



# **OXNARD DOWNTOWN MANAGEMENT DISTRICT**

## **2013-2016 STRATEGIC PLAN**

**Prepared by  
Lani Lott  
L.L. Consulting**

## **Contents**

1. Introduction
2. Vision, Mission and Broad Based Goals
3. Three Year Objectives and 2013/2014 Priorities
4. Appendix
  - a. Recap of Strategic Planning Session held on Tuesday, April 30, 2013
  - b. Agenda of Strategic Planning Session
  - c. List of Attendees
  - d. 2012/2013 Situation Analysis/Benchmarks
  - e. Strengths, Challenges and Opportunities Exercise

## **1. Introduction**

With participation from stakeholders, City representatives and partnering organizations, this Strategic Plan has been developed by the Board of Directors of the Oxnard Downtown Management District (ODMD) with the goal of providing a roadmap for the organization over the next three years. The plan defines ODMD's broad base goals, a list of supporting objectives and priorities for the next 18 months as it relates to the organization's role in supporting Downtown Oxnard's revitalization as well as maintaining the leadership and resources to be the primary advocate for downtown.

The next three-year period is a critical time for ODMD and downtown. As the organization approaches the renewal of the Property Based Improvement District, it will be critical that the property owners have the confidence in the future of downtown and will renew the district for another term – with expectations of a five year term. With Redevelopment closing, there are still a lot of unanswered questions of what happens to the redevelopment holdings, how will this impact downtown's future development and what will be the role and importance of ODMD in supporting future efforts. With the City gaining ownership of Oxnard Boulevard, ODMD believes there are opportunities with tying this corridor to the A Street core and helping attract more car and foot traffic to the area. Given ODMD's twelve years of proven success and its ability to work across business, governmental and political boundaries, the organization is positioned to provide a unifying role in being an advocate for downtown as the City and downtown key stakeholders navigate through these changing elements impacting the future of downtown.

As an advocate for supporting Downtown's brand, ODMD is dedicated to continuing to market and promote downtown as a destination within the region through an comprehensive marketing plan including web based and social media platforms, leveraging events as the gateway to bringing people to downtown, special campaigns to reach new markets and forging an expanded partnership with the Downtowners (DOMA) to explore a new scale of efficiency with the execution of events and promotions. Creating a desirable, physically appealing environment will continue to be at the heart of

the organization's strategic plan with clean and safe programming as well as looking at creative ways to better position some of downtown's vacant storefronts as key objectives. Linking with its cultural and historic assets, building on the potential of the Arts as a draw and acting as an advocate for the redevelopment of Oxnard Boulevard are also identified as key priorities within the plan.

ODMD will continue to strive to maintain the leadership, staffing power and organizational infrastructure necessary to act as the voice and advocate for downtown. Communication and outreach efforts with key stakeholders and partners will be key elements for leveraging the advocacy role that the ODMD has so successfully achieved over the past years. Strengthening relationships with the City and other key economic development partners is a primary objective for ODMD to ensure that future infill and the renovation of underutilized buildings support downtown's vision and brand. Securing a guaranteed stream of funding for the organization with the renewal of the PBID for a five year term will be of extreme importance over the next year and half with the board fully engaged in the process from beginning to end.

## **2. Vision, Mission and Goals.**

### **Vision**

In February of 2003, the Oxnard Downtown Partnership crafted the following vision statement for downtown: *“Downtown Oxnard will be a multi-faceted commercial center - a unique, pedestrian scale shopping district boasting a clean and safe environment, a wide selection of appealing shopping and business options, high quality entertainment and dining venues attractive to both visitors and residents. Downtown Oxnard will feature unique balance of being, all at once, a center suitable for everyday shoppers to fill their everyday needs, an authentic, charming commercial enterprise where visitors can discover unique values, a sophisticated business center offering vital professional services and opportunity, and a convenient, enticing residential neighborhood. Downtown Oxnard will be family oriented, fun, friendly, alive, attractive and profitable - it will again be the “Heart” of Oxnard and a measure of civic pride.”*

## **Mission**

At the time of the strategic planning session, the consultant could not locate the organization's mission statement. Therefore attendees were asked to share what they thought was the primary function of ODMD as it relates to supporting downtown's revitalization. Comments shared included:

- Stimulate growth (business, revenue, brand)
- Dispel the perception that Downtown is unsafe
- Getting Downtown going
- Support vision
- Assist with keeping downtown clean and safe
- Marketing downtown
- Business development

➤ **Recommendation:** To follow up on the discussion shared at the April 30 session, the consultant would recommend that the Executive Committee review the organization's purpose as stated in the articles of corporation and bylaws and then draft a mission statement to present to the Board for review and approval. Once approved, the statement should be incorporated as appropriate into internal communication and marketing pieces to help promote ODMD's value and role in supporting downtown's revitalization.

## **Goals and Objectives**

Goals are outcome statements that define what an organization is trying to accomplish both programmatically and organizationally. Objectives are the measurable, time-phased results that support the achievement of the goal. The mission statement answers the big questions about why an organization exists and how it seeks to add value or benefit to the process. Goals and longer-term objectives are an organization's *plan of action* and describes what the organization intends to do over the next few years. The objectives are then supported by the next year's priorities which outline how the organization will focus its resources and staffing power around. Using the feedback shared at the April 30

Planning Session with some input from the consultant, the following broad base goals were identified as the key strategies for aligning ODMD's limited resources, staffing power and relationships for the next three years.

**GOAL: Enhance Downtown's image as a clean, attractive and safe business district within the City.**

**GOAL: Continue to strengthen Downtown's *brand* to better position it as a competitive commercial area in the marketplace.**

**GOAL: Foster a proactive, positive and business friendly environment to support business and investment growth.**

**GOAL: Sustain a strong, proactive organization to maintain its reputation as the voice and advocate for Downtown Oxnard.**

The complete 2013-2016 Strategic Plan follows with the recap of the planning session along with the input shared by the attendees located in the Appendix for reference.

**DOWNTOWN REVITALIZATION - Goals, Three-Year Objectives and 2013/2014 Priorities**

**GOAL: Enhance Downtown’s image as a clean, attractive and safe business district within the City.**

**Three-Year (2013-2016) Objectives:**

- Continue to provide additional clean and safety services up and beyond the City’s baseline.
- Act as advocate for continued and expanded security in downtown.
- Foster better coordination between all downtown service providers to ensure that the all agency efforts are effective and efficient.
- Improve Downtown’s overall visual aesthetics and entrance appeal.
- Better identification of public parking lots as well as improve the perception of their safety.
- Maintain and expand the downtown planter program.
- Support the enhancement of the downtown palazzos (public spaces).

**2013/2014 Priorities:**

- *Look at expanding or changing the days that Block by Block cleans to include a possible weekend day.*
- *Encourage the City to put up signs to restrict 18-wheelers in downtown (that aren’t making deliveries) as well as additional signage restricting bikes and skateboards on sidewalks.*
- *Host quarterly meetings with all the service providers to discuss programs, concerns and possible overlaps.*
- *Continue to interface with the Downtowners to assimilate information about clean and safe services and processes.*
- *Complete the analysis of ambience lighting program for downtown trees, present to Board for approval and begin installation.*
- *Better lighting at the Kitchen and enhanced lighting at parking lots.*
- *Enhance the three entryways into downtown.*
- *Develop a plan for improving the management of the planters through a sponsorship program.*

**Measurable Outcomes:**

- Cleaning service statistics (trash collected, abatement of graffiti; palm fronds removed; number sidewalks were cleaned, etc).
- Security presence in downtown.
- Signs installed.
- Number of planters maintained/installed.
- Ambience lighting installed.
- Gateways or entrance points enhanced.

**DOWNTOWN REVITALIZATION - Goals, Three-Year Objectives and 2013/2014 Priorities**

**GOAL: Continue to strengthen Downtown’s *brand* to better position it as a competitive commercial area in the market place.**

**Three-Year (2013-2016) Objectives:**

- Continue to market downtown’s various niches through a variety of marketing channels (print, radio, social media, at events, through CVB.)
- Expand Public Art presence at Plaza Park, Centennial Plaza and Heritage Square.
- Promote our cultural and historic assets.
- Expand the banner program to incorporate the entire district.
- Downtown events and promotions better linked to downtown businesses.
- Update and expand wayfinding through downtown especially leading to our historic and cultural attractions and install kiosks at strategic locations
- Leverage opportunities around the Carnegie Library/Children’s Museum.

**2013/2014 Priorities:**

- *Make the website mobile friendly.*
- *Create a new art space/experience.*
- *Launch plan of incorporating Esty vendors (artisans) within the First Thursday’s Gourmet Food Truck event.*
- *Switch out the banners at Plaza Park first.*
- *Advocate at the City to utilize the space at the parking lot for a kiosk.*
- *Explore possibilities of using the advertising space at the bus shelters to promote downtown.*
- *Look again if there are opportunities to link the Dallas Cowboy Summer training with downtown and businesses.*
- *Holly Trolley – ways to link better with downtown restaurants.*
- *Salsa Festival – have lots of locals that attend – “opt in campaign”.*
- *Campaign to promote service and professional businesses (i.e. “Downtown is Unchained”; “Do Business in Downtown”; Shop Local Campaign)*
- *Implement a regular (monthly) consumer based e-newsletter*

**Measurable Outcomes:**

- Mobile website
- Number of impressions received; number of new consumer emails obtained; free PR received; etc.
- Art space/experience created; new campaigns/promotions launched; new venues or experiences added to events.



**DOWNTOWN REVITALIZATION - Goals, Three-Year Objectives and 2013/2014 Priorities**

**GOAL: Foster a proactive, positive and business friendly environment to support business and investment growth.**

**Three-Year (2013 – 2016) Objectives:**

- Advocate for mix use and residential infill projects.
- Improve the storefronts, vacant lots and empty buildings to better position these as opportunities versus liabilities.
- Continue to support and encourage “an easy to do business” image or perception for Downtown Oxnard.
- Support the transformation of Oxnard Boulevard and look for opportunities to link it as part of downtown’s overall vision and brand.
- Develop a recruitment strategy for attracting more retail.
- Continue to support a retention program for local businesses.
- Support the vision of the Meta District as a unique, mixed-use urban neighborhood.

**2013/2014 Priorities:**

- *Form a Business Development Committee that includes all economic and business development partners to meet on a quarterly basis to collectively address downtown’s business development opportunities, challenges and needs.*
- *Monitor the City redevelopment sites as they move through the process.*
- *Strengthen relationships with the City and ODMD so everyone is at the table discussing future projects.*
- *Review the past charrettes to clarify ODMD’s role in supporting the transformation of Oxnard Blvd.*
- *Compile a list of the “state of condition” of the vacant lots and buildings within Downtown and present to City with suggestions for enhancement.*
- *Implement at least one window wrap on a vacant building.*
- *Encourage one pop-up business in downtown (art gallery; Esty vendor; seasonal retail).*
- *Update business development marketing collateral (print; web based) to better position opportunities, value and incentives to locate in downtown.*
- *Conduct a series of focus group interviews with local businesses to identify their needs and challenges.*
- *Continue to host business strengthening workshops focusing on social media, storefront image and marketing tools.*

**Measurable Outcomes:**

- Net new businesses
- Net new jobs created
- Net public/private investment
- Attendance at workshops
- Improvements to vacant lots and buildings

**ODMD's - Goals, Three-Year Objectives and 2013/2014 Priorities**

**GOAL: Sustain a strong, proactive organization to maintain its reputation as the voice and advocate for Downtown Oxnard.**

**2013 - 2016 Objectives:**

- Foster strong leaders and ambassadors for downtown by ensuring that the Board is engaged, knowledgeable of their role and supportive of programs.
- Support a committee structure for engaging stakeholders and partners in implementing downtown activities and initiatives.
- Strengthen relationships with City officials and staff.
- Continue to build strong alliances with partnering organizations.
- Implement consistent communication and outreach efforts with stakeholders to keep them well informed and aware of what is going on.
- Ensure the necessary staffing power and infrastructure to manage the day-to-day operations of ODMD.
- Ensure sustainable funding.

**2013-2014 Priorities**

- *Get all committees up and running with engaged Chairs, committee members who ARE not Board members and work plans for specific projects.*
- *Host a work session with the City to present ODMD's strategic plan and discuss priorities for both ODMD and the City.*
- *Distribute a quarterly "internal" e-newsletter targeted for stakeholders (property and business owners) as well as partnering organizations.*
- *Successfully fill the administration assistant position.*
- *Continue the conversation regarding a contractual relationship between ODMD and Downtowners for implementing events and downtown promotions.*
- *Prepare for the renewal of the PBID ensuring that it is property owners driven process and push for a five-year term.*
- *Continue to expand revenue through cooperative marketing opportunities, expanding sponsorships, leveraging TIB funds, fee for service.*
- *Hold an annual board retreat to discuss accomplishments and establish next year priorities.*

**Measurable Outcomes:**

- Active committees with more member participation.
- Stronger two-way communication with major stakeholders; new partnerships forged.
- PBID successfully renewed for a five-year term.
- Increase in revenue

**Appendix A: Recap of Strategic Planning Session**

The Oxnard Downtown Management District (ODMD) held a strategic planning session on Tuesday, April 30, 2012 from 9:00 a.m. to 4:00 p.m. Throughout the day, about 25 ODMD board members, leadership from the Downtown Merchants Association, stakeholders and city representatives attended the all day Strategic Planning Session. The morning began with introductions and welcoming remarks from the Ms. Michelle Kenney, Chairman of the Board. After a brief overview of the morning of the day's agenda, attendees discussed the 2012-2013 situation analysis and identified benchmarks for the year, reviewed a vision statement drafted in February 2003, discussed the primary function or *mission* of the organization and identified the strengths, weaknesses and opportunities facing the program. *(Please refer to Appendix B for the day's agenda, Appendix C for a list of attendees, Appendix D for list of 2012/2013 Benchmarks and Appendix E for a list of the responses shared by the attendees).* The remainder of the day was then dedicated to developing the framework for ODMD's Three Year Strategic plan. Using the input gathered from the morning session, the consultant facilitated discussion with the attendees to draft a list of goals, three-year objectives and priorities for the next 18 months. The meeting concluded with discussion regarding (1) the role/relationship of Downtowners with PBID (2) PBID's role in filling gaps left in redevelopment closing (3) transformation of Oxnard Boulevard and (4) discussion in preparation of PBID renewal process.

Appendix B: Agenda

**DRAFT AGENDA**

Oxnard Downtown Management District  
Board of Directors Strategic Planning Session  
Tuesday, April 30, 2013  
9:00 a.m. to 4:00 p.m.

**9:00 a.m. Setting the Tone for the Day**

- *Welcome by the Chair*
- *Introductions and Expectations*

**9:30 a.m. Year In Review**

- *Discussion of Situation Analysis/Benchmarks*

**10:15 a.m. Vision, Mission and Discussion of Values**

- *Review of Vision and Mission*
- *Discussion of Value or Guiding Principles that support Mission*

**10:45 a.m. Taking Inventory of the Organization and Our Programs**

- *Assets/Strengths*
- *Challenges/Weaknesses*
- *Opportunities to Leverage*

**11:30 a.m. Lunch**

**12:30 p.m. Drafting a Strategic Three -Five Year Plan for the Organization**

- *Update key goals and objectives*
- *Outlining next 12 – 18 month priorities*

**3:00 p.m. Points of Discussion**

- *Role/relationship of Downtowners with PBID*
- *PBID's role in filling gaps left in redevelopment closing*
- *Transformation of Oxnard Boulevard*
- *Discussion in preparation for PBID renewal process*

**4:00 p.m. Adjournment**

**Appendix C: List of Attendees**

Jason Steffenaeur  
Neno Spondello  
David Covarrubias  
Senior Officer Jeff McGreevy  
Michelle Kenney  
Kellie Meehan  
Gary Blum  
Sheila Jenkins  
Kim Recharte  
Tom Garcia  
Bob Baldwin  
Juan Gonzalez  
Ozzie Lopez  
Vince Behrens  
Pablo Ortiz  
Roberto Garcia  
Joshua Walker  
Mayor Tim Flynn  
Council Member Dorina Padilla  
Darlene Miller  
Paul Montgomery

**Appendix D: 2012-2013 Situation Analysis/Benchmarks**

**2012 – 2013 Clean and Safe Highlights**

- Changed contractual providers for Downtown cleaning services
  - Competitive process – went out to bid
  - SGI awarded contract then company merged with competitor and now Block by Block
  - Upgrade in services included Block by Block branding through uniforms; new investment in equipment; power washer
  - Core crew of three provides daily cleaning five days a week
  - Seasonally subsidized labor with Goodwill Industries
- Graffiti abatement
- 5 security guards; 10 Police positions; both have ability for bike as well as car patrol
- City is launching new pilot program to address homelessness issues
- Flyer/Public notice distribution; Downtown merchants call as needed

**2012-2013 Beautification/Aesthetics Highlights**

- Maintain Planter program (162 pots planted with drought tolerant plants)
- Seasonal banners
- Act as a liaison between City Downtown Review Committee and Downtown Standards

**2012 – 2013 Business Development Highlights**

- Hosted a series of business workshops
- Partnership with college on small business initiative

**2012-2013 Consumer Marketing Highlights**

- Social Media – 1635 Facebook fans
- Advertising in Oxnard Visitor Guide
- Ad in local publication that is distributed to all hotels
- Co-op advertising with restaurants
- Ventura Visitor Guide
- Seasonal event brochure distributed through water bills
- 

**2012-2013 Event Highlights**

**First Thursday Gourmet Food Trucks**

- Average 2,000 guests per event
- Facebook; Twitter; QR Codes; Ad in Dining Guide; Club Card; Food Truck Video all used to promote event
- One Food Truck opened restaurant in downtown.

**Farmers Market - Held every Thursday; 9-2 year round**

**Art Beat Second Saturday**

**Holly Trolley – 600+ riders**

**Tree Lighting & Christmas Parade (Downtowners)**

- 50,000 attend Tree Lighting; 8,000 attend Parade

**Salsa Festival (Downtowners)**

- 50,000+ attendees
- Support from restaurants
- 172 vendors
- New video screens
- Projected 90K in sponsorship
- Smaller events within Festival - Friday Night activities; Salsa Dash
- **All funds to used to underwrite Christmas decor/activities**

**Appendix E: Strengths, Weaknesses & Opportunities Exercise**

| <b>Appendix D: 2012-2013 Situation Analysis/Benchmarks</b>   | <b>Strengths – Organizational</b>   |
|--|---|
| <p><b>Strengths- Programmatic</b></p> <ul style="list-style-type: none"> <li>• We have the people here</li> <li>• Geographically strong (location)</li> <li>• Museums; Churches</li> <li>• Beautiful infrastructure</li> <li>• Arts</li> <li>• Adjoining Historic District</li> <li>• Exiting business base (320 businesses in district)</li> <li>• Signature Event (Salsa Festival)</li> <li>• High quality food</li> <li>• Near Transit</li> <li>• Civic cluster (City Hall; Post Office; Library)</li> <li>• FREE parking</li> <li>• Media is located downtown</li> <li>• Central Plaza; Heritage Square; Plaza Park</li> <li>• Owner-operated businesses who actively network</li> </ul>   | <ul style="list-style-type: none"> <li>• Guaranteed term funding (PBID)</li> <li>• We have the leadership</li> <li>• People who can put on events – Downtowners</li> <li>• Abel and staff</li> <li>• Support from the City</li> <li>• Two successful renewals of the PBID</li> <li>• First and oldest PBID in County</li> <li>• Partnerships with Elks; ServiceCor</li> </ul>                                   |
| <p><b>Weaknesses – Programmatic</b></p> <ul style="list-style-type: none"> <li>• Vacancies – City owned lots and buildings</li> <li>• No common vision embraced by all</li> <li>• Lack of identity of who we are; want to be</li> <li>• Lack of buy-in</li> <li>• Oxnard Blvd.</li> <li>• Railroad is a barrier</li> <li>• “Collection” opening (large retail based mall)</li> <li>• Missing Anchor business (chain/corporate)</li> <li>• Need more retail; Not enough storefronts</li> <li>• More businesses for Gen Y</li> <li>• Connecting with property owners and understanding what they want.</li> </ul>  | <p><b>Weaknesses – Organizational</b></p> <ul style="list-style-type: none"> <li>• No Economic Development committee</li> <li>• Downtowners have been in holding pattern waiting to see how they fit in with PBID</li> <li>• Little City buy-in</li> <li>• Communication could be improved</li> <li>• No enough people involved in shaping the vision or carrying forward the message and activities</li> </ul> |
| <b>Opportunities</b>   |   |
| <ul style="list-style-type: none"> <li>• Collective group to address business development</li> <li>• Better positioning of opportunity sites</li> <li>• Communicate earlier on with potential businesses</li> <li>• Broader-base of promotion/outreach to professional/service businesses (a targeted campaign to promote these services to residents)</li> <li>• Embrace who we are – Define who we are</li> <li>• Recruit businesses that will cater to new emerging markets – What does this generation want?</li> <li>• Common look</li> <li>• Capture more of the Hispanic prominently English speaking market that makes up about 40% of Oxnard’s demographics</li> <li>• Oxnard Blvd coming back to the City; could capture more of the traffic to downtown core.</li> <li>• Some type of development that generates growth of resident base</li> <li>• Events are the gateway to bringing folks to a downtown</li> <li>• Grow our Arts/Entertainment</li> <li>• Cultural Center of the City</li> <li>• Children’s Museum with Cultural Center; Discovery Center</li> <li>• Redevelopment properties going on auction block and/or possibility of some being “gifted” back to city</li> <li>• ODMD – potential for partnership with DOMA</li> </ul> |   |