)
Timeline: Phase 1

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</thead>
<tbody>
<tr>
<td>I-5.1</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>$10,000</td>
</tr>
<tr>
<td>Work with the Public Art program to design murals or designs for exterior walls</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>$60,000</td>
</tr>
<tr>
<td>Make façade changes (murals, trompe l’oeil)</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>$20,000</td>
</tr>
<tr>
<td>Revitalize courtyard fountain and keep it running</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>$20,000</td>
</tr>
<tr>
<td>Consider installing sculpture and other art on the grounds</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>Varies depending upon whether permanent or temporary</td>
</tr>
</tbody>
</table>

Measurements:
- Create redesign and public art site plan by December 2011
- Revitalize fountain by March 2012
- Implement façade changes by August 2012
- Coordinate sculpture installations by August 2012
**Project I-6: North Plaza Development Project**

Plan recommendation: 21 (pg 83)
Timeline: Phase 2

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I-6.1 Continue exploring downtown housing and mixed used development options</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City Private</td>
<td>Varies</td>
<td></td>
</tr>
</tbody>
</table>

Measurements:
- ☑ Construction of downtown housing and mixed use development by December 2014.
Project I-7: Redevelop Wagon Wheel Property

Plan recommendation: 24 (pg 89)
Timeline: Phase 2

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-7.1 Redevelopment plan</td>
<td>In process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City Private</td>
<td>--</td>
</tr>
</tbody>
</table>
Project I-8: Ormond Beach

Plan recommendation: 42 (pg 120)
Timeline: Phase 2

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-8.1 Continue working on funding options</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City, BLC Volunteer groups</td>
<td>--</td>
</tr>
<tr>
<td>I-8.2 Include site within wayfinding system design</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>--</td>
</tr>
<tr>
<td>I-8.3 Install wayfinding signs as appropriate</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>--</td>
</tr>
<tr>
<td>I-8.4 Develop park as funds become available</td>
<td>✓ ✓ ✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>$5 million and up depending upon scale and timing of project</td>
</tr>
</tbody>
</table>

Measurements:
- Identify options and apply for funding annually
- Includes site within wayfinding system design by September 2012
- Install signs as appropriate, starting with a gateway by December 2012
**Project I-9: Channel Islands Ice Center**

Plan recommendation: 43 (pg 121)
Timeline: Phase 2

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I-9.1</strong> Consider incorporating the Ice Center into a new downtown facility along with the children’s museum.</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD Ice Center Gull Wings Chamber OCVB BLC</td>
<td>$20,000 for feasibility study</td>
</tr>
<tr>
<td><strong>I-9.2</strong> If a new facility is deemed feasible, contract for a design</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD Ice Center Gull wings Chamber OCVB</td>
<td>$75,000 for design</td>
</tr>
<tr>
<td><strong>I-9.3</strong> Identify funding sources, write grants</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td>ODMD Ice Center Gull wings BLC</td>
<td>--</td>
</tr>
<tr>
<td><strong>I-9.4</strong> Construct new building</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
<td>ODMD Ice Center Gull wings</td>
<td>$8-$15 million</td>
</tr>
</tbody>
</table>

Measurements:
- Conduct feasibility study by April 2012
- If facility is determined to be feasible, contract for a design completed by December 2012
- Identification of and application for funding beginning in January 2013
- Completion of construction by December 2015

Additional information/clarifications:
- In the event that the market is scaled back and incorporated into another downtown location, a collaborative project should be considered to incorporate the ice center and the children’s museum into a combined downtown facility. Having a family-oriented anchor would be ideal for Oxnard and the enhancement of its brand. It would also bring people downtown at times beyond 9 am – 5 pm on weekdays.

If the facility is determined to be feasible, funding will be a significant hurdle and it will take a joint effort between the private and public sector to raise the necessary money.
**Project I-10: International Public Market**

Plan recommendation: 20 (pg 76)  
Timeline: Phase 2

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-10.1 RFQ/Contract for study to determine most feasible size and scope for the market</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>$30,000</td>
</tr>
<tr>
<td>I-10.2 Determine private/public development, ownership, management</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>--</td>
</tr>
<tr>
<td>I-10.3 Obtain options for purchase/long-term lease of properties</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City</td>
<td>TBD</td>
</tr>
<tr>
<td>I-10.4 Put necessary financing tools into place</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>TBD</td>
</tr>
<tr>
<td>I-10.5 Develop market</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>$10-$65 million</td>
</tr>
<tr>
<td>I-10.6 Assist with recruitment of vendors for market</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City ODMD</td>
<td>$20,000 - $100,000 per year</td>
</tr>
</tbody>
</table>

Measurements:
- Options for purchase/long-term lease of properties by January 2012
- Feasibility study by June 2012
- Determination of public/private development/ownership by September 2012
- Development & Management Plan by June 2013
- Development of market by December 2014
- Recruitment of vendors by September 2014
Project I-10: International Public Market - continued

Additional information/clarifications:

- As referenced elsewhere, alternative sites and a reduced size may need to be considered for the market. In the event that a smaller market is developed, an additional anchor for downtown could be a combination of an expanded children’s museum and the ice center (Project I-12).
**Project I-11: Create a Trolley Transportation System**

Plan recommendation: 31 (pg 98)
Timeline: Phase 3

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
<th>Time Period</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-11.1 Determine feasibility and format for trolley system between downtown, harbor and other primary sites</td>
<td>✓</td>
<td>2011</td>
<td>City</td>
<td>Could be done internally or by hiring consultant ($30,000 to $50,000)</td>
</tr>
<tr>
<td>I-11.2 Identify funding mechanisms</td>
<td>✓</td>
<td>2011</td>
<td>City</td>
<td>--</td>
</tr>
<tr>
<td>I-11.3 Purchase trolleys</td>
<td></td>
<td></td>
<td>City</td>
<td>$40,000 to $75,000 per trolley</td>
</tr>
</tbody>
</table>

Measurements:
- Feasibility study by September 2014
- Determination of funding mechanisms by February 2015
- Purchase trolleys by May 2015
### Marketing projects (M)
(primarily OCVB)

**Project M-1: Marketing**

Plan recommendations: 37 (pg 110), Additional information/clarifications
Timeline: Phase 1

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</thead>
<tbody>
<tr>
<td><strong>M-1.1 Website</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M-1.1(a) Revamp website</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OCVB</td>
<td>$15,000 if not part of staff duties</td>
</tr>
<tr>
<td>M-1.1(b) Keep content up-to-date</td>
<td></td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OCVB</td>
<td>$1,250/mo. if not part of staff duties</td>
</tr>
<tr>
<td>M-1.1(c) Editorial calendar &amp; publishing for e-newsletter</td>
<td></td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OCVB</td>
<td>$2,000/mo. if not part of staff duties</td>
</tr>
<tr>
<td>M-1.1(d) Press room</td>
<td></td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OCVB</td>
<td>--</td>
</tr>
<tr>
<td>M-1.1(e) FAM trips</td>
<td></td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OCVB</td>
<td>$5,000 annually</td>
</tr>
<tr>
<td>M-1.1(f) Develop and implement a mobile website</td>
<td></td>
<td>completed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OCVB</td>
<td>--</td>
</tr>
</tbody>
</table>

| **M-1.2 Social Media** | | | | | | | | |
| M-1.2(a) Create a Social Media plan | | ✓ | | | | | OCVB | -- |
| M-1.2(b) Implement social media plan | | ✓ ✓ ✓ ✓ | | | | | OCVB | $12,000 |
**Project M-1: Marketing - continued**

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Time Period</th>
<th>Parties Involved</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>M-1.2(c) Work with businesses on technology and location-based tool usage</td>
<td>Status</td>
<td>2011</td>
<td>2012</td>
</tr>
<tr>
<td>M-1.2(d) Define goals and mechanisms for measurement</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Measurements:
- Website redesign by December 2011
- At a minimum, schedule weekly information updates for the website
- Establish an editorial calendar each quarter
- Create full on-line press room by December 2011
- Create social media plan by July 2011
- Fully implement social media plan by December 2011
- Develop location-based training for businesses by July 2012

Additional information/clarifications:
- Until most of the Phase 1 Downtown and Infrastructure projects, it may be premature to make significant changes in the OCVB’s marketing plan. Investing in marketing initiatives should be a coordinated effort that coincides with having a new product to promote. In the meantime, the projects detailed in this section and below will be a strong start that builds a solid foundation upon which to build in the future.

- Website components:
  - Keep content current - Someone should be looking at the website every few days to keep it updated and make sure it remains problem-free. Keep the home page creative and change the message frequently. Social media is about driving people to the website, so make it a place where visitors always find something new to explore.

  - E-newsletter - Developing an e-mail database is a core requirement for communicating with previous and potential visitors and enables the staff to send them relevant information with deals and event updates. A regular e-newsletter can supplement the immediacy of social media tools and maintaining a schedule is
Project M-1: Marketing - continued

important so people are anticipating it. Profile up-coming events, provide teasers about future deals, run contests – engage people and make the website part of the overall Oxnard experience.

- Press room – Be sure information can be easily downloaded as a PDF and in addition to the standard press room components (including contacts, basic facts, photo and video gallery, and news releases) have a section for story ideas. Brainstorm ideas for a different twist on why people should visit Oxnard. What’s new? What’s different? Who might be interested and why? Keep an on-going list of ideas and post them here with a paragraph or two explaining the possibilities.

- FAM trips - Create a page that makes it easy for media representatives to contact staff with their requests for assistance. Not everyone will be able to participate in FAM trips and visits by verified media representatives should be encouraged and supported.

- With the surge in smartphone ownership, a mobile version of the OCVB website is becoming more important. Until there is significantly more product development, additional apps are not necessary, but a mobile site should be developed after revisions are made to the main website.

- Social Media -Facebook, Twitter, Digg, Gist, RSS feeds, YouTube, foursquare, Gowalla, flickr, blogs. Savvy communities are tapping into many tools for monitoring the buzz to see what people are saying and proactively joining the conversation. Social media is used to increase visibility and keep the conversation going. The goal is to get people talking about what there is to do in Oxnard or, even better, what they are doing right this minute in Oxnard, the more visible the City becomes.

Today marketing is all about relationships. Potential visitors want to know what Oxnard has specifically for them. Visitors love technology but they also want to be treated as individuals.

Online chatter is a presence with an on-going shelf life and meets the visitor’s desire to have information available when they want it, not when a marketing plan has scheduled it. Today’s world is one of instant gratification. People expect immediate, 24/7 access to information. Many websites lack timely, reliable information and social media allows Oxnard to maximize technology to set itself apart.
**Project M-1: Marketing - continued**

- Create a plan - Social media is time consuming, it cannot be done haphazardly or whenever someone has time. The person who manages this component should understand how to use social media as a way to engage visitors and meet their needs while simultaneously monitoring the buzz to stay on top of opportunities or concerns. A formal plan should be created to provide a deliberate approach to the multitude of tools. It will be a roadmap for where to go and what to accomplish. All social media tools are not created equal and some are more appropriate and effective than others when it comes to tourism.

- ROI - Quantifying ROI for social media tools is an evolving endeavor. The primary goals are to initiate and participate in conversations and relationships. Once a presence has been established, calls to action can be introduced and responses to these can be measured. In addition, metrics based upon web page views, email list additions, subscriptions, number of reviews or comments, and participation in online activities can be designed and tracked.

- Negativity - The natural inclination is to hide from negative comments or posts. While sometimes it is better to simply let it go, staff should contact anyone who has a concrete or detailed complaint or seems to be repetitively negative. Determine what the real issues are and be creative in resolving them. The time will be well spent and the individual may become one of Oxnard’s biggest advocates.

- Social media is all about “them” - Engage people, find out what they are doing, what they are interested in. Run contests each month where people check in on foursquare or Gowalla a certain number of times or at specific locations or events and are entered in a drawing for a $50 gift card. Create online treasure hunts with clues that lead visitors to various places around town.

- Timely responses to posts and questions are important and require consideration of having staff continue to monitor sites beyond 8-5 on weekdays. Another key action is to answer with specifics - don’t just send them to your website. The specifics will be seen by other people who won’t take the time to go to your website.

  Social media is a conversation, not a sales pitch. It is okay to link back to the website or Facebook page, but only if the landing page is relevant to what the Tweet or posting is about. Do not send everyone to the website home page – they can find it on their own. They want to be directed to specific information that meets their immediate need without clicking through multiple links.


Project M-1: **Marketing - continued**

When appropriate, provide information about opting-in for e-newsletters, updates and other communication but do not include this in every message. Always put the conversation and developing the relationship first. People want to communicate with a person, not an organization or City department. It needs to be personal and specific.

- **Blogs, photos and videos** - People rely on recommendations from friends and family when making decisions. Even though they have probably never met, many individual’s consider their online connections as “reliable” information resources. Encourage blogs, photos and videos by non-staffers. Link to them and comment where appropriate. Run competitions and highlight the winners on the website. Have residents show potential visitors the “hidden gems” of Oxnard.

- **Work with local tourism-related businesses to implement location-based promotions and provide training for them to become more successful in using technology and interactive opportunities.**
**Project M-2: Promotional Photo Library**

Plan recommendation: 4 (pg 35)
Timeline: Phase 1

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Status</th>
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<th>Parties Involved</th>
<th>Estimated Costs</th>
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<td>✓</td>
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<td>OCVB</td>
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<td>✓</td>
<td>OCVB</td>
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Measurements:
- Update photo library by December 2011
- Create B roll library by December 2011
Project M-3: Redevelop Local Websites

Plan recommendation:  33 (pg 100)
Timeline:  1

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<th>Estimated Costs</th>
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<td></td>
<td></td>
<td>City BLC</td>
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<td></td>
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<td>Chamber BLC</td>
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<td><strong>M-3.3</strong> Revise ODMD website to reflect new visual identity</td>
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<td></td>
<td></td>
<td>ODMD BLC</td>
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<tr>
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<td></td>
<td></td>
<td></td>
<td>EDCO BLC</td>
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Measurements:
- Organizational/City websites reflect the new graphics, colors & visual themes by July 2012
**Project M-4: Redevelop Marketing Materials**

Plan recommendation: 38 (pg 111)
Timeline: 1

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<td>✓</td>
<td></td>
<td></td>
<td>OCVB</td>
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<td><strong>M-4.4</strong> Revise EDCO recruitment pieces and update as new development occurs</td>
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<td></td>
<td>EDCO BLC</td>
<td>--</td>
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<td><strong>M-4.5</strong> Revise ODMD materials to support the brand</td>
<td></td>
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<td>ODMD BLC</td>
<td>--</td>
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<td><strong>M-4.6</strong> Revise Chamber materials with new visual identity</td>
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<td></td>
<td></td>
<td></td>
<td>Chamber BLC</td>
<td>--</td>
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Measurements:
- [ ] Create initial Best of Oxnard guide by December 2011
- [ ] Implement radio campaign by December 2011
- [ ] Revise EDCO materials by June 2012
- [ ] Revise ODMD materials by June 2012
- [ ] Revised Chamber materials by June 2012
- [ ] Reformat Visitor Guide for 2013 printing
Project M-4: Redevelop Marketing Materials – continued

Additional information/clarifications:
• Based upon the market demographics, consider adding radio spots to the marketing mix. New ads can be produced quickly as events or special opportunities evolve. Develop an evergreen template with a catchy jingle that will be the thread connecting all radio promotions.
Project M-5: Billboard Program

Plan recommendation: 36 (page 108)
Timeline: 1

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<td></td>
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<td>✓</td>
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<tr>
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<td></td>
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<td></td>
<td>OCVB</td>
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Measurements:
- Use billboards to promote current activities in 2011
- Use billboard to promote current activities in 2012
- Shift to “So THIS is Oxnard” message by April 2013 (assuming most of Phase 1 projects are complete or near completion)
Project M-6: International Photo Library

Plan recommendation: 25 (pg 94)
Timeline: Phase 1

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<th>Estimated Costs</th>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>OCVB</td>
<td>Up to $5,000/yr</td>
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<tr>
<td>M-6.2 Compile library</td>
<td></td>
<td>✓</td>
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<td>✓</td>
<td></td>
<td>OCVB</td>
<td>--</td>
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Measurements:
- Establish international photo library by December 2012
- Add photos annually as appropriate
Project M-7: So THIS is Oxnard Repositioning Program

Plan recommendation: 35 (pg 107)
Timeline: 2

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<th>Action Steps</th>
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<td>M-7.1 Implement repositioning</td>
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<td>Costs are part of general marketing budget, theme is what changes</td>
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<tr>
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Measurements:
☐ Implementation by December 2013 or when the majority of Phase 1 projects are close to completion

Additional information/clarifications:
• The components of the repositioning campaign are created in other projects – videos, photos, 360° photography.
Project M-8: HD 360° Photo Show

Plan recommendation: 26 (pg 94)
Timeline: 2

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<tbody>
<tr>
<td>M-8.1 Contract with specialty photographer</td>
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<tr>
<td>M-8.2 Create photo show</td>
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<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>OCVB</td>
<td>--</td>
</tr>
</tbody>
</table>

Measurements:

☐ Post photo show on OCVB website as part of “So THIS is Oxnard” repositioning by April 2013
## Project M-9: Professional Video Rebranding Program

Plan recommendation: 46 (pg 123)  
Timeline: Phase 2

<table>
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<th>Status</th>
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<th>2012</th>
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<th>Estimated Costs</th>
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</thead>
<tbody>
<tr>
<td>M-9.1 Contract with videographer</td>
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<td></td>
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<td>OCVB</td>
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<td>M-9.2 Develop video library related to the brand pillars</td>
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<td></td>
<td></td>
<td></td>
<td>OCVB City Harbor ODMD</td>
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</tr>
<tr>
<td>M-9.3 Encourage posting of visitor videos</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OCVB</td>
<td>--</td>
</tr>
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</table>

Measurements:
- Contract with videographer to compile video in 2012
- Create video library by April 2013
- Implement visitor video program by April 2013
**COMPLETED / NO LONGER APPLICABLE**

**Large Sports Park**

Plan recommendation: 10 (pg 58)

<table>
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<tbody>
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<td>Determine whether to continue partnering with this project</td>
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<td></td>
<td></td>
<td></td>
<td>City</td>
<td>--</td>
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Measurements:

✓ City Council decision made by April 2011

**Rerouting of Highways 1 and 101 along Rice Avenue**

Plan recommendation: 12 (pg 59)

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**Channel Islands Blvd. Pole Banners**

Plan recommendation: 18 (pg 74)

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<tbody>
<tr>
<td>Install pole banners</td>
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<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Harbor</td>
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</table>
Downtown Strategic Plan

Plan recommendation: 22 (pg 87)

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NOTE: This recommendation reiterates the relationship between other recommendations and the Downtown Strategic Plan and the specific actions are detailed in D-1.

Concentrate on Day Trip Market

Plan recommendation: 48 (pg 124)

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## Appendix

### PROJECTS (sorted by project number)

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<td>BLC</td>
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<td>1</td>
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<td>Plan adoption</td>
<td>BLC</td>
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<td>2</td>
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<tr>
<td>B-3</td>
<td>Name decision</td>
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<td>BLC</td>
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<td>PAC façade</td>
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### APPENDIX

**Project Table – sorted by responsible party**

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# Project Table – sorted by responsible party

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<td></td>
<td>Access to outdoor recreation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Building “The Discovery Center”</td>
<td></td>
</tr>
<tr>
<td>Malibu</td>
<td>Beaches</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Celebrities</td>
<td></td>
</tr>
</tbody>
</table>
Target Market Demographics
### Target Market Information

#### Age

<table>
<thead>
<tr>
<th>Age</th>
<th>4 mile radius</th>
<th>12 mile radius</th>
<th>50 mile radius</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5</td>
<td>9.1%</td>
<td>8.0%</td>
<td>6.8%</td>
<td>7.5%</td>
</tr>
<tr>
<td>5-9</td>
<td>8.7%</td>
<td>7.8%</td>
<td>6.5%</td>
<td>7.4%</td>
</tr>
<tr>
<td>10-14</td>
<td>7.6%</td>
<td>7.1%</td>
<td>6.2%</td>
<td>6.6%</td>
</tr>
<tr>
<td>15-19</td>
<td>8.3%</td>
<td>7.7%</td>
<td>7.0%</td>
<td>7.3%</td>
</tr>
<tr>
<td>20-24</td>
<td>8.2%</td>
<td>7.1%</td>
<td>7.5%</td>
<td>7.5%</td>
</tr>
<tr>
<td>25-34</td>
<td>15.7%</td>
<td>14.2%</td>
<td>15.1%</td>
<td>14.7%</td>
</tr>
<tr>
<td>35-44</td>
<td>13.2%</td>
<td>13.3%</td>
<td>14.4%</td>
<td>13.7%</td>
</tr>
<tr>
<td>45-54</td>
<td>12.0%</td>
<td>13.4%</td>
<td>14.6%</td>
<td>13.8%</td>
</tr>
<tr>
<td>55-64</td>
<td>8.6%</td>
<td>10.2%</td>
<td>10.7%</td>
<td>10.4%</td>
</tr>
<tr>
<td>65-74</td>
<td>4.7%</td>
<td>5.7%</td>
<td>5.7%</td>
<td>5.9%</td>
</tr>
<tr>
<td>75-84</td>
<td>2.8%</td>
<td>3.8%</td>
<td>3.7%</td>
<td>3.6%</td>
</tr>
<tr>
<td>85+</td>
<td>1.1%</td>
<td>1.8%</td>
<td>1.8%</td>
<td>1.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>231,528</strong></td>
<td><strong>438,118</strong></td>
<td><strong>3,983,589</strong></td>
<td><strong>38,323,538</strong></td>
</tr>
<tr>
<td>Median Age</td>
<td>30.0</td>
<td>33.6</td>
<td>35.7</td>
<td>34.3</td>
</tr>
</tbody>
</table>

2010 estimates (ESRI)

#### Household Income

<table>
<thead>
<tr>
<th>Household Income</th>
<th>4 mile radius</th>
<th>12 mile radius</th>
<th>50 mile radius</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$15,000</td>
<td>7.9%</td>
<td>7.1%</td>
<td>9.0%</td>
<td>10.0%</td>
</tr>
<tr>
<td>$15,000 - $24,999</td>
<td>7.9%</td>
<td>7.2%</td>
<td>7.4%</td>
<td>8.3%</td>
</tr>
<tr>
<td>$25,000 - $34,999</td>
<td>9.1%</td>
<td>8.1%</td>
<td>8.2%</td>
<td>9.0%</td>
</tr>
<tr>
<td>$35,000 - $49,999</td>
<td>14.1%</td>
<td>12.7%</td>
<td>12.6%</td>
<td>13.0%</td>
</tr>
<tr>
<td>$50,000 - $74,999</td>
<td>21.6%</td>
<td>20.3%</td>
<td>19.6%</td>
<td>19.9%</td>
</tr>
<tr>
<td>$75,000 - $99,999</td>
<td>16.4%</td>
<td>16.6%</td>
<td>14.3%</td>
<td>14.2%</td>
</tr>
<tr>
<td>$100,000 - $149,999</td>
<td>16.4%</td>
<td>18.7%</td>
<td>15.2%</td>
<td>14.0%</td>
</tr>
<tr>
<td>$150,000 - $199,999</td>
<td>3.8%</td>
<td>5.0%</td>
<td>6.1%</td>
<td>5.7%</td>
</tr>
<tr>
<td>$200,000+</td>
<td>2.8%</td>
<td>4.2%</td>
<td>7.6%</td>
<td>5.9%</td>
</tr>
<tr>
<td><strong>Households</strong></td>
<td><strong>60,354</strong></td>
<td><strong>135,779</strong></td>
<td><strong>1,440,725</strong></td>
<td><strong>12,783,864</strong></td>
</tr>
<tr>
<td><strong>Avg. size</strong></td>
<td><strong>3.78</strong></td>
<td><strong>3.16</strong></td>
<td><strong>2.71</strong></td>
<td><strong>2.94</strong></td>
</tr>
<tr>
<td><strong>Median HH Income</strong></td>
<td><strong>$60,398</strong></td>
<td><strong>$66,572</strong></td>
<td><strong>$64,939</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Per Capita</strong></td>
<td><strong>$19,543</strong></td>
<td><strong>$25,913</strong></td>
<td><strong>$33,370</strong></td>
<td></td>
</tr>
</tbody>
</table>

2010 estimates (ESRI)
## Target Market Information

### Racial Composition

<table>
<thead>
<tr>
<th></th>
<th>4 mile radius</th>
<th>12 mile radius</th>
<th>50 mile radius</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>White alone</td>
<td>40.9%</td>
<td>55.5%</td>
<td>61.1%</td>
<td>54.0%</td>
</tr>
<tr>
<td>Black alone</td>
<td>3.4%</td>
<td>2.7%</td>
<td>5.4%</td>
<td>6.1%</td>
</tr>
<tr>
<td>American Indian alone</td>
<td>1.3%</td>
<td>1.2%</td>
<td>0.7%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>7.8%</td>
<td>6.9%</td>
<td>9.4%</td>
<td>12.6%</td>
</tr>
<tr>
<td>Some other race alone</td>
<td>41.6%</td>
<td>28.7%</td>
<td>18.2%</td>
<td>20.1%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>5.0%</td>
<td>4.9%</td>
<td>5.2%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Hispanic Origin (any race)</td>
<td>68.8%</td>
<td>50.8%</td>
<td>36.4%</td>
<td>38.9%</td>
</tr>
</tbody>
</table>

2010 estimates (ESRI)

### Education levels of Adults 25+

<table>
<thead>
<tr>
<th></th>
<th>4 mile radius</th>
<th>12 mile radius</th>
<th>50 mile radius</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th grade</td>
<td>30,560</td>
<td>37,663</td>
<td>236,625</td>
<td></td>
</tr>
<tr>
<td>9th-12th grade, no diploma</td>
<td>15,886</td>
<td>24,290</td>
<td>186,671</td>
<td></td>
</tr>
<tr>
<td>High School Graduate</td>
<td>30,021</td>
<td>58,950</td>
<td>512,687</td>
<td></td>
</tr>
<tr>
<td>Some College</td>
<td>26,117</td>
<td>59,496</td>
<td>502,171</td>
<td></td>
</tr>
<tr>
<td>Associate Degree</td>
<td>9,558</td>
<td>22,925</td>
<td>186,671</td>
<td></td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>14,943</td>
<td>44,759</td>
<td>638,887</td>
<td></td>
</tr>
<tr>
<td>Graduate/Professional Degree</td>
<td>7,674</td>
<td>24,836</td>
<td>362,825</td>
<td></td>
</tr>
</tbody>
</table>

2010 estimates (ESRI)

### Employed Population 16+ by Occupation

<table>
<thead>
<tr>
<th></th>
<th>4 mile radius</th>
<th>12 mile radius</th>
<th>50 mile radius</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>White Collar</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management/Business/Financial Professional</td>
<td>52.2%</td>
<td>60.5%</td>
<td>70.5%</td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>10.8%</td>
<td>11.2%</td>
<td>12.1%</td>
<td></td>
</tr>
<tr>
<td>Administrative Support</td>
<td>15.2%</td>
<td>14.8%</td>
<td>13.7%</td>
<td></td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td>17.9%</td>
<td>16.5%</td>
<td>15.2%</td>
<td></td>
</tr>
<tr>
<td><strong>Blue Collar</strong></td>
<td>29.9%</td>
<td>23.0%</td>
<td>14.3%</td>
<td></td>
</tr>
<tr>
<td>Farming/Forestry/Fishing</td>
<td>6.0%</td>
<td>3.5%</td>
<td>0.5%</td>
<td></td>
</tr>
<tr>
<td>Construction/Extraction</td>
<td>5.3%</td>
<td>5.1%</td>
<td>3.9%</td>
<td></td>
</tr>
<tr>
<td>Installation/Maintenance/Repair</td>
<td>4.0%</td>
<td>3.5%</td>
<td>2.5%</td>
<td></td>
</tr>
<tr>
<td>Production</td>
<td>7.3%</td>
<td>5.4%</td>
<td>3.8%</td>
<td></td>
</tr>
<tr>
<td>Transportation/Material Moving</td>
<td>7.3%</td>
<td>5.6%</td>
<td>3.6%</td>
<td></td>
</tr>
</tbody>
</table>

2010 estimates (ESRI)
Tapestry™ Segmentation and LifeMode Groups

Tapestry™ segmentation is based upon an analysis of more than 60 characteristics related to lifestyle demographics and neighborhood geography. Although the U.S. population is extremely diverse, the use of a broad, detailed array of attributes creates a framework that, according to esri®, “capture(s) the subtlety and vibrancy of the U.S. marketplace.”

Neighborhoods are defined by census blocks and assigned one of 65 defined segments. In addition, the 65 segments are grouped into 12 LifeMode groups based upon lifestyle and life stage to provide a broader view.

Using both the Tapestry™ segments and the appropriate LifeMode groups provides a detailed analysis of the target population groups.

A Community Tapestry™ segmentation analysis was conducted based upon sociographic, demographic and psychographic information to more clearly define the market segments within the city of Oxnard (4-mile radius), Ventura County (12-mile radius) and within the region (50-mile radius). When the LifeModes are examined with Oxnard separated from the rest of the county and the county separated from the region as a whole, dramatic differences become apparent. Interestingly, when the 50-mile region without Ventura County is contrasted with a combined Ventura County and Oxnard, most of the same groups are present. However, the largest segment in Oxnard, Family Portrait, is only found within Oxnard.

A summary of both the Tapestry™ and LifeMode information is provided on the following pages along with more in-depth details about each segment and group.
**Tapestry™ Segmentations Summary**

This chart details the top Tapestry™ segments for each area. Since the 4-mile radius has two very strongly dominant segments, the chart breaks down each ring independently to prevent weighting by the strength of the 4-mile radius segments.

<table>
<thead>
<tr>
<th></th>
<th>4-mile radius</th>
<th>4 to 12-mile radius (excludes population within 4-mile radius)</th>
<th>12 to 50-mile radius (excludes population within 12-mile radius)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Urban Villages (21)</td>
<td>44.5%</td>
<td>Wealthy Seaboard Suburbs (05) 10.8%</td>
</tr>
<tr>
<td>2</td>
<td>Las Casas (47)</td>
<td>20.5%</td>
<td>Urban Chic (09) 8.6%</td>
</tr>
<tr>
<td>3</td>
<td>Int’l Marketplace (35)</td>
<td>8.1%</td>
<td>Connoisseurs (03) 7.9%</td>
</tr>
<tr>
<td>4</td>
<td>Pleasant-ville (10)</td>
<td>3.6%</td>
<td>Pleasant-ville (10) 7.1%</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td>Urban Villages (21) 7.1%</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td>Trendsetters (23) 6.7%</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td>Boomburbs (04) 4.3%</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td>Sophisticated Squires (06) 4.3%</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
<td>City Lights (20) 4.2%</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td>Enterprising Professionals (16) 4.1%</td>
</tr>
</tbody>
</table>

Top 4 segments for Oxnard

Next 3 largest segments for remainder of area
LifeModes Summary (within Oxnard)

Family Portrait – 45.9 percent of Oxnard’s residents. This is the fastest-growing of all LifeModes. It is ethnically diverse and consists mainly of married couples with children living in single-family homes. Family life is key for this group and their primary focus is on their children.

Global Roots – 33.0 percent of Oxnard’s residents. An ethnically diverse group primarily comprised of young individuals and families with modest incomes who are renters in multiunit buildings. Half of all households immigrated within the past ten years.

LifeModes Summary (within Ventura County - excluding Oxnard)

High Society – 30.9 percent of residents. This is one of the least ethnically diverse groups. They are affluent, well-educated married couples with children.

Upscale Avenues – 19.8 percent of residents. Well-educated and financially comfortable due to years of hard work, this group lives in single-family homes and townhouses in suburban settings.

Solo Acts – 10.6 percent of residents. Single, well-educated professionals with discretionary income.

LifeModes Summary (within a 50-mile radius - excluding Ventura County and Oxnard)

Global Roots – 22.6 percent. An ethnically diverse group primarily comprised of young individuals and families with modest incomes who are renters in multiunit buildings. Half of all households immigrated within the past ten years.

High Society – 22.5 percent. This is one of the least ethnically diverse groups. They are affluent, well-educated married couples with children.

Solo Acts – 21.9 percent. Single, well-educated professionals with discretionary income.

Upscale Avenues – 16.5 percent. Well-educated and financially comfortable due to years of hard work, this group lives in single-family homes and townhouses in suburban settings.
Top Tapestry™ Segments for Oxnard

**Urban Villages (44.5% within 4-mile radius; 11.2% within 50-mile radius)**
- Multicultural neighborhoods of young families
- Median age 30.8
- Two-earner families who work in manufacturing, healthcare, retail, construction, educational services
- Median household income is $62,979 and median net worth is $118,672
- Homeownership rate = 70%
- Own multiple vehicles
- Family and home items are budget priorities
- Vacation in Hawaii and Mexico
- Leisure time is family time
- Go to movies, amusement parks
- Eat at fast-food and family restaurants
- Rent foreign films on DVD
- Radio: Hispanic, contemporary hit, variety
- Most watch TV, but sports programming is not particularly popular
- Recently bought iPods and giant-screen TVs

**Las Casas (20.5% within 4-mile radius; 5.9% within 50-mile radius)**
- Half were born outside U.S. (84% are Hispanic)
- Primarily families
- Median age 25.6
- Large households
- Median household income is $38,903 and median net worth is $14,803
- Some receive SSI or public assistance
- Most work in the service and manufacturing industries
- Nearly 20% of those over 25 haven’t graduated from high school
- 60% are renters
- Limited discretionary income
- Modest lifestyles, older vehicles
- Eat at fast-food restaurants
- Own one TV and do not have cable. Watch daytime or sports programs (soccer, weightlifting)
- Radio: primarily Hispanic, some contemporary hit and variety
- Play soccer and baseball or go to the movies
International Marketplace (8.1% within 4-mile radius, 9.3% within 50-mile radius)

- Rich blend of cultures
- 70% of households are families
- Median age 30.3
- High proportion of immigrants
- Work in manufacturing, retail, healthcare, service industry
- High unemployment
- Some receive SSI or public assistance
- Median household income is $47,549 and median net worth is $19,774
- Densely settled, older urban neighborhoods
- Only 1/3 own homes
- Family is top priority
- Keep in touch with overseas relatives by phone or with visits
- Shop at Marshall’s, Costco, Rite-Aid
- Watch TV
- Radio: Hispanic, urban and contemporary
- Don’t read newspapers or magazines
- Drink domestic or imported beer

10 Pleasant-ville (3.6% within 4-mile radius; 4.3% within 50-mile radius)

- 40% of households include children
- Median age 40.1
- Marginally diverse
- Median household income of $78,653 and median net worth is $266,218
- Work in a variety of occupations
- 20% of households receive retirement income
- 44% of households earn additional income from interest, investments
- Live in single-family homes
- 12% commute an hour or more to work
- 2/3 own two or more vehicles
- Home improvement projects are high priority, often hire assistance
- Shop at warehouse stores and use coupons, also shop at department stores
- Spend time with family, dine out, play cards and board games, attend baseball games, visit theme parks
- Take sightseeing vacations and beach trips in US and cruises
- Own and use older computers to shop online, check email, read the news
- Radio: contemporary hit, all news, all talk, sports
- Sports fanatics listen to ball games on the radio, watch major sports on TV
- Work out on treadmill at home, walk and swim
- Read two or more daily newspapers
Appendix
Target Market Information

Top Tapestry™ Segments within a 50-mile Radius

23 Trendsetters (9.7%)
• Young, ethnically diverse, mobile
• More than half are single
• Median age 35.3
• Educated professionals
• College-educated
• Median household income of $63,412 and median net worth of $44,554
• Some income from investments or self-employment
• 68% are renters
• They are spenders, shopping in stores, online and by phone
• Shop at warehouse stores and chains like Gap, Macys
• Read fashion and epicurean magazines
• Radio: classical, alternative, public, all news
• Politically liberal
• Own latest laptops, PDAs and iPods
• On-line: shop, travel reservations, research investments, watch videos
• Health-conscious: natural/organic food, take vitamins, exercise
• Yoga, downhill skiing, travel go to movies, attend rock concerts
• Read: nonfiction, biographies
• TV: movie channels, MTV

09 Urban Chic (9.2%)
• Professionals who live a sophisticated, exclusive lifestyle
• Married-couple families, less than half have children
• Median age of 42.4
• Median household income of $89,317 and median net worth $324,280
• Well-educated
• Professionals, managers, sales, healthcare, education, technology
• 20% of households have self-employment income
• 55% have investment income
• 67% own homes
• Focus more on lifestyle than ambience
• Travel extensively, visit museums, attend dance performances
• Shop at upscale stores
• Volunteer
• Downhill skiing, backpacking, hiking, biking, yoga, aerobics, tennis
• Natural/organic food, vitamins.
• Imported wine, good cup of coffee
• Tech-savvy, use computers extensively. Top segment to own Apples/Macs
• Online: arrange travel, news, investments, purchase books, clothes, tickets
• High radio usage: classical, all-talk, public
• Avid readers: newspapers, books, magazines – general, news, entertainment, business, home service
• Seldom watch TV except broadcast news and documentaries

03 Connoisseurs (6.2% within 50-mile radius)
• Median age 46.8
• 70% married
• 30% are married with children
• Negligible ethnic diversity
• Median household income of $127,739 and median net worth of $771,146
• Well-educated
• Work in high-paying management, professional and sales job
• Many are self-employed (twice national average)
• 88% own homes, most are single-family
• Commuting is a way of life
• Tops for conspicuous consumption
• Work out weekly at a club, ski, play golf and tennis, practice yoga, jog
• Travel abroad and in U.S., go to museum, attend theater and dance performances
• Go on-line to make travel plans, track investments and shop
• Order from high-end catalogs and shop at service-oriented department stores
• Read: history, mysteries, biographies, two or more newspapers, magazines – epicurean, travel, finance and business
• Radio: classical, public, all-news, news/talk, all-talk
• Active in local politics
• Eat out several times a week

Top LifeMode Groups in Oxnard

Family Portrait (45.9%)
• Fastest-growing of all groups
• Youth and family life important
• Ethnically diverse
• More than 30% are of Hispanic descent
• Predominantly homeowners in single-family homes
• Married couples with children
• Buy infant and children’s clothing and toys
• Visit theme parks and zoos

Global Roots (33.0%)
• Ethnically diverse
• Strong Hispanic influence within broad range of cultures
• Young, modest incomes
• Predominantly renters in multiunit buildings
• Half of all households immigrated within past 10 years
• Buy baby products, children’s clothing and toys
• Less likely to have home computers, but do use cell phones
• Maintain ties and visit friends/relatives in country of origin

Top LifeMode Groups in Ventura County area (minus Oxnard)

High Society (30.9%)
• Affluent and well-educated
• Employed in professional and managerial positions
• Median income is $105,006
• Married couple families living in affluent neighborhoods
• One of least ethnically diverse groups
• Participate in public activities, sports and travel
• Internet and radio most effective advertising medium

Upscale Avenues (19.8%)
• Earned their success from years of hard work
• Well-educated with above average earnings
• Mix of single-family suburban homes and townhouses
• Median household income is $70,720
• Invest in their homes – landscaping, home remodeling
• Play golf, life weights, ride bicycles, travel domestically

Solo Acts (10.6%)
• Singles who prefer city life
• Well-educated, working professionals
• Median incomes range $44,112 to $98,606
• Moving into major cities
• Considerable discretionary income, enjoy best of city life
• Travel extensively domestically and abroad
Top LifeMode Groups within a 50-mile radius (minus Oxnard & Ventura County area)

**Global Roots (22.6%)**
- Ethnically diverse
- Strong Hispanic influence within broad range of cultures
- Young, modest incomes
- Predominantly renters in multiunit buildings
- Have of all households immigrated within past 10 years
- Buy baby products, children’s clothing and toys
- Less like to have home computers, but do use cell phones
- Maintain ties and visit friends/relatives in country of origin

**High Society (22.5%)**
- Affluent and well-educated
- Employed in professional and managerial positions
- Median income is $105,006
- Married couple families living in affluent neighborhoods
- One of least ethnically diverse groups
- Participate in public activities, sports and travel
- Internet and radio most effective advertising medium

**Solo Acts (21.9%)**
- Singles who prefer city life
- Well-educated, working professionals
- Median incomes range $44,112 to $98,606
- Moving into major cities
- Considerable discretionary income, enjoy best of city life
- Travel extensively domestically and abroad

**Upscale Avenues (16.5%)**
- Earned their success from years of hard work
- Well-educated with above average earnings
- Mix of single-family suburban homes and townhouses
- Median household income is $70,720
- Invest in their homes – landscaping, home remodeling
- Play golf, life weights, ride bicycles, travel domestically