

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

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

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
B-1.1 Create initial BLC	completed					OCVB	--
B-1.2 Redefine composition	In process	✓				OCVB	--
B-1.3 Define responsibilities	In process	✓				OCVB BLC	--
B-1.4 Council plan adoption (Part of Recommendation 2)		✓				BLC City OCVB	
B-1.5 Discuss making BLC a Council Committee with City			✓			City BLC	--
B-1.6 Ten (10) group presentations			✓	✓	✓	BLC	--
B-1.7 On-going plan implementation			✓	✓	✓	BLC	--

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
B-2.1 City Council adoption		✓				BLC City	--
B-2.2 OCVB Board adoption		✓				BLC OCVB	--
B-2.3 ODMD Board adoption		✓				BLC ODMD	--
B-2.4 Chamber Board adoption		✓				BLC Chamber	--
B-2.5 EDCO Board adoption		✓				BLC EDCO	--

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
B-3.1 Present name change recommendation to City Council		✓				Chamber City BLC	Costs incorporated within other recommendations

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
B-4.1 Contract for style guide	Completed	✓				OCVB BLC	\$25,000
B-4.2 Select logo	In process	✓				OCVB BLC	--
B-4.3 Finalize style guide	In process	✓				OCVB BLC	--

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

Action Steps	Time Period				Parties Involved	Estimated Costs	
	Status	2011	2012	2013			2014
B-5.1 OCVB adoption		✓				OCVB	--
B-5.2 BLC adoption		✓				BLC	--
B-5.3 City Council adoption		✓				BLC City	--
B-5.4 Chamber Board adoption		✓				BLC Chamber	--
B-5.5 ODMD Board adoption		✓				BLC ODMD	--
B-5.6 EDCO Board adoption		✓				BLC EDCO	

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

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
D-1.1 Restaurant Incubator						
D-1.1(a) Work with Oxnard College to create restaurant incubator partnership			✓	✓		ODMD College BLC Chamber --
D-1.1(b) Identify potential restaurant incubator participants			✓	✓	✓	ODMD College Chamber Restaurants --
D-1.1(c) Identify location for restaurant/kitchen incubator with teaching space			✓			ODMD College Restaurants --
D-1.1(d) Negotiate lease/obtain funding for restaurant incubator			✓	✓	✓	ODMD BLC \$200,000 - \$400,000 start up, annual costs will vary
D-1.1(e) Create application process and select participants in restaurant incubator			✓	✓	✓	ODMD BLC Chamber College --
D-1.2 Wine Tasting Venue						
D-1.2(a) Recruit area wineries for cooperative tasting room			✓			ODMD Wineries BLC Chamber --

Recommendation Breakdown
Downtown projects (D)

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
D-1.2(b) Establish Wine Tasting Venue with outdoor seating on A Street				✓		ODMD Wineries Chamber \$250,000 start up for co-op, annual costs will vary
D-1.3 Establish downtown dining club						
D-1.3(a) Establish downtown dining club			✓			ODMD Chamber --
D-1.3(b) Promote downtown dining club			✓			ODMD Chamber --
D-1.4 Arts Incubator						
D-1.4(a) Arts Incubator – identify locations		✓	✓			ODMD Chamber BLC --
D-1.4(b) Identify area and regional artists for participation		✓	✓	✓	✓	ODMD Arts groups --
D-1.4(c) Negotiate lease/obtain funding for arts incubator and possibly for live/work space			✓			ODMD Chamber BLC \$150,000 start up, annual costs will vary
D-1.4(d) Create application process and select initial participants			✓			ODMD Arts groups --

Recommendation Breakdown
Downtown projects (D)

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
D-1.5 Determine if combining the downtown organizations would be beneficial						
D-1.5 Determine if combining the downtown organizations would be beneficial			✓			ODMD --
D-1.6 Downtown Events						
D-1.6(a) Establish Oxnard Festivals, Inc. in conjunction with ODMD			✓			ODMD BLC \$75,000 start up costs
D-1.6(b) Identify additional family-focused events			✓	✓	✓	Oxnard Festivals ODMD BLC Harbor --
D-1.6(c) Add at least one new event annually using a variety of locations, including the Harbor			✓	✓	✓	Oxnard Festivals ODMD BLC Harbor \$5,000 to \$15,000 initially
D-1.7 Downtown Branding						
D-1.7(a) Marketing campaign for local residents			✓	✓	✓	ODMD BLC \$20,000 annually
D-1.7(b) Collaborate with the OCVB to market downtown to visitors			✓	✓	✓	ODMD OCVB \$10,000 annually

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 (on going)

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
- Kitchen Chicago www.kitchenchicago.com
- Shared Kitchens www.sharedkitchens.com
- Mi Kitchen es su Kitchen www.mikitchenessukitchen.com
- Rutgers Food Innovation Center 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/>
- The Arts Incubator <http://artsincubatorkc.org/homepage/>
- Torpedo Factory www.torpedofactory.org
- The Arlington Arts Incubator
http://www.arlingtonarts.org/Libraries/Documents/Incubator_Book.sflb.ashx
<http://www.arlingtonarts.org/cultural-affairs/arts-incubator.aspx>
- 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>

Project D-2: Parking Limits, Fees and Signage

Plan recommendation: 13 (pg 60)

Timeline: Phase 1

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

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/> 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

Action Steps	Time Period					Parties Involved	Estimated Costs
	Status	2011	2012	2013	2014		
D-3.1 Determine district name for A Street district			✓			ODMD BLC	--
D-3.2 ODMD Board adoption of district name			✓			ODMD BLC	--
D-3.3 City Council adoption of district name				✓		ODMD City BLC	--
D-3.4 Determine additional district names as new areas are established				✓	✓	ODMD BLC City	--
D-3.5 Implement district names				✓	✓	ODMD	Costs incorporated within other recommendations

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
D-4.1 Façade assistance program (includes awnings, signage, landscaping)	Began in 2006						
D-4.2 PBID Creation	Renewal in process	✓					
D-4.3 BID Creation	Completed						
D-4.4 Streetscape Design	Completed						
D-4.5 Inventory of improvements completed		✓				ODMD City	
D-4.6 Plant additional canopy trees downtown consistent with existing plans			✓			ODMD City	
D-4.7 Identify places for bump outs or decks for sidewalk dining and street performers			✓			ODMD City	
D-4.8 Install decks or create sidewalk bump outs				✓		ODMD City	

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

Action Steps	Time Period				Parties Involved	Estimated Costs	
	Status	2011	2012	2013			2014
D-5.1 Establish recruitment goals		✓				ODMD City	--
D-5.2 Hire a Certified Commercial Investment Manager		✓				ODMD City	\$125,000 annually
D-5.3 Recruit a variety of restaurants			✓	✓	✓	ODMD City	--
D-5.4 Recruit destination retail			✓	✓	✓	ODMD City	--
D-5.5 Recruit downtown lodging			✓	✓	✓	ODMD City	--

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
D-6.1 Conduct community visioning for park redevelopment			✓			City ODMD BLC Residents	\$7,500
D-6.2 Contract for conceptual design			✓			City ODMD	\$25,000
D-6.3 Approve conceptual design				✓		City ODMD BLC	--
D-6.4 Contract for engineering & construction drawings				✓		City ODMD	\$100,000
D-6.5 Contract for implementation of redevelopment				✓		City ODMD	--
D-6.6 Implement redevelopment				✓	✓	City ODMD	\$500,000 to \$1.5 million depending upon extent of changes

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

Also consider creating an outdoor reading room similar to the one in New York City's Bryant Park. <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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
D-7.1 Hire a Public Art Director	Completed					ODMD	\$35,000 annually
D-7.2 Select two alleyways off of A Street to be Art Alleys		✓				ODMD	--
D-7.3 Initiate Art Alley projects			✓			ODMD	\$15,000
D-7.4 Identify locations downtown for public art projects		✓				ODMD BLC	--
D-7.5 Contract for public art projects that support the brand pillars and vision			✓	✓	✓	ODMD BLC	\$50,000 to \$200,000 annually

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

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
D-8.1 Continue attempting to establish contact with owners			✓			ODMD BLC Chamber --

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

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
D-9.1 Construction of parking structure for Market					City Private developer	Dependent upon size, land acquisition

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

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
D-10.1 If a permanent market is developed, design space for these vendors					City	--
D-10.2 Facilitate moving vendors to new facility					ODMD	--

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

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
I-1.1 Contract for Wayfinding Plan design document		✓				City BLC \$125,000
I-1.2 Finalize and approve design			✓			City BLC --
I-1.3 Removal of existing downtown gateways			✓			City \$1,000 (for city staff time)
I-1.4 Removal of existing city gateways			✓			City \$2,000 (for city staff time)
I-1.5 Install gateway signs			✓			City Overall costs for system ranges from \$1 million to \$2 million depending upon design and timing of installation
I-1.6 Install primary wayfinding signs			✓	✓		City --
I-1.7 Install downtown district signs			✓	✓		City --
I-1.8 Install secondary signs				✓	✓	City --

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
I-2.1 Review & revise signage regulations as part of wayfinding system design			✓			City ODMD BLC	--

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

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

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
I-4.1 Identify two locations for 24/7 public restrooms downtown (including one near the park)		✓				City ODMD	--
I-4.2 Contract for and construct downtown restrooms			✓			City ODMD	\$750,000 and up depending upon size
I-4.3 Identify locations for 24/7 public restrooms at the Harbor		✓				City Harbor	--
I-4.4 Contract for and construct Harbor restrooms			✓			City Harbor	\$750,000 and up depending upon size

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

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
I-5.1 Work with the Public Art program to design murals or designs for exterior walls		✓				City ODMD \$10,000
I-5.2 Make façade changes (murals, trompe l’oeil)			✓			City \$60,000
I-5.3 Revitalize courtyard fountain and keep it running			✓			City \$20,000
I-5.4 Consider installing sculpture and other art on the grounds			✓			City Varies depending upon whether permanent or temporary

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
I-6.1 Continue exploring downtown housing and mixed used development options		✓	✓	✓	✓	City Private	Varies

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
I-7.1 Redevelopment plan	In process					City Private	--

Project I-8: Ormond Beach

Plan recommendation: 42 (pg 120)

Timeline: Phase 2

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

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

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

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

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

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

Action Steps	Time Period					Parties Involved	Estimated Costs
	Status	2011	2012	2013	2014		
I-11.1 Determine feasibility and format for trolley system between downtown, harbor and other primary sites					✓	City	Could be done internally or by hiring consultant (\$30,000 to \$50,000)
I-11.2 Identify funding mechanisms					✓	City	--
I-11.3 Purchase trolleys						City	\$40,000 to \$75,000 per trolley

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
M-1.1 Website							
M-1.1(a) Revamp website		✓				OCVB	\$15,000 if not part of staff duties
M-1.1(b) Keep content up-to-date		✓	✓	✓	✓	OCVB	\$1,250/mo. if not part of staff duties
M-1.1(c) Editorial calendar & publishing for e-newsletter		✓	✓	✓	✓	OCVB	\$2,000/mo. if not part of staff duties
M-1.1(d) Press room		✓	✓	✓	✓	OCVB	--
M-1.1(e) FAM trips		✓	✓	✓	✓	OCVB	\$5,000 annually
M-1.1(f) Develop and implement a mobile website	completed					OCVB	--
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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
M-1.2(c) Work with businesses on technology and location-based tool usage		✓	✓	✓	✓	OCVB Chamber ODMD	\$25,000
M-1.2(d) Define goals and mechanisms for measurement		✓	✓	✓	✓	OCVB	--

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
M-2.1 Contract with photographer	Completed	✓	✓	✓	✓	OCVB	\$20,000
M-2.2 Contract with videographer	Completed	✓	✓	✓	✓	OCVB	\$20,000
M-2.3 Update photo library	In process	✓	✓	✓	✓	OCVB	--
M-2.4 Create B roll library	Completed	✓				OCVB	--

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
M-3.1 Revise City website to reflect new visual identity			✓			City BLC	\$35,000
M-3.2 Revise Chamber website to reflect new visual identity			✓			Chamber BLC	\$10,000
M-3.3 Revise ODMD website to reflect new visual identity			✓			ODMD BLC	\$10,000
M-3.4 Revise EDCO website to reflect new visual identity			✓			EDCO BLC	\$10,000

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

Action Steps	Time Period				Parties Involved	Estimated Costs	
	Status	2011	2012	2013			2014
M-4.1 Reformat Visitor Guide into an Activities Guide			✓	✓		OCVB	--
M-4.2 Develop a Best of Oxnard guide		✓	✓	✓	✓	OCVB	\$15,000
M-4.3 Radio campaign		✓	✓	✓	✓	OCVB	\$12,000
M-4.4 Revise EDCO recruitment pieces and update as new development occurs			✓			EDCO BLC	--
M-4.5 Revise ODMD materials to support the brand			✓			ODMD BLC	--
M-4.6 Revise Chamber materials with new visual identity			✓			Chamber BLC	--

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
M-5.1 Contract for billboards on Hwy 101		✓	✓	✓	✓	OCVB	
M-5.2 Begin using the “So THIS is Oxnard” campaign				✓	✓	OCVB	

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
M-6.1 Contract with photographer			✓	✓	✓	OCVB	Up to \$5,000/yr
M-6.2 Compile library			✓	✓	✓	OCVB	--

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

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
M-7.1 Implement repositioning campaign				✓		OCVB Costs are part of general marketing budget, there is what changes

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

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
M-8.1 Contract with specialty photographer				✓		OCVB \$20,000
M-8.2 Create photo show				✓		OCVB --

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

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
M-9.1 Contract with videographer			✓	✓		OCVB	\$70,000
M-9.2 Develop video library related to the brand pillars			✓	✓		OCVB City Harbor ODMD	--
M-9.3 Encourage posting of visitor videos				✓		OCVB	--

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)

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
Determine whether to continue partnering with this project	Completed	✓				City	--

Measurements:

- ✓ City Council decision made by April 2011

Rerouting of Highways 1 and 101 along Rice Avenue

Plan recommendation: 12 (pg 59)

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
No action necessary							

Channel Islands Blvd. Pole Banners

Plan recommendation: 18 (pg 74)

Action Steps	Status	Time Period				Parties Involved	Estimated Costs
		2011	2012	2013	2014		
Install pole banners	Completed	✓				Harbor	--

Measurements:

- ✓ Banners installed by March 2011

Downtown Strategic Plan

Plan recommendation: 22 (pg 87)

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
No action necessary						

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)

Action Steps	Time Period				Parties Involved	Estimated Costs
	Status	2011	2012	2013		
Actions related to this recommendation are included in the marketing recommendations						--

Appendix

PROJECTS (sorted by project number)

Project	Title	Category	Phase	Plan Rec #
B-1	BLC	BLC	1	1
B-2	Plan adoption	BLC	1	2
B-3	Name decision	BLC	1	3
B-4	Style guide	BLC	1	6
B-5	Adopt graphics	BLC	1	7
D-1	Downtown initiatives	Downtown	1	23
D-1	Downtown initiatives	Downtown	1	28
D-1	Downtown initiatives	Downtown	1	45
D-1	Downtown initiatives	Downtown	1	47
D-2	Parking	Downtown	1	13
D-3	Downtown districts	Downtown	1	5
D-4	A Street design	Downtown	1	11
D-4	A Street design	Downtown	1	40
D-5	A Street recruitment	Downtown	1	19
D-6	Plaza Park	Downtown	1	15
D-6	Plaza Park	Downtown	1	30
D-7	Public Art	Downtown	1	34
D-7	Public Art	Downtown	1	41
D-8	Vogue Theater	Downtown	2	27
D-9	Additional parking	Downtown	3	14
D-10	Move farmers market	Downtown	3	32
I-1	Wayfinding & Gateways	Infrastructure	1	8
I-1	Wayfinding & Gateways	Infrastructure	1	9
I-1	Wayfinding & Gateways	Infrastructure	1	29
I-2	Signage	Infrastructure	1	17
I-3	Fencing	Infrastructure	1	16
I-4	Public restrooms	Infrastructure	1	39
I-5	PAC façade	Infrastructure	1	44
I-6	North Plaza development	Infrastructure	2	21
I-7	Wagon Wheel	Infrastructure	2	24
I-8	Ormond Beach gateway	Infrastructure	2	42
I-9	Ice Center	Infrastructure	2	43
I-10	Public Market	Infrastructure	3	20
I-11	Trolley	Infrastructure	3	31
M-1	Marketing Plan	Marketing	1	
M-1	Marketing Plan	Marketing	1	37
M-2	Photo library	Marketing	1	4
M-3	Local websites	Marketing	1	33

Project	Title	Category	Phase	Plan Rec #
M-4	Marketing materials	Marketing	1	38
M-5	Billboards	Marketing	1	36
M-6	International photo library	Marketing	2	25
M-7	So THIS is Oxnard	Marketing	2	35
M-8	HD 360° photo show	Marketing	2	26
M-9	Video rebranding	Marketing	2	46
	Large Sports Park	N/A	N/A	10
	Rerouting 1 & 101	N/A	N/A	12
	Harbor pole banners	N/A	N/A	18
	Downtown Strategic Plan	N/A	N/A	22
	Day trip market	N/A	N/A	48

PROJECTS (sorted by Brand Plan recommendation number)

Plan Rec #	Project	Title	Category	Phase
1	B-1	BLC	BLC	1
2	B-2	Plan adoption	BLC	1
3	B-3	Name decision	BLC	1
4	M-2	Photo library	Marketing	1
5	D-3	Downtown districts	Downtown	1
6	B-4	Style guide	BLC	1
7	B-5	Adopt graphics	BLC	1
8	I-1	Wayfinding & Gateways	Infrastructure	1
9	I-1	Wayfinding & Gateways	Infrastructure	1
10		Large Sports Park	N/A	N/A
11	D-4	A Street design	Downtown	1
12		Rerouting 1 & 101	N/A	N/A
13	D-2	Parking	Downtown	1
14	D-9	Additional parking	Downtown	3
15	D-6	Plaza Park	Downtown	1
16	I-3	Fencing	Infrastructure	1
17	I-2	Signage	Infrastructure	1
18		Harbor pole banners	N/A	N/A
19	D-5	A Street recruitment	Downtown	1
20	I-10	Public Market	Infrastructure	3
21	I-6	North Plaza development	Infrastructure	2
22		Downtown Strategic Plan	N/A	N/A
23	D-1	Downtown initiatives	Downtown	1
24	I-7	Wagon Wheel	Infrastructure	2
25	M-6	International photo library	Marketing	2
26	M-8	HD 360° photo show	Marketing	2
27	D-8	Vogue Theater	Downtown	2
28	D-1	Downtown initiatives	Downtown	1
29	I-1	Wayfinding & Gateways	Infrastructure	1
30	D-6	Plaza Park	Downtown	1
31	I-11	Trolley	Infrastructure	3
32	D-10	Move farmers market	Downtown	3
33	M-3	Local websites	Marketing	1
34	D-7	Public Art	Downtown	1
35	M-7	So THIS is Oxnard	Marketing	2
36	M-5	Billboards	Marketing	1
37	M-1	Marketing Plan	Marketing	1
38	M-4	Marketing materials	Marketing	1
39	I-4	Public restrooms	Infrastructure	1
40	D-4	A Street design	Downtown	1

APPENDIX
Project Table – sorted by Brand Plan recommendation number

Plan Rec #	Project	Title	Category	Phase
41	D-7	Public Art	Downtown	1
42	I-8	Ormond Beach gateway	Infrastructure	2
43	I-9	Ice Center	Infrastructure	2
44	I-5	PAC façade	Infrastructure	1
45	D-1	Downtown initiatives	Downtown	1
46	M-9	Video rebranding	Marketing	2
47	D-1	Downtown initiatives	Downtown	1
48		Day trip market	N/A	N/A
	M-1	Marketing Plan	Marketing	1

PROJECTS (sorted by phase)

Phase	Plan Rec #	Project	Title	Category
1	1	B-1	BLT	BLT
1	2	B-2	Plan adoption	BLT
1	3	B-3	Name decision	BLT
1	6	B-4	Style guide	BLT
1	7	B-5	Adopt graphics	BLT
1	23	D-1	Downtown initiatives	Downtown
1	28	D-1	Downtown initiatives	Downtown
1	45	D-1	Downtown initiatives	Downtown
1	47	D-1	Downtown initiatives	Downtown
1	13	D-2	Parking	Downtown
1	5	D-3	Downtown districts	Downtown
1	11	D-4	A Street design	Downtown
1	40	D-4	A Street design	Downtown
1	19	D-5	A Street recruitment	Downtown
1	15	D-6	Plaza Park	Downtown
1	30	D-6	Plaza Park	Downtown
1	34	D-7	Public Art	Downtown
1	41	D-7	Public Art	Downtown
1	8	I-1	Wayfinding & Gateways	Infrastructure
1	9	I-1	Wayfinding & Gateways	Infrastructure
1	29	I-1	Wayfinding & Gateways	Infrastructure
1	17	I-2	Signage	Infrastructure
1	16	I-3	Fencing	Infrastructure
1	39	I-4	Public restrooms	Infrastructure
1	44	I-5	PAC façade	Infrastructure
1	37	M-1	Marketing Plan	Marketing
1		M-1	Marketing Plan	Marketing
1	4	M-2	Photo library	Marketing
1	33	M-3	Local websites	Marketing
1	38	M-4	Marketing materials	Marketing
1	36	M-5	Billboards	Marketing
2	27	D-8	Vogue Theater	Downtown
2	21	I-6	North Plaza development	Infrastructure
2	24	I-7	Wagon Wheel	Infrastructure
2	42	I-8	Ormond Beach gateway	Infrastructure
2	43	I-9	Ice Center	Infrastructure
2	25	M-6	International photo library	Marketing
2	35	M-7	So THIS is Oxnard	Marketing
2	26	M-8	HD 360° photo show	Marketing
2	46	M-9	Video rebranding	Marketing
3	32	D-10	Move farmers market	Downtown

Phase	Plan Rec #	Project	Title	Category
3	14	D-9	Additional parking	Downtown
3	20	I-10	Public Market	Infrastructure
3	31	I-11	Trolley	Infrastructure
N/A	22	N/A	Downtown Strategic Plan	N/A
N/A	48	N/A	Day trip market	N/A
N/A	10	N/A	Large Sports Park	N/A
N/A	12	N/A	Rerouting 1 & 101	N/A
N/A	18	N/A	Harbor pole banners	N/A

PROJECTS (sorted by responsible party)

★ Action steps that are the responsibility of one party, all others have multiple parties with responsibility.

Action Step		Project – Action Step	Who	When
D-1.4(b)		Identify artists	Arts groups	Dec 2011
D-1.4(d)		Arts application process	Arts groups	Mar 2012
B-4.3		Finalize style guide	BLC	June 2011
B-1.3		BLC responsibilities	BLC	July 2011
B-1.4		Council adoption of logo	BLC	Oct 2011
B-2.1		Council adoption of plan	BLC	Dec 2011
B-2.2		OCVB adoption of plan	BLC	Dec 2011
B-2.3		ODMD adoption of plan	BLC	Dec 2011
B-2.4		Chamber adoption of plan	BLC	Dec 2011
B-2.5		EDCO adoption of plan	BLC	Dec 2011
B-3.1		Name Change	BLC	Dec 2011
B-5.1	★	BLC Adoption of logo	BLC	Dec 2011
B-5.2		Council Adoption of logo	BLC	Dec 2011
B-5.3		OCVB Adoption of logo	BLC	Dec 2011
B-5.4		Chamber Adoption of logo	BLC	Dec 2011
B-5.5		ODMD Adoption of logo	BLC	Dec 2011
B-5.6		EDCO Adoption of logo	BLC	Dec 2011
D-7.4		Identify public art locations	BLC	Dec 2011
D-1.4.1		Arts incubator locations	BLC	Dec 2011
D-1.4.3		Lease arts incubator	BLC	Apr 2012
I-9.1		Consider Ice Center/museum	BLC	Apr 2012
D-7.5		Public art projects	BLC	May 2012
M-4.5		Revise ODMD materials	BLC	June 2012
M-4.6		Revised Chamber materials	BLC	June 2012
M-4.4		Revise EDCO materials	BLC	June 2012
D-1.1.1		Work with College	BLC	July 2012
D-1.6.1		Establish Oxnard Festivals	BLC	July 2012
M-3.2		Revise Chamber website	BLC	July 2012
M-3.3		Revise ODMD website	BLC	July 2012
B-1.5		City board	BLC	July 2012
M-3.1		Revise City website	BLC	July 2012
M-3.4		Revise EDCO website	BLC	July 2012
D-1.1.5		Restaurant Application process	BLC	Sept 2012

Action Step		Project – Action Step	Who	When
I-2.1		Review sign regulations	BLC	Sept 2012
D-1.1.4		Lease Restaurant Incubator	BLC	Oct 2012
D-6.1		Visioning for park	BLC	Oct 2012
D-3.1		District name for A Street	BLC	Nov 2012
D-1.2.1		Recruit wineries	BLC	Dec 2012
D-1.7.1		Local marketing	BLC	Dec 2012
D-3.2		ODMD adopt district name	BLC	Dec 2012
D-8.1		Contact Vogue Theater owners	BLC	Dec 2012
D-3.3		Council adopt district name	BLC	Feb 2013
D-6.3		Approve park design	BLC	Mar 2013
I-8.1		Ormond Beach funding options	BLC	annually
B-1.6	★	10 presentations	BLC	annually
B-1.7	★	On going implementation	BLC	annually
D-1.6.2		Additional events	BLC	annually
D-1.6.3		Add one event a year	BLC	annually
I-9.3		Identify funding sources	BLC	annually
D-3.4		Determine additional names	BLC	as needed
B-4.1		Style Guide contract	BLC	done
B-4.2		Select logo	BLC	done
B-2.4		Chamber adoption of plan	Chamber	Dec 2011
B-3.1		Name Change	Chamber	Dec 2011
B-5.4		Chamber Adoption of logo	Chamber	Dec 2011
D-1.4.1		Arts incubator locations	Chamber	Dec 2011
D-1.3		Downtown dining club	Chamber	Jan 2012
D-1.4.3		Lease arts incubator	Chamber	Apr 2012
I-9.1		Consider Ice Center/museum	Chamber	Apr 2012
M-4.6		Revised Chamber materials	Chamber	June 2012
D-1.1.1		Work with College	Chamber	July 2012
M-1.2.3		Work with businesses	Chamber	July 2012
M-3.2		Revise Chamber website	Chamber	July 2012
D-1.1.2		Restaurant Incubator participants	Chamber	Aug 2012
D-1.1.5		Restaurant Application process	Chamber	Sept 2012
D-1.2.1		Recruit wineries	Chamber	Dec 2012
D-8.1		Contact Vogue Theater owners	Chamber	Dec 2012
I-9.2		Contract for design	Chamber	Dec 2012
D-1.2.2		Establish wine venue	Chamber	May 2013
B-4.1		Style Guide contract	Chamber	done
I-7.1		Redevelop Wagon Wheel property	City	In process
D-5.1		Establish goals	City	Sept 2011
B-1.4		Council adoption of logo	City	Oct 2011

Action Step		Project – Action Step	Who	When
B-5.2		Council Adoption of logo	City	Dec 2011
B-2.1		Council adoption of plan	City	Dec 2011
B-3.1		Name Change	City	Dec 2011
D-4.5		Improvements inventory	City	Dec 2011
D-5.2		Hire a CCIM	City	Dec 2011
I-1.1	★	Wayfinding design contract	City	Dec 2011
I-4.1		Restroom locations	City	Dec 2011
I-4.3		Harbor restroom locations	City	Dec 2011
I-5.1		PAC mural designs	City	Dec 2011
I-5.3	★	PAC fountain revitalization	City	Mar 2012
I-9.1		Consider Ice Center/museum	City	Apr 2012
I-10.1		Market feasibility study	City	June 2012
B-1.5		City board	City	July 2012
M-3.1		Revise City website	City	July 2012
D-2.1		Determine 2-hr parking	City	Aug 2012
I-5.2	★	PAC façade changes	City	Aug 2012
D-2.2		Develop consistent regulations	City	Sept 2012
D-2.4	★	Identify RV parking	City	Sept 2012
I-1.2	★	Finalize design	City	Sept 2012
I-2.1		Review sign regulations	City	Sept 2012
I-3.1	★	City fencing ordinance	City	Sept 2012
I-3.2	★	Council adoption of ordinance	City	Sept 2012
I-8.2	★	Include within wayfinding	City	Sept 2012
D-6.1		Visioning for park	City	Oct 2012
D-6.2		Contract for conceptual design	City	Oct 2012
D-2.3	★	Revise signage	City	Nov 2012
D-2.5	★	Install parking meters	City	Nov 2012
I-3.3		Assistance program for fencing	City	Nov 2012
D-4.6		Plant additional trees	City	Dec 2012
D-4.7		Bump out/deck locations	City	Dec 2012
I-1.3		Remove downtown gateways	City	Dec 2012
I-1.4	★	Remove city gateways	City	Dec 2012
I-1.5	★	Install gateways	City	Dec 2012
I-1.6	★	Install primary wayfinding	City	Dec 2012
I-1.7	★	Install downtown signs	City	Dec 2012
I-10.3	★	Options for property	City	Dec 2012
I-4.2		Construct restrooms	City	Dec 2012
I-4.4		Construct Harbor restrooms	City	Dec 2012
I-9.2		Contract for design	City	Dec 2012
I-8.3	★	Install gateway sign	City	Dec 2012
D-3.3		Council adopt district name	City	Feb 2013
D-6.3		Approve park design	City	Mar 2013

Action Step		Project – Action Step	Who	When
M-9.2		Create video library	City	Apr 2013
I-10.2		Create overall market plan	City	June 2013
I-10.4		Financing tools	City	June 2013
D-6.4		Complete drawings	City	July 2013
D-4.8		Install decks/bump outs	City	Dec 2013
D-6.5		Contract for redevelopment	City	Dec 2013
I-1.8	★	Install secondary signs	City	Dec 2013
I-3.4		Dismantle/replace fences	City	Dec 2013
I-10.6		Recruit vendors	City	Sept 2014
I-11.1	★	Trolley feasibility study	City	Sept 2014
D-6.6		Implement redevelopment	City	Dec 2014
I-10.5		Develop market	City	Dec 2014
I-6.1		Downtown housing development	City	Dec 2014
I-11.2	★	Trolley funding	City	Feb 2015
I-11.3	★	Purchase trolleys	City	May 2015
D-5.3		Recruit restaurants	City	annually
D-5.4		Recruit retail	City	annually
I-8.1		Ormond beach funding options	City	annually
I-8.4	★	Develop park as funds available	City	annually
D-3.4		Determine additional names	City	as needed
D-10.1	★	Design space for vendors	City	unknown
D-9.1		Additional parking	City	unknown
I-5.4		PAC other public art	City	unknown
D-1.1.1		Work with College	College	July 2012
D-1.1.3		Location for Restaurant Incubator	College	July 2012
D-1.1.2		Restaurant Incubator participants	College	Aug 2012
D-1.1.5		Restaurant Application process	College	Sept 2012
B-4.3		Finalize style guide	OCVB	June 2011
B-1.2	★	Redefine BLC	OCVB	July 2011
M-1.2.1	★	Social media plan	OCVB	July 2011
B-1.3		BLC responsibilities	OCVB	July 2011
B-1.4		Council adoption of logo	OCVB	Oct 2011
M-4.1	★	Reformat Visitor Guide	OCVB	Nov 2011
B-2.2		OCVB adoption of plan	OCVB	Dec 2011
B-5.3		OCVB Adoption of logo	OCVB	Dec 2011
M-1.1.3	★	Press room	OCVB	Dec 2011
M-1.2.2	★	Implement social media plan	OCVB	Dec 2011
M-2.1	★	Contract with photographer	OCVB	Dec 2011
M-2.2	★	Contract with videographer	OCVB	Dec 2011
M-2.3	★	Update photo library	OCVB	Dec 2011

Action Step		Project – Action Step	Who	When
M-2.4	★	Create B roll library	OCVB	Dec 2011
I-9.1		Consider Ice Center/museum	OCVB	Apr 2012
M-1.1.5	★	Mobile website	OCVB	July 2012
M-1.2.3		Work with businesses	OCVB	July 2012
I-9.2		Contract for design	OCVB	Dec 2012
M-5.2	★	So THIS is Oxnard campaign	OCVB	Apr 2013
M-8.1	★	Contract with 360° photographer	OCVB	Apr 2013
M-8.2	★	Create 360° photo show	OCVB	Apr 2013
M-9.2		Create video library	OCVB	Apr 2013
M-9.3	★	Visitor videos	OCVB	Apr 2013
M-7.1	★	Implement repositioning	OCVB	Dec 2013
D-1.7.2		Collaborate with CB	OCVB	annually
M-1.1.4	★	FAM trips	OCVB	annually
M-4.2	★	Best of Oxnard Guide	OCVB	annually
M-4.3	★	Radio campaign	OCVB	annually
M-5.1	★	Billboards	OCVB	annually
M-6.1	★	International photo library	OCVB	annually
M-6.2	★	Compile international library	OCVB	annually
M-9.1	★	Contract with videographer	OCVB	annually
M-1.1.2	★	Editorial calendar	OCVB	quarterly
M-1.2.4	★	Social media measurement	OCVB	quarterly
M-1.1.1	★	Up-to-date content	OCVB	weekly
B-1.1	★	Create BLC	OCVB	done
B-4.1		Style Guide contract	OCVB	done
B-4.2		Select logo	OCVB	done
B-2.5		EDCO adoption of plan	EDCO	Dec 2011
B-5.6		EDCO Adoption of logo	EDCO	Dec 2011
M-4.4		Revise EDCO materials	EDCO	June 2012
M-3.4		Revise EDCO website	EDCO	July 2012
I-9.1		Consider Ice Center/museum	Gull Wings	Apr 2012
I-9.2		Contract for design	Gull Wings	Dec 2012
I-9.4		Construct new building	Gull Wings	Dec 2015
I-9.3		Identify funding sources	Gull Wings	annually
I-4.3		Harbor restroom locations	Harbor	Dec 2011
I-4.4		Construct Harbor restrooms	Harbor	Dec 2012
M-9.2		Create video library	Harbor	Apr 2013
D-1.6.2		Additional events	Harbor	annually
D-1.6.3		Add one event a year	Harbor	annually

Action Step		Project – Action Step	Who	When
I-9.1		Consider Ice Center/museum	Ice Center	Apr 2012
I-9.2		Contract for design	Ice Center	Dec 2012
I-9.4		Construct new building	Ice Center	Dec 2015
I-9.3		Identify funding sources	Ice Center	annually
D-4.2		PBID renewal	ODMD	in process
D-5.1		Establish goals	ODMD	Sept 2011
D-5.2		Hire a CCIM	ODMD	Dec 2011
B-2.3		ODMD adoption of plan	ODMD	Dec 2011
B-5.5		ODMD Adoption of logo	ODMD	Dec 2011
D-1.4.1		Arts incubator locations	ODMD	Dec 2011
D-1.4.2		Identify artists	ODMD	Dec 2011
D-4.5		Improvements inventory	ODMD	Dec 2011
D-7.2	★	Art Alley sites	ODMD	Dec 2011
D-7.4		Identify public art locations	ODMD	Dec 2011
I-4.1		Restroom locations	ODMD	Dec 2011
I-5.1		PAC mural designs	ODMD	Dec 2011
D-1.3		Downtown dining club	ODMD	Jan 2012
D-1.5	★	Combining organizations	ODMD	Jan 2012
D-1.4.4		Arts application process	ODMD	Mar 2012
D-1.4.3		Lease arts incubator	ODMD	Apr 2012
I-9.1		Consider Ice Center/museum	ODMD	Apr 2012
D-7.3	★	Initiate Art Alley projects	ODMD	May 2012
D-7.5		Public art projects	ODMD	May 2012
I-10.1		Market feasibility study	ODMD	June 2012
M-4.5		Revise ODMD materials	ODMD	June 2012
D-1.1.1		Work with College	ODMD	July 2012
D-1.1.3		Location for Restaurant Incubator	ODMD	July 2012
D-1.6.1		Establish Oxnard Festivals	ODMD	July 2012
M-1.2.3		Work with businesses	ODMD	July 2012
M-3.3		Revise ODMD website	ODMD	July 2012
D-1.1.2		Restaurant Incubator participants	ODMD	Aug 2012
D-2.1		Determine 2-hr parking	ODMD	Aug 2012
D-1.1.5		Restaurant Application process	ODMD	Sept 2012
D-2.2		Develop consistent regulations	ODMD	Sept 2012
I-2.1		Review sign regulations	ODMD	Sept 2012
D-1.1.4		Lease Restaurant Incubator	ODMD	Oct 2012
D-6.1		Visioning for park	ODMD	Oct 2012
D-6.2		Contract for conceptual design	ODMD	Oct 2012
D-3.1		District name for A Street	ODMD	Nov 2012
I-3.3		Assistance program for fencing	ODMD	Nov 2012
D-1.2.1		Recruit wineries	ODMD	Dec 2012

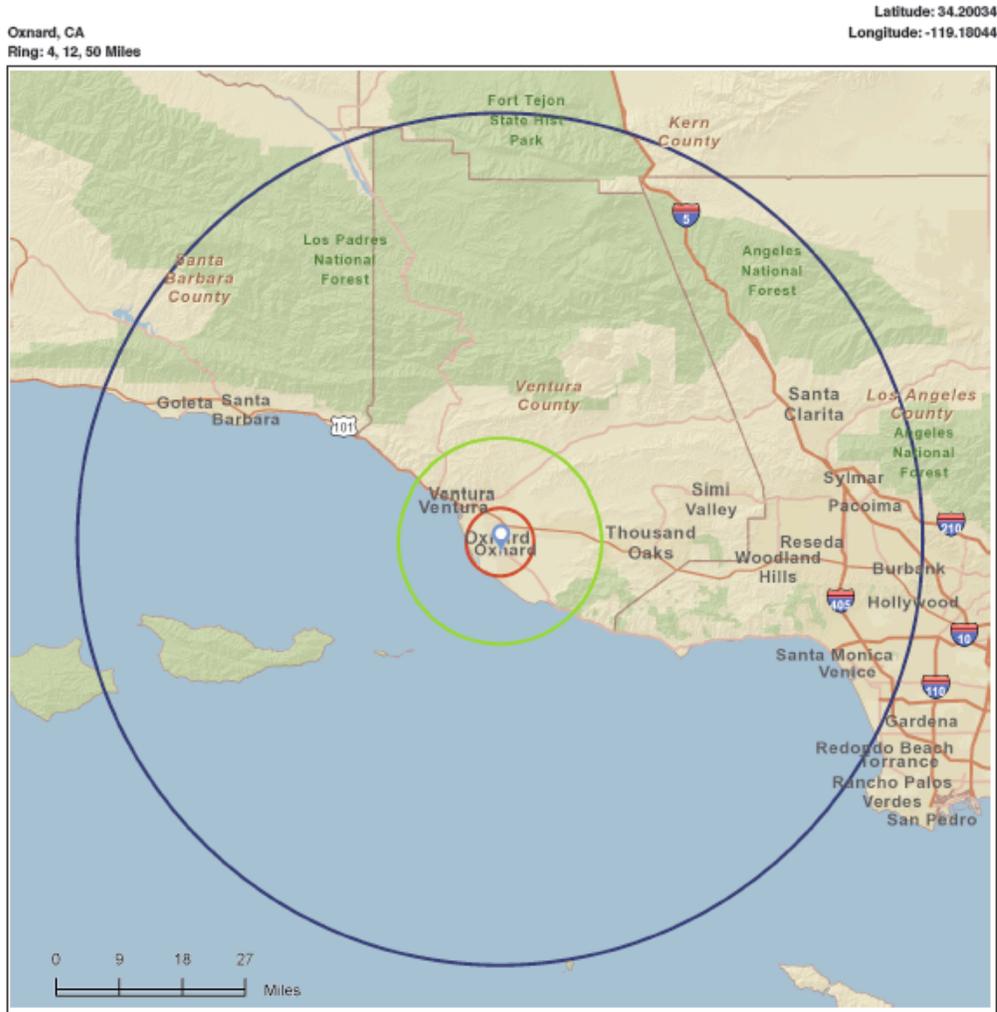
Action Step		Project – Action Step	Who	When
D-1.7.1		Local marketing	ODMD	Dec 2012
D-3.2		ODMD adopt district name	ODMD	Dec 2012
D-4.6		Plant additional trees	ODMD	Dec 2012
D-4.7		Bump out/deck locations	ODMD	Dec 2012
D-8.1		Contact Vogue Theater owners	ODMD	Dec 2012
I-1.3		Remove downtown gateways	ODMD	Dec 2012
I-4.2		Construct restrooms	ODMD	Dec 2012
I-9.2		Contract for design	ODMD	Dec 2012
D-3.3		Council adopt district name	ODMD	Feb 2013
D-6.3		Approve park design	ODMD	Mar 2013
D-1.2.2		Establish wine venue	ODMD	May 2013
D-3.5	★	Implement names	ODMD	June 2013
I-10.2		Create overall market plan	ODMD	June 2013
I-10.4		Financing tools	ODMD	June 2013
D-6.4		Complete drawings	ODMD	July 2013
M-9.2		Create video library	ODMD	Apr 2013
I-3.4		Dismantle/replace fences	OMMD	Dec 2013
D-4.8		Install decks/bump outs	ODMD	Dec 2013
D-6.5		Contract for redevelopment	ODMD	Dec 2013
I-10.6		Recruit vendors	ODMD	Sept 2014
I-10.5		Develop market	ODMD	Dec 2014
D-6.6		Implement redevelopment	ODMD	Dec 2014
I-9.4		Construct new building	ODMD	Dec 2015
D-1.6.2		Additional events	ODMD	annually
D-1.6.3		Add one event a year	ODMD	annually
D-1.7.2		Collaborate with CB	ODMD	annually
D-5.3		Recruit restaurants	ODMD	annually
D-5.4		Recruit retail	ODMD	annually
D-5.5		Recruit lodging	ODMD	annually
D-5.5		Recruit lodging	ODMD	annually
I-9.3		Identify funding sources	ODMD	annually
D-3.4		Determine additional names	ODMD	as needed
I-5.4		PAC other public art	ODMD	unknown
D-10.2	★	Move vendors	ODMD	unknown
D-1.6.2		Additional events	Oxnard festivals	annually
D-1.6.3		Add one event a year	Oxnard festivals	annually
I-7.1		Redevelop Wagon Wheel property	Private	In process
I-3.4		Dismantle/replace fences	Private	Dec 2013
I-10.6		Recruit vendors	Private	Sept 2014
I-10.5		Develop market	Private	Dec 2014

Action Step		Project – Action Step	Who	When
I-6.1		Downtown housing development	Private	Dec 2014
D-9.1		Additional parking	Private	unknown
D-6.1		Visioning for park	Residents	Oct 2012
D-1.1.2		Restaurant Incubator participants	Restaurants	Aug 2012
D-1.1.3		Location for Restaurant Incubator	Restaurants	July 2012
I-8.1		Ormond beach funding options	Volunteers	annually
D-1.2.1		Recruit wineries	Wineries	Dec 2012
D-1.2.2		Establish wine venue	Wineries	May 2013
D-4.1		Façade assistance		done
D-4.3		BID creation		done
D-4.4		Streetscape		done
D-7.1	★	Hire Public Art coordinator		done

AREA COMPETITION

Community	Assets	Positioning
Ventura	Art galleries – live/work space Adult-focused Family focus: beach & CI activities Outdoor recreation Historic downtown cultural district Eclectic dining	The Real California
Santa Barbara	13 restaurants at Harbor/Wharf Film connections High-end dining Microbreweries/Wineries Sustainability Hands-on cultural Adult-focused	The American Riviera (where life itself is a fine art) Most beautiful downtown in America
Santa Monica	Third Street Promenade Santa Monica Pier Extensive beach activities Amusement park Adult nightlife High-end boutiques	
Camarilo	Outlet mall Old Town	
Thousand Oaks	Bicycling Civic Arts Plaza Access to outdoor recreation Building “The Discovery Center”	
Malibu	Beaches Celebrities	

Target Market Demographics



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

2010 estimates (ESRI)

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

2010 estimates (ESRI)

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

2010 estimates (ESRI)

Education levels of Adults 25+	4 mile radius	12 mile radius	50 mile radius	California
Less than 9 th grade	30,560	37,663	236,625	
9 th -12 th grade, no diploma	15,886	24,290	186,671	
High School Graduate	30,021	58,950	512,687	
Some College	26,117	59,496	502,171	
Associate Degree	9,558	22,925	186,671	
Bachelor's Degree	14,943	44,759	638,887	
Graduate/Professional Degree	7,674	24,836	362,825	

2010 estimates (ESRI)

Employed Population 16+ by Occupation	4 mile radius	12 mile radius	50 mile radius	California
White Collar	52.2%	60.5%	70.5%	
Management/Business/Financial	9.8%	13.2%	26.8%	
Professional	16.5%	21.3%	27.9%	
Sales	10.8%	11.2%	12.1%	
Administrative Support	15.2%	14.8%	13.7%	
Services	17.9%	16.5%	15.2%	
Blue Collar	29.9%	23.0%	14.3%	
Farming/Forestry/Fishing	6.0%	3.5%	0.5%	
Construction/Extraction	5.3%	5.1%	3.9%	
Installation/Maintenance/Repair	4.0%	3.5%	2.5%	
Production	7.3%	5.4%	3.8%	
Transportation/Material Moving	7.3%	5.6%	3.6%	

2010 estimates (ESRI)

Tapestry™ Segmentations 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.

	4-mile radius		4 to 12-mile radius (excludes population within 4-mile radius)		12 to 50-mile radius (excludes population within 12-mile radius)	
1	Urban Villages (21)	44.5%	Wealthy Seaboard Suburbs (05)	10.8%	Trendsetters (23)	10.5%
2	Las Casas (47)	20.5%	Urban Chic (09)	8.6%	Urban Chic (09)	9.8%
3	Int'l Marketplace (35)	8.1%	Connoisseurs (03)	7.9%	Int'l Marketplace (35)	9.8%
4	Pleasant-ville (10)	3.6%	Pleasant-ville (10)	7.1%	Urban Villages (21)	8.2%
5			Urban Villages (21)	7.1%	Connoisseurs (03)	6.5%
6			Trendsetters (23)	6.7%	Laptop & Lattes (08)	6.4%
7			Boomburbs (04)	4.3%	NeWest Residents (58)	5.5%
8			Sophisticated Squires (06)	4.3%	Las Casas (47)	5.1%
9			City Lights (20)	4.2%	Top Rung (01)	4.6%
10			Enterprising Professionals (16)	4.1%	Pleasant-ville (10)	4.2%

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.

[Note: In the descriptions of each segment outlined below, the first percentage relates to the population within the 4-mile radius (Oxnard) and the second percentage relates to the entire population within the 50-mile radius.]

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

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 domestical

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