Table of Contents

Introduction and Scope of Work ................................................................. 5
Executive Summary .................................................................................. 9
The Brand Promise .................................................................................. 21
Strengths, Weaknesses, Opportunities & Threats ..................................... 25

RECOMMENDATIONS BY YEAR OF IMPLEMENTATION

2010
Recommendation #1 The Brand Leadership Team ...................................... 30
Recommendation #2 Adoption of the Plan .................................................. 31
Recommendation #3 City Name .................................................................. 34
Recommendation #4 Create a promotional photo library ............................ 35
Recommendation #5 Downtown districts and names .................................... 37
Recommendation #6 Brand Style Guide ...................................................... 38
Recommendation #7 Brand graphics and adoption ...................................... 39
Recommendation #8 Removal of existing gateway signs ............................ 56
Recommendation #9 Contract for design of a wayfinding system ................. 57
Recommendation #10 Hold off on Big League Dreams development .......... 58
Recommendation #11 Contract for A Street improvements ......................... 59
Recommendation #12 Encourage rerouting of Highways 1 and 101 along Rice Ave ................................................................. 59
Recommendation #13 Address parking limits, fees, signage ...................... 60
Recommendation #14 Parking garage development ................................... 63
Recommendation #15 Planning of Plaza Park redevelopment ..................... 64
Recommendation #16 Chain link ordinance downtown ............................. 68
Recommendation #17 Citywide/downtown district signage issues ................ 71
Recommendation #18 Pole banners along Channel Islands Boulevard .......... 74
<table>
<thead>
<tr>
<th>Recommendation #</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>A Street Promenade business recruitment program</td>
<td>75</td>
</tr>
<tr>
<td>20</td>
<td>The International Market</td>
<td>76</td>
</tr>
<tr>
<td>21</td>
<td>North Plaza development project</td>
<td>83</td>
</tr>
<tr>
<td>22</td>
<td>Downtown Strategic Plan comments</td>
<td>87</td>
</tr>
<tr>
<td>23</td>
<td>Combine the two downtown organizations</td>
<td>88</td>
</tr>
<tr>
<td>24</td>
<td>Redevelopment of the Wagon Wheel properties</td>
<td>89</td>
</tr>
<tr>
<td>25</td>
<td>Creation of an international photo library</td>
<td>94</td>
</tr>
<tr>
<td>26</td>
<td>360º online photo library</td>
<td>94</td>
</tr>
<tr>
<td>27</td>
<td>Repurpose the Vogue Theater</td>
<td>95</td>
</tr>
<tr>
<td>28</td>
<td>Downtown initiatives</td>
<td>96</td>
</tr>
<tr>
<td>29</td>
<td>Implementation of the wayfinding system</td>
<td>97</td>
</tr>
<tr>
<td>30</td>
<td>Plaza Park redevelopment</td>
<td>97</td>
</tr>
<tr>
<td>31</td>
<td>Development of a trolley system</td>
<td>98</td>
</tr>
<tr>
<td>32</td>
<td>Relocation of existing farmers market</td>
<td>99</td>
</tr>
<tr>
<td>33</td>
<td>Redevelopment of local websites</td>
<td>100</td>
</tr>
<tr>
<td>34</td>
<td>Begin Art Alley project</td>
<td>105</td>
</tr>
<tr>
<td>35</td>
<td>“So THIS is Oxnard!” program</td>
<td>107</td>
</tr>
<tr>
<td>36</td>
<td>Billboard program along Highway 101</td>
<td>108</td>
</tr>
<tr>
<td>37</td>
<td>Niche market promotion</td>
<td>110</td>
</tr>
<tr>
<td>38</td>
<td>Marketing materials redevelopment</td>
<td>111</td>
</tr>
<tr>
<td>39</td>
<td>Public restrooms downtown, Channel Islands Harbor</td>
<td>113</td>
</tr>
<tr>
<td>40</td>
<td>Street tree program downtown</td>
<td>114</td>
</tr>
<tr>
<td>41</td>
<td>Art in Public Places program</td>
<td>119</td>
</tr>
<tr>
<td>42</td>
<td>Ormond Beach Gateway Park</td>
<td>120</td>
</tr>
</tbody>
</table>
Recommendation #43 Channel Islands Ice Center .................................................. 121
Recommendation #44 Develop a trolley system route ........................................ 121
Recommendation #45 Repaint the exterior of the Performing Arts Center ............ 121

2013
Recommendation #46 Develop 14 annual events .................................................. 122
Recommendation #47 Professional video program ............................................. 123

2014
Recommendation #48 Put marketing focus on downtown ................................... 124
Recommendation #49 Concentrate on the “day trip” market .............................. 124

Supplemental Information ................................................................. 127
  Possible funding resources .......................................................... 128
  Demographics ........................................................................... 130
  Name change research ............................................................... 140
  Restaurants ............................................................................. 147
  Walnut Creek Trolley ................................................................. 163
  Art Alley Reprint ...................................................................... 167
  Reprints from Star Tribune ....................................................... 168
  Case Histories .......................................................................... 177
  Downtown Idea Book ............................................................... 187
  Sample ordinances
    Blade signs ............................................................................ 220
    Outdoor dining and entertainment ......................................... 223
    Street vendor ........................................................................ 226
Introduction & Scope of Work
Introduction and Scope of Work

Oxnard, California, the largest city in Ventura County, is located on the fertile Oxnard Plain along the Pacific Coast between Santa Monica and Santa Barbara. For hundreds of years the area was inhabited by the Chumash Indians, and when the Spanish explorer Cabrillo reported to the Queen of Spain in 1542 about the area, he called it the “Land of everlasting summers.” Spanish settlers soon followed, and other European immigrants also made their home in the fertile region.

Farming was the major industry of the area, with lima beans and barley serving as the primary crops for many years. Henry T. Oxnard, a sugar cane and beet sugar businessman, found that the area could produce a very successful sugar beet industry, and he and his brothers built a factory in the middle of the fields to process the beets, and taught the farmers how to grow the crop.

A town grew quickly near the factory, the town site laid out European style around a town square, which is now Plaza Park. The factory began its operations in 1899, and the Southern Pacific Railroad constructed a spur right to the factory site to transport the processed beets.

The City of Oxnard was incorporated in 1903, attracting many Chinese, Japanese and Mexican workers, and grew quickly. The factory operated until 1958, when vegetables replaced sugar beets as the primary crops.

The deep channel extending out from Port Hueneme Harbor attracted commercial shipping and canneries, and during World War II, military bases were established at Port Hueneme and Point Mugu.

Oxnard is now home to nearly 200,000 residents, and is still a rich agricultural producer, famed for its lima beans and strawberries.

The city has been faced with some challenges similar to those faced by other cities over the years: The decline of its downtown core with many residents traveling to neighboring communities to spend their time and money; lack of easy connections between the downtown core and the beach; negative perceptions of the city; lack of nightlife, interesting shopping, and leisure activities in town; deteriorating buildings and continued sprawl.

In 2005, the city developed its Downtown Strategic Plan Project Report, with the goal: “To set the stage for resurrection of Oxnard’s sense of itself as both a city of historic import and a vibrant community that is intimately connected to its core. This core will be a modern downtown with the amenities and cultural attractions of a regional destination center.”

In addition, the Amended and Restated Redevelopment Plan for the Merged Downtown Renewal and Central City Revitalization Project Area, adopted in 2000, listed the following as some of its project goals:

- Long-term development of identified blighted areas
- Eliminate and prevent the spread of blight and deterioration
- Strengthen the economic base
- Promote private sector investment
- Provide, through economic growth, for increased tax revenues
- Create local job opportunities and preserve existing jobs

The Oxnard Convention and Visitor Bureau works to attract visitors and conferences/conventions to the city, with the ultimate goal of importing new cash into the community to help local business be more successful and to increase tax base. Recognizing the challenges facing the city, which affect the achievement of their objectives as well, the Oxnard CVB hired Destination Development, Inc. in 2006 to produce a Community Assessment.

The Community Assessment is the first step necessary in a branding process, and it included: (1) a distance marketing assessment where two secret shoppers planned a trip to the area and reviewed the city’s marketing effort, including websites, brochures, guides, and other marketing materials; and (2) a multi-day on-site assessment where DDI looked at Oxnard’s attractions and amenities, signage, wayfinding, overall appeal, downtown, visitor information, operating hours, beautification, business mix, and branding focus.

The findings from these assessments were presented to the Oxnard community in a public presentation, followed up by a Findings and Suggestions Report. Following the assessment, the Oxnard CVB saw that producing a Branding, Development and Marketing Action Plan would help them to achieve their goals of attracting more visitors and conventions/conferences to the city, importing new cash into the community, helping local businesses be more successful, and
increasing the tax base.

The primary goal of this effort is to develop a comprehensive vision or “brand” for the city of Oxnard that maximizes its current assets and amenities, while providing recommendations for the development of “product” necessary to support the brand vision. The recommended brand direction will enable the city to stand out from the other communities in the area, making it more attractive for local residents as well as visitors.

As the title of the plan implies, it includes the brand direction - what you want to be known for; product development - what you need to do or create so you “own” the brand; and marketing - how to tell the world.

In order to achieve these objectives, the Oxnard CVB hired Destination Development to perform the following scope of work to produce the Branding, Development and Marketing Action Plan:

**Meetings with Local Stakeholders**
DDI met with stakeholders who will play a role in the effort, learning more about local concerns, direction, opportunities, organizations, and businesses.

Establishment of an introductory “Brand Development Committee,” or steering committee, to be DDI’s partner in the plan development process.

**Community Branding Forum Charrette**
Three members of DDI’s staff spent several days in Oxnard in an open work-studio setting conducting community outreach for education, feedback, brainstorming, and researching and analyzing all of the information and input that was received. A public meeting was held to educate the public about the basics of branding, and to solicit the values, vision, and needs of the stakeholders and the community.

A public open house was also held in the charrette studio in the evening to provide opportunity for additional public input and discussion.

**Brand Identification**
Upon return to their office, the DDI team revies all the research, reviews, interview summaries, demographic and psychographic research, market data, community input, and on-site evaluations. Additional research was conducted as feasibility testing was undertaken. Through the results of this analysis and through brainstorming and discussion, Oxnard’s most feasible brand was identified.

DDI looked for existing resources that would create the most economical pathway to developing a “product” that could become THE brand for Oxnard. Which assets have the potential to deliver the greatest return on investment? Every branding effort requires product development, so we looked for brand ideas that would leverage current assets. Each promising brand concept – each suggestion received from members of the community – was measured against our brand feasibility test.

The brand concept was further refined, and a brand visioning statement was developed. Ongoing
communication through conference calls, online surveys and input, and an additional visit to Oxnard, ensured that the process of developing the brand vision, concepts, and recommendations were compatible with the goals and visions of the Brand Development Committee.

Product Development Recommendations
A city’s brand is a promise of what people will experience while there. The city must deliver on that promise with the product in place that brings the brand to life. The DDI team generated the product development initiatives that will reinforce and contribute to the growth of the brand.

Marketing Recommendations
DDI then developed recommendations for marketing Oxnard, getting the word out about what Oxnard has to offer. Graphic identity concepts, tag lines and key marketing messages, as well as Internet recommendations, public relations initiatives and advertising possibilities were addressed.

The resulting draft Branding, Development and Marketing Action Plan is designed to provide Oxnard with the vision and steps needed to successfully brand the city with its unique theme, to attract visitors and conferences/conventions, engage local residents, increase spending and enable local businesses to prosper, and increase local tax base, as well as to increase community pride and enjoyment of the city.
Executive Summary
Oxnard is as fine a community as any you'll find in Southern California. In fact, it has less crime than most communities, including its neighbors of Camarillo and Ventura and even Santa Barbara. It also has an incredible harbor, stunning waterfront homes on canals or along the beach, a beautiful seaside park, miles of wide-open sandy ocean beaches, historic neighborhoods, and an emerging downtown that is both intimate and inviting.

The city's location is one of its better assets. Located on the coast between Malibu and Santa Barbara (each about 40 minutes away), Oxnard is where the Pacific Coast Highway and Highway 101 merge. If you travel along the coast on either Highway 101 or the Pacific Coast Highway (Highway 1) both take you through Oxnard. In fact, approximately 125 million people a year do this. That is an amazing opportunity – if you can get them to stop and check out what Oxnard has to offer.

Many residents who work in the greater Los Angeles area see the myriad benefits of Oxnard and make the city their home.

The recreational opportunities in Oxnard are diverse and varied including walks along the beach, kayak and boat rentals out of the harbor, excursions to the Channel Islands, golf, bird watching at Ormond Beach, dozens of sports facilities, and historical and arts attractions including the Carnegie Museum downtown.

But perhaps best of all, Oxnard has a laid back, relaxed, intimate feel a world away from the Los Angeles hustle and bustle – yet the city is just an hour away from LAX. The drive between the two worlds is world class, as well.

Add to this mix some of the best weather in the western United States and you begin to understand why the Dallas Cowboys make this their summer training headquarters, and why so many people love living in Oxnard.

The biggest challenge is that few people really know the “real” Oxnard. It's the city with the odd and clumsy name, less than savory reputation, and first impressions to the tens of millions of visitors who pass through the city every year are not exactly stellar. Unfortunately, this is how “brands” are developed. From what we hear in the news, what we hear second hand, and what we see as we pass through.

Oxnard's Gang Injunction program made headlines around the country and, in fact, has been replicated in other communities, and played a large role in making Oxnard a safe community. But those headlines also told the world that Oxnard has a gang problem. And once people have a perception, it is very difficult to change. But it can be done. To change people's perceptions you need to change the story to new headlines. It starts with a new conversation about something really different or special that portrays a different picture of the community.

The good news is that, generally, people in Southern California, outside Ventura County, have no real perception – good or bad – of Oxnard unless they based an opinion on what they saw as they've driven
through on the PCH or 101. At least with these folks, the playing field is fairly level.

Four years ago I was asked to perform a Community Assessment of Oxnard. Like most visitors, I saw the “ugly” side of Oxnard along Highway 101, the gateways into the city were poor, gateways signs were situated in places that don’t create a good first impression, and for hours I never even knew Oxnard had a downtown. It took the better part of a day to even realize that Oxnard was located on the coast.

But I’ll never forget driving over the Channel Islands Harbor bridge and looking one direction into Mandalay Bay, and the other into the harbor. It was a “wow” moment that totally changed my entire perception of Oxnard. Then when I walked Oxnard Beach Park, saw Hollywood Beach, the beach bungalows along Channel Islands Beach, and the Thomas P. Oxnard Historic District – I was sold. My entire perception of Oxnard changed 180º.

Oxnard is perhaps the most “misbranded” city in California, if not the west coast. And that’s why Destination Development International (DDI) was retained – to change that perception, or brand, so the city can attract new business, help existing businesses succeed, attract new residents, and visitors.

THE RULES OF BRANDING

Nearly every community in North America was founded on either a natural resource (agriculture, mining, fishing, timber) or transportation (ports, waterways, rail, freeways creating heavy industry opportunities). But the industrial revolution is over. Yes, industry still exists, but the revolution is over. In order to compete in this competitive Internet age, you must differentiate yourself from everyone else.

If you want us to move our business, to live or even visit Oxnard, some simple questions are asked: Why Oxnard? What does Oxnard have that I can’t get or do closer to home if I live as far away as Los Angeles? Santa Barbara? Even Ventura?

To compete and stand out from other places, cities must be known for something specific – something that differentiates them from everyone else. That one thing that puts them on the map and entices us to visit, move there, or establish a business there.

Napa Valley is known for wine. Huntington Beach is known for its surfing. Hollywood for movies and stars. Anaheim for Disneyland. Solvang for its Danish theme. Beverly Hills is home of the rich and famous. California’s Central Valley is known as “the world’s bread basket.” Santa Barbara is “the American Riviera.” Carmel is known for its galleries. Monterey is best known for Pebble Beach and its aquarium. In every one of these cases, the thing they are most known for doesn’t mean it’s all they have to offer, but it’s the one thing that separates them from everyone else.

But beware of making agriculture the brand. Modesto is known as the tomato capital. Gilroy is the garlic capital. Gridley is the kiwi capital. Castroville is the artichoke capital. Selma is the raisin capital. Fresno, the fig capital. Borrego Springs is the grapefruit capital. Fallbrook is the avocado capital. Ventura County is the strawberry capital. But here’s the question: Have you ever gone anywhere because it was the capital of a fruit or a vegetable? Ventura County “owns” the strawberry capital. So, how’s that working for you? Is that bringing in new business? New residents? New visitors?

When visiting with the folks in Gilroy, they’ve hung their entire brand on their annual Garlic Festival. My question to them was, “so what’s your brand the other 362 days of the year?” Their response: “That’s why you’re here. We have to figure that out.”

RULE #1

To win, you must jettison the generic. You cannot be all things to all people and win. If I can read your marketing materials, take out the name Oxnard and insert any other community name and it still rings true, then it’s too generic and you just lost a sale. This is the age of specialization – being known for something specific.

This is why 97% of community-based advertising (for relocation, economic development and tourism) is ineffective. Just about everyone is saying the very same thing. “The City That Cares” is about as generic as you can possibly get. It’s right up there with “A great place to live, work and play.” If Thousand Oaks used that as their slogan would you jump right in the car and head there because of it? Would you pack up and move there? Bring a business there? Spend a few days there as a visitor, because they care?

Brands are specific.
RULE #2

A brand is a perception. What people think of you when your name is mentioned. It’s also a promise. That you will deliver on that perception. When we visit Santa Barbara, we have high expectations that being there is like the famous Riviera. The sidewalks in downtown Santa Barbara are tile, and the streetscapes are beautiful, helping them deliver on that promise. Whatever the brand will be for Oxnard, it will be based on a perception, and when we arrive, Oxnard must deliver on that “promise.”

Most perceptions of cities come from what people read or see on the news, what they hear through the grapevine, or what they see when they drive through the community.

Generally, people across the country think of Philadelphia as home to the meanest people on the planet. How can this be? Philadelphia is the “City of Brotherly Love.” While this is not an accurate brand, what most people who have never been to Philadelphia know is what they see on television: the Philadelphia Eagles. When Santa Claus walks onto the field at Christmas, thousands of fans belt him with cans, bottles and snowballs. When Donavan McNabb misses a pass, thousands of the 65,000 fans at the stadium start screaming obscenities and booing the team. Is this fair? Of course not, but it’s all they know so those who watch the game come to the conclusion that these people are downright mean.

In Oxnard the gang injunction program put Oxnard on the map as having a gang issue. Driving past the Wagon Wheel properties makes Oxnard look like a city headed in the wrong direction. Coming off of Oxnard Boulevard (the city’s namesake street) they see even more blight. Look at each of Oxnard’s gateways signs. What’s around them? What would be your first impression? It’s unfortunate, but much of Oxnard’s “brand” is a visual one. One hundred and twenty five million people drive through Oxnard every year. That’s a lot of first

It’s hard to believe the Action Family Counseling Center for Teens (top photo) is in the same city as Heritage Square (bottom). But the first impression of Oxnard is, for the most part, along the lines of the top photo. No wonder the city has an image problem. First impressions are lasting impressions - not fair, but nonetheless true.
impressions. You have to get quite a distance from the freeway, which few do, before you discover a totally
different Oxnard – a “hidden gem.”

RULE #3

Brands are about ownership. You need to “own” that one thing that sets you apart from everyone else. Because they were, arguably, the first, Napa Valley “owns” the World’s Wine Capital brand. There are literally thousands of wineries and hundreds of wine regions in California, but Napa Valley will always own the wine capital brand. However, they cannot rest on their laurels. One thing about ownership is that there are always people gunning for you.

Oxnard needs a brand that it can “own” in the markets the city is hoping to attract.

RULE #4

Logos and slogans are not brands. They are simply marketing messages used to support the brand. Included in this plan are recommended logos (brand identities), marketing tag lines (strap lines, slogans), and graphics. While they represent about 2% of the total brand, they are going to garner 98% of the attention.

Do you go to Disneyland because their slogan is “The happiest place on earth”? Of course not. You go there because of your perception of the theme park. What you know of it. What you’ve heard. But once you’re there, Disney’s “cast members” work very hard that you have a happy experience – delivering on that promise.

Would you buy a Chevy over a Ford because you like their logo better? Do you buy Coke over Pepsi because you like red better than blue? Do you buy Reebok’s over Nike shoes because you just can’t stand the Nike swoosh?

While the logo, tag line and visual brand images are important, brands are built on reputation, a perception, and product that backs it up. The rest is window dressing.

RULE #5

Brands are built on product, not marketing. I’ll never forget one of my very first conversations with Janet Sederquist, who manages your Convention & Visitors Bureau. It was something along these lines:

Roger: So, Janet, what do you hang your hat on to promote tourism in Oxnard? You’ve got the hotels, but why do people stay here, other than simply passing through or here on local business?

Janet: We’ve got miles of stunning beaches.

Roger: You’re in Southern California, along the coast. Who doesn’t have stunning beaches?

Janet: We have some great festivals.

Roger: Who doesn’t have stunning beaches?

Janet: We are the closest access point to the Channel Islands and we have an excellent harbor that also has kayaking and sport fishing businesses there.

Roger: If I go to Ventura I can get out to the Channel
Islands and they actually are home to the interpretive center. I get more tour for my money if it's a slightly longer boat trip from Ventura.

Janet: We have several wineries and more on the way.

Roger: Who doesn’t?

Janet: We have lots of sports facilities and host some tournaments.

Roger: Who doesn’t?

Janet: We have a great museum, a performing arts center, a very nice downtown.

Roger: Who doesn’t?

Janet: We have some great restaurants.

Roger: Who doesn’t.

Janet continued down the list, and at the end I noted that she hadn’t listed one thing I couldn’t get just six miles up the road in Ventura.

Janet: Welcome to my world.

This does not mean there’s no need for a Convention & Visitors Bureau – there’s plenty to do and plenty to promote, but what’s missing is that primary lure – that one thing that sets Oxnard apart and makes it a stand-alone destination worth a special trip.

Destination marketing organizations are now being charged with helping develop the product. All successful brands are built on product. Marketing is used to tell the world that you own your brand.

Marketing drives that stake in the ground.

RULE #6

You cannot do branding by public consent. Period. If you do, you will end up with a watered down, generic, “something for everyone” brand that means nothing at all. You cannot be all things to all people and win.

This is why top-down branding rarely works. In fact, we surveyed 400 well-branded communities and only three were top down efforts. Elected officials are elected to be all things to all people. Brands are about being known for something specific. That one thing that puts you on the map and differentiates you from everyone else. That means someone, somewhere is going to feel left out. We all want to be all things to all people – to make everyone happy, but that will not help a city become a successful destination for visitors, new business, new residents, or investment.

Oxnard’s business community: the Chamber, CVB, Economic Development, downtown, and other local organizations must champion the cause, and the city is there to assist where appropriate. They are a partner, but don’t put your elected officials in the position of having to pick that one thing. That’s not their job as an elected official.

RULE #7

To get past the politics, build your brand on feasibility, not just local sentiment. This is about cash. The entire goal of this effort is to:

• Create increased community pride
• Keep local spending, local
• Attract new business
• Assist local businesses in being more successful
• Attract new residents
• Attract visitors

This is about tax base. Currently few local residents spend much time and money in Oxnard. When asked where they hang out, just about everyone said Ventura. Wouldn’t it be great if the 400,000 people that live within a ten mile radius of downtown Oxnard made this their place to hang out?

In developing Oxnard’s brand direction, we asked locals what they think the brand should be. We got quite a list:

• Sports
• The beaches
• Festivals
• Local history
• Strawberries and agriculture
• The international flair of the city and its residents
• Cultural arts (performing arts)
• Hispanic culture
• Food (lots of variety, international options)
• Wine

Then we took each of these ideas and ran them through the ten point “Feasibility Test”:

1. Is this something the markets we are hoping to attract can’t get or do closer to home? The major markets we are hoping to attract live within 60 miles of Oxnard. That, by the way, is a population of 7.6
million people.

This first item eliminated about two thirds of the list.

2. Can the community buy into it over time? We're not asking for permission, but we want to make sure it is something the community can get used to, or would endorse. Becoming the nation's second Sin City, probably wouldn't fly. We do need buy-in, over time.

3. Can the private sector invest in the brand? Remember, this is about tax base. And this is the biggest challenge of using history as a brand. It's difficult to use as a base to attract outside development projects or even small business opportunities.

4. How much will it cost and when will we see a return on our investment? This is feasibility. This question is not just for public-sector investment, but also for private sector investment. After all, we are looking for new tax base, which means private dollars.

5. How wide an audience will it attract? We want a niche, but hopefully one that's not so small there are few people in it. Being the sky diving capital of Southern California is a great niche, but it caters to a pretty small cadre of enthusiasts. We want one that's perhaps a little larger than this example.

6. Does it have legs? If Oxnard wanted to be the sports capital of Southern California, can we start by becoming the softball capital, then add soccer to the mix, and gradually grow "brand extensions" until the city gradually "owns" the sports capital brand.

7. Can we make it obvious and pervasive throughout the community? When we drive into Oxnard it's obvious what you're about. Whether it's a theme, architecture, signage, beautification – it needs to be obvious. That helps cement ownership of the brand.

8. Will it extend our seasons? If you wanted to be known for a festival the question will be the same as it was for Gilroy. So what about the other 362 days of the year? If you want to be the softball capital, what about the other nine months of the year?

9. Do we have those who will tireless champion the cause? No successful brands were ever created without pioneers and champions who took the hits to make something happen. You MUST have those who will champion the cause.

10. Is it experiential? No brand can be built on a "been there, done that" static display or activity. Baker, California is home to the world's largest thermometer. Would you make a special trip there to see it? Once you do it, how often would you go back to see it? We live in an experience economy where activities are far more important than static displays or even architecture.

There are only three killers of any community branding project:

1. **Local politics.** This is typically far worse with membership organizations than with elected officials. This is, by far, the number one killer of any branding effort. Consider this famous saying: "A by-product of brands 'for the people' is the committee that compromises and kills a potential brand home run.

This is why you never see statues of committees in public parks; you see brave leaders.

2. **Lack of champions.** No successful branding effort was ever developed without champions who were willing to stay the course, take some hits along the way, and then work tirelessly to sell the brand creating buy-in for the effort.

3. **Lack of money.** Yes, it does take investment to develop a successful brand. This does NOT mean public dollars. Most of the most well-branded communities were developed with private investment. Think Disneyland; Napa Valley wineries; Pebble Beach; Hollywood; Silicon Valley – to name a few.

**RULE #8**

You never "roll out" a brand. A brand is a perception and that is something that is earned – good or bad. To change a perception, you must deliver on the promise it represents, so you must have the product in place. You cannot brand a community with a "coming soon" promise.

**MARKETS**

From our research and the community input we received through survey results, interviews, open-house forums, and other communication, we learned that many Oxnard residents have a negative perception of their city, particularly of downtown. They typically choose to shop in other locations, and to spend their free time in other places as well. When
residents don't spend their time or money in their city, businesses cannot survive. If residents won't spend time in their city, visitors won't either.

The first market this plan is designed to attract is local residents. This diverse population base of nearly 200,000 people needs to be drawn back into their own town core, where local spending would help businesses thrive, create a vital and active city, and increase the tax base. Again, if locals don't spend time in their town, visitors won't either.

Outside of the city of Oxnard itself, the remainder of Ventura County is the second target market. The county has an estimated population of approximately 800,000 people – an additional 600,000 outside of Oxnard. With Oxnard’s close proximity, these people should be targeted for day trips. The number one reason for travel is to visit friends and family, so there’s huge potential if this market could be enticed to bring visiting friends and family to Oxnard to spend the day.

The third day trip market to target is the population within 75 miles of Oxnard. This population base includes 12 million residents; in fact, within 50 miles, the population is still over 4 million – more than half the U.S. states.

The fourth-tier market, and one to target for overnight visitors, is Southern California. This plan is designed to eventually make Oxnard a destination of choice for overnight visitors as well as day-trips – for girlfriend’s weekends, couples getaways, family weekend vacations, as well as a must-stay stop on a longer vacation trip to the coast.

Conference travel will also be an important market. Meeting planners select locations based on activities to do after conference hours, as well as ambiance of the area, and then facilities. This plan is designed to build the ambiance and activities that will attract conference business.

**THE BOTTOM LINE**

Oxnard has a lot going for it, but if there isn’t something specific already that sets them apart from other communities, something specific to hang your hat on, then create it. Find something where there’s a foundation you can build on, recruit supporting businesses, then bring in partnering organizations, then promote it like crazy, driving that ownership stake in the ground.

The initial effort in Oxnard, over the first three years of the brand implementation, will entail a “rebranding” or “repositioning effort.”

The program, outlined in this plan, starts with a repositioning program we’ve titled “So THIS is Oxnard!” It would be photo-heavy showing stunning beaches, showcasing an exceptional Channel Islands Harbor, showing neighborhoods and residential subdivisions, focusing on downtown concerts and activities. To change the perception, we have to show visuals beyond what people see when they drive through. We have to create a “picture” in the minds of consumers. When you hear “Napa County” it sounds like a government or geographic location. Whe you hear “Napa Valley” does a physical picture come to mind of a beautiful valley covered in vineyards and classic tasting rooms?

Priority number one is changing that perception to a new picture of Oxnard. Showcasing a cool, fun, activity-driven community that is both beautiful, relaxed and exciting.

The first rule of branding is to get up to level ground, then build on that. This repositioning effort can start today, while we’re building the long-range brand development effort and the product to support it.

**THE OXNARD VISION**

With any branding effort, the big question starts with “What do you want Oxnard to be known for ten or twenty years down the road?” When someone mentions Oxnard, what’s the first thing that comes to mind? When you have an end-goal in site, everything you do is geared to getting the city to that point. And it becomes fun because you have your stakeholders and their organizations on the same page, pulling in the same direction.

The Third Street Promenade in Santa Monica totally changed the image of the city from a carnival atmosphere on the famous pier, to a lively city full of first class shopping, dining and entertainment. Once again, the product delivered on the promise.

Now, let’s take a trip up the coast, from Santa Monica to the City Oxnard Shores. The conversation might be along the lines of “It used to be Oxnard, but you’ve got to check out what this place has going on! It is really cool!”
As our visitors approach Oxnard (from the Pacific Coast Highway or 101) they are greeted with a good first impression. The corridors are nice, properties are clean and well organized – even in the agricultural areas, but the gateways are exceptional. It looks like a world-class city.

They head directly to the hotel, get an early check in, and then take the trolley to downtown Oxnard Shores.

The trolley follows a decorative, colorful wayfinding system directing them to Oxnard Shore's “Market District” and the “A Street Promenade.” The closer they get to the central downtown core, the greater their sense of anticipation. As they approach they pass through the gateway into the Market District and instantly you hear a collective “Wow!” from the passengers. There they are looking at the incredible International Market – a stunning mixed-use 100,000 square foot public market. Next to it is International Plaza, a stunning plaza anchored with a beautiful amphitheater, gathering areas with large pots, planters and benches, and dozens of tables with Catalina umbrellas. Wrapped around the street side of the amphitheater is a row of flags from more than 50 countries celebrating the diverse cultures found here.

Anchor businesses on the “Prom” include a Central Coast Wine Co-op, where more than 100 wineries are represented in a grand tasting room. There is a culinary school with its own restaurant, and viewing areas, and even the public art pieces along the Prom are all water features, many whimsical, many with an international theme. What a great place to spend time – and money.

So this is Oxnard. Our guests hop back on a trolley to the hotel to freshen up, then come back downtown for the International Plaza Concert series, happening that evening. Then they take in a movie or may take the trolley over through the Henry T. Oxnard historic district and to Heritage Square where they can have dinner at one of the great restaurants there.

The very next morning, they catch the trolley, which takes them out to the Channel Islands Harbor. Crossing the Channel Islands Boulevard bridge looking out over the harbor and Mandalay Bay’s waterfront community generates another “wow” moment for our guests. They are there early and decide to walk the harbor’s Channel Islands Boardwalk, which meanders throughout the harbor and its stunning parks. When the time comes they hop on board the tour boat out to the islands.

As they head through the mouth of the harbor they notice kayakers, and then look back at the beautiful seaside bungalows along Channel Islands Beach, then notice the Park and Oxnard’s beaches.

What an outstanding place to work, live and to visit. Perhaps next time our guests will head to a local spa,
spend time walking the beach, or will embark on a Wine, Chocolate and Cheese Winery Tour. After this great experience, perhaps our guests will want to open a business in Oxnard – or even move to one of the most surprising communities on the west coast.

As our guests get ready to head back home, they take a little side trip out to the beach, where the temperatures are absolutely perfect. As they walk out to the surf one reaches her hands to the sky, spins into a circle, and exclaims “Yes! THIS is the life.”

The tag line for Oxnard, after all, is “Reach higher!” followed by the sub-tag or strap line, “Elevate your senses.”

THE PLAN

The ten to twenty year vision is to make Oxnard the home of the famous International Market and International Restaurant Row along the A Street Promenade. That would be tied to international festivals, a host of entertainment options, and a very close partnership with the Channel Islands Harbor and all that is has to offer.

Because you can’t roll out the brand until you can deliver on the international theme, the A Street Promenade and the International Market, which could take anywhere from five to 15 years to see fully developed, what happens meanwhile?

This plan breaks the branding effort into three primary components:

1. The repositioning effort. This will be accomplished with a “So THIS is Oxnard!” campaign, designed to showcase the “real” or “behind the scenes” Oxnard. This will be done with billboards, viral videos, social media and other photography and film-based media. This is the “change the story” effort to create a new physical image of this beautiful city.

2. Then next phase, which will run in conjunction with the first, is the “Reach Higher!” campaign with a focus on both improving local attitudes about the community (within the county and general area), and providing graphics showing a sense of excitement, fun and energy.

3. This will gradually morph into an “Elevate Your Senses” campaign (partnered with “Reach Higher!” but with a focus on the international market, wine and culinary theme, gradually transitioning into an international theme.

The “So THIS is Oxnard!” and “Reach Higher!” can both be implemented immediately. 2010 is the “getting ready” year, with the new brand-building marketing effort beginning in 2011.

In 2011, 2012 and 2013 the “Reach Higher!” campaign will be in full swing, and as the product develops, it will be added to the mix using the words “Elevate Your Senses” to promote the unusual, the unique – particularly tied to music, food and international cultures, including festivals and events.

As the product evolves, so will the campaign, gradually adding the international theme as it develops.

REACH HIGHER!

In coming up with a tag line, it’s important that it be used by various partnering organizations to create continuity in the marketing efforts. You will be far more effective as one loud voice than as a number of small individual voices each with a different message.

Here’s how it might play with various local organizations:

Tourism: Reach Higher! can be used in graphics and text to promote beach volleyball, sports in general, kite flying, people with hands outstretched at a downtown concert. A fisherman casting a line off the back of a boat outside the harbor.

Economic development: “Reach Higher!” With an elevated sense of what it takes to build a world-class company, Oxnard has what it takes to put you on the map. We reach higher and farther to make sure your success help you achieve your ultimate dreams.

Education (school district, college, high school): “Reach Higher!” With incredible opportunities in the culinary arts, sports, and other specialty areas, you can reach another plateau in achieving your dreams. Reach Higher in Oxnard.

City of Oxnard: “Reach Higher!” can be used internally to elevate the level of customer service provided, and to set and achieve lofty goals for the city, its employees, and residents. Reach Higher!

Channel Islands Harbor: In this case, we might use “Reach Farther!” using graphics of a person with arms
outstretched paddling a kayak, or casting a line off the back of a boat, or people standing on a tour boat pointing towards a whale or the Channel Islands.

**Chamber of Commerce**: “Reach Higher!” can be used with personal or business improvement programs. Customer service. But the chamber could also use “Reach Farther!” as a promotional campaign. After all, a chamber membership helps local business reach into new opportunities, and reach for untapped customers, benefits of chamber membership.

**Downtown**: “Reach Higher!” would be used with graphic images of a crowd of people at a concert in the park with outstretched hands above their heads clapping to the music. Or shoppers giving each other high fives. When promoting the city’s best restaurants, this can easily be tied to “Elevate your senses. Food. Music. Art. Fashion.”

“Reach higher!” is a call to action, it promotes activity, shows energy, and instills in local residents and organizations to reach the next level, to aim higher, to achieve more.

For potential visitors it tells them they can do better by visiting Oxnard. Tell them to Reach Higher! Elevate Your Senses in Oxnard at the Beach.

The only challenge, but could be used in a fun way, is using the words “Reach higher!” with the police department. While this could be used in a negative way, it could be used to showcase how serious Oxnard is in keeping its crime rate far below its neighboring communities.

**IT TAKES A VILLAGE**

As with any branding effort, it takes a village to succeed. There must be continuity in all marketing efforts, similar messages, and a common look to every organization promoting Oxnard and its future.

As you read through this plan you’ll see that each recommendation has been “assigned” to a particular organization for implementation. Organizations that play key roles in the implementation of this program include:

- The City of Oxnard
- Channel Islands Harbor/Ventura County
- The Oxnard Convention & Visitors Bureau
- Oxnard Chamber of Commerce
- Oxnard Economic Development Corp.
- Oxnard Downtown Management District
- Downtown Oxnard Merchants Association

**READING THE PLAN**

This plan is an Action Plan as opposed to a Strategic Plan with general strategies, goals and objectives. In essence, it’s a to-do list. The plan includes nearly fifty recommendations, some with very brief instructions, and some that require more background or detail. But don’t let the number scare you. Many of them are low-cost things you can do today to make a difference tomorrow, and would take just a day or two to implement.

The recommendations are listed by year, starting with 2010. In fact, the first 20 recommendations can be implemented this year. They are not in any particular order within the year. In other words, recommendation number one, can be done with recommendation number 20.

In the Supporting Documentation section of the plan we have listed the recommendations by organization, and by year. This way the CVB can look at their list without thumbing through the other organizations’ items.

We are proponents of cutting through the statistics and research and so this plan cuts to the chase and is a bottom-line, make it happen document. The research that has gone into developing this plan is extensive, and we have files of research. We don’t feel it’s necessary to rehash that effort, and so you are about to read a true Action Plan – what to do, who should do it, when, and how much it will cost to do.

We’ve used case histories where appropriate, have added photos and examples, and have worked hard to keep the text and dialogue to a minimum – once past this Executive Summary!

We have been honored to develop this plan with the assistance of the Oxnard Convention & Visitors Bureau, Channel Islands Harbor, the Oxnard Chamber of Commerce, EDCO, and the City of Oxnard.

Many of the recommendations detailed herein were ideas from local businesses, organizations and individuals in Oxnard, and we appreciate their efforts and ideas in contributing to make Oxnard a terrific destination for its residents and visitors.
There were also other ideas presented to the DDI team, which are not included in this plan. This does not mean they have no merit or place, but our task primarily revolves around the “Brand Oxnard” focus, and so we had to stick closely to promoting the primary activities, product development initiatives, and marketing efforts that would achieve the ultimate goal of repositioning the City of Oxnard as one of Southern California’s signature communities and attracting additional spending.

Finally, it’s important to remember that branding is not as simple as new graphics, a flashy logo and tag line. It’s not a shallow process, sometimes is an unpopular one, and is not an overnight program. It can take years, or decades, to “dig the hole” many communities find themselves in, and it can take that long to dig out of that hole. In the case of Oxnard, it’s already been there, is easily on the rebound, and so the city is in the enviable position of simply telling a “new” story while developing new product that will elevate it above the competition, providing an “anchor” and a draw. This is the perfect time to do this. In a down economy, while others are hunkered down, is the time to come out with guns a blazing, making something happen, and reaching to new higher ground.

Happy reading.
Brand Promise
The Brand Promise Concept

Branding is a perception people have of you, your business or your product. It’s also a promise that you are what people perceive of you. In that regard, you must deliver on the promise. When people mention Oxnard, what’s the first thing that comes to mind? What are their perceptions? What is the feeling they have when they hear the name of the city – both in Ventura County and throughout California?

The branding portion of the Oxnard Branding, Development & Marketing Action Plan is built around creating a unique and truthful view of Oxnard; unique so that it stands out among Southern California destinations, and truthful in delivering on the brand promise.

The recommendations in this plan have been carefully developed to reinforce the primary brand message and outline the tasks needed to deliver on that message. It’s important to note that a brand must be earned. You never “roll out” a brand. You must deliver on the promise. This “brand promise” is the identity we hope Oxnard will earn over the next five to seven years as this plan is implemented.
Oxnard’s Brand Promise

THE BRAND PROMISE

Oxnard, in spite of the funny 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 and international flair. Nestled in the heart of 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 site. Elevate your senses. Reach higher. Reach for Oxnard.

The short version:

Oxnard, the city with the funny name, is the place to elevate your senses. Incredible weather, wide open sandy beaches, clean fresh country air, a stunning harbor, and an intimate downtown chock full of the best in international shops and eateries, all anchored by the famous Oxnard International Market and International Plaza. Reach higher. Elevate your senses. Now, THIS is living!
Strengths, Weaknesses, Opportunities & Threats
Strengths, Weaknesses, Opportunities & Threats

Strengths

• City Council is supportive of and poised for change.
• There is a pro-active sense and desire to “make something happen” within the city and local supporting organizations.
• Population base contains many 3rd, 4th & 5th generation residents who are fiercely proud of Oxnard.
• Outstanding climate year-round – perhaps among the best climates on the entire West Coast.
• Channel Islands Harbor is both a major attraction and excellent amenity for both visitors and local residents.
• Heritage Square is a terrific asset, even more so if the critical mass can be improved to have like-businesses.
• Miles of unspoiled, pristine beaches.
• Wealth of fresh produce availability.
• Real estate is affordable, particularly for the region of California.
• Festivals – Strawberry & Salsa, Christmas events are top notch.
• Downtown has some good bones to work with. It is intimate and friendly.
• Historic District homes are beautifully maintained and attractive, and provide a great walkable base for downtown eateries and events.
• Community support for fund-raisers, events is excellent.
• Diverse population – ethnic, age.
• There are extensive recreational facilities for residents with more being built to ease strain of maxed out usage on current ones.
• There is a tremendous desire to make downtown the true “hub” of the community as a central gathering spot.
• Private development interests are willing to invest substantially in downtown Oxnard.
• New homes and sub-divisions are upscale, attracting a high-income earner residential base.
• The city’s location at the merging of the Pacific Coast Highway and 101, with 125 million travelers a year coming through Oxnard.
• Parking is ample and convenient in downtown.
• Downtown has a nice intimate feel to it.
• Oxnard’s airport offers commuter flights to LAX, and is a fixed-base operation.
• Strong leadership at the city level, with officials willing to take a few hits to “make something happen.”
• Oxnard’s CVB can play a lead role in Oxnard’s rebranding effort and has already stepped up to the
Strengths, Weaknesses, Opportunities & Threats

plate to make something happen.

Weaknesses

• The city’s name has always been a challenge and the butt of many jokes by Jay Leno, situation comedy’s, etc. This is not by reputation, but the sound of the name. Does “Oxnard” sound like an attractive oceanfront community?

• Lack of a wayfinding system so necessary with the city center, Channel Islands Harbor and beaches so far apart.

• No easy connection between downtown and the beach areas exists.

• There are many areas with blighted properties along primary corridors: rail line, arterial roads, the PCH, and Hwy 101 giving people a negative impression of Oxnard.

• Lack of nightlife and things to do downtown.

• Many roads need resurfacing and filling of pot holes.

• Lack of interesting or quality shopping leads many residents to do their shopping outside of Oxnard.

• Some of downtown’s best restaurants have closed recently.

• Downtown workers are not using the parking garage.

• Downtown parking regulations are a deterrent to visiting downtown. Parking fines are exorbitant.

• Complaints about the City’s permitting department sends new tax base packing for other more “business friendly” cities. Complaints are rampant. No one seems to know how to “fix it.”

• Other neighboring cities have moved forward while Oxnard has lagged behind in terms of new development projects, downtown revitalization.

• The agreements and history between the Channel Islands Harbor and the City of Oxnard is convoluted and makes for a “walking on eggshells” working relationship.

• Gateway locations are poor and need general improvement.

Opportunities

• Both the PBID and the Downtowners are assets for downtown, combining them could strengthen their impact. Since their boards overlap, this makes sense.

• Redeveloping Fisherman’s Wharf with a strong critical mass that keeps services off the first floor will create a destination draw to the Harbor.

• The Channel Islands Harbor Public Areas Plan is excellent and if implemented, could elevate the harbor in terms of tourism draw, business and residential development potential.

• Ormond Beach gateway park project.

• Revised direction for wayfinding and gateway system will help establish a strong identity and facilitate traffic flow.
• Funds are available to begin a comprehensive public arts program.

• Performing Arts Center is underutilized.

• Private investment in downtown could make it an outstanding city core that would attract residents and visitors from more than a 60-mile radius.

• The creation of a 70,000 square foot international public market, would be downtown’s much needed “anchor tenant” and would be a primary draw.

• Redevelopment of Plaza Park would make it Oxnard’s central gathering spot.

• Development of the Harbor Boardwalk would be a terrific asset to local residents and visitors.

• There is a push and a general desire to step up and finally change the name of the city.

• Wineries are coming into the area. Oxnard is now home to four. Oxnard is the gateway community to the 100+ wineries in Santa Barbara County, and the 250 wineries in the Central Coast region.

• If the owners of the Embassy Suites Mandalay Bay Resort would invest in the property (rooms are very lackluster and in desperate need of updating) it could be one of the regions signature resort properties.

• Creation of a rubber-wheel trolley system in Oxnard could easily “connect the dots” between the transit center, airport, hotels, downtown Oxnard, Heritage Square, Channel Islands Harbor, the Camarillo Premium Outlets and Ventura downtown.

**Threats**

• Continuing perception by some residents that downtown is not safe due to gangs.

• Racial animosity including perceptions by various groups that they are not welcome in their own community.

• Multiple projects have been started but not completed due to the economic downturn. If the developers walk away this would increase the blighted look.

• Resistance to change.

• General negative perception among many residents.

• Continued sprawl.

• Letting politics get in the way of success. The natural ability to want to be all things to all people can lead to a watered down, generic branding effort that will ultimately lead to little, if any, real change.
Recommendations
There are only three killers of any community branding project:

- Local politics
- Lack of champions
- Lack of funding (private as much or more than public)

The Brand Leadership Team, or BLT, must champion the cause for change. This group is responsible for the implementation of this plan and this rebranding effort rests on their shoulders.

The BLT should include no more than 13 individuals. The bigger the group, the less likely you’ll be in actually getting things done. Of the 13 members of this team, seven need to have a vested interest in the brand. These are people in the business community, who will champion the cause because their paycheck, in many ways, depends on it. The other six members are the supporting organizations.

Here’s who should be represented on the BLT:

- The Mayor or city council representative
- The City Manager or senior staff member
- CEO of the CVB
- Economic Development Director
- Downtown PBID management
- Channel Islands Harbor
- Chamber of Commerce
- Downtown development interests
- A Street property owner (between 3rd and 6th) – one or two
- Channel Islands business owner
- An International restaurant owner – downtown
- A citizen at large
- Heritage Square management

Before we assign names to these candidates, here are the responsibilities of the BLT members:

1. They must be doers, not just directors. This means they should be willing to commit two hours a week to making things happen – actually getting their hands dirty.

2. They must be enthusiastic about the brand direction. They are the voice and champions for the brand.

3. They should be good public speakers. Each BLT member will do at least two public speaking engagements a year. Their job is to “sell” the brand to the community, generating buy-in and enthusiasm for the direction. They would speak at local auxiliaries (Kiwanis, Rotary, Elks, Moose, etc.), to school district boards, the city council for updates, Chamber, Economic Development and Tourism boards and meetings, to the county, etc. They will each use a 20-minute (or so) PowerPoint presentation to show the graphics, product development efforts and marketing strategies being implemented.

4. They need to be generally well thought-of or respected in the community and cannot be politically divisive.

5. They are also the “brand police” or “brand cops.” This means they protect the brand and its graphics from unauthorized use, and approve marketing materials where the brand tag line and graphics are being used. They provide approvals based on each use.

6. They are also the steering committee for future brand-related consulting services, working with the city and other organizations.

7. They are charged with implementing this plan and keeping it on track. Yes, they will push assignments given to various organizations to make sure things are, in fact, happening.

8. Their primary function is to get as many people and organizations on the same page and pulling in the same direction. If you can do this, the entire process becomes fun. Then peer pressure keeps it moving forward.

Establishing the BLT

While the recommendation calls for no more than 13 members, this is not a hard fast rule. Just remember that the larger the committee, the harder it is to cut-
to-the-chase to make things happen. But even if the committee has 13 members, this does not mean other champions can’t be involved, attend meetings, provide input and ideas, etc. In fact, we want lots of enthusiasm and participation.

But when it comes to voting on specific projects, or selecting vendors for upcoming projects, or approving brand-specific graphic design and marketing materials, this should be relegated to the official members of the BLT.

There are several ways the BLT can be developed:

1. They can be a city advisory committee – appointed by the Mayor to implement the plan.

2. They can be a committee of a lead organization, whether the CVB, Chamber, Economic Development, etc. Typically we tend to avoid this route so that turf wars don’t erupt and kill the effort.

3. It can be a stand-alone no-ties committee made up of participating organizations and business representatives that simply report occasionally to all organizations as needed, including the city.

We have developed an initial list of candidates (below) that could take the lead, initially. Because the city plays a major role, initially, in the downtown development, wayfinding, name changes, and other initial projects, we recommend that the list be reviewed, approved, and selected by the Mayor to begin implementation of the plan.

The first order of business is to set up some ground rules. Because this is not an officially recognized organization, it has no budgets or any legislative power, but is a group dedicated to working with the organizations who can make things happen. You might consider this a “booster club” but with some heavy hitters and the ear of key organizations.

Ground rules might include:

• Number and frequency of meetings. Some meet every other week for the first six months as assignments are fleshed out and implemented, then reducing it down to one meeting a month – and additional meetings as needed for consultant selection or other special to-do items.

• Assignments:
  - Having one person take minutes and act as the BLT’s Secretary.
  - One would organize and remind members of meeting times and dates.
  - Another would be charged with setting up the speaking engagement calendar. Coming up with a list of organizations, the contacting them with times during the year they’d like to see what’s happening. This person would hand out assignments to fellow members: which event they would individually speak at.
  - A BLT member would be charged with the PowerPoint and graphics so that everyone is speaking out of the same hymnal. Having a unified message is very important.

- One would work with the city or other funding organizations to set up times to review proposals, Requests for Qualifications, and to set up meetings for interviews or the selection process.

- The “BLT Chief of Police” would be the lead “Brand Cop” gathering marketing pieces created by partnering organizations and materials generated using the Brand Style Guide, and then presenting them to the BLT for approval.

• If a member misses more than two meetings in a six month period, they are tossed off the team. This effort requires, particularly in the first year, a commitment to be a doer – including attending the meetings and playing an active role in the effort.

• Generally, BLT members would serve for two years, and then among themselves, would invite new members to come in as needed. So the entire BLT is not changed over at the two-year mark, there will be some natural attrition. What you don’t want is the BLT to think at the two year mark they are done. This could result in the disbandment of the BLT. So the two-year rule is simply a general rule. Some champions would stay for the long haul and as long as the enthusiasm doesn’t wane, bring them on!

With a strong implementation program, once the brand starts moving, it will take on a life of its own and will gain its own head of steam. Generally, the idea is to have the BLT work itself out of a job after five years. Once again, this is not a steadfast rule, but at some point perhaps an organization will take on the role of brand cop, and another take on product
development, and another will take on a specific assignment.

The average life of a BLT ranges between five years and 20 years. As the brand takes hold, meetings are less frequent, and in some cases, the BLT becomes a registered non-profit agency with some funding mechanisms to take on specific projects tied to the brand development effort.

It’s important to point out that branding is never done. You cannot rest on your laurels. If you are the best, people will be gunning for you. Just head up to Napa Valley. How many wine regions in California alone, are looking to topple Napa as the wine capital? Even Disney spent a fortune developing California Adventure. Winners can never rest on their laurels, so this is not something you start and then walk away from. There will always be a need for brand cops, messaging, and promotion.

Initially, we recommend that the following individuals be appointed to the inaugural Brand Leadership Team:

1. Mayor Tom Holden
2. City Manager Ed Sotelo
3. Economic Development Director Steve Kinney
4. Downtown manager
5. Convention & Visitors Bureau, CEO, Janet Sederquist
6. Development interest:
7. Heritage Square manager
8. Channel Islands Harbor director
9. Chamber of Commerce Director
10. TBD
11. TBD
12. TBD
13. TBD

The very first priority of the BLT, once set, is to implement Recommendation #2.
Recommendation #2
Adoption of the plan among partnering organizations

The most important role to be played by the Brand Leadership Team will be to bring other organizations within the community to the table to adopt the brand. The BLT will need to work closely with the city, the community and organizations so that support grows throughout the community and the brand can succeed. It takes an entire “village” to create a successful brand and that means everyone working together. The more people and organizations you can get on the same page, pulling in the same direction, the more successful the plan will be.

The BLT should develop relationships with the following:

- Oxnard Chamber of Commerce
- Economic Development Corp. of Oxnard
- Channel Islands Harbor
- Local museums
- Oxnard Airport Authority
- Ventura County Board of Supervisors
- Oxnard Downtown Management District
- Rotary, Kiwanis and other auxiliary organizations
- Downtown Oxnard Merchants Association
- Higher education institutions, school board, hospital boards
- Various departments within the municipal government and other organizations identified as important to the branding effort.

One of the most important roles to be played by the Brand Leadership Team will be to bring other organizations within the city to the table to adopt the brand.

We recommend that the BLT develop a PowerPoint presentation for use when speaking to organizations about the branding plan. The presentation would explain the purpose and strategies for plan development, with special emphasis on how it will benefit the community. The presentations should be primarily graphics, short and fast-moving to retain interest while quickly telling the story. We suggest using information and graphics from this Action Plan, combined with specific information targeted to each organization. Presenting to organizations such as the Chamber, Rotary, downtown business groups, will draw out interested people who could become additional advocates or “champions” of the brand.

Start by presenting the plan to the city of Oxnard. All successful brands begin as grassroots efforts, so when presenting the plan to the city, you are asking for the city to adopt the plan, not necessarily implement it. That’s the job of the Brand Leadership Team. The city is there to assist where it’s appropriate for them, which would include development of gateways and wayfinding system, implementation of a new city identity, and other recommendations that require city action.

Implementation:
Brand Leadership Team
Recommendation #3
Change the name of the city

As part of the community input we received, the possibility of a name change for the city was brought up by many residents. The name “Oxnard” doesn’t have an attractive sound, and it doesn’t convey the concept of the lovely city on the shores of the Pacific in Southern California.

A name is an important attribute for any person, product, or place; it usually evokes a particular image or feeling, and can convey a message that connects a person to a place or product instantly.

After considerable research, surveys, and testing, we recommend that the city enhance the name, rather than go through an outright change. We recommend that the name of the city be:

“Oxnard Shores”

This name still retains the tradition of the original name, with its history and connection to the Oxnards of the past. But it also states loud and clear that Oxnard is an oceanfront community. This addition of the word “shores” helps to portray a new image - that of a beautiful community on the beach.

We tested the name through surveys, correspondence, and through our online testing team, and although many who were not residents actually would be attracted to a completely new name, the name “Oxnard Shores” was found to be much more appealing than simply “Oxnard.” We also tested “Oxnard at the Beach” and “Oxnard at the Shore” but respondents felt that those names were confusing, and that people would ultimately leave off the additional phrase.

The transition to the new name would not necessitate additional expenses to businesses, non-profits, residents or even the city to produce new letterheads, promotional materials, business cards, etc. The U.S. Postal Service delivers based on zip codes, which would remain the same. As business papers, etc., run out and need to be reprinted, the change can be made at that time.

Consider the difference between “Grover City” and “Grover Beach,” as well as “Napa County” versus “Napa Valley.” “City” and “County” sound like government entities, not attractive places to visit. The use of “beach” and “valley” give the places completely different perceptions.
Recommendation #4
Create a Promotional Photo Library

Nothing sells a place like photography. Contract with a professional photographer to take stunning still and high definition photos, as well as B-Roll footage, of Oxnard, but not just scenic vistas; you need to show exhilarating shots of people with their hands in the air, reaching higher, reaching farther, reaching out. These photos should showcase people “reaching higher” in Oxnard - the key word for each photo should be “exhilarating.”

Some ideas for photos:

- A woman jogging down the beach with her arms up in the air - “Reach higher!”
- Three kayakers with their arms outstretched - “Reach farther!”
- A beach volleyball game, the players with their arms up in the air.
- A person, or a group of people, doing yoga on the beach - “Reach within!”
- A bride and groom kissing - “Reach out to each other!”

The “Reach Higher” campaign can begin immediately to help reposition Oxnard, so these photos will be needed right away.

You can negotiate the usage rights by promoting the photographer. Provide photo credits at every use. On the web the photo credit can be a link that takes the website viewer to a page that provides a bio of the photographer and a link to his or her website. Help promote them, and they will, in turn, reduce the fees for the use of their photos.

In negotiating fees, you need to have unlimited usage, but you will restrict your usage to only marketing the county and towns. They will not be used for private promotions, which will help get a reduced rate.

Make sure you receive signed release forms from any individuals who appear in the photos.

Consider a monthly retainer with a top-notch video crew to shoot video each month. Out of that they would develop a two or three 3-minute video clips showcasing an event, activity, or business. The B-Roll footage should be developed into 30 second to 3 minute segments. They will be used on the website and YouTube.

Google Earth is a website that is increasingly popular among travelers to help them see there destination before they arrive. Take advantage of the opportunity to show off great scenes around Oxnard. Take photographs of Plaza Park, Heritage Square, the plaza in front of the theaters downtown, Channel Islands Harbor, the beach - numerous photos that show the best of Oxnard. Post these on Google Earth - this can be done immediately, and will help showcase Oxnard to the world.
Recommendations
Recommendation #5
Downtown districts and their names

There are three special areas downtown that will be the focus of creating the lures to attract visitors and residents. While each area is connected to the others, they each have a different purpose and attraction, and each is important to the success of the whole downtown.

A Street, from 3rd to 6th, has tremendous potential to be Oxnard’s “Main Street,” attracting people to its unique streetscape. We recommend that this section become a downtown dining district, with a critical mass of different types of restaurants, carrying through the International theme into the choices for dining. More details about recruitment, business mix, and streetscape ideas follow in a later recommendation. This section of downtown can be defined with decorative crosswalks across A Street at 3rd, 4th, 5th and 6th Streets.

We recommend naming this dining district along A Street the “A Street Promenade.”

Plaza Park is a lovely park and a wonderful spot for a central gathering location for residents and visitors alike. We recommend that Plaza Park become a true plaza; additional details follow in a later recommendation. An International flag pavilion will accent the plaza and connect it to the International theme.

We recommend renaming Plaza Park the “International Plaza.”

The area downtown from A to C Streets, and from 6th and 3rd Streets, will be an ideal location for an International Public Market, a major anchor and draw for downtown Oxnard. This area should also include a parking garage. Details about the market are provided in a later recommendation.

We recommend naming this area the “Market Square District.” It should be defined with decorative pole banners.

Giving downtown districts their own unique names helps make them become stand-alone destinations in the minds of visitors, residents, and merchants. “Downtown” is a place. “Pearl Street,” for example, is a destination. A gathering place.

As you travel down a freeway and see signs for “business district” or “downtown,” does that spark your interest and pull you from the freeway? But if you saw “Pearl District - Downtown” you get a feeling that this is a destination, not just another business center.

Hundreds of downtowns are naming and identifying their districts, which helps define them as destinations, creating greater appeal and attraction.

Other districts in Oxnard include Heritage Square, the Henry T. Oxnard District, and Channel Islands Harbor (although the harbor is county property, it is still perceived as Oxnard, and is a valuable attraction.) Each of these districts should be defined with the use of pole banners, to set them apart and show that they are unique.
A Style Guide for the new Oxnard brand is one of the first tasks of the Brand Leadership Team. The Style Guide will contain graphic design standards for logo and slogan use, guidelines for website development and the production of printed sales and marketing materials, as well as the proper use of key marketing, advertising, and promotion messages.

Continuity and consistency is critical when developing a strong branding program that creates top-of-mind awareness of the brand. The logo and branding design should give the community an easily recognizable identity – a symbol and message that represents the community and the experiences it has to offer. Whenever the logo is used, it should bring to mind images of enjoying that community.

Repetition helps to reinforce the viewer’s perception, but consistency is the only way to ensure logo and brand recognition. That is why the Style Guide is a highly detailed document, providing specific instructions on how to use the graphics – font sizes, colors, guidelines for reproduction, guidelines for web design, PowerPoint presentations, and advertisements, etc. Examples of logo use should be provided for the VCB, city and local organizations, signage and wayfinding, and vehicle graphics for the city.

All those organizations that market the city need to do so with consistency in the look and feel of their marketing. The Style Guide should provide graphics for the Market District, the International Plaza, A Street Promenade, the city, the chamber, the CVB, and the downtown organizations.

In addition to the proper uses of the graphic identities, examples of the wrong usage of the logo (in structure, color or fonts) needs to be defined. Combining the logo with other logos or branding elements should never be permitted.

The Brand Leadership Team will be responsible for overseeing proper use of the graphic identity for Oxnard. This Style Guide will provide the official guidance for how to use Oxnard’s new graphic identity. Every use of Oxnard’s graphics should be approved by the BLT.

Sample Table of Contents:

- Brand Overview
- The Brand Identity
  - Clear space and sizes
  - Proper uses
  - Improper uses
  - Sub logos
  - Tag lines
- Brand fonts and colors
- Business cabinet
- Printed materials
- Signage and pole banners
- Electronic media
- Usage guidelines and sample usage agreement
Recommendation #7
Adoption of the brand graphics

Transition to the use of the new brand graphics right away - there is no need to wait for the International theme to be further developed. These brand graphics are designed to reposition Oxnard as fun and vibrant. They are colorful, bright and modern, and help create an updated image of the community.

In designing Oxnard’s new identity, we purposely avoided the overused California motifs of palm trees, sunsets, etc. Instead, the identity promotes a feeling, a concept of a vibrant, fun, diverse community, with lots to enjoy. Combined with the “Reach higher” campaign, Oxnard will portray a new, updated, enticing image.

Begin using the new brand identity immediately.

The design elements for the logo include colorful “half moon” shapes that make the logo very adaptable for different purposes. These can be rearranged to make various shapes: bird of paradise, dolphins, waves, and, for the kite festival example shown below, they can even be arranged as a kite. This makes the logo very adaptable, but still has continuity and consistency. It looks festive and fun.
Recommendation #7 (continued)
Adoption of the brand graphics
Recommendations

Oxnard Shores Brand Identity

Oxnard Shores Secondary Brand Identities

Convention & Visitors Bureau

Chamber of Commerce

Channel Islands Harbor

Economic Development Corporation of Oxnard
Recommendations
Recommendations

Oxnard Brand Identity

Oxnard Secondary Brand Identities

Convention & Visitors Bureau

Chamber of Commerce

Channel Islands Harbor

Economic Development Corporation of Oxnard
Reach Higher!
Elivate your senses on the southern California coast.
Reach New Heights!

Elevate your senses on the southern California coast.

Reach Higher!

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Reach For Each Other!

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Reach Within!

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Bookmark Concepts

Event Brochure Concept

Oxnard, California - June 2010
Welcome to Oxnard Shores.

Just sixty miles northwest of Los Angeles, you’ll find the casual, seaside city of Oxnard where oceanfront recreation, fabulous festivals, sweet strawberries, exceptional weather, and miles of uncrowded beaches await your discovery.

Home to the California Strawberry Festival, and neighbor to the breathtaking Channel Islands National Park and Channel Islands National Marine Sanctuary, it’s a welcomed retreat any time of year. Oxnard, California - Reach higher!
Full Page Ad Concepts
Recommendations

Reach Farther!

Elevate your senses on the southern California coast.

Reach Higher!

Elevate your senses on the southern California coast.
Reach Farther!

Elevate your senses on the southern California coast.

www.oxnardshores.com
Reach Higher!

Elevate your senses on the southern California coast.

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Recommendations

Wayfinding Concept #1
- International Plaza/Market
- A Street Promenade
- Heritage Square
- Beaches
- Transit Center

Wayfinding Concept #2
- International Plaza/Market
- A Street Promenade
- Heritage Square
- Beaches
- Transit Center

Downtown District Gateway Sign Concept

Oxnard, California - June 2010
Recommendations

Reach Higher!

Pole Banner Concepts
Market District Pole Banner Concept
Gateways into downtown districts create a sense of arrival and the feeling that you’ve entered a special place, enhancing its appeal. They need to be placed in a location where they will make the very best impression, and they need to make a statement about what experience can be expected in the downtown.

Ever wonder why developers create elaborate gateways at the entries to their high-end residential developments? They increase the perceived value of the community and create a spirit of community pride. Beautiful gateway signs into downtown Oxnard, placed strategically, would have that same desired result.

The existing Downtown Oxnard signs are placed in locations that do not provide a good impression. As soon as someone driving into town sees a sign that says “Downtown Oxnard,” they will judge downtown based on whatever they see right there at the sign’s location. These signs should be removed.

When a new wayfinding system is put into place, directional signs to the different districts downtown should be put up, indicating that travelers aren’t there yet, but the downtown district is ahead.

**Recommendation #8**

**Remove existing gateway signs**

Gateways into downtown districts create a sense of arrival and the feeling that you’ve entered a special place, enhancing its appeal. They need to be placed in a location where they will make the very best impression, and they need to make a statement about what experience can be expected in the downtown.

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**Recommendation #9**  
**Create a Wayfinding Signage & Gateway System**

The city should contract for a new professional wayfinding system. The plan should incorporate graphics, imagery, and colors that portray the brand for Oxnard. The existing new wayfinding signs can stay up, but the remainder of the system should be redone.

The plan should include the following:

- Design and location of gateways for the city, the harbor and for the downtown districts
- Design and location analysis of directional signage
- Wayfinding system: inventory of attractions, amenities, services; the placement of each sign; testing for readability at speed; fit, design
- Signage specifications for bidding purposes, cost estimates, phasing and bid documentation
- Decorative pole banner designs and placement
- Coordination with city, county and state for setbacks, restrictions, and construction standards

The wayfinding plan should stipulate the precise wording and exact location for each new sign, as well as mounting options, so it can be used to obtain fabrication and installation bids from regional sign manufacturers.

Signage is critically important for any community, and particularly for a downtown area where other attractions may be some distance away, such as the beach and Channel Islands Harbor. The easier it is for visitors to find attractions and amenities, the more they will spend. It can be difficult for locals, who already know how to get from “point A” to “point B,” to see gaps and omissions in existing signage, so it’s best to use the services of a professional wayfinding firm.

Gateway signs are a key component of the plan and they need to make a powerful impression. Gateways create a sense of arrival and awareness of “place.” A beautiful gateway can elevate the appeal of the community, increasing its perceived value and instilling pride in the community. New gateways should be the first piece of the new wayfinding system to be implemented.
Recommendation #10
Hold off on Big League Dreams

Big League Dreams sports parks are wonderful facilities, and sports can be a good niche market for Oxnard to pursue down the road. However, we recommend that the city first focus on those projects that will offer a greater, quicker return on investment. We recommend holding off for now on Big League Dreams.

At this time, the city would benefit from making its priorities the downtown core and the harbor. Providing gathering places, things to do, interesting places to spend money and time for locals and visitors will provide a greater immediate return on investment for the city. First priority should be to stop the leakage of local spending outside the community.

Helping to revitalize downtown with revenue generators - retail, entertainment, and dining - will create a gathering place for Oxnard residents and attract people from other communities throughout the county.

If there were an unlimited supply of funding, we would recommend proceeding with Big League Dreams. As it is, the city will see a greater benefit by focusing on the downtown and the harbor.
Recommendation #11
Contract for A Street Promenade streetscape design

Work to develop an Internationally themed dining district on A Street between 3rd and 6th - A Street Promenade.

The first step is to contract with planning services to design streetscape improvements. These improvements should be designed to create a pedestrian-friendly, intimate, and beautiful setting for a dining district. It should include:

- Facade improvements
- Awnings
- Additional street trees - every 30 feet
- Bump-outs of sidewalks or decks for outdoor dining
- Spaces for street musicians
- Blade signs
- Beautification

Outdoor dining will be critical to the district’s success, as well as places for outdoor musicians (non-amplified).

Estimated cost for planning services: $60,000 to $80,000.

Consider forming a Business Improvement District for the three block area to help provide a funding mechanism for these planning services.

Recommendation #12
Rerouting of Highway 1 and 101 connection along Rice Avenue

The rerouting of Highways 1 and 101 to Rice Avenue from Oxnard Avenue is already underway.

We are 100% in favor of this rerouting plan. Rice Avenue will provide a very good first impression for travelers of the Oxnard community.

Wayfinding signage will need to direct people towards the downtown districts - there should not be gateways along Rice Avenue, just the directional signage. Beautification will be very important along the route and at the major intersection.
Recommendation #13
Parking limits, fees and signage

Shopping, dining and entertainment in a pedestrian-friendly setting is the number one activity of visitors across the country, and it is the activity that generates the most amount of revenue. It is the primary benefit of tourism.

In addition, when local residents dine in local restaurants, see a movie or go to the theater, they are keeping their spending local, helping local businesses, and paying local taxes.

If a city wants to keep locals spending money in downtown, plus encourage visitor spending, it needs to provide easy to understand parking regulations, conveniently located, and at reasonable prices.

Visitors typically need about four hours in a downtown to shop and dine. To go to dinner and a movie, people typically need at least three hours, usually more.

Change Oxnard’s downtown parking signs - with so many variable limits, it’s impossible to know what’s OK and what’s not. Make it simple.

One hour and two hour limits will destroy shopping and dining downtown. If you must have some street parking with two hour limits, add signage telling people where they can park for four or more hours. Make the signage clear and easy to understand. And eliminate the limits after 5:00 p.m. You want to encourage people to spend time downtown, not make it impossible for them to do so.

Two hour parking limits are usually imposed so local retail employees will be forced to park elsewhere. Employers are unable to teach their employees the relationship between parking and shopping, so the have the city enforce an arbitrary deadline to try to keep parking available for shoppers. However, very rarely will visitors go out, feed the meter or move the car to another location, and then return to continue shopping. Instead, they’ll leave to spend money elsewhere.

When a visitor receives a parking ticket, even when the know they were in the wrong, it makes them angry, and usually destroys any goodwill towards your city. They will leave, and chances are, they won’t ever visit again. Plus they’ll tell their friends to stay away.

Some communities have developed creative methods to avoid this from happening, and we recommend Oxnard emulate them. Spokane,
Washington understands the importance of visitor spending in their city. When a parked car exceeds their time limit, the meter person will check their license plate to see if they've been ticketed before. If not, the car receives a "warning" ticket, that states: "Thanks for visiting downtown Spokane. While you were enjoying incredible shopping, world-class entertainment, the region’s best dining, or professional services, your parking meter expired. Don't worry! This courtesy parking ticket extended your parking privileges for an extra hour, allowing you to continue to enjoy your visit to Downtown Spokane." So, rather than creating a disgruntled visitor, the warning creates a lot of goodwill.

Walnut Creek, CA has an excellent parking system downtown. They provide parking garages for a charge of $1 per hour up to a maximum of 3 hours. Charging for parking is OK as long as it is reasonable (and convenient). These fees can help fund more parking garages. If Oxnard chooses to charge a small fee for parking in garages, they could possibly provide monthly passes for city employees, or a specific floor of the garage could be reserved for city employees.

Include RV parking as well, and include signage to let RVers know where to find it.

San Diego has implemented a program using meter stations where you pay with a credit card, and receive a sticker to place on your window, as opposed to using single meters. They did a pilot test in 2006-07. Enforcement was based upon each vehicle having a properly displayed receipt. There were some problems with dashboard slips being displayed incorrectly. Portland, Oregon uses slips as well, which stick to the
passenger side window, and this seems to work better for enforcement.

San Diego found that the increased cost of the multi-space stations was offset by significantly lower coin collection and data gathering costs, combined with increased meter revenues (previously, people risked tickets when they didn’t have the change they needed).

The program improved overall parking space occupancy, duration and turnover, and it improved street aesthetics.
Recommendation #14
Development of an additional parking structure

One of the goals of this plan is to make downtown a hub of activity, with vibrant businesses, wonderful locations for locals and visitors to spend time (and money), and a lot more pedestrian traffic, especially with the new International Market. That will create the need for additional parking. We recommend that an additional parking structure be built to accommodate downtown visitors behind the church downtown.

The parking structure should be three to four levels. Its location makes it possible to build a skybridge from the parking facility to the Market building.

Funding for the parking structure could be supplemented by “sponsor” floors. These could be Embassy Suites, Macdonalds, a bank, or other businesses. It is easier for people parking their cars to remember the name of a product or business than it is to remember a color or number.
Recommendation #15
Contract for Plaza Park redevelopment design

Plaza Park is a lovely park, but it could provide a more vibrant, functional, and beautiful downtown gathering space with a few modifications.

Contract with a planning firm to design Plaza Park improvements. We produced some basic conceptual drawings to simply spark the imagination and show some possibilities, but a planning firm could provide a workable concept plan.

The park, as it is now, is primarily lawn area. While lawn is attractive, it isn’t very functional for a gathering space. People usually avoid sitting on lawn areas in case it’s damp; lawns require a lot of maintenance; and lawns can be damaged by foot traffic.

If you compare the numbers of people who typically “hang out” in the park lawn areas compared to the numbers who are in the plaza in front of the theater, you will usually see more in front of the theater. People are more comfortable if they don’t have to sit on the lawn.

A plaza, usually covered with pavers, is easy for people to walk on without damaging it. It can hold exhibits and events easily, as well as benches and other outdoor furnishings. It can be formed in various levels, providing built in seating. It can be the foundation for fountains. In Italy, nearly every town was built around a piazza - and after hundreds of years, the piazza is still the primary gathering space for locals and visitors. There is usually outdoor dining around the piazza, as well as fountains and activities. People take their evening strolls in the piazza, they dine there for lunch and dinner, or just have an espresso. They hold parades through the piazza. One town in Italy even holds horse races in its piazza! It is an important part of each city and essential for the community to gather together to see and be seen.

The design for Plaza Park should leave in some of the lawn area. It should also include:

• An active water feature, such as a circular flush-mounted fountain that children can play in. The nozzles would be able to be shut off so the space could be used for performances, entertainment, art shows as well.

• An amphitheater that seats between 300 and
500 people. The seating (and steps) provide great spots for people who want to casually eat lunch or watch the children play in the fountain.

- Around part of the perimeter, there should be a flag “pavilion” of international flags, particularly honoring the history and roots of those who have settled in Southern California and call it home.
- A stage in front of the Pagoda.
- Raised planters for lots of flowers.
- The lawn area with the Veterans’ Memorial should stay the same.
- Along 5th, the parking lot could also be converted into part of the plaza, perhaps with vendor booths during events or tables and chairs. Emergency access could be provided with the use of removable bollards.

This will create a major central gathering place, with activities and focus.
Recommendations
Recommendation #16
Ban chain link fencing downtown

Chain link fencing is a very practical and economical means to set up a barrier, but it always conveys an industrial, prison-like image. It negates any attractive ambiance that might be there.

People are attracted to beautiful places. Chain link fences guarantee that the place will not be beautiful. We recommend that chain link fencing not be permitted in downtown Oxnard - within around one mile surrounding Plaza Park.

Instead of chain link fences, use wood, wrought-iron, or even vinyl fencing. Fences can be very beautiful and enhance the look of downtown, rather than detracting from its appeal. Note the examples that follow: cedar fencing, with potted flowers, wrought iron with brick monument posts, simple painted wood, and painted wrought iron.
Recommendations
Each district in downtown Oxnard should have its own signage ordinance that regulates the use of perpendicular signage, plastic banners, A board signs, portable signs, decorative outdoor displays (and outdoor merchandise sales). These regulations should be governed by a design review board of merchants in that district.

Hire consulting services to work with the districts and the city to coordinate the program of board supervision and regulations.

Each district has its own special situations for signage, and so guidelines need to be specific for each. For example, A Street Promenade will be an International dining district - it will be on a small pedestrian scale, and signs should reflect that. Blade signs should be small and easy for pedestrians to see: No larger than 42 inches wide, and no lower than seven feet, no higher than nine feet. Blade signs are recommended for retail districts, so that pedestrians and drivers are able to see what there is in the stores.

The Market District will also have its own needs, and so should have its own board of peers. In contrast, Rice Avenue’s signage needs to provide for the faster speeds and wider road.

This will help create continuity, address design and display, and help create a more attractive district.

A couple of issues that should be addressed by all the downtown districts - plastic banners should not be allowed; and outdoor displays should never just be outdoor merchandise set on tables or racks. The garage sale look should be avoided.

Service organizations signs should be displayed in a location where people can stop and read them, to see their meeting times.

**Recommendation #18**

Citywide and downtown signage issues & recommendations
Recommendations

Oxnard, California - June 2010
Recommendations
Channel Islands Harbor prepared a public spaces plan at a cost of approximately $400,000, which provides some excellent initiatives. We recommend that the city partner with the harbor on implementing the plan. The harbor, although not within the city limits, is a wonderful asset for the city, and could provide even greater benefits.

The harbor designed pole banners to beautify and define the harbor area, and they would add greatly to the ambiance and appeal. The city should approve and help Channel Islands Harbor in putting up these pole banners.

**Recommendation #19**
Pole banners along Channel Islands Blvd.
A Street Promenade will ultimately become a major attraction in downtown Oxnard as an International dining district. One example of a very successful dining district is Argyle Street in Halifax, Nova Scotia. When like businesses are congregated together, the attraction can be powerful and dramatic.

Argyle Street is devoted almost entirely to dining. The 22 restaurants (in just two blocks) have built decks over the sidewalks along one side of the street to accommodate tables and chairs for outdoor dining.

During lunch and dinner hours every place is full. It has become the hotspot for dining in all of Nova Scotia. People will drive two hours and more to come to Halifax for dinner. It proves the power of critical mass of like businesses grouped together - clustering.

How can Oxnard create that cluster of restaurants along A Street Promenade?

Hire recruitment services to help “rearrange” the business mix and recruit more restaurants. There are currently a lot of neighborhood retail and local services along the street, and, in order to become a destination dining district, you should set the goal at 20 restaurants between 3rd and 6th Streets.

Hire a CCIM to help with this effort. He should work with the property owners, selling the vision of what A Street would be like as a dining destination, and asking for their help in bringing it about. Property owners will need to know how they will benefit in the long term - and they will. With increased property values and the ability to charge higher rents. And, when the dining district attracts more and more people, the property owners will have greater security with their tenants being successful. But at first, the property owners will need to make their spaces attractive to potential restaurants by providing incentives: reducing rents, making tenant improvements, and generally, helping the new businesses get off to a good start.

The CCIM will help recruit the new restaurant businesses for the property owners.

In addition to the restaurants, destination retail shops will be excellent to have located in this district, especially a wine co-op tasting room, confectionary, home accents shop, cigar store, boutiques, and even some antiques (not second hand though). If these shops have an International flair, so much the better.
Develop a permanent location downtown for an International open-air market. Produce a feasibility study, including the layout and design, to get started.

Farmers markets have been growing in popularity over the past 15 years, as more and more consumers discover the variety, freshness, and fun of shopping at these markets. The trend will continue to grow with the added incentives of consumers wanting to shop for locally grown and/or organic produce.

The open-air market shopping experience with the opportunity to meet and interact with the farmers and craftspeople adds to the appeal.

The Urban Land Institute and the Project for Public Spaces, in their joint publication "Public Markets and Community Revitalization" state:

- Organizations involved in community revitalization increasingly have become aware that healthy communities need vibrant public spaces. Outdoor public markets, in particular, are active places and encourage people to leave their cars or office buildings and use the public space where the market is located.

- Unlike festivals and special events, markets actively use a public space on a regular basis, thus making an area safer.

- Some markets have displaced undesirable street activities, such as drug dealing, thereby reclaiming formerly unsafe places through the positive activity of the market.

- Individuals who sell their products in a public market and the customers who shop in it accrue economic benefits from that market. Businesses surrounding the market profit from a spill-over effect into the surrounding areas, a consequence that is of great importance to people concerned with local economic development.

- Public market businesses can be spectacularly successful. One fresh-food business in the Pike Place Market (in Seattle) occupies about 400 square feet of retail space and generates annual gross sales of some $6 million. This translates into $15,000 per square foot per year, which may be the highest annual gross income per square foot of any retail business in the United States.

- Public markets produce many economic benefits that percolate throughout an entire community.

For example, public markets generate jobs. The production of goods sold in public markets is often a labor-intensive process, as in the case of handmade crafts and the crops of specialty farmers. Vendors often must employ others to serve their customers. Another tremendous value of public markets is the catalytic effect they can have on the neighborhoods around...
Because so many people are attracted to markets, surrounding businesses can benefit from the markets’ drawing power.

• Throughout history, markets have been neutral ground, encouraging people to gather, make connections, discover their similarities, and appreciate their differences. In many cities, markets are the community’s premier gathering place.

Formation of the International Market is one of the key recommendations in this plan. It will accomplish numerous goals:

• With a focus on international foods and merchandise, the market will be unique and stand out from other markets in the area. The international theme of the market celebrates Oxnard’s wealth of cultures and diversity, and provides an opportunity for local entrepreneurs, local artists and craftsmen, local farmers, local restaurants and specialty chefs to produce and sell their interesting and varied products. It also will attract a wide variety of shoppers: those looking for specific ethnic goods as well as those wanting the exciting experience of interacting with numerous cultures in one convenient, attractive setting.

• The market’s permanent location downtown will attract residents and visitors into the heart of Oxnard, where other surrounding businesses will also benefit from the increased foot traffic. The market will be an “anchor tenant” in downtown Oxnard, just as Nordstrom or J.C. Penney are anchors at a mall.

• Markets have been shown to be an excellent tool to help revitalize downtowns.

First, secure the site for the permanent market structure. Locating the market downtown will make it easy for shoppers to visit other stores, restaurants, and entertainment. It should be within easy walking distance of parking.

Second, contract for professional engineering and planning services. The site should include:

- Permanent structures to house the market
- Public restrooms. Different options are available, depending on funding.
- Vendor sites for selling gelato or ice cream as well as other prepared food items
- Gathering areas with tables and seating
- Central stage for performances

Third, start organizing the market. The Project for Public Spaces lists 10 qualities that successful “public markets” share:

• Vendors who are focused on quality, service and innovation
• A location that is visible and accessible, with adequate parking
• A diverse mix of vendors, products and events
• A clear understanding of the purpose or mission of the market
• A well-designed, comfortable and welcoming public space
• Collaborations and partnerships between the local community, businesses and organizations
• Sound, transparent financial accounting and a sustainable financial plan
• Creative, appropriate and targeted promotions
• A variety of ways to add value to local economies and communities

• Effective, open-minded and fair management

Steps to take to get the process rolling:

• BLT should hold an open meeting, inviting the public and any interested parties, city representatives, interested growers, interested craftspeople and artists, college representatives, local service organizations. The purpose of this meeting is to generate support and volunteer efforts to begin the organization of the market. Form the board that will oversee the market and its development, usually a 501(c)(6) trade organization.

• Inventory possible sites that would be suitable and obtain ownership information of each. (We recommend south of 5th across from Plaza Park.)

• Have a site analysis report prepared that will address utilities, access, and mitigation (Consultant cost - approximately $25,000)

• Enter into an option agreement for a long term lease or purchase (1 year option).

• Define the purpose of the market – its mission statement. Some common goals are: serve local growers and consumers; improve and revitalize downtown; provide a safe place for people to gather and socialize; attract visitors; improve access to fresh food. It is essential, no matter what other goals are stated, that the growers and suppliers are able to make a profit.

• Contact the California Federation of Certified Farmers’ Markets for information and assistance. (530) 753-9999.

• Hire the “Market Team” that will do the site planning - request SOQ’s - Approximately $130,000

Start with a conceptual site plan and feasibility
analysis, including the architecture and landscape architecture - it should include an initial operational business plan, and address tourism, the market. We recommend a very large market - 100,000 square feet.

• The site plan will be used to help obtain funding. Apply for grants and funding. The U.S. Dept. of Agriculture lists a number of federal, private sector, and foundation grant opportunities. Consider sponsorships, city/county/regional grants, foundations, and industry grants: growers, co-ops, farm bureaus.

• Come up with a name for the International Market – consider sponsor-naming rights for the pavilion that houses the market.

• Once the funding is in place, come to terms and an agreement on the land acquisition.

• Hire the planning / architectural / engineering services.

• Draft a business plan – determine major goals, minimum number of vendors, timelines for implementation. Determine the percentage of produce vendors as well as value-added product vendors. Besides food-related items, consider locally produced crafts, books about gardening, food and cooking.

We recommend 1/3 of the vendors provide local produce; 1/3 provide prepared foods (possibly with an International flair); and 1/3 sell home-drafted goods, produced within a local radius.

• Draft rules and regulations for the market. These rules should outline how the market will operate on a daily basis, define the rights and obligations of both the market and the vendor, state the market purpose and philosophy, address issues that may create challenges and questions growers should consider. A good reference would be Farmers’ Market Rules, Regulations and Opportunities, PDF by Neil D. Hamilton.

• Draft a vendor application form.

• Hire a market manager to operate the market. The market manager will select vendors, allocate booth space, collect fees, enforce rules, resolve conflicts, keep records.

• Secure appropriate insurances, licenses and approvals.

• Recruit the vendors – the farmers, growers, producers, craftspeople and artisans you would like to include in the market. Consider a broad spectrum of products, such as produce, cheese, eggs, baked goods, fruit, flowers, honey, locally produced crafts. Give serious consideration to establishing the market as producer only – vendors are only allowed if they grew or made the product themselves.

• Promise the potential vendors support: what the market will do to attract customers. Build their trust, and invite vendors to planning meetings.

• Have the local newspapers run a story on the upcoming market – get media attention with a call for potential vendors to apply.

• Develop the wayfinding system - it needs to include wayfinding signage to the market.

• Lock up the billboard lease agreements to use in promoting the market.

• Use murals to promote the market.

• Tap into the PR effort, moving from murals to the market.

• Market the market: this will include billboards along the highways, a website, flyers, ads in local media to attract residents and nearby cities’ residents. These promotions can be subsidized by sponsors, such as banks, local businesses, nonprofits, the city, radio and media. We also suggest that 25% of stall fees be allocated to marketing and promotion.

Some of the items that have been known to attract customers from miles away (draw crops) are corn, tomatoes, tree fruits, and berries. Consider offering comparative tastings of samples of produce. This can be promoted on billboards and fliers and ads.

Consider also using some of the market space as a business incubator. This can provide the opportunity for local entrepreneurs to begin their own small businesses, with the goal of moving out of the incubator after a specified period of time, and into a normal market stall or shop in downtown. Provide reduced rents and business technical assistance for these start-ups.

Additional information can be found at ManageMyMarket.com; Gail Hayden* in Walnut Creek, California, has been working with Farmers Markets for over 30 years, and provides consulting services.

* DDI is not affiliated with Gail Hayden; she is a resource that has come to our attention through Project for Public Spaces, and may be able to offer some services to assist the implementation of this recommendation. DDI is not endorsing her or her services.
Recommendations
Recommendation #22
North Plaza development project

Plaza Development Partners has produced a conceptual plan for a development north of Plaza Park, which includes a six-story structure to accommodate retail and restaurants on the street level, and residential in the upper floors.

We believe this development would help downtown Oxnard become a more thriving, successful place; however, we feel that the design is almost too overpowering for the surrounding buildings. We feel that if the design were modified so that each upper story were to “step back,” it would produce a structure more in keeping with the surrounding scale. As each floor steps back, the step area could be used as a balcony, and it would add to the detail and visual appeal of the whole project.

Providing residential development downtown will help drive the retail and restaurant business, and first-floor retail and restaurants will help contribute to the necessary critical mass for downtown. This development should be encouraged.

Across the country demand is increasing for downtown residential; in fact, for the first time, more than 50% of the population lives in urban centers, and it’s expected that by 2030, that number will reach 70%. Downtown residential helps build the tax base, helps downtowns be safer places in the evenings, and helps to support restaurants and retail.
This photo (left) shows an example of “stepping” upper stories in a development to make it more visually appealing.
Recommendations

PROJECT SUMMARY

4th & C RESIDENTIAL (Phase A)
- 2 Bedroom Townhome w/ Flex space: 4 Units
- 2 Bedroom Townhome: 14 Units
- 2 Bedroom Flat: 11 Units
- 1 Bedroom Flat: 22 Units
- Total Phase A: 51 Units

PARKSIDE RESIDENTIAL (Phase B)
- 3 Bedroom Flat: 5 Units
- 2 Bedroom Flat: 41 Units
- 1 Bedroom Flat: 8 Units
- Total Phase B: 54 Units

Residential
- 3 Bedroom Units: 5
- 2 Bedroom Units: 69
- 1 Bedroom Units: 31
- Total: 105

Commercial
- Restaurant: 3,500 sf
- Cafe: 1,000 sf
- Lease Space: 2,500 sf
- Total: 7,000 sf

Parking
- Below Grade: 159 spaces
- On-grade: 44 spaces
- Total: 203 spaces

Oxnard, California - June 2010

NORTH
The Downtown Strategic Plan, April, 2005, prepared for the city of Oxnard, establishes priorities for land use and public and private investment in the downtown area. It addresses the challenges facing downtown Oxnard - how the downtown has become isolated from an outwardly expanding city, and has lost some of its former vitality and historic functions. It has lost a sense of character and identity, which hinders its prospects of becoming a destination and gathering space. The Strategic Plan outlines priorities for resurrecting downtown Oxnard to help it become “a modern downtown with the amenities and cultural attractions of a regional destination center.”

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 a 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.”

The Strategic Plan addresses downtown’s image and character as it relates to architecture and the condition of the streets, gateways, landmarks, and wayfinding. It recommends forming different districts throughout downtown to accommodate various functions. The two district areas downtown that are the focus of this Branding Plan’s recommendations are the A Street district and the Plaza entertainment and art district.

The Strategic Plan recommends mixed-use development for the A Street district, with retail on the ground floor and offices or residential above. It also advises improvement of some of the buildings by adding an extra floor above or adjacent square footage. Access to the alley for all retail stores, offices, and other businesses on A Street is recommended. Existing retail space should not be permitted to convert to non-retail uses. A parking structure and parking district feasibility study is recommended.

These recommendations are in keeping with the recommendations in this Branding Plan. The Branding Plan encourages use of a portion of A Street as a dining district, with a critical mass of restaurants and retail shops, which will help A Street to become a thriving, vibrant main street.

The Strategic Plan offers a different vision for the development of the Plaza, entertainment and arts district than this Branding Plan; however, the differences are in the details, not in the substance. The Strategic Plan recommends mixed use/
Recommendation #24
Combine the two downtown organizations

Currently downtown Oxnard is served by two downtown organizations: the Oxnard Downtown Management District and the Downtown Oxnard Merchants Association. The Oxnard Downtown Management District is a business improvement district and handles a variety of downtown business needs, including downtown safety, beautification, promotion, numerous events, cleaning, etc. The Downtown Oxnard Merchants Association also handles some downtown events, including the Salsa Festival and the Downtown Holiday Parade.

We recommend that these organizations consider merging into one overall downtown association. This would enable the more efficient sharing of resources, volunteers, personnel and expenses, and it would eliminate potential confusion over what organization is responsible for what.
Recommendation #25
Redevelopment of the Wagon Wheel properties

The old Wagon Wheel property along Highway 101 at the entrance to Oxnard Blvd has been deserted and become so dilapidated that it has turned this primary gateway into Oxnard into unsightly blight. The impression it gives to the millions of travelers along the highway is that Oxnard is a city that is falling apart.

We recommend that the old structures be removed; what is left of them is not worth the time and huge expense involved in resurrecting the buildings. We understand that there are many who remember when the Wagon Wheel was thriving, and they feel that this property has historic value. As part of Oxnard’s history, we do recommend that the sign and several pieces of the structure or its decorations be preserved and put into storage, for use in a future Oxnard history museum. They would be able to be displayed along with photos of the old Wagon Wheel in its heyday to preserve the history of that part of town for future generations.

This gateway area is incredibly important to the first impressions of travelers along Highway 101. It needs to create a stunning impression of what the city of Oxnard is. Whatever is developed there needs to be very attractive, with landscaping and lots of curb appeal. If it is developed into low to moderate income housing, care must be taken to ensure that this location will still be a showcase. Along the highway and Oxnard Blvd, beautiful landscaping, with possibly...
some decorative public areas, should be placed, providing an attractive buffer between the traffic and the new developments.

Under the city code, Chapter 7 Nuisances, Article IX Property Conservation, the Wagon Wheel property is a nuisance and the city should enforce the code violation by providing a Notice to Abate under Sec. 7-154 (A) and by following the process to facilitate abatement by the property owner, or, if abatement is not completed within the provided time frame, the city should move forward with abatement as provided in Sec. 7-156.
Recommendations
### Recommendation #26

**Create an international photo library**

Begin compiling photographs that celebrate the international theme. These can include photos of the Salsa Festival, the International Wine Festival, international culinary experiences at different restaurants throughout town, like the Korean Barbecue or the Brazilian Restaurant. The photos should show people enjoying other cultures and the international theme.

Over time you should accumulate an extensive library of photos that celebrate the international theme for use in marketing Oxnard.

### Recommendation #27

**Online high definition 360° photo show**

Develop 360° photography for the website that will showcase some of the most beautiful places in Oxnard. Some great examples include:

- Plaza Park
- Beaches
- Channel Islands Harbor
- Some of the beautiful neighborhoods

360° photography on websites is being used more and more frequently to promote everything from houses for sale to Paris streetscapes. The photography becomes interactive for the viewer, who can direct their views themselves, putting them at the center of the action and seeing exactly what they’ll find once they actually arrive. It adds a dynamic element to the website.

These photos will show people an Oxnard they aren’t expecting - an Oxnard that will get people to say, “So THIS is Oxnard!” This will help change the perceptions that many have about the city, and show them how beautiful and exciting a city it really is.

There are several firms that specialize in producing this photography, among them are 360 Panoramic Photography & Virtual Tour Photographers (360photography.com) and 360VR Studio (360vr.com). Costs can range from $500 to more than $3,500 per panoramic photo.
Recommendation #28
Repurpose the Vogue Theater

Work with the owners of the Vogue Theater to put the building to a use that will be more in line with its highest and best use. The Vogue Theater is an historical and architectural gem, and is located in an ideal spot to be an attraction in downtown. The building could be used for something that attracts more people than the flea market.

Consider using the Vogue Theater to house a new Oxnard History and International Museum. It would be an excellent location, and with the wealth of history for Oxnard, there could be wonderful interactive displays that tell many stories about this beautiful place. For example:

- Information and history of the Chumash Indians
- History of the agriculture in the area
- Sugar beets and the factory
- The Wagon Wheel exhibits, showing its history and artifacts, plus any personal stories
- Strawberry displays
- The migration of the different ethnic groups to Oxnard
- History and development of Heritage Square - the story of how it came to be, as well as stories about the houses and their former owners
- History of the Vogue Theater

In addition to the history of the area, the Children's Museum could be housed here as well.

If it can't be used to house a museum, consider the Vogue Theater as an extension of the International Market. It could house additional vendors, including local crafts and handmade goods, prepared foods, and entertainment.
Recommendation #29
Downtown initiatives developed for EDCO

A plan for a number of downtown initiatives is being produced by Richard Keer for EDCO. To our knowledge, these initiatives include a Central Coast Wine Co-op, culinary institute and restaurant downtown, window art in vacant storefronts, a pop-up restaurant program, and closing specified streets to vehicular traffic. We are supportive of the initiatives. We will need additional details to comment further.
Recommendation #30
Implementation of the wayfinding system

Once the wayfinding system is designed (Recommendation #9), it will be time to put it into place.

Since it will take considerable time to develop the International Market and the critical mass of restaurants and shopping on A Street, putting up signage for “A Street Promenade” and “Market Square” will need to wait. The signs for those districts should not be put up until the districts can “deliver on the promise.”

However, it will be necessary to direct people to “downtown.” So directional signage to downtown will need to be put into place.

The first item to be implemented should be the gateway signage. Directional signs should be put up where the existing welcome signs now are located. The Wayfinding Plan will give the specific locations for the actual gateways.

Begin installation of the wayfinding system in 2011.

Recommendation #31
Plaza Park redevelopment

Begin redevelopment of Plaza Park, based on the designs produced as a result of Recommendation #14.

The redevelopment of Plaza Park should be done all in one phase; however, if necessary, it could be done in two phases. The first phase should include the water feature area, with the amphitheater following in the second phase.

This redeveloped plaza will still retain a number of the existing park’s features: the Pagoda, the Veterans’ Memorial, some of the lawn area, and most of the trees.

But, the new plaza will provide greater opportunities for enjoyable use of the space - it will provide a space for entertainment, a fountain, an amphitheater, and a more usable space for the current farmers’ market.

Grant funding may be available for this redevelopment project.
Recommendation #32
Create a trolley transportation system

We recommend that Oxnard develop a trolley transportation system. A small rubber-wheeled trolley system throughout Oxnard will tie together the different districts, attractions, and hotels, making it easier and more fun for people to get around and see all there is to see. The trolley can be part of the fun experience. This will encourage visitors and residents to visit downtown, the beaches, and Channel Islands Harbor, and will be a great asset to the city. It will also be a plus for conference and convention attendees.

We suggest three trolleys, which can be purchased for as low as $30,000 each for a refurbished one. They should run every 20 minutes, circling through the city, and making stops at:

• Oxnard Transportation Center
• Downtown
• Airport
• Performing Arts Center
• Heritage Square
• Channel Islands Harbor
• Industrial Park area
• Hotels

Walnut Creek operates a trolley transportation service through its downtown core and out to the BART station, making it easy for travelers from the San Francisco area to come to Walnut Creek on Bart, then take the free trolley downtown for shopping. The trolley is a fun part of the experience.

Detailed information about Walnut Creek’s trolley transportation system is available in the Supplemental Information section of this plan, which can provide valuable information for developing the system.
Recommendation #33
Moving the existing farmers market

The farmers market is currently located just to the north of Plaza Park, and it operates Thursdays from 9:00 am until 1:00 pm. At this time, the location is very good for the market, and it is a very popular event.

In this plan, we are recommending the development of a permanent public market to be located to the south of Plaza Park. We recommend that the current Oxnard Farmers Market become a part of the new market when it is ready to begin.
Recommendation #34
Redevelopment of local websites

2010 is focusing on putting together new photography, video clips, and graphic elements to use on websites to promote Oxnard. By 2011, we recommend that all of the websites that promote the city by different organizations be redesigned with a common look and feel, and to promote the “Reach Higher” campaign.

A consistent look throughout the websites will promote Oxnard more effectively than totally different styles. The Style Guide will provide common elements that can be shared by the various organizations - the websites should not be “cookie-cutter” look-alikes, but should embrace similarities of color and style, and should all promote Oxnard’s “Reach Higher” image.

These websites should include the CVB’s, the city’s, EDCO’s, the chamber’s, the downtown organizations’, and even the performing arts center’s sites.

It would be great to show a short video clip of the Mayor on the city’s website, throwing his arms in the air, saying “Oxnard - reaching new heights!”

And on chamber’s website, to show the chamber president exclaiming, “Oxnard - reaching higher!”

This would reinforce the image of Oxnard achieving new, greater things, with optimism for the future.
Recommendations
Recommendations

Oxnard Chamber of Commerce

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2/25/2010 Ventura County Sheriff Candidates Face-Off at Forum more
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NOW - APRIL 2010
14TH ANNUAL CELEBRATION OF THE WHALES - WHALE WATCHING EXCURSIONS EVENT DETAILS

EXPOGE THE HARBOR

Neighborhood to the scenic Channel Islands, Channel Islands Harbor is a working harbor that offers fun-filled water activities for the whole family. About an hour’s drive from Los Angeles, the harbor features several beach-lined parks and coastline for picnics and surfing, as well as nearby biking and walking paths. While at the harbor, visit our many shops and dine at one of several restaurants with menus ranging from deli sandwiches to Brazilian cuisine. Be sure to check out the Ventura County Maritime Museum with its ever-changing exhibitions, world-class maritime art, and ship models.

EXPOGE THE OCEAN

The harbor has dive centers, boat charters, and yacht clubs. For the fishing enthusiasts, there are sportfishing excursions throughout the year. See majestic whales off our coastline from December through April on one of our daily whale watching excursions. With nine full-service marinas, the harbor provides berths for 2,130 boats, and for tourists’ safety the harbor patrol is on duty year round, 24/7.

EXPOGE THE CHANNEL ISLANDS

Discover the unique ocean environment of offshore islands through the harbor’s variety of excursions to the Channel Islands National Park. The islands are home to more than 3,005 terrestrial plants and animals, ranging from plankton to blue whales. These beautiful islands are an extraordinary experience, and just a short boat trip from the Channel Islands Harbor.

Relax along the waterfront, dock in its harbor, or take a voyage of exploration to the remarkable

Ormond Beach: "Where the Birds Are!"

Ormond Beach - The Why -

Roundabouts

Join the team

Ormond Beach: Where the Birds Are!

What's the Buzz?
Recommendation #35
Begin an “Art Alley” project

In Rapid City, South Dakota artists began painting over graffiti in one area of downtown, and it has blossomed into a new kind of interactive, ever-evolving outdoor art gallery. The original goal was to cover up the graffiti, and the art now ranges from modern, to classic, to abstract, to comic and everything in between. The artists have obtained permission from the building owners, and Art Alley has become a tourist attraction. The alley is used for photo shoots for weddings, graduations, music videos and more.

A similar project can also be found in downtown Olympia, Washington.

We recommend that Oxnard adopt the same idea for one or two alleys downtown or possibly the old Levitz building. This can give an outlet for expression to help stop the tagging. It can also be a place for aspiring artists to display their work, in a new kind of urban gallery. It can be a great opportunity for youth to feel part of the community.

Permission from building owners would need to be coordinated first. In Rapid City, the process was begun by local artists, and it would be best to recruit local artists to spearhead the project in Oxnard. The art can be painted on buildings (with owners’ permission), or painted on paper or canvas and posted on the walls of the alley.

This form of freedom of artistic expression can help transform the image of the place from stodgy to hip, vibrant, and cutting edge. It can become an attraction in its own right.

More information about Art Alley can be found in the Supplemental Information section of this plan.
Recommendation #36
Implementation of the “So THIS is Oxnard” repositioning program

This repositioning program is designed to surprise people who may have a misconception about how wonderful and beautiful Oxnard really is. This program uses video clips, 360º photography, slide shows, and basic photos to show outstanding scenes around Oxnard, with the tagline “So THIS is Oxnard!”

Develop a series of very short videos - 20 to 30 seconds at the most - to post on the CVB’s website, the city’s website, EDCO’s, the chambers’, and the downtown organizations’ websites. Some ideas for these videos:

• Kayaking out to the Channel Islands
• Dining outdoors at the Italian restaurant at the Harbor
• The beach
• Mandalay Bay
• Beautiful residential neighbors
• Heritage Square
• Herzog winery
• Plaza Park
• Walking the Boardwalk at the Harbor
• Industrial Park

Produce 20 to 30 short video clips, and about 50 photos that will show people, visually, that THIS is Oxnard.

Create a page for each of these organizations’ websites to promote Oxnard with the “So THIS is Oxnard!” theme. This repositioning effort, with its stunning visuals, will easily show people what Oxnard has to offer, and it will counter any negative impressions or feelings they may have had.
Recommendation #37
Billboard program along Highway 101

As part of the repositioning program for Oxnard, we recommend that Oxnard use billboards along Highway 101. We know they may not be available for a while, but work to procure access to one or more of them.

This program is designed to reposition Oxnard in people’s minds; it is not to give them a reason to visit at this time. With approximately 25 million vehicles driving along 101 each year, a lot of people will be reached.

Billboards are brief marketing opportunities that need to grab drivers’ attention and make them realize that what you’re offering is what they need. They need to promote their message quickly and simply.

In order to be effective, billboards must be presented in an eye-catching manner. There are four keys to success: use the right words, make it brief, keep the design simple, and keep the sign well-maintained.

People traveling along the highway have about four seconds to read all the words on a billboard. If there are too many words, most travelers simply don’t even try to read them. Keep the message short and to the point, and keep the graphics simple as well. Most photos and graphic images are difficult to absorb from a distance. Magazine-style ads rarely make good billboards. Keep your message to no more than ten words, and no more than one simple graphic element.

The billboards should have a fairly simple photo showing the beach, Channel Islands Harbor, Heritage Square, or another beautiful spot in Oxnard. It should show a person jumping in the air, arms outstretched, or someone kayaking out to the Channel Islands, arms reaching out, and the text should state “Reach Higher! This is Oxnard!” or “Reach Higher! Elevate your senses in Oxnard!”

This campaign isn’t just about tourism - it is a repositioning program that will benefit economic development as well. The billboard program should be a partnership between the CVB, the city, EDCO, and the chamber.
Oxnard, California - June 2010

Recommendations

Billboard Concept

Reach Higher!
Elevate your senses in Oxnard

Oxnard Shores
California
Recommendation #38
Niche market opportunities

The initial campaign is the repositioning of Oxnard in people’s minds, with the “Reach Higher” bridge brand and the “So THIS is Oxnard” campaign. The ultimate brand goal, however, is the International City, with international culinary, events, and retail, and this will take time to be fully developed.

But even with an overall brand as the International City, there is always room for smaller niche brands - brands that appeal to specific groups of people.

Two niche brands that are ideal targets for Oxnard are birding and the environment, and sports.

Ormond Beach is ideal for appealing to birders and those wanting an environmental experience. These activities should be promoted directly to their target markets, through environmental publications and birding publications. Clubs and associations usually produce newsletters for their members, and these are ideal spots for advertising directly to these markets, or for submitting articles about Ormond Beach and Oxnard.

Sports can cover a variety of activities, from sailing, kayaking, football, ice skating, softball, biking, etc. They can also be promoted by targeting niche publications.

Niches should also be promoted with the “Reach Higher” campaign. Use a photo of someone looking up to spot a bird through binoculars in Ormond Beach, with the caption, “Reach higher in Ormond Beach, Oxnard Shores!”

A photo of a football player, jumping high to catch the ball, can be captioned, “Reach new heights in Oxnard Shores!” or “Elevate the athlete in you!”

Each new niche market that is targeted for promotion can find a way to use the “Reach Higher” campaign. The Reach Higher concept is about promoting excellence and exhilaration, and that gets everyone excited.
In 2011 or 2012, the marketing materials should be redesigned reflecting the new brand graphics. (If there is time and money, this could be done in 2010.)

The Visitors Guide should be redesigned as an Activities Guide - people are looking for activities - things to do - so the Activities Guide has a very strong appeal. The Activities Guide gives potential visitors the information they need to plan a trip to Oxnard. This will be the primary marketing brochure used to promote the community.

This should be developed as a public/private partnership, not with ads, but with partners. This will be the flagship piece that promotes Oxnard in a way that is good enough to close the sale.

The guide can be divided into sections: “Pick Your Season” and “Pick Your Passion.”

**Pick your season – six seasons:**
- December/January
- February/March
- April/May
- June/July
- August/September
- October/November

It should also include what to expect by season, including weather, activities, and special deals.

**Pick your passion – activities by passion:**
- Festivals and events
- International experiences
- Historical and cultural
- Sports and recreation
- Environment
- Shopping and dining

The focus of the Activities Guide is to showcase the various attractions in Oxnard, providing specific information. This piece should be sent to people inquiring about coming to Oxnard, as well as placed in the visitor information kiosks and at other strategic locations. It should be readily available at the International Market. It needs to be full of specific information, great photography and be good enough to close the sale.

**Best of Oxnard Guide**

This piece should be redone with the new graphics for the new brand. It needs to include specific information and photos of the best of Oxnard’s restaurants, retail, and activities.

Continuity is key in communicating the new brand, and every piece that promotes the city should utilize the Style Guide to be consistent with the branding effort.

If EDCO or the chamber produces a relocation guide, it should also be redesigned using the new brand graphics.
Creating a Destination Brand

A project that was initiated four years ago by the Oxnard Convention & Visitors has entered into a new phase with the “green light” and support from City Council and financial commitments from community stakeholders to begin the process of creating a destination brand for Oxnard.

Roger Brooks with Destination Development International (DDI) will begin work in Oxnard this month. Brooks is one of the leading specialists on community branding, development and marketing. Co-author of the book “Your Town: A Destination,” Roger has assisted more than 800 communities around the world with their efforts to become outstanding destinations.

“Creating a brand isn’t about changing a logo or a tagline; it’s about creating something that will set us apart from other destinations,” said Janet Sederquist, President and CEO of the Oxnard CVB. “It’s been a long process to get to this point, but we are so thrilled that everyone is on board and understand the substantial economic impact that comes from a successfully branded community.”

In January and February, the DDI team will host a charrette (similar to a town hall meeting) where the community will have an opportunity to participate in the branding process. After this, feasibility tests will be conducted on the most viable options, and in the spring, the city will have a brand and an action plan to incorporate it citywide.

Rules About Branding

1. Brands are perceptions
   - Brands are perceptions - what people think of you. It’s what people expect to see and experience when they are in your area. Logos, slogans and nice looking ads are NOT brands.

2. Brands are built on product
   - Brands are built on product, not marketing. You MUST deliver on the promise - with activities, amenities, and ambiance that fulfill your brand promise. In other words, BE what you say you are.

3. Brands are earned
   - A brand is something you must earn and build over time, particularly community brands. Often communities need to focus on “repositioning” or a “rebranding” effort in order to change perceptions of the community.

4. Brands are built on PR and word of mouth
   - You always build your brand through public relations; advertising is used to maintain your position, once you own the brand. Remember, brands are perceptions - what people think of you. Advertising is what you think of yourself.

5. Brands must be experiential
   - Community brands must be experiential or activity-driven, not just something to look at. Architecture is part of the ambiance, not a brand.

6. Branding is the art of differentiation
   - Branding is what sets you apart from everyone else and puts you on the map. Find your niche and promote it like crazy.

7. You must jettison the generic
   - You must avoid, at all costs, the generic in your marketing, especially these days where the internet has leveled the playing field. If the slogan can be applied to virtually any community, then it’s too generic.

8. Find your niche, your specialty
   - Communities must understand the difference between their “primary lures” and “diversions.” The primary lure is the thing that no one else can do - or get - closer to home that makes your destination worth a special trip. Diversions are the things that your community has, that people CAN get closer to home, but also do while visiting you.

Source: Destination Development, Inc.
To read more, visit www.DestinationDevelopment.com
Recommendation #40
Public restrooms downtown and at Channel Islands Harbor

One of the most important visitor amenities is adequate public restroom facilities. These can make the difference between allowing visitors to stay several more hours downtown, or leave before they’re done spending money.

When restrooms are located near shopping and dining, visitors who stop primarily to use the restrooms are much more likely to spend money and linger in the area.

Currently “public” restrooms can be found in three places in downtown:
• Civic Center from 8-5 weekdays, closed every other Friday
• Public Library from 9-8 Monday through Thursday, closed Friday, open 9-5:30 Saturdays and 1-5 Sundays
• Heritage Square from 8-4 Mondays through Saturdays

Shoppers and visitors to downtown Oxnard would be hard-pressed to find these restroom facilities. When the International Market opens, and there is increased activity downtown, public restrooms will be needed even more.

We recommend that Oxnard develop public restroom facilities that are open seven days a week. Ideally, they should be located at or near Plaza Park, in the to-be-developed parking garage, or in the to-be-developed International Market. Consider developing two different sets of public restrooms at different points downtown, to make it easy and convenient for shoppers, diners, and visitors.

In addition, visitors to Channel Islands Harbor need easy access to public restrooms. The existing ones are no longer adequate, so we recommend that the city in cooperation with Channel Islands Harbor also develop restroom facilities in a location at the harbor that is easy to find.

Signage should direct people to the public restrooms in both downtown Oxnard and Channel Islands Harbor.
Recommendation #41
A Street Promenade street tree program

Intimate settings in a downtown environment are inviting and enjoyable. Wide, busy streets and harsh concrete and steel are the antithesis of warm and intimate, and people don’t care to “hang out” in places like that. To make A Street Promenade more intimate, encourage the use of pots of flowers, add outdoor furnishings, banners and flags, and street trees.

When Greenville, SC began their downtown make-over in the 1970s, their streets were wide, sidewalks narrow, and landscaping nonexistent. Downtown was on the decline, replaced by the suburban malls of the late 60s and 70s.

First thing Greenville did was to narrow those wide streets, using the extra space for wider sidewalks, bulb-outs, and abundant street trees.

As Greenville’s trees have grown into a canopy, downtown has become one of the state’s most popular destinations. Of course the street trees need to be culled on occasion and maintenance costs are higher, but the revenues to the city in terms of property and sales taxes far outweigh the cost of having these shade trees.

The wide sidewalks offer space for musicians and other performers, and downtown is a major hub of activity.

Studies have shown that downtown streets with abundant street trees actually have a higher perceived value in people’s minds. People are willing to spend more money in stores that are on a street with street trees than in stores on streets with no trees. Street trees are valuable economic development tools.

We recommend that the city plant additional street trees along A Street - at least one every 30 feet. They should be the type of tree that will develop a canopy to provide shade.

Opposite page shows Greenville, SC. Before the street tree and improvement project (top left); after the project is underway (bottom left); and now (both photos on right).
Recommendations
Recommendation #42
Art in public places program

Public art has the power to energize public spaces, promote creative thinking, and transform a community into a more beautiful environment in which to live, work and play. It can express community values, and reflect how we see the world around us. Public art is a measure of a city’s maturity. It helps create a more positive sense of identity for the community, and enhances streetscapes, sidewalks, plazas and parks, and gateways. Public art also demonstrates the pride of businesses, civic leaders, and residents in their community.

We recommend that Oxnard develop a public arts program to enhance the community’s public spaces and emphasize and enhance the international brand. Consider a range of artistic expression: murals, trompe l’oeil, sculptures, and water features.

The primary focus for the public art should be twofold:

• The Reach Higher concept – exhilaration, with outstretched hands or arms
  This could be expressed in murals and sculpture. Possibly a mural depicting kayakers heading out to the Channel Islands, their arms in the air in excitement. Or a sculpture of a group of children, hands in the air. These should all exude a feeling of excitement.

• The International theme – water features that express a variety of world wide cultures and nationalities
  This could be very small (maybe even as small as 3 feet by 3 feet) fountains or water gardens, with themes and décor of different cultures: a Japanese water garden, a Mexican fountain, an Italian fountain, a fountain with an East Indian motif. The possibilities are limited only by imagination.

  The art should be all over Oxnard, especially downtown, the Channel Islands Harbor, the transportation center, the performing arts center, Heritage Square.

  This should be an ongoing program, with more art added as time goes on.

  Consider putting out a request for artists who may want to loan or display their art for sale. This would make it easy to rotate the art, keeping it constantly new.
Recommendation #43
Ormond Beach Gateway Park

Ormond Beach, a wetlands area on the southern part of the city and Ventura County, has been designated a priority site for preservation and restoration under the Southern California wetlands Recovery Project of the California Coastal Conservancy. The ongoing development of the Ormond Beach Gateway Park is a wonderful asset for the community, can be a diversionary activity for visitors and a draw for the niche markets of birding and the environment.

We recommend that the city support the efforts to obtain grants and funding to develop the Gateway Park and acquire land, help encourage the power generating station to move elsewhere, and monitor the clean-up of the Halaco superfund site. The city should also consider allocating some funding to assist with trails and interpretive displays, as these additions would make Ormond Beach a more attractive and appealing site for locals and visitors to spend their time.

Ormond Beach should be included in the wayfinding signage system, and it should be included in niche marketing efforts.
### Recommendation #44
**Channel Islands Ice Center**

The Channel Islands Ice Center is currently housed in a temporary facility, and it provides a wealth of ice skating options for the general public as well as hockey, figure skating and birthday parties. The Center operators would like to develop a permanent location.

In researching the feasibility of brand ideas, we considered the Ice Center as stand-alone and as part of an overall sports brand. As a primary brand for Oxnard, it was too narrow a niche to be a feasible option, however, it is a great niche brand, and could help tourism development with the attraction of ice hockey games and tournaments, figure skating shows and competitions, and other events. It is a very worthwhile facility, and we encourage its continuing promotion and growth.

### Recommendation #45
**Trolley System Implementation**

Recommendation #32 in this Plan provided for the creation of a new trolley transportation system to run throughout Oxnard. By 2013, the trolley program should be up and running.

Eventually, it would be ideal to expand the trolley service to the city of Ventura as well, and gradually extend the service throughout Ventura County.

### Recommendation #46
**Facade improvements to the Performing Arts Center**

The image of Oxnard that is the goal of this Plan is one of a vibrant, exhilarating, diverse community. That image should permeate the downtown and the attractions throughout the city, including, and especially, the Performing Arts Center. Performing arts is about entertainment and cultural enrichment, and the building that offers that entertainment and enrichment should reflect that exuberance and vitality. Currently, though, the building looks drab and uninteresting.

We recommend that the Performing Arts Center receive a visual lift by painting the outside with mural art. The murals could depict scenes from popular plays, or they could be trompe l’oeil art. Something vital, exuberant, and appealing.

Inside the courtyard, add color and paintings as well.

If it isn’t feasible to paint the building with mural art, then it should be repainted with color! It needs to be more than drab gray and brown.
Recommendation #47
Downtown event development program

Themed events are an excellent way to attract residents and visitors to downtown and to help the International brand grow and be promoted. The goal for Oxnard is to have 12 to 13 Internationally-themed events each year. To this end, new events will need to be developed to begin to round out the festivals and events calendar. Each event should be 2-3 days long.

Currently, the following events are held in Oxnard:
- Tall Ships in the Harbor
- California Strawberry Festival
- Outdoor Summer Concert Series
- Salsa Festival
- Autumn Home Tour
- Boat Parade of Lights
- Christmas Tree Lane
- Winter Fantasy and Light Show

New events can include:
- St. Patrick’s Day celebration
- Chinese New Year event
- International wine festival
- Italian festival
- International classic car show
- Brazilian festival
- International kite festival
- Victorian Christmas with strolling carolers, mulled wines, horse drawn carriages and Christmas crafts
- Oktoberfest
- International dance festival
- Mardi Gras festival and parade
- International food festival
- Storytelling festival

We recommend that Oxnard develop a non-profit organization “Oxnard Festivals, Inc.” that would be charged with developing, planning, orchestrating, and marketing events. They could also work to acquire funding and sponsorships for the events. This organization could work closely with the chamber, the VCB, the city, and the downtown organizations. Perhaps this could grow out of one of the existing downtown organizations.

The organization should be a not-for-profit, and should have at least one full-time staff person, plus a number of volunteers.

For events to be successful, the product, price, place, public relations, positioning, partnerships, people, packaging, and programming all need to be right.

The product: The event should be of high quality, regardless of its size. Old events need to be rethought and refreshed. Events should be unique or have a unique feature, so it’s not a “been there, done that” experience. The events should have a local appeal.

The price: Take into consideration the financial demographics of the target audience. Will there be an entry fee? Is the cost of food, rides, and entertainment in line with expectations? How many attendees are needed to “break even” on the cost of the event?

The place: This is where the International Plaza, Channel Islands Harbor, downtown, and other locations can really shine. Good signage for parking and diversions are important to making the place attractive and well-orchestrated.

Public relations: Oxnard should be prepared to offer superior public relations results for events.

Positioning: Oxnard can help any event planner make a success of their event by providing advice on how best to position it. Local research, intuition, evaluation of previous events, and knowing the needs and wants of the target market can help position an event in the best way to attract attendees.

Partnership: Oxnard should strive to develop long-term partnerships with sponsors, organizations, and event coordinators whose brands are compatible with the events.

People: The quality of the front line people will be noticed and interactions with event attendees can be the difference between a successful event and a mediocre one.

Packaging: If the value of packages makes sense to the consumer, they will bring additional people and
could be the margin that makes an event profitable.

Programming and Planning: Planning really shows at events. Are schedules maintained? Is there enough food for sale? Does the music meet the crowd’s expectations? Are there enough activities? Is there a contingency for bad weather? Successfully addressing these issues only comes from good planning. Video clips posted on the websites will be extremely effective in promoting Oxnard and developing the brand. By 2013 there should be 20 to 30 of several different types of video clips. Most of them should be 20 to 30 seconds in length, up to a maximum of three minutes. They should be professionally produced, and be set to music. The videos should all portray a feeling of exuberance, and focus on one of three messages:

• “Reach higher” – these video clips should show people jumping up on the beach, reaching into the sky; reaching farther – paddling out to the islands; jumping to hit a volleyball on the beach; reaching within – doing yoga poses on the beach, etc.

• “So THIS is Oxnard” – these video clips could be up to one and a half minutes in length and should show gorgeous places with people enjoying them in Oxnard. They can show driving over the bridge at Channel Islands Harbor, showing the homes in Mandalay Bay on the right and the boats in the Harbor; events at the International Plaza; people walking their dog along the beach; people lying on the beach, with not another soul in sight.

• “International” - these videos could be up to three minutes, and they can illustrate the international theme, by showing the Salsa Festival, showcasing each restaurant, such as the Brazilian restaurant, the Italian restaurant, etc.; showing retail shops with an international or ethnic flair. They can invite people to experience a slice of a different culture in Oxnard.

All three of these messages will continue to be used, even after the international theme is fully developed. They inspire an exciting feeling for Oxnard, and are effective as a combined strategy.

In addition to having these videos produced professionally, encourage and gather submissions from locals and visitors. Encourage local schools to make a project of the “Reach Higher” videos – students can show how they reach higher and farther in their learning and activities. Students could also do videos of their favorite places for the “So THIS is Oxnard” videos. Put out a call for visitors to submit their own clips of their great experiences in Oxnard – maybe at an event, at the beach, at a restaurant, at Channel Islands Harbor.

The goal is to have 20 or so of each type of video posted on the website and on YouTube by 2013.
Recommendation #49
Brand program focus on downtown

By 2014, the goals are for the International Market to be developed, up and running, for Plaza Park to be developed into the active gathering space, for North Plaza to be underway, and hopefully, for the parking garage to be underway as well. A Street Promenade will take several years before it attains the critical mass of restaurants to be a destination, but it should show progress as well.

Once these projects are in place, the marketing emphasis can begin to really promote downtown Oxnard as the international city. Up until that point, specific pieces can be promoted, such as festivals and events, the “Best Of” restaurants, retail, and entertainment, and other specifics. But it’s essential to be able to “deliver on the brand promise” before the brand is claimed, owned and promoted. At this point, downtown, Channel Islands Harbor, and Heritage Square can be promoted as the three points that make up the Oxnard International experience.

The first market to attract downtown should be local residents. This marketing effort should be addressed by the chamber, city, and downtown organizations. The CVB’s purpose is to attract outside visitors to the community. Other residents of Ventura County also should be targeted – wouldn’t it be great if people spent time in Oxnard as well as Ventura?

When the International Market and International Plaza are in place, downtown Oxnard should be promoted as a diversionary activity to conferences, conventions, and sporting events.

Recommendation #50
Concentrate on the day-trip market

Initially, the early efforts of the CVB can focus on attracting a regional market for day-trips. Within a 50 to 75 mile radius, people can be attracted to spend the day at the International Market, the beach, the harbor, and festivals and events. Longer staying sports and conference attendees can be encouraged to visit downtown as a secondary activity.

As the product continues to grow, including the critical mass on A Street Promenade of restaurants and retail, the conference and convention business will open up. Meeting planners choose conference locations where there are activities for people at the end of the day – no one wants to sit in their hotel room watching TV in the evening after spending a day in meeting sessions. That’s why Anaheim and San Francisco are popular conference destinations.

With full development of A Street Promenade, the International Market, International Plaza, and a wealth of internationally-themed events, visitors will be attracted to Oxnard from beyond Southern California for overnight stays. There will be a variety of activities, from shopping for ethnic foods and locally produced treasures, to kayaking to the Channel Islands, to watching an outdoor musical concert or theatrical performance, to dancing with a crowd at the Salsa Festival, to dining at an Italian restaurant under the stars. As an International City, Oxnard will have an exhilarating flair, with a touch of the exotic.
Recommendation #50

Concentrate on the day-trip market
Possible Funding Resources

Community Development Block Grant Program
The CDBG program, operated by the U.S. Department of Housing and Urban Development, is one of the longest continuously run programs at HUD. A flexible program that provides communities with resources to address a wide range of unique community development needs, the CDBG program provides annual grants on a formula basis to 1,180 general units of local government and States.

The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses. CDBG is an important tool for helping local governments tackle serious challenges facing their communities.

Entitlement Communities:
The CDBG entitlement program allocates annual grants to larger cities and urban counties to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons.

State Administered CDBG:
Also known as the Small Cities CDBG program, States award grants to smaller units of general local government that carry out community development activities. Annually, each State develops funding priorities and criteria for selecting projects.

Section 108 Loan Guarantee Program:
CDBG entitlement communities are eligible to apply for assistance through the section 108 loan guarantee program. CDBG non-entitlement communities may also apply, provided their State agrees to pledge the CDBG funds necessary to secure the loan. Applicants may receive a loan guarantee directly or designate another public entity to carry out their Section 108 assisted project.

Renewal Communities/Empowerment Zones/Enterprise Communities:
This program uses an innovative approach to revitalization, bringing communities together through public and private partnerships to attract the investment necessary for sustainable economic and community development.

For more information on CDBG programs, call U.S. Department of Housing and Urban Development (202) 708-1112.

National Endowment for the Arts
The National Endowment for the Arts supports American theater by funding the work of theater companies of all sizes, genres, and aesthetics. Supported projects reflect the entire spectrum of the not-for-profit theater field including the production or presentation of traditional or classical repertoire, new plays, work for young audiences, experimental work, community-based work, circus arts and puppetry. Theater projects funded by the Arts Endowment support organizations and artists in the creation and refinement of work, the public presentation of plays, and opportunities for professional development.

Various categories of grant applications are offered, and an organization may submit only one application through one of the categories:

- **Access to Artistic Excellence**: to encourage and support artistic excellence, preserve cultural heritage, and provide access to the arts for all Americans. Grants requests can be from $5,000 to $150,000.
- **Challenge America: Reaching Every Community Fast-Track Review Grants**: to support projects that extend the reach of the arts to underserved populations. Grants are for $10,000.
- **Learning in the Arts for Children and Youth**: to advance arts education for children and youth in school-based or community-based settings. Grants from $5,000 to $150,000.
- **Save America’s Treasures**: for preservation and/or conservation work on nationally significant intellectual and cultural artifacts and nationally significant historic structures and sites.

For more information on the National Endowment for the Arts, log on to www.arts.gov/
Local Fund-Raising
Local fund-raising is frequently used for downtown beautification efforts, public arts projects, performing arts and cultural activities, and enhancement projects. Fund-raising can range from selling engraved bricks to be used in a construction project, to auctions, to private donations. Consider having limited edition prints made of some of the art alley productions, to be sold at auction or at the International Market.

Housing and Urban Development
Office of Community Planning & Development
Infrastructure Funding Sources

STP Regional: provides flexible funding for projects on any Federal-aid highway, including the NHS, bridge projects on any public road, transit capital projects, and intracity and intercity bus terminals and facilities.

U.S. Department of Commerce
Economic Development Administration
Public Works Program – Investment Program
Tax Increment Financing

Tool to promote economic development: City captures the increase in net tax capacity resulting from new development within a designated geographic area called a TIF District. The TIF authority uses the tax increments, which are the property taxes paid on the captured increase in net tax capacity, to pay for TIF-eligible costs of the new development that generated the increase in net tax capacity. The funds pay for the infrastructure needs of the new development.

U.S. Department of Agriculture
The U.S. Department of Agriculture has a number of programs designed to assist communities. For more information, visit their website at www.usda.gov.

California Federation of Certified Farmers’ Markets
For information and assistance (530) 753-9999.

California Arts Council
Contact the California Arts Council for assistance (916) 322-6555.
Demographics

Claritas Inc.
Project 2568673 - Prepared For Destination Development
Oxnard, CA - 20, 50, & 75 Mile Radii

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### Pop Facts: Demographic Quick Facts

**Population**

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<th>Center Of Town 0.00 - 20.00 mi</th>
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<td>12,020,840</td>
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<td>2005 Estimate</td>
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<td>2000 Census</td>
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<td>3,694,566</td>
<td>10,736,848</td>
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<td>1990 Census</td>
<td>522,872</td>
<td>3,373,697</td>
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<td>Growth 1990 - 2000</td>
<td>11.55%</td>
<td>9.51%</td>
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**Households**

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<th>Center Of Town 0.00 - 75.00 mi</th>
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<td>2010 Projection</td>
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<td>1,523,694</td>
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<td>2005 Estimate</td>
<td>199,044</td>
<td>1,443,093</td>
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<td>2000 Census</td>
<td>187,175</td>
<td>1,367,375</td>
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<td>1990 Census</td>
<td>170,176</td>
<td>1,275,985</td>
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<tr>
<td>Growth 1990 - 2000</td>
<td>9.99%</td>
<td>7.16%</td>
<td>5.35%</td>
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**2005 Estimated Population by Single Race Classification**

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<tr>
<th>Classification</th>
<th>Center Of Town 0.00 - 20.00 mi</th>
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<th>Center Of Town 0.00 - 75.00 mi</th>
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<tbody>
<tr>
<td>White Alone</td>
<td>405,471 65.13%</td>
<td>2,495,745 63.71%</td>
<td>5,694,899 50.11%</td>
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<tr>
<td>Black or African American Alone</td>
<td>13,388 2.15%</td>
<td>235,864 6.02%</td>
<td>948,284 8.34%</td>
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<tr>
<td>American Indian and Alaska Native</td>
<td>6,748 1.08%</td>
<td>28,582 0.73%</td>
<td>99,720 0.88%</td>
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<tr>
<td>Asian Alone</td>
<td>33,609 5.40%</td>
<td>309,296 7.90%</td>
<td>1,345,401 11.84%</td>
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<tr>
<td>Native Hawaiian and Other Pacific</td>
<td>1,870 0.30%</td>
<td>7,370 0.19%</td>
<td>37,365 0.33%</td>
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<tr>
<td>Islander Alone</td>
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<tr>
<td>Some Other Race Alone</td>
<td>135,365 21.74%</td>
<td>664,526 16.96%</td>
<td>2,705,368 23.80%</td>
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<td>Two or More Races</td>
<td>26,070 4.19%</td>
<td>175,667 4.48%</td>
<td>534,127 4.70%</td>
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**2005 Estimated Population Hispanic or Latino**

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<th>Center Of Town 0.00 - 75.00 mi</th>
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</thead>
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<tr>
<td>Hispanic or Latino</td>
<td>251,982 40.48%</td>
<td>1,328,741 33.92%</td>
<td>5,151,208 45.32%</td>
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<td>Not Hispanic or Latino</td>
<td>370,539 59.52%</td>
<td>2,588,309 66.08%</td>
<td>6,213,956 54.68%</td>
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**2005 Tenure of Occupied Housing Units**

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<th>Center Of Town 0.00 - 50.00 mi</th>
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<td>Owner Occupied</td>
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<td>1,443,093</td>
<td>3,731,053</td>
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<tr>
<td>Renter Occupied</td>
<td>128,717 64.67%</td>
<td>729,425 50.55%</td>
<td>1,821,664 48.82%</td>
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<tr>
<td></td>
<td>70,327 35.33%</td>
<td>713,668 49.45%</td>
<td>1,909,389 51.18%</td>
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**2005 Average Household Size**

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<th>Center Of Town 0.00 - 20.00 mi</th>
<th>Center Of Town 0.00 - 50.00 mi</th>
<th>Center Of Town 0.00 - 75.00 mi</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3.07</td>
<td>2.66</td>
<td>2.99</td>
</tr>
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</table>

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Sales: (800)234-5973          Support: (800)866-6511
Oxnard, California - June 2010 131
Market profile & lifestyle demographics
### Demographic and Income Profile

**Oxnard, California**

#### Site Type: Rings  
Radius: 10 Miles

#### Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Households</th>
<th>Families</th>
<th>Average Household Size</th>
<th>Owner Occupied HUs</th>
<th>Renter Occupied HUs</th>
<th>Median Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>357,004</td>
<td>110,351</td>
<td>80,989</td>
<td>3.16</td>
<td>64,483</td>
<td>45,868</td>
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<tr>
<td>2014</td>
<td>408,281</td>
<td>124,223</td>
<td>90,209</td>
<td>3.20</td>
<td>70,020</td>
<td>43,188</td>
<td>33.3</td>
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</table>

#### Trends: 2009-2014 Annual Rate

<table>
<thead>
<tr>
<th>Area</th>
<th>State</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>0.7%</td>
<td>1.01%</td>
</tr>
<tr>
<td>Households</td>
<td>0.66%</td>
<td>0.92%</td>
</tr>
<tr>
<td>Families</td>
<td>0.6%</td>
<td>0.87%</td>
</tr>
<tr>
<td>Owner HHs</td>
<td>2.25%</td>
<td>2.49%</td>
</tr>
<tr>
<td>Median HH Income</td>
<td>0.99%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

#### Median Household Income

<table>
<thead>
<tr>
<th>Year</th>
<th>$</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>51,258</td>
<td>63,353</td>
</tr>
<tr>
<td>2009</td>
<td>65,366</td>
<td>80,586</td>
</tr>
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<td>2014</td>
<td>68,682</td>
<td>84,531</td>
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#### Per Capita Income

<table>
<thead>
<tr>
<th>Year</th>
<th>$</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>19,992</td>
<td>25,044</td>
</tr>
<tr>
<td>2009</td>
<td>25,044</td>
<td>26,245</td>
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</table>

#### Population by Age

<table>
<thead>
<tr>
<th>Year</th>
<th>0-4</th>
<th>5-9</th>
<th>10-14</th>
<th>15-19</th>
<th>20-24</th>
<th>25-34</th>
<th>35-44</th>
<th>45-54</th>
<th>55-64</th>
<th>65-74</th>
<th>75-84</th>
<th>85+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>28,322</td>
<td>30,449</td>
<td>27,663</td>
<td>27,322</td>
<td>25,980</td>
<td>54,303</td>
<td>56,314</td>
<td>43,462</td>
<td>26,533</td>
<td>19,561</td>
<td>13,019</td>
<td>4,076</td>
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<tr>
<td>2009</td>
<td>31,792</td>
<td>30,506</td>
<td>28,741</td>
<td>30,925</td>
<td>29,211</td>
<td>57,174</td>
<td>53,686</td>
<td>52,273</td>
<td>38,556</td>
<td>21,256</td>
<td>14,141</td>
<td>6,096</td>
</tr>
<tr>
<td>2014</td>
<td>32,908</td>
<td>31,674</td>
<td>29,735</td>
<td>31,271</td>
<td>31,656</td>
<td>60,598</td>
<td>51,799</td>
<td>50,048</td>
<td>43,669</td>
<td>27,287</td>
<td>14,229</td>
<td>6,591</td>
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#### Race and Ethnicity

<table>
<thead>
<tr>
<th>Year</th>
<th>White Alone</th>
<th>Black Alone</th>
<th>American Indian</th>
<th>Asian Alone</th>
<th>Pacific Islander</th>
<th>Some Other Race</th>
<th>Two or More Races</th>
<th>Hispanic Origin (Any Race)</th>
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</thead>
<tbody>
<tr>
<td>2000</td>
<td>210,287</td>
<td>10,658</td>
<td>4,331</td>
<td>20,571</td>
<td>1,170</td>
<td>93,739</td>
<td>14,246</td>
<td>164,876</td>
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<tr>
<td>2009</td>
<td>208,349</td>
<td>11,501</td>
<td>4,368</td>
<td>23,908</td>
<td>1,272</td>
<td>122,913</td>
<td>21,755</td>
<td>153,833</td>
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<tr>
<td>2014</td>
<td>203,734</td>
<td>11,286</td>
<td>4,481</td>
<td>25,117</td>
<td>1,323</td>
<td>141,245</td>
<td>25,476</td>
<td>164,870</td>
</tr>
</tbody>
</table>

#### Income is expressed in current dollars.


**Data Note:** Income is expressed in current dollars.

Demographic and Income Profile

### Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Households</th>
<th>Families</th>
<th>Average Household Size</th>
<th>Owner Occupied HUs</th>
<th>Renter Occupied HUs</th>
<th>Median Age</th>
<th>Median Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>835,059</td>
<td>272,321</td>
<td>204,105</td>
<td>3.01</td>
<td>186,313</td>
<td>86,005</td>
<td>34.6</td>
<td>$61,330</td>
</tr>
<tr>
<td>2009</td>
<td>917,174</td>
<td>296,298</td>
<td>222,128</td>
<td>3.04</td>
<td>200,000</td>
<td>96,028</td>
<td>36.0</td>
<td>$79,240</td>
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<tr>
<td>2014</td>
<td>949,408</td>
<td>306,223</td>
<td>228,845</td>
<td>3.04</td>
<td>219,191</td>
<td>97,032</td>
<td>36.2</td>
<td>$83,095</td>
</tr>
</tbody>
</table>

### Trends: 2009-2014 Annual Rate

<table>
<thead>
<tr>
<th>Area</th>
<th>State</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>0.69%</td>
<td>1.01%</td>
</tr>
<tr>
<td>Households</td>
<td>0.66%</td>
<td>0.92%</td>
</tr>
<tr>
<td>Families</td>
<td>0.6%</td>
<td>0.87%</td>
</tr>
<tr>
<td>Owner HHs</td>
<td>1.85%</td>
<td>2.49%</td>
</tr>
<tr>
<td>Median HH Income</td>
<td>0.95%</td>
<td>0.79%</td>
</tr>
</tbody>
</table>

### Households by Income

<table>
<thead>
<tr>
<th>Income Range</th>
<th>2000</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$15,000</td>
<td>23,233</td>
<td>17,777</td>
<td>17,306</td>
</tr>
<tr>
<td>$15,000 - $24,999</td>
<td>22,200</td>
<td>16,294</td>
<td>15,597</td>
</tr>
<tr>
<td>$25,000 - $34,999</td>
<td>24,927</td>
<td>20,025</td>
<td>17,994</td>
</tr>
<tr>
<td>$35,000 - $49,999</td>
<td>38,027</td>
<td>30,547</td>
<td>32,048</td>
</tr>
<tr>
<td>$50,000 - $74,999</td>
<td>56,647</td>
<td>51,749</td>
<td>51,749</td>
</tr>
<tr>
<td>$75,000 - $99,999</td>
<td>40,310</td>
<td>46,824</td>
<td>46,284</td>
</tr>
<tr>
<td>$100,000 - $149,999</td>
<td>39,467</td>
<td>53,161</td>
<td>51,749</td>
</tr>
<tr>
<td>$150,000 - $199,999</td>
<td>13,784</td>
<td>24,261</td>
<td>26,082</td>
</tr>
<tr>
<td>$200,000+</td>
<td>13,944</td>
<td>24,593</td>
<td>27,601</td>
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</table>

### Median Household Income

<table>
<thead>
<tr>
<th>Year</th>
<th>Median Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>$60,487</td>
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<tr>
<td>2009</td>
<td>$79,240</td>
</tr>
<tr>
<td>2014</td>
<td>$83,095</td>
</tr>
</tbody>
</table>

### Per Capita Income

<table>
<thead>
<tr>
<th>Year</th>
<th>Per Capita Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>$26,565</td>
</tr>
<tr>
<td>2009</td>
<td>$33,361</td>
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<tr>
<td>2014</td>
<td>$35,177</td>
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### Population by Age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 4</td>
<td>60,639</td>
<td>66,278</td>
</tr>
<tr>
<td>5 - 9</td>
<td>69,461</td>
<td>72,240</td>
</tr>
<tr>
<td>10 - 14</td>
<td>66,821</td>
<td>67,445</td>
</tr>
<tr>
<td>15 - 19</td>
<td>61,997</td>
<td>67,043</td>
</tr>
<tr>
<td>20 - 24</td>
<td>50,826</td>
<td>56,243</td>
</tr>
<tr>
<td>25 - 34</td>
<td>112,406</td>
<td>115,636</td>
</tr>
<tr>
<td>35 - 44</td>
<td>140,844</td>
<td>127,078</td>
</tr>
<tr>
<td>45 - 54</td>
<td>117,178</td>
<td>139,373</td>
</tr>
<tr>
<td>55 - 64</td>
<td>69,143</td>
<td>102,398</td>
</tr>
<tr>
<td>65 - 74</td>
<td>45,363</td>
<td>53,891</td>
</tr>
<tr>
<td>75 - 84</td>
<td>30,244</td>
<td>33,036</td>
</tr>
<tr>
<td>85+</td>
<td>10,137</td>
<td>15,097</td>
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</table>

### Race and Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>2000</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>586,727</td>
<td>600,455</td>
<td>601,134</td>
</tr>
<tr>
<td>Black</td>
<td>19,695</td>
<td>17,853</td>
<td>17,923</td>
</tr>
<tr>
<td>American Indian</td>
<td>7,404</td>
<td>7,798</td>
<td>7,801</td>
</tr>
<tr>
<td>Asian</td>
<td>44,238</td>
<td>58,060</td>
<td>65,956</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>1,763</td>
<td>2,025</td>
<td>2,171</td>
</tr>
<tr>
<td>Other</td>
<td>137,193</td>
<td>184,583</td>
<td>209,862</td>
</tr>
<tr>
<td>Hispanic</td>
<td>32,039</td>
<td>46,601</td>
<td>55,281</td>
</tr>
</tbody>
</table>

### Data Note:

Income is expressed in current dollars.

Demographic and Income Profile

Oxnard, California

Latitude: 34.20034
Longitude: -119.18044
Radius: 60 Miles

Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Households</th>
<th>Families</th>
<th>Average Household Size</th>
<th>Owner Occupied HUs</th>
<th>Renter Occupied HUs</th>
<th>Median Age</th>
<th>Trends 2009-2014 Annual Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>7,072,106</td>
<td>2,417,488</td>
<td>1,583,632</td>
<td>2.87</td>
<td>1,107,969</td>
<td>1,309,519</td>
<td>32.5</td>
<td>0.69%</td>
</tr>
<tr>
<td>2009</td>
<td>7,636,646</td>
<td>2,553,508</td>
<td>1,675,274</td>
<td>2.93</td>
<td>1,160,136</td>
<td>1,393,372</td>
<td>33.3</td>
<td>0.91%</td>
</tr>
<tr>
<td>2014</td>
<td>7,905,338</td>
<td>2,630,691</td>
<td>1,719,033</td>
<td>2.95</td>
<td>1,309,527</td>
<td>1,321,164</td>
<td>33.3</td>
<td>0.91%</td>
</tr>
</tbody>
</table>

Households by Income

<table>
<thead>
<tr>
<th>Income Level</th>
<th>2000</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15,000</td>
<td>416,704</td>
<td>320,113</td>
<td>313,344</td>
</tr>
<tr>
<td>$15,000-$24,999</td>
<td>300,363</td>
<td>236,842</td>
<td>224,526</td>
</tr>
<tr>
<td>$25,000-$34,999</td>
<td>287,264</td>
<td>260,366</td>
<td>235,240</td>
</tr>
<tr>
<td>$35,000-$49,999</td>
<td>352,927</td>
<td>333,269</td>
<td>351,009</td>
</tr>
<tr>
<td>$50,000-$74,999</td>
<td>415,793</td>
<td>470,659</td>
<td>514,680</td>
</tr>
<tr>
<td>$75,000-$99,999</td>
<td>244,462</td>
<td>339,113</td>
<td>361,549</td>
</tr>
<tr>
<td>$100,000-$149,999</td>
<td>224,342</td>
<td>303,101</td>
<td>309,662</td>
</tr>
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<td>$150,000-$199,999</td>
<td>77,414</td>
<td>134,672</td>
<td>145,224</td>
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<tr>
<td>$200,000+</td>
<td>100,284</td>
<td>155,327</td>
<td>175,411</td>
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Median Household Income

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$43,108</td>
<td>$56,285</td>
<td>$60,441</td>
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Average Household Income

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$64,899</td>
<td>$80,140</td>
<td>$84,909</td>
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Per Capita Income

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$22,558</td>
<td>$27,186</td>
<td>$28,681</td>
</tr>
</tbody>
</table>

Population by Age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2000</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4</td>
<td>534,685</td>
<td>582,127</td>
<td>606,975</td>
</tr>
<tr>
<td>5-9</td>
<td>576,254</td>
<td>553,825</td>
<td>576,692</td>
</tr>
<tr>
<td>10-14</td>
<td>513,023</td>
<td>518,843</td>
<td>524,266</td>
</tr>
<tr>
<td>15-19</td>
<td>490,838</td>
<td>577,296</td>
<td>518,194</td>
</tr>
<tr>
<td>20-24</td>
<td>527,426</td>
<td>601,343</td>
<td>658,771</td>
</tr>
<tr>
<td>25-34</td>
<td>1,195,197</td>
<td>1,189,995</td>
<td>1,275,282</td>
</tr>
<tr>
<td>35-44</td>
<td>1,143,372</td>
<td>1,092,367</td>
<td>1,018,473</td>
</tr>
<tr>
<td>45-54</td>
<td>865,837</td>
<td>1,038,463</td>
<td>1,013,150</td>
</tr>
<tr>
<td>55-64</td>
<td>524,412</td>
<td>732,709</td>
<td>830,028</td>
</tr>
<tr>
<td>65-74</td>
<td>369,491</td>
<td>395,849</td>
<td>498,031</td>
</tr>
<tr>
<td>75-84</td>
<td>245,221</td>
<td>256,022</td>
<td>259,486</td>
</tr>
<tr>
<td>85+</td>
<td>80,450</td>
<td>117,045</td>
<td>126,008</td>
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</table>

Race and Ethnicity

<table>
<thead>
<tr>
<th>Race</th>
<th>2000</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Alone</td>
<td>3,683,449</td>
<td>3,641,168</td>
<td>3,596,215</td>
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<tr>
<td>Black Alone</td>
<td>726,460</td>
<td>898,747</td>
<td>874,125</td>
</tr>
<tr>
<td>American Indian Alone</td>
<td>53,851</td>
<td>53,514</td>
<td>52,236</td>
</tr>
<tr>
<td>Asian Alone</td>
<td>644,353</td>
<td>793,589</td>
<td>870,061</td>
</tr>
<tr>
<td>Pacific Islander Alone</td>
<td>16,464</td>
<td>18,121</td>
<td>18,375</td>
</tr>
<tr>
<td>Other Race Alone</td>
<td>1,602,700</td>
<td>1,972,332</td>
<td>2,167,152</td>
</tr>
</tbody>
</table>

2009 Household Income

<table>
<thead>
<tr>
<th>Income Level</th>
<th>2009 Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$15K</td>
<td>12.5%</td>
</tr>
<tr>
<td>$15K-$24K</td>
<td>9.3%</td>
</tr>
<tr>
<td>$25K-$34K</td>
<td>10.2%</td>
</tr>
<tr>
<td>$35K-$49K</td>
<td>13.1%</td>
</tr>
<tr>
<td>$50K-$74K</td>
<td>18.4%</td>
</tr>
<tr>
<td>$75K-99K</td>
<td>13.3%</td>
</tr>
<tr>
<td>$100K-149K</td>
<td>6.3%</td>
</tr>
<tr>
<td>$150K-199K</td>
<td>5.3%</td>
</tr>
<tr>
<td>$200K+</td>
<td>2.6%</td>
</tr>
</tbody>
</table>

2009 Population by Race

<table>
<thead>
<tr>
<th>Race</th>
<th>2009 Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>45.9%</td>
</tr>
<tr>
<td>Black</td>
<td>8.5%</td>
</tr>
<tr>
<td>American Indian</td>
<td>0.7%</td>
</tr>
<tr>
<td>Asian</td>
<td>11.0%</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>0.2%</td>
</tr>
<tr>
<td>Other Race</td>
<td>27.4%</td>
</tr>
</tbody>
</table>

Data Note: Income is expressed in current dollars.
| Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Percentage in tenure includes the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by total population. Detail may not sum to totals due to rounding.


#### Median Household Income

<table>
<thead>
<tr>
<th>Year</th>
<th>&lt;50,000</th>
<th>$50,000 - $99,999</th>
<th>$100,000 - $149,999</th>
<th>$150,000 - $199,999</th>
<th>$200,000 - $299,999</th>
<th>$300,000 - $499,999</th>
<th>$500,000 - $999,999</th>
<th>$1,000,000+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>3.2%</td>
<td>17.6%</td>
<td>25.5%</td>
<td>14.7%</td>
<td>16.6%</td>
<td>31.2%</td>
<td>37.5%</td>
<td>7.4%</td>
</tr>
<tr>
<td>2009</td>
<td>4.8%</td>
<td>18.3%</td>
<td>26.4%</td>
<td>17.5%</td>
<td>21.9%</td>
<td>37.5%</td>
<td>41.4%</td>
<td>9.1%</td>
</tr>
<tr>
<td>2014</td>
<td>5.7%</td>
<td>20.8%</td>
<td>26.0%</td>
<td>22.8%</td>
<td>26.6%</td>
<td>41.4%</td>
<td>46.1%</td>
<td>11.3%</td>
</tr>
</tbody>
</table>

#### Average Household Income

<table>
<thead>
<tr>
<th>Year</th>
<th>&lt;50,000</th>
<th>$50,000 - $99,999</th>
<th>$100,000 - $149,999</th>
<th>$150,000 - $199,999</th>
<th>$200,000 - $299,999</th>
<th>$300,000 - $499,999</th>
<th>$500,000 - $999,999</th>
<th>$1,000,000+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>8.5%</td>
<td>20.8%</td>
<td>26.0%</td>
<td>22.8%</td>
<td>26.6%</td>
<td>41.4%</td>
<td>46.1%</td>
<td>11.3%</td>
</tr>
<tr>
<td>2009</td>
<td>9.1%</td>
<td>21.9%</td>
<td>27.5%</td>
<td>22.8%</td>
<td>26.6%</td>
<td>41.4%</td>
<td>46.1%</td>
<td>11.3%</td>
</tr>
<tr>
<td>2014</td>
<td>11.9%</td>
<td>26.6%</td>
<td>28.9%</td>
<td>24.4%</td>
<td>29.2%</td>
<td>46.1%</td>
<td>51.4%</td>
<td>13.6%</td>
</tr>
</tbody>
</table>

#### Vacant Housing Units

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Population</th>
<th>Housing Units</th>
<th>Owner Occupied HUs</th>
<th>Renter Occupied HUs</th>
<th>Vacant Housing Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>114,741</td>
<td>282,729</td>
<td>2,528,260</td>
<td>2,528,260</td>
<td>4.9%</td>
</tr>
<tr>
<td>2009</td>
<td>126,194</td>
<td>310,038</td>
<td>2,689,023</td>
<td>2,689,023</td>
<td>4.9%</td>
</tr>
<tr>
<td>2014</td>
<td>130,555</td>
<td>320,705</td>
<td>2,768,509</td>
<td>2,768,509</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

#### Per Capita Income

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2009</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$333,642</td>
<td>$345,961</td>
<td>$350,866</td>
</tr>
<tr>
<td>Per Capita Income</td>
<td>$11,520</td>
<td>$11,658</td>
<td>$11,836</td>
</tr>
</tbody>
</table>

©2009 ESRI On-demand reports and maps from Business Analyst Online. Order at www.esri.com/bao or call 800-292-2224
### 2000 Population by Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Total</th>
<th>10 Miles</th>
<th>30 Miles</th>
<th>60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 0 - 4</td>
<td>367,004</td>
<td>85,059</td>
<td>7,072,106</td>
<td></td>
</tr>
<tr>
<td>Age 5 - 9</td>
<td>7.9%</td>
<td>7.3%</td>
<td>7.6%</td>
<td></td>
</tr>
<tr>
<td>Age 10 - 14</td>
<td>8.5%</td>
<td>8.3%</td>
<td>8.1%</td>
<td></td>
</tr>
<tr>
<td>Age 15 - 19</td>
<td>7.7%</td>
<td>7.4%</td>
<td>6.9%</td>
<td></td>
</tr>
<tr>
<td>Age 20 - 24</td>
<td>7.3%</td>
<td>6.1%</td>
<td>7.5%</td>
<td></td>
</tr>
<tr>
<td>Age 25 - 34</td>
<td>15.2%</td>
<td>13.5%</td>
<td>16.9%</td>
<td></td>
</tr>
<tr>
<td>Age 35 - 44</td>
<td>15.8%</td>
<td>16.9%</td>
<td>16.2%</td>
<td></td>
</tr>
<tr>
<td>Age 45 - 54</td>
<td>12.2%</td>
<td>14.0%</td>
<td>12.2%</td>
<td></td>
</tr>
<tr>
<td>Age 55 - 64</td>
<td>7.4%</td>
<td>8.3%</td>
<td>7.4%</td>
<td></td>
</tr>
<tr>
<td>Age 65 - 74</td>
<td>5.5%</td>
<td>5.4%</td>
<td>5.2%</td>
<td></td>
</tr>
<tr>
<td>Age 75 - 84</td>
<td>3.6%</td>
<td>3.6%</td>
<td>3.5%</td>
<td></td>
</tr>
<tr>
<td>Age 85+</td>
<td>1.1%</td>
<td>1.2%</td>
<td>1.2%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>394,357</td>
<td>917,174</td>
<td>7,636,646</td>
<td></td>
</tr>
</tbody>
</table>

### 2009 Population by Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Total</th>
<th>10 Miles</th>
<th>30 Miles</th>
<th>60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 0 - 4</td>
<td>381,281</td>
<td>949,408</td>
<td>7,905,338</td>
<td></td>
</tr>
<tr>
<td>Age 5 - 9</td>
<td>8.1%</td>
<td>7.2%</td>
<td>7.6%</td>
<td></td>
</tr>
<tr>
<td>Age 10 - 14</td>
<td>7.7%</td>
<td>7.3%</td>
<td>7.3%</td>
<td></td>
</tr>
<tr>
<td>Age 15 - 19</td>
<td>7.3%</td>
<td>7.4%</td>
<td>6.8%</td>
<td></td>
</tr>
<tr>
<td>Age 20 - 24</td>
<td>7.4%</td>
<td>6.5%</td>
<td>7.9%</td>
<td></td>
</tr>
<tr>
<td>Age 25 - 34</td>
<td>14.3%</td>
<td>12.6%</td>
<td>15.3%</td>
<td></td>
</tr>
<tr>
<td>Age 35 - 44</td>
<td>13.6%</td>
<td>13.9%</td>
<td>14.3%</td>
<td></td>
</tr>
<tr>
<td>Age 45 - 54</td>
<td>13.3%</td>
<td>13.7%</td>
<td>14.3%</td>
<td></td>
</tr>
<tr>
<td>Age 55 - 64</td>
<td>8.9%</td>
<td>11.2%</td>
<td>9.6%</td>
<td></td>
</tr>
<tr>
<td>Age 65 - 74</td>
<td>5.4%</td>
<td>5.9%</td>
<td>5.2%</td>
<td></td>
</tr>
<tr>
<td>Age 75 - 84</td>
<td>3.6%</td>
<td>3.8%</td>
<td>3.4%</td>
<td></td>
</tr>
<tr>
<td>Age 85+</td>
<td>1.5%</td>
<td>1.2%</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>408,281</td>
<td>949,408</td>
<td>7,905,338</td>
<td></td>
</tr>
</tbody>
</table>

### 2014 Population by Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Total</th>
<th>10 Miles</th>
<th>30 Miles</th>
<th>60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 0 - 4</td>
<td>423,182</td>
<td>956,509</td>
<td>8,022,490</td>
<td></td>
</tr>
<tr>
<td>Age 5 - 9</td>
<td>8.1%</td>
<td>7.2%</td>
<td>7.7%</td>
<td></td>
</tr>
<tr>
<td>Age 10 - 14</td>
<td>7.2%</td>
<td>7.2%</td>
<td>6.6%</td>
<td></td>
</tr>
<tr>
<td>Age 15 - 19</td>
<td>7.0%</td>
<td>6.9%</td>
<td>6.6%</td>
<td></td>
</tr>
<tr>
<td>Age 20 - 24</td>
<td>7.8%</td>
<td>6.7%</td>
<td>8.3%</td>
<td></td>
</tr>
<tr>
<td>Age 25 - 34</td>
<td>14.8%</td>
<td>13.2%</td>
<td>16.1%</td>
<td></td>
</tr>
<tr>
<td>Age 35 - 44</td>
<td>12.7%</td>
<td>12.8%</td>
<td>12.9%</td>
<td></td>
</tr>
<tr>
<td>Age 45 - 54</td>
<td>12.3%</td>
<td>14.0%</td>
<td>12.8%</td>
<td></td>
</tr>
<tr>
<td>Age 55 - 64</td>
<td>10.7%</td>
<td>12.0%</td>
<td>10.5%</td>
<td></td>
</tr>
<tr>
<td>Age 65 - 74</td>
<td>6.7%</td>
<td>7.4%</td>
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<td></td>
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<tr>
<td>Age 75 - 84</td>
<td>3.8%</td>
<td>3.6%</td>
<td>3.3%</td>
<td></td>
</tr>
<tr>
<td>Age 85+</td>
<td>1.6%</td>
<td>1.7%</td>
<td>1.6%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>423,182</td>
<td>956,509</td>
<td>8,022,490</td>
<td></td>
</tr>
</tbody>
</table>

### 2000 Population by Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Total</th>
<th>10 Miles</th>
<th>30 Miles</th>
<th>60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Alone</td>
<td>58.9%</td>
<td>71.5%</td>
<td>52.1%</td>
<td></td>
</tr>
<tr>
<td>Black Alone</td>
<td>3.0%</td>
<td>1.9%</td>
<td>10.3%</td>
<td></td>
</tr>
<tr>
<td>American Indian Alone</td>
<td>1.2%</td>
<td>0.9%</td>
<td>0.8%</td>
<td></td>
</tr>
<tr>
<td>Asian or Pacific Islander Alone</td>
<td>6.1%</td>
<td>5.5%</td>
<td>9.3%</td>
<td></td>
</tr>
<tr>
<td>Some Other Race Alone</td>
<td>26.3%</td>
<td>16.4%</td>
<td>22.7%</td>
<td></td>
</tr>
<tr>
<td>Two or More Races</td>
<td>4.6%</td>
<td>3.8%</td>
<td>4.9%</td>
<td></td>
</tr>
<tr>
<td>Hispanic Origin</td>
<td>46.2%</td>
<td>31.4%</td>
<td>41.9%</td>
<td></td>
</tr>
<tr>
<td>Diversity Index</td>
<td>82.3</td>
<td>70.8</td>
<td>85.1</td>
<td></td>
</tr>
</tbody>
</table>

### 2009 Population by Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Total</th>
<th>10 Miles</th>
<th>30 Miles</th>
<th>60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Alone</td>
<td>52.8%</td>
<td>65.5%</td>
<td>47.7%</td>
<td></td>
</tr>
<tr>
<td>Black Alone</td>
<td>2.9%</td>
<td>1.9%</td>
<td>9.1%</td>
<td></td>
</tr>
<tr>
<td>American Indian Alone</td>
<td>1.1%</td>
<td>0.9%</td>
<td>0.7%</td>
<td></td>
</tr>
<tr>
<td>Asian or Pacific Islander Alone</td>
<td>6.4%</td>
<td>6.6%</td>
<td>10.8%</td>
<td></td>
</tr>
<tr>
<td>Some Other Race Alone</td>
<td>31.2%</td>
<td>20.1%</td>
<td>25.8%</td>
<td></td>
</tr>
<tr>
<td>Two or More Races</td>
<td>5.6%</td>
<td>5.1%</td>
<td>6.0%</td>
<td></td>
</tr>
<tr>
<td>Hispanic Origin</td>
<td>54.2%</td>
<td>38.6%</td>
<td>47.9%</td>
<td></td>
</tr>
<tr>
<td>Diversity Index</td>
<td>85.7</td>
<td>77.2</td>
<td>87.6</td>
<td></td>
</tr>
</tbody>
</table>

### 2014 Population by Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Total</th>
<th>10 Miles</th>
<th>30 Miles</th>
<th>60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Alone</td>
<td>49.9%</td>
<td>62.3%</td>
<td>45.5%</td>
<td></td>
</tr>
<tr>
<td>Black Alone</td>
<td>2.8%</td>
<td>1.9%</td>
<td>8.5%</td>
<td></td>
</tr>
<tr>
<td>American Indian Alone</td>
<td>1.0%</td>
<td>0.8%</td>
<td>0.7%</td>
<td></td>
</tr>
<tr>
<td>Asian or Pacific Islander Alone</td>
<td>6.5%</td>
<td>7.1%</td>
<td>11.2%</td>
<td></td>
</tr>
<tr>
<td>Some Other Race Alone</td>
<td>33.7%</td>
<td>27.4%</td>
<td>20.1%</td>
<td></td>
</tr>
<tr>
<td>Two or More Races</td>
<td>6.1%</td>
<td>5.8%</td>
<td>6.7%</td>
<td></td>
</tr>
<tr>
<td>Hispanic Origin</td>
<td>58.3%</td>
<td>42.4%</td>
<td>50.9%</td>
<td></td>
</tr>
<tr>
<td>Diversity Index</td>
<td>87.0</td>
<td>79.9</td>
<td>88.7</td>
<td></td>
</tr>
</tbody>
</table>

### 2000 Population 3+ by School Enrollment

<table>
<thead>
<tr>
<th>School Enrollment</th>
<th>Total</th>
<th>10 Miles</th>
<th>30 Miles</th>
<th>60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled in Nursery/Preschool</td>
<td>1.6%</td>
<td>1.9%</td>
<td>1.8%</td>
<td></td>
</tr>
<tr>
<td>Enrolled in Kindergarten</td>
<td>1.8%</td>
<td>1.7%</td>
<td>1.8%</td>
<td></td>
</tr>
<tr>
<td>Enrolled in Grade 1-8</td>
<td>13.8%</td>
<td>13.9%</td>
<td>13.3%</td>
<td></td>
</tr>
<tr>
<td>Enrolled in Grade 9-12</td>
<td>7.0%</td>
<td>6.8%</td>
<td>6.5%</td>
<td></td>
</tr>
<tr>
<td>Enrolled in College</td>
<td>5.9%</td>
<td>6.6%</td>
<td>6.6%</td>
<td></td>
</tr>
<tr>
<td>Enrolled in Grad/Prof School</td>
<td>0.9%</td>
<td>1.1%</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>Not Enrolled in School</td>
<td>69.0%</td>
<td>68.7%</td>
<td>68.6%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>340,351</td>
<td>799,518</td>
<td>6,761,855</td>
<td></td>
</tr>
</tbody>
</table>

### 2009 Population 25+ by Educational Attainment

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Total</th>
<th>10 Miles</th>
<th>30 Miles</th>
<th>60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th Grade</td>
<td>14.4%</td>
<td>9.9%</td>
<td>14.3%</td>
<td></td>
</tr>
<tr>
<td>9th - 12th Grade, No Diploma</td>
<td>9.7%</td>
<td>7.3%</td>
<td>10.5%</td>
<td></td>
</tr>
<tr>
<td>High School Graduate</td>
<td>21.1%</td>
<td>19.9%</td>
<td>20.3%</td>
<td></td>
</tr>
<tr>
<td>Some College, No Degree</td>
<td>22.4%</td>
<td>23.2%</td>
<td>18.1%</td>
<td></td>
</tr>
<tr>
<td>Associate Degree</td>
<td>8.4%</td>
<td>8.3%</td>
<td>6.4%</td>
<td></td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>15.3%</td>
<td>20.7%</td>
<td>19.7%</td>
<td></td>
</tr>
<tr>
<td>Graduate/Professional Degree</td>
<td>8.7%</td>
<td>11.7%</td>
<td>10.7%</td>
<td></td>
</tr>
</tbody>
</table>

**Data Note:** Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Market Profile

Oxnard, California

Latitude: 34.20034
Longitude: -119.18044
Site Type: Rings

2009 Population 15+ by Marital Status

<table>
<thead>
<tr>
<th>Radius: 10 Miles</th>
<th>Radius: 30 Miles</th>
<th>Radius: 60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 303,318</td>
<td>716,395</td>
<td>5,981,051</td>
</tr>
<tr>
<td>Married 54.0%</td>
<td>57.1%</td>
<td>49.0%</td>
</tr>
<tr>
<td>Widowed 5.1%</td>
<td>4.8%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Divorced 9.7%</td>
<td>9.6%</td>
<td>8.7%</td>
</tr>
</tbody>
</table>

2000 Population 16+ by Employment Status

<table>
<thead>
<tr>
<th>Radius: 10 Miles</th>
<th>Radius: 30 Miles</th>
<th>Radius: 60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 265,194</td>
<td>625,256</td>
<td>5,353,988</td>
</tr>
<tr>
<td>In Labor Force 64.6%</td>
<td>66.2%</td>
<td>61.5%</td>
</tr>
<tr>
<td>Civilian Employed 59.2%</td>
<td>62.2%</td>
<td>56.4%</td>
</tr>
<tr>
<td>Civilian Unemployed 3.8%</td>
<td>3.3%</td>
<td>4.9%</td>
</tr>
<tr>
<td>In Armed Forces 1.6%</td>
<td>0.7%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Not in Labor Force 35.4%</td>
<td>33.8%</td>
<td>38.5%</td>
</tr>
</tbody>
</table>

2009 Employed Population 16+ by Industry

<table>
<thead>
<tr>
<th>Radius: 10 Miles</th>
<th>Radius: 30 Miles</th>
<th>Radius: 60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 159,516</td>
<td>399,411</td>
<td>3,116,175</td>
</tr>
<tr>
<td>Agriculture/Mining 5.9%</td>
<td>3.4%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Construction 6.6%</td>
<td>6.4%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Manufacturing 9.4%</td>
<td>9.3%</td>
<td>9.6%</td>
</tr>
<tr>
<td>Wholesale Trade 3.9%</td>
<td>3.7%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Retail Trade 11.2%</td>
<td>10.7%</td>
<td>10.2%</td>
</tr>
<tr>
<td>Transportation/Utilities 3.3%</td>
<td>3.0%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Information 2.3%</td>
<td>3.5%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Finance/Insurance/Real Estate 6.5%</td>
<td>5.2%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Services 44.3%</td>
<td>45.8%</td>
<td>50.6%</td>
</tr>
<tr>
<td>Public Administration 6.6%</td>
<td>5.0%</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

2009 Employed Population 16+ by Occupation

<table>
<thead>
<tr>
<th>Radius: 10 Miles</th>
<th>Radius: 30 Miles</th>
<th>Radius: 60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 159,516</td>
<td>399,411</td>
<td>3,116,175</td>
</tr>
<tr>
<td>White Collar 59.5%</td>
<td>67.2%</td>
<td>64.9%</td>
</tr>
<tr>
<td>Management/Business/Financial 12.7%</td>
<td>17.1%</td>
<td>14.7%</td>
</tr>
<tr>
<td>Professional 20.7%</td>
<td>24.0%</td>
<td>24.3%</td>
</tr>
<tr>
<td>Sales 11.3%</td>
<td>12.3%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Administrative Support 14.8%</td>
<td>13.9%</td>
<td>14.2%</td>
</tr>
<tr>
<td>Services 16.5%</td>
<td>15.0%</td>
<td>16.8%</td>
</tr>
<tr>
<td>Blue Collar 24.0%</td>
<td>17.8%</td>
<td>18.3%</td>
</tr>
<tr>
<td>Farming/Forestry/Fishing 3.6%</td>
<td>2.0%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Construction/Extraction 5.5%</td>
<td>4.8%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Installation/Maintenance/Repair 3.6%</td>
<td>3.0%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Production 5.4%</td>
<td>4.0%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Transportation/Material Moving 5.8%</td>
<td>4.1%</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

2000 Workers 16+ by Means of Transportation to Work

<table>
<thead>
<tr>
<th>Radius: 10 Miles</th>
<th>Radius: 30 Miles</th>
<th>Radius: 60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 157,369</td>
<td>385,922</td>
<td>2,955,887</td>
</tr>
<tr>
<td>Drove Alone - Car, Truck, or Van 73.0%</td>
<td>76.0%</td>
<td>69.7%</td>
</tr>
<tr>
<td>Carpooled - Car, Truck, or Van 18.1%</td>
<td>14.5%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Public Transportation 1.2%</td>
<td>1.1%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Walked 2.3%</td>
<td>2.2%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Other Means 2.1%</td>
<td>1.8%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Worked at Home 3.2%</td>
<td>4.6%</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

2000 Workers 16+ by Travel Time to Work

<table>
<thead>
<tr>
<th>Radius: 10 Miles</th>
<th>Radius: 30 Miles</th>
<th>Radius: 60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 157,369</td>
<td>385,922</td>
<td>2,955,887</td>
</tr>
<tr>
<td>Did Not Work at Home 96.8%</td>
<td>95.4%</td>
<td>95.9%</td>
</tr>
<tr>
<td>Less than 5 minutes 2.5%</td>
<td>2.4%</td>
<td>1.6%</td>
</tr>
<tr>
<td>5 to 9 minutes 11.3%</td>
<td>11.1%</td>
<td>7.5%</td>
</tr>
<tr>
<td>10 to 19 minutes 36.8%</td>
<td>30.3%</td>
<td>26.9%</td>
</tr>
<tr>
<td>20 to 24 minutes 16.6%</td>
<td>13.5%</td>
<td>13.9%</td>
</tr>
<tr>
<td>25 to 34 minutes 16.4%</td>
<td>17.1%</td>
<td>21.3%</td>
</tr>
<tr>
<td>35 to 44 minutes 3.7%</td>
<td>5.8%</td>
<td>6.7%</td>
</tr>
<tr>
<td>45 to 59 minutes 4.4%</td>
<td>6.7%</td>
<td>8.5%</td>
</tr>
<tr>
<td>60 to 89 minutes 3.2%</td>
<td>5.7%</td>
<td>6.5%</td>
</tr>
<tr>
<td>90 or more minutes 2.4%</td>
<td>2.8%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Worked at Home 3.2%</td>
<td>4.6%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Average Travel Time to Work (in min) 22.7</td>
<td>25.7</td>
<td>28.3</td>
</tr>
</tbody>
</table>

2000 Households by Vehicles Available

<table>
<thead>
<tr>
<th>Radius: 10 Miles</th>
<th>Radius: 30 Miles</th>
<th>Radius: 60 Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 110,411</td>
<td>272,260</td>
<td>2,417,541</td>
</tr>
<tr>
<td>None 6.6%</td>
<td>4.7%</td>
<td>12.9%</td>
</tr>
<tr>
<td>1 31.5%</td>
<td>27.8%</td>
<td>37.8%</td>
</tr>
<tr>
<td>2 40.7%</td>
<td>43.6%</td>
<td>34.3%</td>
</tr>
<tr>
<td>3 14.4%</td>
<td>16.6%</td>
<td>10.6%</td>
</tr>
<tr>
<td>4 4.8%</td>
<td>5.2%</td>
<td>3.1%</td>
</tr>
<tr>
<td>5+ 2.0%</td>
<td>2.1%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Average Number of Vehicles Available 1.9</td>
<td>2.0</td>
<td>1.6</td>
</tr>
</tbody>
</table>

Name Change Research and Findings

The following summarizes our research, feedback, and conclusions for your consideration, and we hope that you’ll provide your personal take on this issue.

As you know, changing Oxnard’s name has been a point of discussion for decades. General research shows that Henry T. Oxnard wanted the town to be named for the Greek word meaning “sugar beets” and NOT his name. It has even been said that Oxnard family members (who have not lived in the area for decades) have been surprised that the city hasn’t changed the name. We don’t know how factual these statements are, but they do illustrate that a name change has been an open discussion item for years.

The problem with the name Oxnard is simply that it is very unattractive, creating a negative impression just from the name’s nasal sound. We’ve received dozens of comments from both residents and visitors from very crude name associations (a bull’s private parts) to “does Oxnard really sound like a lovely seaside town?” It simply doesn’t convey an image of a top-notch beachfront community, which Oxnard easily is.

Stand-up comedian Lewis Black recently guest starred on the CBS hit situation comedy series Big Bang Theory, appearing as a brilliant but troubled professor who works at Caltech and whose life is falling apart. His department’s being shut down, his wife left him for someone else, and to make things even worse, he’s being forced to move in with his daughter “in Oxnard. Not Oxnard on the beach, Oxnard by the onion fields.”

With a change of name, the city can put its best foot forward from the moment the names rolls off the tongue – rather than beginning with an unattractive perception because of the name, followed by having to prove that the city is not as dismal as the name sounds. With a new name, the city can start with the positive image that an attractive name automatically generates.

Companies, downtown districts and now cities are frequently spending millions of dollars looking for the perfect name for their product or place. A name is an important part of the package. It needs to evoke an emotion, a particular feeling, or convey a message that connects a person to the place or product instantly. This is why downtown district names are so important: Gaslamp Quarter in San Diego and Third Street Promenade in Santa Monica are two examples; they present a positive, attractive feeling that makes them feel like a destination where people want to spend their time. City names including Monterey, Carmel, Santa Monica, Newport Beach, Santa Barbara, Ventura and others all have a nice ring. They "sound" like nice places to live, work or play.

Since we were asked to make a recommendation regarding the name change, we put the question to the people of Oxnard through a variety of venues including an on-line survey, questionnaires, in the press, and in open discussions. I have also approached audiences throughout North America over the past several months, asking for their impressions and feedback regarding the name Oxnard. We have tested various names with DDI’s International Testing Team and with speaking engagement audiences.

Of the feedback we’ve received from residents in Oxnard, many noted that they dislike the name Oxnard so much that they use a different name for their home address, such as Mandalay Beach, Mandalay Bay or Channel Islands Beach. Others indicated they have chosen to live or have their business outside the city limits so they won’t have “Oxnard” as their address. When asked why, one person said because of Oxnard’s reputation, others said the name is “outright ugly.”

A business example includes Oxnard’s Hampton Inn, which is listed as a Camarillo hotel. They highlight Oxnard’s beautiful beaches then finish the description using the line “visit the Hampton Inn & Suites, Camarillo, CA, in Ventura, CA.”

During presentations I have given recently in New Brunswick, Texas, North Idaho, and Northern California, I have asked audiences for their impressions of a city named Oxnard. Most of these people have no knowledge of the city at all, and the initial response was usually a collective groan. A majority of the audience suggested changing the name. When told
the city is located on the coast between Malibu and Santa Barbara, people were very surprised – the name didn’t sound like the name of a place that would be among such prestigious company.

We conducted an on-line survey of Oxnard residents to solicit input and feedback on a number of issues. One question was about the possibility of changing the name of the city. Between the on-line survey, the open-house we conducted in Oxnard, the public meeting, e-mails and other talks with locals, we communicated with more than 600 residents about the possibility of a name change. Of all those people, the majority would like to see the name changed. Of those we spoke with who were against a name change, most of them said they would consider supporting a name that still included the word Oxnard.

When questioned further about the name, most of those who wanted to keep the name Oxnard said the reason was because it was tied to the city’s history. Many said they just “didn’t care what other people thought” of the name. This implies that they realize it isn’t attractive. In a nutshell, people overwhelmingly realize it’s an unattractive name, and most would support a change. What to change it to may be the main point of contention.

Of course, the name Oxnard is historically tied to the community. But history is not a single point in the past – history is fluid. Only one hundred ten years ago, the area was not Oxnard at all – that’s not very long ago. You are building tomorrow’s history today. A change of name does not change Oxnard’s history and all that the residents are proud of in their past, but it could open the next chapter for the city – a chapter of revitalization and prosperity.

After considerable research, we recommend that Oxnard change the name of the city. The goal of the name change would be to build a new sense of identity and give the city a name that portrays the attractive, coastal community Oxnard actually is; a name that instills community pride; a name that sounds like a great place to live, work and play.

Changing a city’s name is probably as tough an issue as any city can face. There is no way to please all the people all the time. It will be virtually impossible to come to a consensus of the population on this issue. One of my favorite all-time quotes is this: “A by-product of brands ‘for the people’ is the committee that compromises and kills a potential brand home run. This is why you never see statues of committees in public parks; you see brave leaders.”

City name changes aren’t all that rare, however. Other California cities that have gone through name changes include, but are not limited to:

- Grover City to Grover Beach
- El Toro to Lake Forest
- Sepulveda to North Hills
- Canoga Park to West Hills

And this is not unique to California. Thousands of cities have changed their names around the world. Many tackle the challenge every year.

There is no question that if you changed the name today, people would still refer to the city as Oxnard, and this would continue for years. Transition always takes time. Grover City’s name change to Grover Beach took place in 1992 (they had been arguing over the name since 1959 when the city was founded), and some people still refer to it as Grover City, although Grover Beach has taken hold over this last decade. Grover Beach sounds like a great destination. Grover City sounds like a government or geographic entity. Think Napa Valley versus Napa County. Which has more appeal? Which brings a picture to mind? While the name change to Grover Beach was controversial at first, the residents couldn’t be happier with the name change now. In fact, a woman at our public meeting in Oxnard used to work at Grover Beach’s Chamber of Commerce when the name changed, and she noted that within months they saw increases in retail sales and services from people who had no idea that Grover City was a beachfront community until the name changed. Such could be the case for Oxnard.

Logistics of a name change:

Our recommendation would be that the name change would not take effect until January 1, 2011 providing ample time for the beginning of the transition. People will always be resistant to change and this provides a settling down period and time for people to get used to the change.

There is no need for businesses, non-profits, residents, or even the city to change the name immediately even after the official name change has taken place.
next year in terms of business cards, letterhead, promotional materials, etc.

According to the U.S. Postal Service, there are no requirements or time limits. The post office delivers mail based on zip code, thus the reason so many people living in Oxnard are already able to use a different name, such as Channel Islands Beach, or Mandalay Bay. Once the change is official, the city would send a letter to the local postmaster, informing them of the official change. It would be processed and forwarded to the U.S. Postmaster General. Any mail addressed to Oxnard would still be delivered indefinitely, as long as the correct zip code is used.

Likewise, no one would have to go through an additional expense due to the name change. For instance, when city employees or elected officials need new business cards, they simply use the new identity and name. Over time, there would be a natural progression to the new name.

Researching the process with the Secretary of State’s Office, the name change can be facilitated simply by a vote of the city council, and on approval, would be submitted to the Secretary of State as a corporate name change – just as with any business changing its name.

The CalTrans Supervisor for Ventura County, currently James Riley, would be provided with a copy of the city council resolution so he can begin working with Oxnard on freeway signs, state map changes, etc. Perhaps this could be the ticket to making some significant signage changes on both the Pacific Coast Highway and 101 – a top priority of our recommendations and a huge element of the rebranding effort.

Over the past several months, we received numerous ideas from residents about names for the city. Here are the top picks:

1. Anacapa (named for one of the Channel Islands)
2. Channel Islands, or Channel Islands Beach, or City of the Channel Islands
3. Mandalay Beach
4. Santa Lucia
5. Sugar Beach
6. Oxnard Beach
7. Oxnard Shores

We eliminated both Anacapa and Channel Islands for several reasons:

1. They create confusion. The Channel Islands are the islands, not a city, aren’t they?
2. There is Channel Islands Harbor; the Channel Islands Interpretive Center in Ventura; most signs on Highway 101 point to Ventura for the Channel Islands. We believe the name would create more confusion so people would simply stick with Oxnard, effectively killing the opportunity.
3. The same with Anacapa. While this is a terrific sounding name, once again, isn’t that one of the islands out there? Wouldn’t the City of Anacapa be on the island of the same name?

The name Sugar Beach would easily play up the founding of the area, which was known for its sugar beet farms. This name had a lot of appeal, particularly among the younger set who see it as a cool, hip place to live and spend time. Our research turned up no other cities with that name, though we were able to find a few “Sugar Beach” named resorts in Hawaii, the Virgin Islands, Florida, Michigan and Minnesota. There is also the Hotel Sugar Beach in Costa Rica. When private developers are using this type of name, they do after considerable research in finding a good name that can play a key role in their marketing efforts.

Mandalay Beach is a terrific name that sounds exotic, upscale, and like a great destination for both locals and visitors. The developers of Mandalay Bay most likely did a lot of research to come up with a name that would entice people to want to live there. It worked. Mandalay Bay is home to some of the most upscale homes in the area.

We could find no other cities in North America with this name. The closest would be the Mandalay Bay Resort Hotel in Las Vegas. It has one of the best sounding names of all the destination casinos in Las Vegas and has been highly successful.

Santa Lucia is the patron saint of sweets, once again, coming back to the sugar beet growing history of the area. One person commented, “For me, Santa Lucia evokes a high-end cosmo-eurostyle community. I imagine a beautiful beach, sidewalk cafes, gourmet restaurants and designer boutiques.”

Once again, the only challenge we could find with
Santa Lucia is that there is a Santa Lucia Preserve near Carmel, and Santa Lucia Highlands, “Monterey’s Winegrowing Heaven.”

**Testing the names:**

Over the past three months, we’ve been testing the names (in alphabetical order):

1. Mandalay Beach
2. Oxnard
3. Oxnard Beach
4. Oxnard Shores
5. Santa Lucia
6. Sugar Beach

We surveyed these names with the DDI International Testing Team as well as informally at speaking engagements. While the results are not a scientifically accurate study, they do indicate general preferences for the sound of names and the images they evoke among people with no ties to the area. The question put to the survey participants: “Which one of these towns, located in Southern California, most appeals to you as a place to do business, live, or visit?” Participants were asked to rank their choices from one to six.

Oxnard, Oxnard Beach, and Oxnard Shores, combined, received less than ten percent of the total votes as either a first, second, or third-place choice. Oxnard received 61% of the votes for last place.

Santa Lucia received the most first-place votes (34%), while Mandalay Beach received 25% and Sugar Beach received 27%. Combining first and second place votes, Mandalay Beach received 35%, Santa Lucia received 28%, and Sugar Beach received 21%.

If you were not an elected official or city employee, and politics were not an issue, which name could you most easily live with?

1. Santa Lucia
2. Mandalay Beach
3. Sugar Beach

The easy route would be to simply alter the name to Oxnard Beach or Oxnard Shores. But is that really what’s best for the city? Which name really does the best job of evoking the image of a desirable community?

People need time to get used to change – it usually requires a gradual acceptance.

There has never been a better time to implement a change of name for Oxnard. As part of our work, we are developing a new brand identity, brand direction, and downtown district. Our work will foster new tax base that is designed to make Oxnard a stand-alone destination for residents, new businesses, and visitors.

This, combined with a new wayfinding and gateway system, is Oxnard’s chance to start with a clean slate, a fresh look, a new brand direction with new signage, marketing materials and a new message. Our efforts are to develop the brand, the product that backs it up, and the marketing messages that will put Oxnard on the map. At the end of the day, this is about tax base. Attracting new industry, helping local businesses become even more successful, and making Oxnard the city of choice as a place to live and visit, with a downtown where locals will want to spend time.

Branding is never successful when attempted by public consent. Bold leaders are required to make a difference. If the council takes this issue on and proceeds with it there will be push back.

So, while this is a public communication, we are interested in your personal view, as a citizen of Oxnard. We would like to know how you feel about proceeding with a change of name and which name you can support – even if it may not be your first choice.

We believe a name change is in the best interest of the city and its residents, and will effectively open of a new chapter for this exceptional and beautiful community.
Name Change Case Histories

**Grover City to Grover Beach**

[http://www.grover.org/his.htm](http://www.grover.org/his.htm)
154 South 8th Street, Grover Beach, CA 93433
(805) 473-4567

From: Grover Beach's History

A point of argument in 1959, according to newspaper accounts of the time, was whether naming the city the “City of Grover City” was redundant. Some moved for a new, more ocean-oriented name. In 1992, the question was revisited when city residents voted 2,275 to 2,179 to turn “Grover City” into “Grover Beach”, reaffirming the Grover City City Council’s vote to change the name by Ordinance.

**El Toro to Lake Forest**

City of Lake Forest City Hall
25550 Commercentre Drive, Suite 100
Lake Forest, CA 92630
Phone (949) 461-3400
FAX (949) 461-3511
http://www.lakeforestca.gov/about/default.asp

Incorporation Date: December 20, 1991

Don Jose Serrano settled the area, which was originally called Rancho Canada De Los Alisos (the Valley of the Sycamores), through a Mexican Land Grant in 1846. The area then became known as El Toro, named after the bulls that roamed Don Jose Serrano’s ranch. For more than a century, the land remained with Don Jose and his family until financial problems forced him to turn the land over to private interests. In the early 1900’s, Dwight Whiting, a resident of the area, planted 400 acres of fast-growing eucalyptus trees in this growing agricultural community as an answer to the California lumber shortage. Shortly following World War II, residential, commercial and industrial development began to replace the acres of farmland in the area. In the 1960’s, master developer Occidental Petroleum decided to create a master-planned community around the abundant trees and man-made lakes. The eucalyptus trees provided landscaping for the new modern homes and led to the “Forest” in Lake Forest. During the peak of activity at the nearby El Toro Marine Base, the need for new homes and support services increased. Steadily, the Lake Forest area was built into the community we enjoy today.

**Sepulveda to North Hills**

North Hills is one of the oldest communities in the San Fernando Valley. Formerly known as Sepulveda, the community was renamed North Hills in 1992.

http://en.wikipedia.org/wiki/Northridge,_Los_Angeles,_California

http://www.nhwnc.org/
North Hills West Neighborhood Council
Board of Directors - NHWNC
P.O. Box 2190
North Hills, CA. 91393
board@nhwnc.org
Board Member, President - Lara Kazandjian
lkazandjian@nhwnc.org
818.892.8899

**Canoga Park to West Hills**

[http://www.westhillsnc.org/About_WHNC.html](http://www.westhillsnc.org/About_WHNC.html)
[http://www.westhillsnc.org/BOARD_OF_DIRECTORS.html](http://www.westhillsnc.org/BOARD_OF_DIRECTORS.html)

West Hills Neighborhood Council
P.O. Box 4670
West Hills, CA 91308-4670
T 818.719.8656
E mail@westhillsnc.org

Once a part of Canoga Park, West Hills was formed in 1987 after homeowners on the western edge of Canoga Park launched a petition drive a year earlier to form a new community. In an unusual move, the area’s city councilwoman Joy Picus polled Canoga Park residents, asking them if they would like to join the new community, to determine West Hills’s boundaries.


Local government

Representing West Hills are two members of the Los Angeles City Council. The portion south of Roscoe Boulevard is represented by Dennis Zine (3rd Council District) and the portion north of Roscoe Boulevard is represented by Greig Smith (12th Council District).

The West Hills Neighborhood Council serves as the city’s official forum in which stakeholders in the community learn about, debate and take positions
on city issues. The council is served by a 25-member board of directors elected by the stakeholders.

**Parts of Van Nuys to Sherman Oaks**

The neighborhood is roughly bounded by Studio City to the east, Van Nuys to the north, Encino to the west, Bel Air and Beverly Hills Post Office to the south.

Sherman Oaks is situated along the Los Angeles River, Ventura Freeway, San Diego Freeway, Beverly Glen Boulevard, and Sepulveda Boulevard.

The southern boundary has always been Mulholland Drive. The western boundary is Firmament as it crosses Ventura Blvd. The current northern boundary is Oxnard and the eastern boundary is Coldwater Canyon Avenue from Burbank south to Magnolia where it jogs west so as to reach Fulton Avenue at Ventura Boulevard. The line then follows Longridge south to Mulholland.


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**Goodbye Van Nuys Hello Sherman Oaks LA Council Lets Neighborhood Switch**

On July 14, 2009, the Los Angeles City Council approved a request to extend the northern boundary of Sherman Oaks to Oxnard St.

A group of Van Nuys residents won approval today from the Los Angeles City Council to break off from Van Nuys and join the more upscale community of Sherman Oaks.

The council’s 10-2 vote -- with Councilmen Tony Cardenas and Jose Huizar standing in opposition -- will redraw neighborhood boundaries to redesignate some 1,800 homes in an area bounded by Sepulveda, Oxnard and Burbank boulevards and Hazeltine Avenue. The group favoring the change gathered more than 600 signatures supporting its efforts. They argued they are isolated from Van Nuys by an industrial stretch and that their residents strongly identify with Sherman Oaks, in part because they shop Sherman Oaks businesses and children in the neighborhood attend Sherman Oaks schools.

It was just the latest in a string of San Fernando Valley name changes approved by the Council in recent years. But tempers ran hot during today’s debate in council chambers. Cardenas, who represents part of Van Nuys, suggested the change was motivated by racism based on reported comments of one of the proponents at a neighborhood meeting. Other opponents of the move told council members the effort was an unabashed effort to boost property values.

The neighborhood councils of Van Nuys and Sherman Oaks opposed the proposal. Members of the Van Nuys Neighborhood Council, whose members voted 13 to 4 against the plan in January, said the move would cause “irreparable harm” to a community that has seen hundreds of residents sever ties with Van Nuys to join communities such as Valley Glen and Lake Balboa.

-- Maeve Reston at L.A. City Hall

http://www.dailynews.com/breakingnews/cl_12671937

An effort by a group of Van Nuys residents to have their community join Sherman Oaks received support Tuesday from a key panel despite sharp arguments against the proposed change.

The City Council Education and Neighborhood Committee, overruling the recommendations of two neighborhood councils, voted 2-0 in favor of the year-long effort to change the name. The plan was recommended by Councilwoman Wendy Greuel, who represents the area.

Officials hope to have it before the full City Council by Tuesday, Greuel’s last meeting as a council member before she becomes city controller.

Councilman Richard Alarcon had his own concerns about the process that was put in place to allow the change, saying it only fueled enmity among neighbors.

http://partofshermanoaks.org/

From this website’s page, Similar Efforts:

Over the last 15 years a precedent has been set throughout Los Angeles. Neighborhood names are important, and citizens have the right to ensure their
neighborhood is identified correctly. The LA Times on February 19th, 2009 said “...residents take their neighborhood names so seriously. Those designations are part tradition and history -- but also part economic and political...In the Valley, there's a grand tradition of seceding from traditional neighborhoods.”

Since the 1990’s, six valley communities have lobbied and all have successfully changed their name: Valley Glen, West Hills, Winnetka, Valley Village, North Hills, and most recently, West Van Nuys to Lake Balboa.

In 2007, Lake Balboa consisted of ~18,000 residents while ~25,000 West Van Nuys residents lobbied to join their community. The motion was passed when 75 people spoke at the Council hearing. Lake Balboa now consists of over 43,000 residents.

Some of the reasons why this name change was granted (click for details):

- The area is a continuation of the Sherman Oaks neighborhood south of Burbank Blvd and is cut off from the rest of Van Nuys by an industrial belt, commercial zoning, and the orange metro line to the north.
- A vast majority of the affected businesses on Burbank Blvd and Sepulveda Blvd have given written support for this initiative.
- Homes and businesses in the area were built by the same builders at the same time as the areas south of Burbank Blvd in current Sherman Oaks
- The area shares the same city council person as Sherman Oaks, while the rest of Van Nuys is represented by a different council person.
- Due to the immediate proximity to Sherman Oaks and significant physical separation from Van Nuys, almost all activity and commerce for the people in this area occurs south in Sherman Oaks. Residents of the area live their daily lives as part of the Sherman Oaks community.
- The Sherman Oaks Chamber of Commerce has given full support for the name change.
- Children in this area are designated to attend Sherman Oaks schools.
- Residents of the area are designated to vote in Sherman Oaks.
- Over 1,000 signed petitions have been collected from residents in both the proposed area and current Sherman Oaks boundaries. Over 600 electronic petitions have already been signed.

There is only positive impact on Van Nuys and Sherman Oaks. Opponents claim that the change will negatively “alter the Van Nuys demographic and census track that is vital to attracting new businesses and residents.” This is untrue as the area does not contain enough residents to have any dramatic affect on Van Nuys statistics.

This change is vital so that the residents and businesses in the area have a clear sense of community and identity through a name that accurately describes where they live and work.
# Oxnard California Area “Highly Regarded” Restaurants

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<th>Name</th>
<th>Type of Location</th>
<th>Description</th>
<th>Reviews</th>
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| **Cabo Seafood Grill & Cantina** | Stand alone restaurant in busy business district. | Not your typical seafood restaurant, Oxnard’s offers a complete dining experience… you’ll be entertained and attended to by their friendly staff. Cabo's makes you feel like you're in paradise with its fun setting and festive ambiance. Variety of authentic Mexican dishes. | • “amazing!!! gotta have the shrimp tacos!” ([www.urbanspoon.com](http://www.urbanspoon.com))  
• Cabo is absolutely charming and delicious! Their corn tortillas are homemade and taste like heaven in your mouth. …I like the atmosphere. Great place to relax with friends, eat good food and drink a strong margarita (or two!) ([www.urbanspoon.com](http://www.urbanspoon.com))  
• We live in Arizona and have access to many Mexican style restaurants. I found Cabo to be the most authentic ever. Don't forget to have the guacamole dip, prepared at your table...yum!” ([www.tripadvisor.com](http://www.tripadvisor.com)) |
| **Capistrano's**              | Inside Embassy Shores Beach Resort | Restaurant welcomes diners with upscale cuisine and elegant atmosphere. Shrimp-shiitake ravioli or roasted vegetable tart appetizer followed by Maine lobster with white truffle oil risotto, jumbo diver sea scallops, or oven-roasted lamb shank for a main course. Also braised veal osso buco, seared ahi tuna, and grilled Atlantic salmon. A wonderful place to celebrate a special occasion. | • The restaurant staff will treat you well while you dine at Capistrano’s. At lunch and brunch the space is bright, open and airy. Lots of plants and an indoor fountain create a lush, tropical ambience that’s romantic at dinner. ([www.gayot.com](http://www.gayot.com))  
• the food is yum yum & the atmosphere is upper scale great for a romantic or family dinner ([www.tripadvisor.com](http://www.tripadvisor.com), 4/4/09)  
• "Capristranos has a wonderful brunch on Sundays with lobster and crab. Lots of wonderful desserts too... ([www.local.yahoo.com](http://www.local.yahoo.com), 9/09) |
| **Greek House Cafe**          | Small shopping plaza | Simi Valley’s finest homemade and authentic Greek and Mediterranean food. Generous portions of gyro, lamb, or chicken kabobs, spinach pies, delicate homemade dolmades and mouth water baklava. Winner of LA’s best food award, 2006, 2007, 2008. | • "Consistently excellent, in food quality, food preparation and service" ([www.tripadvisor.com](http://www.tripadvisor.com))  
• The food here puts Daphne's to Shame. This authentic Greek food is out of this world. It looks like a little whole in the wall, feels kinda like fast food because you order at a counter and then pick a table in a small room with no highchairs or a place to put a baby. But the service is fast and friendly, and the food is absolutely amazing! ([www.insiderpages.com](http://www.insiderpages.com))  
• “A Rare Gem! There aren’t a lot of Greek restaurants around, especially ones that Greeks will actually eat in! Owned by a (Greek) husband and wife—the rule for small ethnic restaurants!—this place is totally authentic. Mousakka, Pastitio, all your hard-to-make favorites. Hard to find, NO ambiance, and by the way, it’s CASH only, so have $$ with you. Yasou!” ([www.insiderpages.com](http://www.insiderpages.com)) |
# Oxnard California Area “Highly Regarded” Restaurants

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| JD's Louisiana BBQ | Stand alone building, commercial/residential area | JD's was named in honor of James Dixon (My Dad) who was an unsung master of barbeque; he cooked for wealthy southern aristocrats in Louisiana and South Texas for many years. Slogan is “From the South to Your Mouth” | • This is the place for “home cookin” southern food! JD is very welcoming and makes u feel right at home. The location is kind of hidden but definitely worth the drive. They just started their breakfast menu if not one of few but the only place in Ventura County serving chicken n waffles. 5 stars well earned JD! ([www.yelp.com](http://www.yelp.com), 9/11/09)  
• This is the way that spare ribs are supposed to be prepared. …lots of meat and are cooked until they are falling off the bone. ([www.yelp.com](http://www.yelp.com), 5/3/08)  
• Amazing food. Ate their ribs at a party that they catered… never tasted anything that good. Food you would expect to get from an authentic Southern BBQ. ([maps.google.com](http://maps.google.com), 9/17/09) |
| Korean Barbeque Swan | Shopping plaza | Authentic Koreen food. Couldn’t find a more detailed description online                                                                 | • Very unusual seeing a Korean BBQ Restaurant in Oxnard??...and I can honestly say that this is some of the best food I have ever eaten outside of Korea. For true Korean food enthusiasts...this is most definitely a hidden gem...its kind of a shame its going unappreciated in a small town :( ([www.yelp.com](http://www.yelp.com), 12/5/09)  
• The taste, prices, and service were all good. Part of this opinion is somewhat collective (a group of 4) and includes a buddy and his wife who are both Korean. Good eats for me. ([www.yelp.com](http://www.yelp.com), 3/09)  
• Best Korean food in Ventura County. ([www.urbanspoon.com](http://www.urbanspoon.com))  
• … had a wonderful experience. The place is very clean and spacious, the menus nicely organized with detailed descriptions and a variety of choices. The place is busy, so the waitresses are not at your feet 24/7, but we received very friendly, efficient, and kind service. The meats are marinated to perfection! And you can cook it at your own table, which was a wonderful cultural experience for my friends and I. The prices are fair ($10-$15) and each meal is plentiful. I will definitely be back, ([www.activediner.com](http://www.activediner.com), 1/26/09)  
• The ambience is lackluster, but the food and service make up for it. I was so relieved to find a decent Korean restaurant in Ventura; without a doubt it satisfies my cravings without the drive to L.A. ([www.ventura.com/dining](http://www.ventura.com/dining)) |
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| Moqueca  | Channel Island   | Gourmet Brazilian cuisine located on the Channel Islands Harbor this Restaurant is unique in many ways. Great view of the Marina Emporio Landing. | • What a nice little gem of a place! The interior is lovely with a relaxed, nicely dimmed atmosphere and a flat screen TV in one corner playing some sort of Caribbean concert. …heart of palm salad with a delicious creamy, herb yogurt dressing on field greens, tomatoes & cucumber. It was exactly the kind of refreshing light start to the meal. The portions were a good size.  (www.yelp.com, 1/7/10)  
• Most Brazilian restaurants - I am told - feature beef. This place in the Channel Islands Harbor, features seafood. It's hard to describe, truly exotic for my California taste buds, but a big treat. It's like nothing I'd ever had. Great ambiance, excellent view, spectacular service. I recommend it to all of my Sail Channel Islands clients.  (www.yelp.com, 11/7/09)  
• Our experience at Moqueca was charming, warm, festive and exotic. I will go back for dinner on a special occasion and want to try some of the lunch specials to enjoy more of the flavors economically. It is an enchanting new niche in the Channel Islands Harbor.  (www.thefoodsavant.blogspot.com)  
• The food here is delicious! It is a little pricey but well worth it. The staff is very friendly and accommodating. I found the moqueca portions to be enough for two people or you will have nice left overs for the next day, or later on! (maps.google.com, 1/4/10)  
• I enjoyed the food and moreso there is a juice that is common in Latin America and almost impossible to find here....they have it. This is a very nice restaurant with good food and adds a nice variety to the area  (www.urbanspoon.com, 8/4/09) |

Moqueca  
3550 S Harbor Blvd #201  
Oxnard, CA 93035  
(805) 204-0970  
www.moquecarestaurant.com
## Oxnard California Area “Highly Regarded” Restaurants

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| **Chai’s Thai Cuisine**       | Small strip mall        | Traditional Thai recipes come to life at this small strip-mall favorite. Don’t be put off by the unassuming exterior; a pleasant dining room and spacious patio are concealed within. A wealth of appetizers, soups, salads, and tasty chef-recommended specialties delight hungry diners. Start with a luscious order of pot stickers (steamed dumplings), and then savor entrees like fried filet of sole with tamarind sauce or panang curry, flavored with red chili paste, peanut sauce, and coconut milk. | • The food is great. The lunch specials are priced well and filling. It beats Oceanside’s attempt at Thai hands down! ([www.venturacounty.com/dining](http://www.venturacounty.com/dining))  
• Perhaps the best Thai I’ve ever had, in an intimate and stylish setting. Wonderful choices abound. If in a group and in doubt of what to order, the waitstaff is wonderful at creating a harmonious combination of entrees. ([www.yelp.com](http://www.yelp.com), 11/06)  
• This is what great Thai food is all about. Everything we’ve had was outstanding. There were things on the menu you simply don’t get at other area Thai restaurants. ([www.venturacounty.com/dining](http://www.venturacounty.com/dining))  
• Since I usually had Thai food with friends in LA and visited Bangkok couple times, I thought I had some ideas what is real Thai food. The taste was so authentic. I can rarely find Thai restaurant in that area, I am sure to revisit again. ([www.yelp.com](http://www.yelp.com), 9/16/09)  
• “I found this restaurant about 2 months ago and have eaten there many times since. I have always had a very enjoyable experience. The food is prepared to your tastes, spicy or mild per your request, the service has always been very good. I feel that this is true Thai dining at its best.” ([www.thaicuisine.com](http://www.thaicuisine.com)) |
| **Tierra Sur at Herzog Wine Cellars** | Tantalizing Mediterranean cuisine, touched by Californian flavors and preparations, is the specialty of this appealing restaurant on the grounds of Herzog Wine Cellars. The emphasis is on quality utilizing California’s local produce, flavor, and presentation of ingredients in lovingly crafted dishes. | • I love this place!! It’s truly Oxnard’s best kept secret. If you’ve never eaten at Tierra Sur you are missing out on some very fine cuisine. If you are looking for a romantic place for dinner with great food, this is the place to go. ([www.greatrestaurantsmag.com](http://www.greatrestaurantsmag.com), 2/2/10)  
• We have eaten dinner here twice and each time the food was superb. The waiters are fantastic and accommodating and we look forward to our next dinner. ([www.greatrestaurantsmag.com](http://www.greatrestaurantsmag.com), 4/4/07)  
• excellent food, wonderful ambience, not expensive, and extremely innovative. ([www.greatrestaurantsmag.com](http://www.greatrestaurantsmag.com), 6/25/07)  
• Best Restaurant ever. We went for dinner and loved it so much that we went back the next day for lunch. We had the Kibe lamb burger and the mesquite smoked salmon for lunch. I've been too alot of restaurants and have never been so impressed. Can't wait to go back. ([www.greatrestaurantsmag.com](http://www.greatrestaurantsmag.com), 6/18/07) |
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<td><strong>Thousand Oaks</strong></td>
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| **Mastro’s Steakhouse** | Regional chain (CA, AZ, NV) | Stand alone very classy building. Top-of-the-line service and enticing food that can’t be found elsewhere. Mastro's serves up the freshest in upscale seafood and primesteaks in an elegant but comfortable atmosphere that’s as sizzling as our signature 400 degree steak plates. Live music seven nights a week. | “Great establishment….a little pricey, but worth it. The entertainment is good.” (maps.google.com)  
“Excellent steak and services. Martini drinks are superb.” (www.opentable.com, 1/25/10)  
“The Best of the Best!” (www.tripadvisor.com, 11/18/09)  
“Steaks are excellent- simply seasoned and precisely prepared. Service is attentive and speedy.” (www.opentable.com, 1/23/10)  
“My new favorite place to dine and enjoy myself!” (www.opentable.com, 1/28/10) |
| **Café Provencal**    | Strip mall             | Located near the Civic Arts Plaza. A sensual destination that fulfills the body’s appetite for vibrant colors, enveloping perfumes, and luscious, ripe flavors. For the past several years Café Provençal has been voted “Favorite French Restaurant in the Ventura County” by Reader’s Choice, and has received many awards. Always recognized as one of the lightest cuisine in the world, we are offering seasonal menus with the latest techniques and recipes in a very special atmosphere. | Very good French food and service at reasonable price. Decor is a little quirky, but we love it. (www.zagat.com, 4/4/09)  
Every time I’ve eaten at Cafe Provencal, I’ve been very pleased with the food, service and prices. Usually it’s pre-dinner meal and it’s within walking distance to the Civic Arts Theater, which makes this a perfect spot for dinner. Their French cooking seems authentic but a bit "lighter" on the sauces, which is a good thing! Desserts are wonderful. A nice change from steak houses and Italian fare. Well worth the price of a meal. (www.tripadvisor.com, 7/22/09)  
You don’t expect to find such a gem in a drab strip-mall on Thousand Oaks Blvd, but take your passport because once inside you’ll be transported to regional France. …food and atmosphere are fantastic. It’s always new, always changing, and always delectable. The wine option is great value as well, with a different wine to compliment each course... and they aren’t stingy with the bottle, so either walk, bring a designated driver, or take a taxi. If you’re sick and tired of the chains, and pretentious high-priced restaurants that are so common in T.O., then try Cafe Provencal... I guarantee that you won’t go just once. (www.tripadvisor.com, 4/12/09) |
| **Choloda Thai Cuisine** | Regional chain, others in Mailbu & Newbury Park | Authentic Thai food, good service,                                                   | I have been to many Thai restaurants and Cholada NP is amongst the best I have had outside of Thailand. The restaurant is owned and run by a Thai family. I have always found the service to be great. The staff is wonderful and always greets you with a warm smile. Go here for wonderful authentic food and warm friendly staff!!!! |

Oxnard, California - June 2010
### Oxnard California Area “Highly Regarded” Restaurants

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| om/                   |                  |                                                                                                                | (www.yelp.com, 12/10/09)  
• Great Thai food with affordable price. I often go there for lunch special. I like red curry. They play Thai music. Love it... They sell $1 beer for happy hour.. (local.yahoo.com, 3/12/09)  
• Cholada Thai Cuisine is simply the best Thai restaurant in town. We ate there the first day they opened and have been back nearly every week since then and it never disappoints - though, as more and more people find it is getting much more crowded.. Not only is the food wonderful but the service is quite good and the prices are reasonable. (www.tripadvisor.com, 6/29/09) |
| Akio’s Sushi          | Regional chain   | Since 1981, Akio’s Sushi has been serving Thousand Oaks, Westlake Village, Newbury Park, Agoura, Simi Valley, Moorpark and Camarilla with the freshest, highest quality seafood, teriyaki and tempura. Whether dining in for lunch or dinner or in need of a quick take out lunch, Akio’s Sushi is the best! | (www.realeats.com, 3/31/07)  
• “The specials are truly "special". You have to try the 1991 and something I just came across is something called “Akios Favorite”. SATISFACTION GUARANTEEEEEEED” (www.realeats.com, 3/31/07)  
• “Great Sushi! Been around forever so they know what they are doing and not just riding the wave of the current Sushi craze like so many other new places.” (www.realeats.com, 6/3/05)  
• I have been going to Akios for years. I remember when they were just a small, ten table, one row restaurant. Because of demand, they expanded into their present space. I did notice a small drop off in quality when they grew from small and intimate to the much larger facility. But over all they have consistent higher quality food. (www.tripadvisor.com, 11/08)  
• My absolute favorite Japanese restaurant! Probably my favorite restaurant ever! Great, fresh sushi! Good service! Fun atmosphere! (www.tripadvisor.com, 11/07) |
| Camarillo Thai & Peru Restaurant | Strip mall location, another location in Ventura | The curious combination of cuisines at this restaurant is explained by its Peruvian-Thai, husband-wife owners. And while the juxtaposition may seem odd, regulars find it quite pleasing. Many, in fact, order from both menus for a single meal and revel in the mix. Service is great, and an adventurous spirit will be well-rewarded. | (www.tripadvisor.com)  
• Ceviche Mixto. Get it. As authentic as it gets. All their lunch specials are also fantastic, but the ceviche is on another level. I love the fact that I can be anywhere in Ventura county (Ventura, Oxnard, Camarillo) and there's a Thai/Peru waiting for me directly next to a movie theatre. Brilliant.  
• Found this little charmer of a restaurant near the Courtyard hotel in Camarillo. I thought it was an odd combination of two cultures, Thai and Peruvian. It turned out to be odd, two restaurants in one. But it game me a foodgasm, so my experience turn out just fine. I will come back. |

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**Oxnard, California - June 2010**
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| **Chester's Asia Chinese Restaurant** | Shopping Center near Camarillo Outlets | Est 1963. Nice decor elegant dining room. Cantonese, Mandarin and Szechuan specialties. Large banquet facility and take out available. | • “Located in a run-down strip mall, don’t let the exterior prevent you from trying this excellent Chinese restaurant. The interior is tastefully decorated; the food is delicious and authentic; the service is efficient and friendly. Reservation is recommended on weekends to avoid long waits.” [www.ventura.com](http://www.ventura.com)  
• “Year after year Chester’s Asia Chinese Restaurant has been voted one of Ventura County’s best Chinese restaurants by Ventura County Star readers. Chester’s proudly lives up to this award by consistently serving the best in traditional Chinese food and their own inventive creations.” 2009 [www.chesterasia.com](http://www.chesterasia.com)  
• “When you’re in the Camarillo general area and the urge for really fine Chinese cuisine strikes, my personal recommendation is Chester’s, a very attractive restaurant.” [www.ElmerDills.com](http://www.ElmerDills.com) (renowned restaurant critic Eyewitness News), 2009 |
| **California Grill**             | Strip Mall       | California Grill dishes have Asian inspiration and also capitalize on fresh seafood and produce, a hallmark of Californian cuisine. On given nights, piano music or a live band add notes of festivity. | • The Best In Town. We eat there at least once a week and we find the service to be the best ever. The servers you feel like you’re at home - or better. [www.chefmoz.com](http://www.chefmoz.com), 1/11/04  
• Instead of thinking we would have to make do with Denny’s or McDonalds we had the best meal of our entire trip. [www.boorah.com](http://www.boorah.com), 1/17/08  
• This establishment does not look like much from the outside - Simple sign and what looks like a bar crowd sitting on the outside but once you are in it’s fabulous. Nicely decorated with good atmosphere. [www.tripadvisor.com](http://www.tripadvisor.com), 8/23/08 |
| **Ventura**                      |                  | Gourmet ocean view dining experience…99 wonderful years at our seaside inn. Serving brunch, lunch, dinner, special holiday menus (e.g Valentine’s). Gourmet Wine Dinners featuring renowned wines | • Very good food. A pit pricey. Service was great. We had to wait 30 minutes to be seated event though we had a reservation. They ended up forgetting about us. They did give us a complimentary order of crab cakes to make up for it. Would definitely go again. [www.yelp.com](http://www.yelp.com), 4/26/08  
• ...thank you for providing a tremendous evening for our 21st Wedding Anniversary. |

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<td><strong>Café Pacifico</strong></td>
<td>Marriott Beach resort hotel dining room</td>
<td>Baja Coastal Cuisine - a fusion of Californian and Mexico specialties.</td>
<td><em>“Loved the decor. The pork tenderloin and seabass are mouthwatering. We were delightfully surprised by this hotel restaurant.”</em> (10Best.com, 12/09)</td>
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| **Yasameen’s Maharaja Cuisine of India** | 2437 East Main St, Ventura, CA 93003 (805) 641-3644 | Indian Cuisine is more than just a unique dining experience, it is both a glimpse into Indian Culture & its long and cherished history. The Maharaja Cuisine of India Restaurant, strives to capture this essence, flavor and rich heritage in its presentation to you. Maharaja Cuisine of India offers a variety of authentic Indian dishes, lunch and dinner specials as well as a complete take-out menu and desserts. | *“(my mouth is watering as I type)-So after searching and sampling ALL of the Indian restaurant’s in Ventura and Santa Barbara my expert opinion is that Yasmeen’s is clearly the best Indian food around. It looks a little shabby from the outside but the food’s gunna knock your socks off! I LOVE YASMEEN’S!!!!”* [insiderpages.com](http://www.insiderpages.com)  
|                                 |                                   |                                                                              | *I just popped over to Yasmeen’s last week for the first time ever. Since my visit I’ve been kicking myself for not trying the food sooner. I have not enjoyed a meal out as much as I did at Yasmeen’s in a really long time. Everything was spiced perfectly and was absolutely awesome. (www.insiderpages.com)*  
|                                 |                                   |                                                                              | *Highly recommended to anyone that likes spicy food.* (insiderpages.com) |
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<td>Cafe Fiore</td>
<td>In the heart of newly removed downtown Ventura</td>
<td>Cafe Fiore is located in historic downtown Ventura, just blocks from the beach. Comfortable booths have loose pillow seating which gives the restaurant a warm and delightful atmosphere. Traditional Southern Italian cooking is made with old world recipes brought to you fresh from our own farmers market. Our patio dining feels like you are in a Tuscan villa. Fun events, like our summer cigar dinners, wine tasting events and our annual picnic and movie in the park. Featuring live music, fun martini's and wonderful outdoor seating with private cabana’s enjoy the fireplace and the spinning sounds of the hottest DJ's.</td>
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<td>„Whenever we are in Ventura Cafe Fiore is on the top of our list for dinner. It is important to make reservations in advance unless you want to wait a few hours. The food and service are always great.” (<a href="http://www.openatable.com">www.openatable.com</a>, 1/16/10)</td>
<td>„Fiore’s butternut squash - AMAZING!! Lots of fruit - including lychee, lots of flavor and very refreshing. (<a href="http://www.yelp.com">www.yelp.com</a>, 2/1/10)</td>
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<td>„Loved it! Long wait even with a reservation, but boy am I glad we stuck around! It’s got great decor and they were playing great oldies: Frankie Valli, Dean Martin...sweep you off your feet? Oh yes! Patio dining looks really pretty and romantic, so next time I’ll ask to be seated there. Drinks are delicious and very creative! Must try! (<a href="http://www.yelp.com">www.yelp.com</a>, 1/16/10)</td>
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<td>„I was taken aback when I saw the AMAZING job done on the Tree House Lounge on Cafe Fiore’s back patio. The cabanas were perfect, the drinks flowed, and the food tingled my tastebuds.... Ventura has come a long way! I haven’t been anywhere that could hold a candle. (national.citysearch.com, 4/10/08)</td>
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<tr>
<td>Thai &amp; Peru Restaurant</td>
<td>Downtown Ventura, store front. Another location in Camarillo</td>
<td>The curious combination of cuisines at this restaurant is explained by its Peruvian-Thai, husband-wife owners. And while the juxtaposition may seem odd, regulars find it quite pleasing. Many, in fact, order from both menus for a single meal and revel in the mix. Service is great, and an adventurous spirit will be well-rewarded.</td>
<td>„My friends and I had lunch here as our last stop before leaving Ventura. So I was a little biased in choosing this place as my sis and I are Peruvian and we loooove Asian cuisine, but it turned out to be a pleasant experience! Ahi de Gallina was lacking in the flavor that makes it a Peruvian staple! Service was good, Thai ambiance, and the food came out pretty quick. I think they do better on the Thai food. (<a href="http://www.yelp.com">www.yelp.com</a>, 1/17/10)</td>
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<td>„This place smelled really good but usually a restaurant with two cuisines means... not very good food. They can't make up their mind?! Surprisingly this place is really good! DELICIOUS! The service was a bit slow but the waitstaff was helpful and very nice. (<a href="http://www.yelp.com">www.yelp.com</a>, 1/13/10)</td>
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<tr>
<td>California Pizza Kitchen</td>
<td>Regional chain, 250 locations</td>
<td>Affordable cuisine and fun, casual ambience. Famous for its gourmet pizzas (barbecue, tandoori chicken, seafood), the popular restaurant also offers jambalaya, portobello mushroom ravioli, and a wide array</td>
<td>„One of my favs. All the food is delish, sometime the servers can be cheesy (no pun intended), … fun cocktail menu. (<a href="http://www.yelp.com">www.yelp.com</a>, 6/1/09)</td>
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<td>„As a self-anointed Chicago native pizza expert, I was ready to condemn this as another California abomination of &quot;real&quot; pizza. But, damn, it was really pretty good. They have real pizza ovens and</td>
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### Oxnard California Area “Highly Regarded” Restaurants

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| 71 Palm                  | Historic home    | Gleaming hardwood floors and clean-lined Craftsman detailing distinguish this historic home, which now shelters one of the area's best Country French restaurants. The menu is chock full of hearty treats, from homemade country pâte to grilled beef tenderloin, rosemary chicken with lemon sauce, oven-roasted Chilean sea bass, New Zealand rack of lamb, and penne with grilled chicken sausage. Outdoor dining is available. | • This French and American brasserie has a laid-back atmosphere and topnotch cooking. ([www.gayot.com](http://www.gayot.com))  
• Very comfortable atmosphere, excellent food, extensive wine list, professional waiters, all that you would expect from a restaurant of class. ([www.boorah.com](http://www.boorah.com))  
• A beautiful adaptive re-use of an old craftsman farmhouse as a restaurant. Great bar, cocktails, and wine. Food above average. ([www.zagat.com](http://www.zagat.com), 4/7/08)  
• We drive up from Bakersfield to Carpinteria twice monthly and make it a point to stop here and dine. I have the Angel Hair Pasta and since I ask they will make it with mussels. My boyfriend loves their Country Macaroni with Cheese. We truly love eating here. ([www.ventura.com](http://www.ventura.com)) |
| Greek at the Harbor      | Waterfront      | This bustling, festive complex delivers everything you want from a Greek restaurant, whether it be water views, outdoor dining, belly-dancing, or just terrific, zesty cuisine. The place can hold a lot of people, which is good, because the food draws them in constantly. Tasty stand-bys include moussaka, tiropita, dolmades, tabouli, gyros, and hummus. You'll also find lamb, chicken, steaks, pastas, and seafood. Best of all, between 7pm and 7:30pm, belly dancers and train their staff how to use them. Very nice surroundings, good service, and very reasonable prices unless you want a glass of wine. ([www.yelp.com](http://www.yelp.com), 9/4/07)  
• CA Pizza Kitchen makes good thin crust pizza and uses high quality ingredients. They offer a lot of unusual toppings in non-traditional combinations. Pizza prices are reasonable, and one pizza is more than a dinner for two people, but their wine list is a bit pricey. I've eaten at CPKs on the East Coast too, and they're very consistent in flavor and quality. Service is courteous. If your tastes runs to non-trad pizza, CPK is hard to beat. ([www.ventura.com](http://www.ventura.com)) |
| Greek at the Harbor      | Waterfront      | This bustling, festive complex delivers everything you want from a Greek restaurant, whether it be water views, outdoor dining, belly-dancing, or just terrific, zesty cuisine. The place can hold a lot of people, which is good, because the food draws them in constantly. Tasty stand-bys include moussaka, tiropita, dolmades, tabouli, gyros, and hummus. You'll also find lamb, chicken, steaks, pastas, and seafood. Best of all, between 7pm and 7:30pm, belly dancers and train their staff how to use them. Very nice surroundings, good service, and very reasonable prices unless you want a glass of wine. ([www.yelp.com](http://www.yelp.com), 9/4/07)  
• CA Pizza Kitchen makes good thin crust pizza and uses high quality ingredients. They offer a lot of unusual toppings in non-traditional combinations. Pizza prices are reasonable, and one pizza is more than a dinner for two people, but their wine list is a bit pricey. I've eaten at CPKs on the East Coast too, and they're very consistent in flavor and quality. Service is courteous. If your tastes runs to non-trad pizza, CPK is hard to beat. ([www.ventura.com](http://www.ventura.com)) |

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*Greek at the Harbor is a highly regarded restaurant located in Oxnard, California.*
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</table>
| Jonathan's at Peirano's       | Historic downtown building| Creative cuisine from all over the Mediterranean (Spain, Morocco, New Zealand…), extensive wine list, tapas, entertainment. | • .. creative, interesting, unusual, delectable ... ([www.opentable.com](http://www.opentable.com), 12/22/09)  
• "Overall, very enjoyable experience. Friendly and helpful staff. Owner spent time at our table, mixing pleasant conversation with details of their menu and drinks." ([www.opentable.com](http://www.opentable.com), 11/14/09)  
• “… we truly enjoyed our time there and we think it is a great addition to our list of nicer places to eat in Ventura County, worth a visit by anyone looking for a good meal.” ([www.yelp.com](http://www.yelp.com), 2/6/08) |
| Le Petit Cafe Bakery          | Waterfront restaurant    | This charming waterfront establishment, run by a husband-and-wife team, delivers scrumptious country French food touched just a bit by California style. If you’re looking for something light, check out their pastry case or pick up a sandwich for takeout. Outdoor dining provides guests the opportunity to watch harbor boats and the sea’s activity. Wine and beer available. | • We stopped by Le Petit Cafe at the Ventura Harbor and had a wonderful surprise. Even though we had a large group of soccer players and their parents, the service was very good. We were seated on the outdoor patio and it was lovely. With so many of us, we had a chance to try various items on the menu and no one was disappointed. ([www.tripadvisor.com](http://www.tripadvisor.com), 8/21/09)  
• … a delightful find in Ventura..... the specials are fantastic. I...lunch is fresh and the crepes are special as are their salads...and dinner is wow... now one if not the top of our favorite Ventura restaurants. …parking is so convenient, watching the activities taking place on the harbor walkway and boat slips.... and the harbor is such a special place to be. Don’t forget deserts... saving room is a must. ([www.tripadvisor.com](http://www.tripadvisor.com), 4/30/07)  
• A most excellent place for Sunday Brunch. Great food, excellent service and a beautiful spot to enjoy it. Weekend dinners are marvelous, too. But call for reservations. ([www.yelp.com](http://www.yelp.com), 11/7/09) |
| Old Vienna                    | Stand alone restaurant in commercial/residential area | For a taste of Europe, visit the Old Vienna Restaurant, located in the heart of Ventura, CA. Finest German and Continental cuisine since 1983. Once you enter the restaurant, you are enchanted by a true Bavarian atmosphere. To compliment your | • Whenever my step parents are in town we make sure to visit them for a tasty meal. ([maps.google.com](http://maps.google.com), 1/13/10)  
• We had a blast! The service was perfect...they let us finish one thing before bringing out the next. That and my glass was never empty. ([www.insiderpages.com](http://www.insiderpages.com), 8/13/08)  
• The restaurant is bright and clean and the employees were gracious and courteous. The food was fresh and high quality, cooked to |
## Oxnard California Area “Highly Regarded” Restaurants

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| Sushi Marina | Downtown, older house? | Local folks flock to this unassuming place, clamoring for great sushi and reveling in the friendly service. A sit-down bar runs along one length of the light-filled establishment; elsewhere, tables accommodate dinner patrons. Whether you want a California roll or a dynamite roll with scallops, you’ll find only the freshest seafood available and careful preparation to boot. Other innovative options can be had as well, along with tempura and teriyaki dishes. Casual and frequented by a diverse cross-section of patrons. | • I’ve been here numerous times and the food is always excellent along with the service. …if I could eat here every day I definitely would. ([www.tripadvisor.com](http://www.tripadvisor.com), 5/31/09)  
• There are other Sushi places in Ventura, but none quite like Sushi Marina. The server was very friendly, the sushi bar cooks were fun to watch and the location is right in downtown. Perfect place to get a bit to eat! ([www.tripadvisor.com](http://www.tripadvisor.com), 5/12/09)  
• Best sushi in Ventura...and many other places I've been for that matter. Get there early if you want a seat at the bar. Worth the wait if you don't get there in time though. I highly recommend the baked green mussels, the garlic butter roll, and the ojai roll. Everything is awesome, but those are must haves! ([maps.google.com](http://maps.google.com), 4/7/09) |
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<td><strong>Tipp’s Thai Cuisine</strong>&lt;br&gt;512 E Main St&lt;br&gt;Ventura, CA 93001&lt;br&gt;805-643-3040&lt;br&gt;<a href="http://tippsthai.com/">http://tippsthai.com/</a></td>
<td>Downtown storefront</td>
<td>Tipp’s garners strong favor with regulars for its affordable, attentively prepared cuisine and friendly ambience. Folks stop in throughout the day for great standards like pad thai and green and yellow curries, which can be spiced to your taste. Spicy noodles are studded with crab, shrimp, and mushrooms, and the hearty pineapple fried rice features chicken, shrimp, and cashews. Roasted duck, a seafood platter, and pan-fried shark also make fantastic entrees. Vegetarians will find plenty of options as well, and the weekday lunch buffet regularly draws noontime crowds who appreciate good value.</td>
<td>• We stopped in after hearing lots of friends rave about this place. It was incredible. Yes, Chang is a colorful character...that’s what we LOVED about it!!! The food was unbelievable. I would absolutely recommend the bbq ribs. Simply to die for! (<a href="http://www.ventura.com">www.ventura.com</a>)&lt;br&gt;• I’m new to this site but I just had to recommend my favorite thai restaurant, Tipp’s Thai on Main Street in Ventura. The food there is amazing and the perfect way to top it off is w/ a slice of their mango cheesecake :) (<a href="http://www.chowhound.chow.com">www.chowhound.chow.com</a>, 7/25/06)&lt;br&gt;• Tipp’s Thai is bar none the best Thai food in Ventura. Traditional Thai dishes as well as new Thai infused creations tempt and satisfy all the senses. The atmosphere and the food, combined with excellent service leaves any and all who come here thoroughly satisfied. A definite not miss! (<a href="http://www.tripadvisor.com">www.tripadvisor.com</a>, 12/18/07)</td>
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<td><strong>Golden China</strong>&lt;br&gt;760 S Seaward Ave&lt;br&gt;Ventura, CA 93001&lt;br&gt;805-652-0688&lt;br&gt;<a href="http://www.goldenchinaventura.com/">http://www.goldenchinaventura.com/</a></td>
<td>Beautiful stand alone building, nice landscaping</td>
<td>With over 25 years of experience, The Golden China Restaurant in Ventura,CA, takes pride in the Superb food, Full bar, and Karaoke offered every night! Not only do we have the #1 voted best Chinese food in Ventura County, and the #1 voted best Karaoke show in Ventura County</td>
<td>• We have eaten at this restaurant many times and the food and service are always good. Nice Authentic Chinese food! I also love that they serve Green Tea Ice Cream! Not a common find! (<a href="http://www.restaurantica.com/">http://www.restaurantica.com/</a>, 9/28/09)&lt;br&gt;• I travel all over the USA and even in china and other counties in that area. I like good Chinese cuisine, and the golden China restaurant has the best Chinese cuisine of any place I have ever eaten. (<a href="http://www.restaurantica.com/">http://www.restaurantica.com/</a>, 8/15/08)&lt;br&gt;• Golden China has good food, and a fun night out! It’s become very popular for their karaoke. Bring your friends, and come to this odd combo - great Chinese food and Karaoke. (<a href="http://www.insiderpages.com">www.insiderpages.com</a>)&lt;br&gt;• …has a water fountain and pond in the middle of the restaurant. They have a very nice lunch buffet Monday through Saturday. The Buffet is excellent and reasonably priced. On Sat-Sunday they have a larger buffet brunch. I highly recommend this business. (<a href="http://www.insiderpages.com">www.insiderpages.com</a>)</td>
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<td><strong>Santa Barbara</strong></td>
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| The Palace Grill     | Located in the Old Towne District, street front | The Palace Grill in Santa Barbara, California: A contemporary American grill, celebrating the Cuisine and Culture of New Orleans featuring USDA Prime aged Beef and freshest Seafood, with a large selection of delicious Pastas and a creative list of Specialties. Our exciting atmosphere, delicious food and renowned service, makes for an unforgettable event in Santa Barbara. Voted the “Best Service” award 19 years running by the Santa Barbara Independent Readers’ Poll. | • The Palace Grill is my all-time favorite restaurant. The first time I went there, the food almost brought tears to my eyes it was so good. The flavors are bold and balanced and everything just melts in your mouth. The atmosphere is great and the waiters are friendly. It's pricey, but completely worth it for the food and experience. (www.insiderpages.com)  
• "It is as though suddenly the Bayou country had dropped into the Santa Barbara beachfront..."-GOURMET MAGAZINE  
• "It was the most authentic Cajun food I've ever eaten! The Palace serves up authenticity with a flair."-USA TODAY  
• "Fun and good food have come to Santa Barbara! The Palace should definitely be on your "When-We're-There-List." -LOS ANGELES TIMES MAGAZINE  
• "The Palace is one of my favorite restaurants in Santa Barbara. The food is oh oh so good. The staff is fun and in the evenings be sure to stick around for the sing along. Its a great place to go with a lot of friends or for a special celebration." (www.insiderpages.com)  
• "This was one of my favorite meals of all time. I'm not a fan of cajun, but this food was incredible. Our waiter was extremely helpful as well and really funny. At the end of the night, everyone sings together, but we ended up missing that part :( All in all, if you want great food in SB at an adorable restaurant, try The Palace." (www.insiderpages.com)  |                                                                                                                                                                                                 |
| flavor of india      | Street front, stand alone building, outside of busy downtown district | Flavor of India has been a favorite of Santa Barbara Locals and tourist for over 15 years. Family owned and operated, this lovely award winning restaurant features traditional Indian recipes at its finest in a cozy and friendly restaurant. We use natural herbs and fresh produce and meat to bring to you authentic northern Indian dishes with a exotic flavors and | • "In my opinion, Flavor of India has the best Indian food in town" - insiderpages.com  
• ... "used to hate Indian food...couldn't handle the smell of curry or anything" - tripadvisor.com ...  
• "Food was full of flavor and service was very friendly" - tripadvisor.com ...  
• "Delicious Indian food!" - insiderpages.com ...  
• "Service is wonderful as well!!!" - tripadvisor.com ...  
• This is a cute little place outside of the busy downtown hustle and bustle. It is also home to some of the best Indian food in town. You |
## Oxnard California Area “Highly Regarded” Restaurants

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| Zaytoon | Stand alone building in quieter business district | Middle Eastern cuisine, very reasonable prices, authentic. Great atmosphere with outside dining, fire pits, belly dancers, and hookahs after dinner. | • I am Lebanese and I can attest to the authenticity of the food & the atmosphere Zaytoon creates for its customers. The patio is beautiful, the service is great, ([www.santabarbara.com/dining-review](http://www.santabarbara.com/dining-review), 1/24/10)  
• I loved this place. when we drove up to it, i was already excited. it looked so mediterranean--stones everywhere. fire pits. beautiful ambiance. bummer though, it looks like it would have been even more beautiful @ night (we were there a little after lunchtime)….it was delicious! we’ll be back for sure! at night next time! for the fire pits. ([www.yelp.com](http://www.yelp.com), 12/29/09)  
• Very tasty food for a decent price and a really cool atmosphere---plenty of outdoor seating, lights, fire pits, hookah, and even belly dancers sometimes.  
• Round table with a fire pit? Belly Dancers? Hookahs? Wine? Great Food? I had so much fun at Zaytoon! Service was fantabulous, they were accommodating, nice, and all that good stuff. As for the food, it was amazing! ([www.yelp.com](http://www.yelp.com), 9/3/09)  
• “good Mediterranean cuisine; try a hookah after dinner” ([www.tripadvisor.com](http://www.tripadvisor.com), 9/5/08) |
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| Chef Karim’s Moroccan | Downtown store front      | Authentic Moroccan Restaurant serving a seven course ceremonial feast dinner that is eaten with the hands. From soup and salad to dessert, everything is included in one price. Wine and Beer are extra. (Forks and Knives are available upon request). Belly Dancing Shows are done when reservations permit. We encourage audience participation and tipping is always welcome. | • A dimly lit oasis where belly dancers and traditional Moroccan fare mingle. (www.urbanspoon.com)  
• The most amazing restaurant in Santa Barbara!! I’m very skeptical about international food. But, WOW!!, I was wrong. I sat down on comfy couches and did the "hand washing". The food was all amazing! I made sure to try everything. So tasty! Oh and the belly dancing was fantastic. Again, highly recommended and AMAZING!! (www.chefkarim.com, 12/4/07)  
• we just love everything over there, the eggplant thing you get in the appetizers is just the best thing on earth!!!! (www.santabarbara.com/dining, 12/9/09)  
• Since I had never eaten Moroccan cuisine before, I was unsure as to what I could expect. I was most pleasantly surprised. Without a doubt, this was some of the most delicious food I have ever had the pleasure to enjoy! The entertainment with Shalimar was superb - she makes you WANT to get up and dance! The restaurant’s ambience is great, and Chef Karim is most gracious. All in all, a perfect meal and a lovely evening. (www.santabarbara.com/dining, 6/10/09) |
| (805) 899-4780        |                           |                                                                            |                                                                                                                                       |
| 1221 State St        |                           |                                                                            |                                                                                                                                       |
| Santa Barbara, CA 93101 |                           |                                                                            |                                                                                                                                       |
| http://www.chefkarim.com |                           |                                                                            |                                                                                                                                       |
Walnut Creek Trolley Information

Walnut Creek, CA
County Connection Free Ride “Trolley” Program (Route 4):
Pedestrian-oriented downtown Walnut Creek is a 5 to 15-minute walk from the Walnut Creek BART station, the location of the County Connection transit center and access to the high speed regional transit network. Though this distance is easily walkable for many people, it is just far enough to be a significant barrier and deterrent to using public transportation to access downtown jobs and businesses.

The geographic gap between downtown and the BART station is bridged by the County Connection Free Ride (Route 4), a free shuttle that operates between BART and downtown Walnut Creek. This shuttle is distinguished from the rest of County Connection’s service because it is free for customers.

1. How many trolleys run at any one time?
   - Weekday: 3 trolleys
   - Weekend: 2 trolleys

   The “trolleys” are festive cable car-styled busses with vintage looking exteriors and wooden paneled passenger seats inside, all which provide a strong identity. When a free shuttle is operated alongside traditional fixed-route transit service, it should be distinguished from the “regular” transit service. Both the vehicles and its stops should have a distinct, easily recognizable identity. The recent conversion of the Free Ride buses to “Trolleys” provides this distinction. (July 2006 - Downtown Parking & Transportation Study, Nelson Nygaard Consulting Associates)

2. How many trolley stops are there in Walnut Creek?
   - There are a total of 28 pick up/drop off points:
     - 14 stops between BART and Broadway Plaza Shopping Center
     - 14 stops within the Broadway Plaza Shopping Center
     - There are a total of 4 primary routes on the Free Ride program:
       - BART to Walnut Creek
       - Walnut Creek to Fountain
       - Fountain to Broadway Plaza
       - Broadway Plaza to BART

3. What are the hours of operation?

<table>
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<tr>
<th>Frequency</th>
<th>Span</th>
<th>Busses Required</th>
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<tr>
<td>Weekday</td>
<td>15 minute</td>
<td>12.5 hours 7:10 AM – 7:31 PM</td>
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<tr>
<td>Weekend</td>
<td>20 minute</td>
<td>9.5 hours 9:10 AM – 6:41 PM</td>
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   Extended evening hours are provided during the holiday shopping season (with final pickup in Broadway Plaza at 10pm or 11pm). This is typically sponsored by Broadway Plaza.

4. Who owns and operates the trolleys?
   - Owner: The County Connection - Central Contra Costa Transit Authority

5. What is the annual cost?

   The CCCTA cost per passenger (labeled as TDA Cost/Pass in the following table) is determined by reducing the cost by special route funding and fare

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revenues. The remainder of the cost is funded from the Transportation Development Act (TDA) and other general purpose operating revenues. Special funding includes the City of Walnut Creek subsidy that can only be applied to their route. RM2 (rate increase on state-owned toll bridges) and Measure J Express (state sales tax measure) bus funds are also considered “special” since they only fund specific routes. Walnut Creek is one of only 10 routes out of ALL 50 CCCTA routes financed by these taxes... however there are other state projects also funded by these taxes. Routes that are heavily funded with TDA and Measure J “Bus Services” funding, and routes that have low productivity have the highest CCCTA cost per passenger.

The following table shows the WEEKDAY ridership and the CCCTA cost per passenger for County Connection Free Ride (Route 4). Ridership was determined by using the average passengers per day in May of 2009 and the cost was determined using the FY 2008-09 budget for marginal cost elements; operator wages and fringes, 65% of supervisor labor and fringe, maintenance labor, parts fuel and insurance. (Central Contra Costa Transit Authority’s Mini Short Range Transit Plan FY 2009-10 through FY 2018-19)

<table>
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<tr>
<th>Annual Passengers</th>
<th>Total Hours</th>
<th>Total Miles</th>
<th>Cost ($44.21/Total Hour + $1.95 /Total Mile)</th>
<th>Contract Revenue, Meas J Express Bus, RM2 (Revenue &amp; State Funding)</th>
<th>TDA, FTA #5307, Meas J (Federal Funding)</th>
<th>TDA Cost/ Per Passenger</th>
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<tr>
<td>240,410</td>
<td>9,450</td>
<td>49,490</td>
<td>$514,290</td>
<td>$202,993</td>
<td>$311,297</td>
<td>$1.29</td>
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The City of Walnut Creek uses subsidies to allow all customers to ride Route 4 fare-free to attract visitors to downtown Walnut Creek and improve mobility for people commuting to Walnut Creek for employment.

In 2006, the City of Walnut Creek spent approximately $138,000 a year to subsidize this service, about 15% of the overall operating cost. (July 2006 - Downtown Parking & Transportation Study, Nelson Nygaard Consulting Associates).

In November 2006 the City Council appropriated $180,000 to convert three buses into classic cable car trolleys.

6. Who pays for what? Are there several partners or just one organization?
   • See #5 above

7. How long have they operated?
   • In 1996 the County Connection began proving downtown shuttle service
   • In November 2005 the City purchased new festive cable car-styled “trolleys” busses which gave the Free Ride shuttles a new look.

8. Who would get advertising revenues inside the trolley?
   • The County Connection - Central Contra Costa Transit Authority (CCCTA)

9. Is there a schedule of ad rates for them (interior banners, brochure distribution)?
   • Waiting to hear back from CCCTA

10. Trolley Rider Facts:
   • The Walnut Creek downtown shuttle continues to be a very successful route as a result of short travel time between popular destinations.
   • In a recent Productivity Study, the Walnut Creek Downtown Shuttle had a total of 25,105 passengers during the month of November 2009, with an average of 1,038 weekday (Monday-Friday) riders. (Central Contra Costa Transit Authority’s Mini Short Range Transit Plan FY 2009-10 through FY 2018-19)
   • While most current riders would walk to their destination if the shuttle did not exist, it does eliminate at least 400 auto trips per week.
   • About half of the riders use the shuttle to get to work, with about a quarter using it for shopping.
95% of riders use the shuttle to travel between the BART station area and destinations south of Civic, particularly Broadway Plaza, the destination of over half the riders.

The shuttle is rarely used for intra-downtown trips, since its circuitous routing and 15-minute headways mean that it is always faster to walk than take the shuttle for such trips.

74% of riders rate the service excellent or good overall, while only 2% rate it poor or very poor.

Who manufactures the trolley busses?

Made by Gillig Corporation (Hayward California), the trolley bus replica is collaboration between GILLIG and Cable Car Classics. The trolley model is a variant of the standard GILLIG Low Floor bus with add-on features to create the appearance of an old-fashioned trolley. This vehicle combines classic trolley charm with modern weatherproof convenience in a reliable and economical package that meets today’s standards for technology and convenience. The trolley also meets all current ADA, EPA and FMVSS standards.

The exterior incorporates weatherproof, wood-looking trim and decals, along with a cosmetic cupola and a brass bell to convey the traditional trolley appearance. The interior includes solid oak or other optional seating as well as other modern day amenities such as heating and air conditioning, air ride suspension, electronic signage, etc. However, under the “skin” is the same transit proven, heavy-duty GILLIG bus that you expect—with standard features like stainless steel chassis, aluminum body, and transit-familiar major components for fleet standardization and commonality.

The GILLIG trolley replica provides a unique opportunity to satisfy the local community, downtown merchants and city leaders, while also satisfying mechanics, drivers and your budget. GILLIG—going beyond buses and providing reliable transport options.

According to Gillig’s sales team (March 2010), the “Trolley Replica” package (which is an option that can be added to the purchase of one of their buses) begins at $50K, and as a rough estimate, a Gillig 29’ diesel trolley replica model would cost anywhere from $300K-$325K (this price is based on the purchase of a single bus and would likely go down if a quantity of busses were purchased).
‘Art Alley’ provides startling, often beautiful works

Anonymous artists have made their mark in downtown Rapid City

by Jerry Rawlings
December 21, 2005

There is an unusual art gallery in downtown Rapid City that is unlike any that I’ve ever strolled into. It has an urban feel to it that seems to represent a direction in artworks that you don’t often see in the majority of the galleries in this area. There are no depictions of cowboys, buffalo, or the wide-open expanses of the great American west in this gallery.

This is, without a doubt, a totally post-modern art gallery, wherein one can view artworks that range from the total abstract, to pop art, to photo montage, installation art and skilled works that obviously found their origins in the passions of urban graffiti.

On Sixth Street there is a sign that proudly proclaims the gallery as “Art Alley.” Because, you see, this open-air, outdoor gallery is actually the alley that runs from Sixth to Seventh Streets between Main and St. Joseph.

I’d be willing to wager that many people have no idea this gallery exists, even though they pass by it on a daily basis. To the casual observer, at first glance it appears to be nothing more than another alleyway, full of dumpsters, unkempt backdoors to Main Street businesses, discarded junk and decaying urban architecture. Without a doubt, if you made this observation, you would be absolutely correct, because it is all of these things, but above all, it’s a venue for those wanting and willing to display their art, and have no other locale in which to do so.

Simply put, it is way for them to get their work out there for the public to see.

It is obvious that much of the work has its origins deeply imbedded within the mystic of urban graffiti, but even these works have been taken to a level well above what most of us consider as graffiti.
Joyce Wisdom, executive director of Lake Street Council, is spearheading an advertising campaign called Visit Lake Street. The goal is to redefine more than 70 blocks of Minneapolis' Lake Street, which reaches from the Mississippi River, where it's lined with ethnic Hispanic and African shops, to the shore of Lake Calhoun, where it's home to fashion boutiques for Uptown hipsters.

Now that a four-year road construction project is finished and crime has dropped significantly, Lake Street is safer and more inviting than ever, Wisdom said in an interview.

The Lake Street Council has been working on the ad campaign since 2006, and it got a huge boost this year with a $50,000 grant from the city. It has spent the money on advertising at the airport this summer and a round of radio commercials.

So far, the strategy has been working, Wisdom said.

"The image used to be that around every corner on Lake Street there are prostitutes and drug dealers," Wisdom said.
According to Minneapolis police, from 2006 to 2008, crime decreased by an average of 12.4 percent in the two police precincts that include Lake Street.

But Lake Street still has a long way to go if it's going to compete with the area's big tourist draws, such as the Mall of America or Guthrie Theater, said David Brennan, co-director of the Institute for Retailing Excellence at the University of St. Thomas.

Lake Street offers a variety of ethnic stores and restaurants that should start to attract people on the local level, but on a national scale, the street as a whole isn't much different than most ethnic neighborhoods in any major city around the country, Brennan said.

"It would be very difficult to say they have something unique and special outside of the Twin Cities," he said.

Brennan said the council has to change the locals' perception of Lake Street before it can become a major player in Minnesota tourism.

Julie Ingebretsen, manager of Lake Street stalwart Ingebretsen's Scandinavian Gifts and Foods, said that's what's happening with many of her longtime customers.

There was a time some of her customers refused to visit the store -- on Lake Street since 1921 -- because of crime, so she shipped products to them. Ingebretsen said that after the construction, the whole area looks nicer and people are more willing to visit her store.

"Our customers come in and say 'Boy, things sure do look different around here,'" she said.

Global Market's impact

The council, which has a full-time staff of four, has increased its membership from 100 businesses to 500 since 2006, Wisdom said. The growth is largely because of an increase in African and Hispanic businesses that have been expanding since the late 1990s, she said.

Jamal Hashi, a Somali refugee who came to Minneapolis in 1995, owns Safari Express restaurant in the Midtown Global Market -- an internationally styled market with more than 50 shops and restaurants that opened in 2006. Hashi said Midtown Global Market is one of the main attractions for Lake Street visitors. This year he's seen more tourists spending time at the market than in past
"It's no longer just the Scandinavian taste in Minneapolis," he said. "The cultural atmosphere is growing."

Wisdom said the History Channel and Bon Appetit magazine are looking at doing pieces on the market.

Meet Minneapolis, the city's visitors association, already promotes Lake Street as one of the Twin Cities' tourist attractions, and it has a page for Lake Street on its website. But the street still gets overlooked by many metro-area residents, said Connie Stelter, an association spokeswoman.

"For me personally, it's like you sometimes forget that it's even there," she said.

Alex Robinson • 612-673-7405
Midtown Renaissance

Thanks in part to giant developer Ryan Companies, south Minneapolis' Midtown Global Market represents a victory for the little guys.

By Neal St. Anthony, Star Tribune

At lunchtime Wednesday, Rebecca Hasse, an Allina Hospitals attorney, walked from her office in the newly renovated Allina Commons to buy takeout next door at West Indies Soul, one of the 60-plus vendors who constitute the Midtown Global Market -- a key part of the renovated Midtown Exchange on E. Lake Street in Minneapolis. "I love all the options for lunch," said Hasse, one of 1,600 employees consolidated into Allina's new headquarters from around the Twin Cities.

Down the aisle, a busy and buoyant Alfonso Menendez served customers at his La Sirena Gorda restaurant. Menendez, a Mexican immigrant who also owns Babalu in the downtown warehouse district, has invested and borrowed $100,000 to open a small eatery in the Global Market. "I love this market," said Menendez, who started out 20 years ago working at Pronto. "Business is growing. And the Edina and Minnetonka ladies are starting to come."

The bustling Global Market, which opened this month, has been called Allina's lunchroom. It also serves as the accessible front door of the 1.1 million-square-foot renaissance that includes mixed-price housing in and around the Midtown Exchange.

The Global Market also represents the biggest financial risk for the city, which has lent about $3 million of the $18 million cost to the Neighborhood Development Center (NDC) and three other nonprofit owners of the market. Overall, the city has lent about $26 million as part of the $190 million project, largely in the form of bonds to be repaid over 25 years. That debt and interest will be paid from what is projected to be about $65 million in property taxes over the same period.

After Sears closed its Lake Street store in 1994, the site was largely dormant as repeated development attempts failed to get off the ground. About three years ago, Rick Collins, Ryan Companies' project manager, was prospecting for a call center or big-box retailer to occupy the site, when the Allina board of directors, in early 2004, backed CEO Dick Pettingill's desire to consolidate Allina's 1,600 employees from more than a dozen locations around the Twin Cities into the Midtown site. Suddenly, the speculative
project had an anchor tenant that would take half of the existing building's space, about 450,000 square feet. Allina's headquarters and operations folks now work a block from Abbott Northwestern, Allina's flagship hospital. Allina says it's saving up to $3.5 million annually in rent, mileage reimbursement and time because employees no longer have to drive among far-flung offices. Ryan also sold space to residential developers Sherman Associates and Project for Pride in Living to build 360 housing units in and around the building. They range from modest apartments and town homes to million-dollar penthouses in the tower of the old Sears building. Ryan has about $90 million borrowed and invested in the project, including $22 million in equity and deferred fees. It probably will be a long-term holding. Ryan also has built and owns a hotel and parking ramp on the 11-acre campus. "We expect to get a reasonable return from the rent," Collins said. "We are banking, like everyone else in the area, on the positive evolution of this neighborhood." Collins also noted that Ryan has gotten national attention for the project. "There's some psychic return for a lot of people. This is good for our reputation. It was complicated. And it built our confidence." There's a personal investment, too. Two of Ryan Chief Executive Jim Ryan's children and one of his sisters have acquired condos in the development. And the three Ryan owners, including Jim, have pledged $4 million in services and cash toward construction of a new neighborhood high school and youth center a few blocks away. Origins of the Global Market Ryan initially planned to recruit a large national grocer to fill the 75,000-square-foot "market" space on the first floor that lines E. Lake Street, just east of Chicago Avenue. But NDC, Ryan's minority partner, objected. The grass-roots developers had spent years tutoring and financing small entrepreneurs in hopes of orchestrating a commercial turnaround in the once-rundown neighborhood. They didn't want a big-box retailer to derail that progress. NDC persuaded Ryan that a bazaar-like approach was the best fit: many entrepreneurs selling food, meals, crafts and music. It would include some spinoffs of existing businesses and attract more than 2,000 daily visitors from Allina, Abbott, nearby Wells Fargo Home Mortgage and elsewhere to a unique global market. "The importance of the Global Market is greater than its size," said Mihailo Temali, NDC's veteran executive director. "It brings the neighborhood into the building, along with the people who live in the housing and work at Allina. Neighborhoods are revitalized with locally owned businesses. That's what you see at the Mercado at Bloomington.
Avenue and E. Lake Street and along Lake Street." Ryan bought into Temali's vision and that of NDC's partners, the Latino Economic Development Center, the African Development Center and the Powderhorn Phillips Cultural Wellness Center. Jim Ryan even advanced an extra million in cash and improvements to the Global Market on a handshake last fall. And to help patronage, Allina built a small lunchroom, instead of a full-size cafeteria. The result is a steady stream of Allina diners and take-out patrons.

NDC's work for 20 years along the frayed-edged inner corridors of Minneapolis and St. Paul has garnered national recognition and local praise. Mayor R.T. Rybak and the city council agreed to loan NDC about $3 million toward the Global Market last fall. "The city and Ryan went out on a limb for us," Temali said. "Our challenge is to attract the breadth of the consumer marketplace into the Global Market ... from the neighborhood, the Mall of America and the region." The early returns for the global market are encouraging, but it's too early to declare success. Temali expects within weeks to have more than 75 percent of the Global Market leased, at an average rate of about $30 gross cost per square foot, a good market rate. Across Chicago Avenue, Mark Simon, whose father-in-law opened Robert's Shoes on the corner in 1937, said his business is slowly regaining traction after years of decline, exacerbated by two years of street construction, now completed. The neighborhood, once marked by vacant storefronts and unmowed lawns, is rebounding. Homeownership and business openings are on the rise. Temali got another important sign of approval recently. "Carl Pohlad was even in here for 90 minutes the other day. He told me, 'Congratulations, you've pulled off the impossible.'" Neal St. Anthony • 612-673-7144 • nstanthony@startribune.com
The global market has rebounded

By NEAL ST. ANTHONY, Star Tribune
November 30, 2009

Antoinette Williams, who makes herb-laden balms, soaps and lotions from vegetable oils and natural fragrances, is a grateful retailer this holiday season.

Her shop, Rituals, is posting month-over-month sales growth for the second year in a row after nearly failing as a table-top kiosk during the 2006-07 launch of the Midtown Global Market, the ethnic market housed in the refurbished, 1920s-vintage Sears Roebuck store on E. Lake Street.

"We're in the health business," said Williams, a seven-year cancer survivor who makes most of the products in her kitchen. "My hand touches everything but the soy candles. We can sell you an 'orange oil' or a 'tangerine dance soap' and you can eat [it] if you want. You might blow bubbles, but it won't give you a tummy ache."

Williams, who started mixing herbs and oils with her grandmother a half-century ago, still has miles to go. She pays herself only part-time wages in order to pay the store manager (her daughter, Mai'sah Blanton), and two part-time sales employees. Williams, 62, has repaid a $2,400 start-up loan. And two years of sales increases have allowed her to expand inventory and product lines.

To an extent, Rituals is a proxy for the Global Market itself, an amalgam of 45 independent retailers, restaurateurs and grocers. They are thinly financed entrepreneurs, including Cafe Finspang, Fiesta In America, Tibet Arts & Gifts and Geetanjolia Sari Fashions, just to name four continents represented by immigrant owners.

The global market, the Neighborhood Development Center's biggest retail mall, got off to a slow start in 2006, including some tenant turnover. In 2007, the developer hired the general manager of the Mall of America, who was looking for a change of pace. Since then, things have gotten better even as the economy has gotten worse. The December edition of Bon Appetit, the trendy cooking magazine, named the Midtown Global Market one of the country's top destinations for ethnic, in-store dining "for the globe-trotting foodie" with a "United Nations" mix of eateries and fresh-produce peddlers.

Year-to-date sales among retailers open at least a year were up 7 percent over the first nine months of 2008 to $4.7 million, according to Neighborhood Development Center (NDC), the St. Paul-based nonprofit developer that is the majority owner.

Nonprofit developer

Over the past 20 years, NDC has trained, financed and launched 500 successful
businesses and in the process has helped to revitalize several inner-city neighborhoods, including the nearby Mercado Central and Plaza Verde at Bloomington Avenue S. and Lake Street; University Avenue-Dale Streets in St. Paul’s Frogtown neighborhood, and the Payne Avenue corridor in St. Paul.

The Global Market is part of the huge reclamation project at the once-dilapidated, crime-pocked Chicago-Lake intersection. The market, along with Midtown Global Exchange neighbors Allina Hospitals & Clinics, a Sheraton hotel and adjacent new housing, generates about $2 million annually in property taxes and attracts thousands of visits weekly. In 2003, Allina, the city, Ryan Development, NDC and dozens of businesses committed to what has become a $190 million, full-block overhaul that has added about 2,500 jobs and 360 housing units.

However, the Global Market, at 75,000 square feet about two-thirds the size of a small Target store, still faces financial challenges. NDC and some of the small merchants it has financed owe a consortium of lenders and the city more than $3 million. NDC, which is supported in part by several local banks and foundations, is responsible for providing coaching and technical assistance to small entrepreneurs, who typically have little business or credit history, in hopes they will grow into "bankable" concerns.

CEO Mihailo (Mike) Temali, the 25-year boss at NDC, said Global Market revenue recently hit $65,000 a month. Expenses are $85,000.

"We're trying to balance revenue and costs at $85,000 within two years," said Temali, whose organization absorbs the difference. "One-third of our cost is mission-related technical and other assistance to start-up entrepreneurs. This also is about being at Chicago and Lake with immigrant entrepreneurs, not 50th and France."

Outside experts

Temali and several merchants credit the rising sales and traffic at the little Global Market to John Wheeler, former general manager of huge Mall of America. Wheeler, a one-time NDC board member, spent two years as an employee working with several NDC-owned retail malls, primarily the Global Market.

"We needed a big brother on this project," Temali conceded.

Wheeler brought in merchandising specialists from Redding Terminal Market in Philadelphia and Granville Island Market in Vancouver, British Columbia. The upshot was a 2008 strategic plan, still in effect, that focused more on ethnic foods, fresh produce and better signage.

"There were too many little retail stores that nobody wanted to buy from or they just weren't selling," said Wheeler, who worked to expand survivors such as Produce Exchange, Holy Land, Rituals and Cafe Finspang, a small Scandinavian grocery and gift shop. "We needed a better customer experience."
About a quarter of the Global Market's customers live and work outside the immediate neighborhood.

"The Global Market is a very important city-related enterprise," said Mike Christenson, director of the Minneapolis Community Planning and Economic Development Department. "We're pleased with the continued growth of sales and traffic.

"Mike [Temali] has committed to operating a cash-flowing business [by 2011] and that's what the City Council wants. NDC also is helping us provide the missing link in our economic development program: entry points for more immigrant business, and that's what the Global Market represents."

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A Case History of Pearl District, Portland, Oregon

What was once an area of abandoned warehouses and railroad yards along the Willamette River has been transformed into a nationally renowned shopping, dining, cultural and urban living district—The Pearl District of Portland, Oregon. Its historic industrial buildings now house fashionable retail storefronts, restaurants, galleries, lofts and spas in what is called “Portland’s premier shopping and arts district.”

The Pearl District is located in Northwest corner of Portland adjacent to the downtown core and encompasses more than 100 city blocks. Its boundaries are West Burnside Road to the south; N.W. Naito Parkway to the north; N.W. Broadway to the east and N.W. 16th to the west. Starting with Burnside the street names are in alphabetical order moving north through the district.

HISTORY

This part of Portland adjacent to the downtown was once a marshland along the Willamette River, north of the emerging town. During the early 1900s the area was a transportation hub for the city with railroad yards and associated warehousing and storage facilities. Manufacturing and ancillary uses boomed, and the district prospered through the first half of the 20th century.

Starting in the 1950s, this area of Portland reflected the dynamics affecting central urban areas nationwide. As water and rail transportation patterns shifted to highways, interstates and air, the district was left vacant and marginalized. Low rents attracted a diverse range of new tenants and users. The district became an “incubator” for start-up businesses, primarily for artists seeking inexpensive space with close proximity to the downtown and a casual environment.

In the early 1980s, the Pearl District became the focus of planning efforts to convert under-utilized warehouses and abandoned rail yards into a mixed use neighborhood. It started with an urban design study in the early 1980s, followed by the 1988 Central City Plan, which laid the foundation. The 1992 River District Vision Plan and 1994 River District Development Plan added more details. The efforts culminated in the River District Urban Renewal Plan, which was adopted in 1998 and provides tax increment financing for improvements within the district over the next 20 years.

WHAT’S IN A NAME

During the mid 1990s as redevelopment plans were being formulated for the growing area, local business owners wanted to find a name for the emerging district. Many artists had already called the area home as they lived and worked in the low cost lofts inside the warehouses. Names like “warehouse district” and “brewery district” were considered but the name that stuck helped tell the story of what was happening in the neighborhood. The story credits local gallery owner Thomas Augustine for the name when he compared the artists’ lofts and galleries “hidden” inside the warehouse buildings to “pearls inside crusty oysters.” While not popular at first, an Alaskan Airlines writer borrowed Augustine’s phrase, and the rest as they say is history.

TODAY

Today the Pearl District is a marriage of modern culture and historic preservation. Art and design remain at its heart. The district contains nearly 30 art galleries; more than 50 restaurants, cafes, bars, brewpubs and coffee houses; nearly 60 home furnishing stores and antique shops; more than 60 boutiques, jewelers and specialty realtors and three public parks.
A Case History of Pearl District, Portland, Oregon (cont.)

with two more being planned. Since 1994 when the first residential unit was erected in the Pearl District, more than 3500 lofts, condos and apartments have sprung up in the area.

A breakdown of the Walking Map of the Pearl District yielded the following information. There are eight listings in the Active Wear category; 19 listings in the Art Galleries and Services category; six listings in the Banks category; eleven listings in the Bars and Brew Pubs category; five listings in the Books, Music and Paper category; 26 listings in the Clothing, Jewelry and Specialty Retail category; 21 listings in the Condos and Apartments category; four listings in the Cooking Schools and Markets category; two listings in the Exercise and Fitness category; two listings in the Florists category; seven listings in the Health Care Providers category; 38 listings in the Home Furnishings category; two listings in the Hotel category; two listings in the Knittings and Fabrics category; four listings in the Mortage and Title Companies category; four listings in the Non-profit Cultural category; 33 listings in the Restaurants category; eight listings in the Salons and Spas category; eight listings in the Services category (i.e. travel agent, video rental and dry cleaner); four listings in the Shopping Centers category and a one toy store. There are three universities listed: The Arts Institute of Portland, Pacific Northwest College of Art and Willamette University. A quick survey of the retail shops showed most are open 7 days a week with hours of operation: Monday through Saturday, 10 am to 6 pm; Sundays, 11 am to 5 pm. A majority of the restaurants serve dinner until 10 pm and offer Sunday hours.

This dynamic neighborhood is known for its restored brick buildings, cobblestone streets, historic water towers in addition to numerous special events held throughout the year including monthly gallery walks, an annual arts festival, a summer concert series and a farmer’s market. It is home to the Portland Center Stage, the Portland’s premier professional theater company. Portland Center Stage presents a blend of classic and contemporary theater to an audience of more than 100,000 annually at its 599-seat main stage, The Gerding Theater, and a 200-seat black box theater.

EVENTS

First Thursdays—Sponsored by the Portland Arts Dealers Association, First Thursday, held during the evenings on the First Thursday of each month, is an art walk showcasing the Pearl District’s member galleries. Many of the district’s retailers offer in-store events and extended hours. Restaurants, bars and lounges also offer specials to entice gallery goers.

Art in the Pearl—Art in the Pearl is the name of the annual arts festival held every Labor Day weekend in early September. The three-day event fills the Pearl District’s North Park blocks with art, theater, music and hands-on activities for people of all ages. Over one hundred artists show and sell work ranging from fine wooden furniture to beautiful paintings to photography, glass, clay, metal and jewelry. In 2008, the festival will celebrate its 12th year.

Pearl Jam Concert Series—Sponsored by the Pearl District’s largest development company Hoyt Street Properties, the “Pearl Jam Concert Series” is held during the summer in Jamison Square Park. The events are typically held once a month and attract families and music lovers of all ages who spread out picnic blankets to enjoy the events.

Portland Farmer’s Market—Held in the Pearl District’s EcoTrust Building, the Portland Farmer’s Market is open each Thursday from June through September. Hours of the Market are 3:30 pm to 7:30 pm. The
market features a wide variety of locally grown fruits and vegetables, cut flowers, grass-fed beef and lamb, seasonal fruits, baked goods, artisan foods and more.

Many of the activities are promoted by the Pearl District Business Association, a not-for-profit membership based organization. The organization produces the Pearl District Walking Map, a website—explorethepearl.com—and “Explore the Pearl” magazine, which is produced in cooperation with the Oregonian.

Transportation access is available through the Portland Streetcar and Tri-Met bus lines. The City of Portland maintain a fleet of seven electric Streetcars which run on a 4.8 continuous loop on a unique shallow 12-inch deep track slab design and accommodates curbside parking and loading. Public parking is available along the streets and in several parking garages located throughout the district.

The Pearl District has become an attractive tourist destination, a great place to live and a popular area to shop, dine and become immersed in art. It is one of Portland's true gems.

INFORMATION SOURCES:
http://www.pearldistrict.org/
http://www.explorettepearl.com/
http://www.pdc.us/
http://www.travelportland.com/
http://www.tndwest.com/pearldistrict.html
Located in the heart of downtown Oklahoma City, Bricktown, as it now stands, was once a warehouse neighborhood that has been magnificently restored into one of Oklahoma City’s major entertainment and dining districts with a turn of the century charm.

Bricktown is located on the eastern border of downtown and is accessible from I-40, I-35 and I-235. Bricktown’s boundaries are E.K. Gaylord Avenue on the west, Stiles Avenue on the east, Reno Avenue on the south and Main Street on the north. It encompasses approximately 15 city blocks.

HISTORY
For Oklahoma City, the railroad was the engine that provided the lifeblood of early economic development. From 1889 to 1904, four railroad companies—Santa Fe, Rock Island, Frisco and Katy—connected the land-locked prairie community to the rest of the world. Each of these railroad companies focused their freight operations east of the Santa Fe tracks in what is now Bricktown. As the industry developed, three generations of unique brick buildings were constructed. The first generation from 1898 and 1903, were typically one or two stories tall with arched windows and embellished doorways. The next generation, constructed between 1903 and 1911, were usually multi-storied with less ornamentation and fewer arches. The third wave of construction, from 1911 to 1930, was marked by even taller buildings with rows of rectangular windows and larger graphics signs. The common thread holding all together was the use of red brick.

After years of prosperity, several factors contributed to the decline of the Bricktown area in the 1930s to 1950s. First, the Great Depression brought a sudden halt to new construction and delayed needed repairs to older buildings. Then, World War II came. New resources and investments were needed in the war effort. Finally, post-war suburban sprawl followed along with the development of new industrial parks away from the old commercial centers.

By 1980, this area known as the crossroads of commerce was a graveyard of abandoned and underutilized buildings in desperate need of revitalization. Efforts at urban revitalization in the 1960s and 1970s largely ignored the area. However, Neal Horton, a developer who bucked the trends, saw new opportunities for the historic area. While his plan was unrealized due to the oil and bank crash of 1982 he was responsible for coining the name “Bricktown” that gave the old commercial district an identity.

TURNING POINT
In the early 1990s, Mayor Ron Norick and an army of leaders formulated a plan to resurrect the area. The city had lost a bid for a United Airlines maintenance facility and saw an opportunity to make their city competitive and attractive for future efforts. A visionary project was launched, one that forever changed the face of Oklahoma City. That plan was Metropolitan Area Projects (MAPS), an ambitious program that’s one of the most aggressive and successful public-private partnerships ever undertaken in the U.S. The amount spent in this public/private partnership exceeds $3 billion.

MAPS was a visionary capital improvement program that included a series of nine public projects focusing on sports, recreation, entertainment, cultural and convention facilities. The projects included renovations to the Convention Center, Civic Center Music Hall and Oklahoma City fairgrounds, as well as construction of the 15,000-seat AT&T Bricktown Ballpark, the mile-long Bricktown Canal, the 20,000 seat Ford Center, the state-of-the-art Ronald J. Norick Downtown Library, the Oklahoma Spirit trolley system and a stretch of water transformed into river lakes with trails and recreational facilities known as The Oklahoma River.

MAPS was funded by a temporary one-cent sales tax approved by city voters in December 1993. The tax expired on July 1, 1999. During the 66 months it was in effect, more than $309 million was collected. In addition, the deposited tax revenue earned about $54 million in interest. The tax was extended by a vote of the people for six months to cover cost increases during construction. The tax is now complete, and the projects are all debt-free.

MAPS PROJECTS
The 12,000-seat AT&T Bricktown Ballpark, currently leased by the Oklahoma Redhawks, a Triple A team for the Texas Rangers, is constructed of brick and features a natural grass playing field that has a vintage appearance. The Redhawks season normal runs from March through September. The facility includes shops, luxury suites and a year-round, sports-themed restaurant. The Park was completed in the spring of 1998 at a cost of $34 million.
The Civic Center Music Hall is operated by the Oklahoma City Parks and Recreation Department. A complete interior renovation of the historic Civic Center included accommodations for major theatrical, dance and musical groups; a multi-story atrium; balconies, box seats and suites; excellent acoustics; and a hydraulic orchestra pit. Construction and renovation began in November 1998 and finished in September 2001 at a cost of $53 million.

Renovation and expansion added more than 100,000 square feet to the former Myriad Convention Center, now the Cox Convention Center. A new 25,000-square-foot ballroom and a sandstone-and-glass grand staircase were added. A new convention hotel was adjoined. The grand opening was held in August 1999. Additional roof replacement, exterior refurbishing and roof truss work was completed in August 2000. The cost was $60 million.

The four-story, 112,000-square-foot Ronald J. Norick Downtown Library was built by the City for the Metropolitan Library System and replaced the previous library that opened in 1953. Its completion in 2004 after 4 years of construction signaled the end of the MAPS construction program. The facility includes state-of-the-art information services and equipment, classroom space for students of all ages and traditional library resources. The cost was $21.5 million.

The 20,000-seat Ford Center, located south of the Cox Business Services Convention Center, was built between 1999 and 2002 and is designed for major sporting events and can be quickly reconfigured for concerts, shows and exhibitions. Major events for 2007 include the Big 12 Men’s Basketball Tournament and concerts by Martina McBride, Alan Jackson and Eric Clapton. The MAPS Sports Arena became the Ford Center in an April 2002 naming agreement with Oklahoma Ford Dealers. That agreement produced $8.5 million in revenue for the arena over 15 years, with an option to extend the agreement even further. Total cost for the project was $87.7 million.

The mile-long Bricktown Canal links downtown, Bricktown and the river. The north segment extends east from the Santa Fe railroad, past restaurants and entertainment venues to the Bricktown Ballpark. As the canal turns south toward the river, it is highlighted by hiking and bicycle trails, water features and landscaped park areas. Water Taxi offers rides down the canal. The Canal is maintained by the Oklahoma City Parks & Recreation Department. It opened in July 1999 with improvements completed in Phase 2 and 3, 2003-2004. Total cost was $23 million.

Oklahoma has also invested $5 million in Trolley stop shelters that have been built along the routes. The Oklahoma Spirit Trolleys are part of the City’s mass transit system and are administered by the Central Oklahoma Parking and Transportation Authority.

**TODAY**

The number of visitors to Bricktown is increasing every year as new developments continue to open. According to the Bricktown Association, the number of Bricktown visitors went from about 4 million in 1998 to more than 8 million in 2004. It estimates nearly 10 million people will visit the district this year.

In Bricktown you can stroll along the mile-long pedestrian canal, dine at some of Oklahoma City’s best restaurants (over 4,000 dining seats available), take in a game or concert and dance to live music. Bricktown also includes rides in horse drawn carriages or relaxing views from the Water Taxi on the canal. The district is known for its diverse and often varied entertainment options.

Private investments in attractions of the Bricktown District include Bass Pro Shops, a visually appealing, high quality outdoor store with indoor aquariums and an extensive collection of outdoor equipment and clothing, and Harkin Bricktown 16, a 16-screen cinema with comfortable seating, complete food service and childcare facilities for patrons. The theatre features the largest movie screen in Oklahoma, the Ciné-Capri, measuring 70 feet wide. Bass Pro Shops opened in November 2003, and the Harkins Theatre opened in October 2004.

The dining and nightlife categories are anchored by Mickey Mantle’s Steakhouse, Toby Keith’s I Love This Bar and Grill and Abuelos Mexican Food Embassy in addition to Biting Sow, Bourbon Street Café, Brew Ha Ha, Bricktown Brewery Restaurant, City Walk, Coach’s Restaurant, Daiquiri Zone Sports Bar & Grill, Falcone’s, Hooter’s, Lit-Bar, Gallery and Rooftop, Maker’s Cigar and Piano Lounge, Nonna’s Euro-American Ristorante and Bar, Raw, Skyybar Ultra Lounge, Tawerks Ale House & Café among others.
Hotels in Bricktown include the Colcord Hotel, Courtyard by Marriott, Marriott Renaissance, Resident Inn by Marriott, the Sheraton Oklahoma City and The Skirvin Hilton. A 10-story Hampton Inn & Suites with a price tag of $20 million is set to open in the summer of 2008.

**INTERESTING FACTS ABOUT BRICKTOWN (OKC Chamber of Commerce)**
- Public and private capital investment in Oklahoma City’s urban core since 1995 exceeds 3 billion dollars.
- Southern Living Magazine ranks downtown Oklahoma City as one of 5 best downtowns in the south.
- 231% increase in Bricktown (entertainment district) property values since 2001.
- 409% increase in downtown hotel capacity since 2000.
- 11% increase in downtown residents since 2000 and poised to grow another 13% by 2008.
- There were more than 8 million visitors to Downtown’s attractions in 2006.

The Bricktown Urban Design Committee is implementing a new comprehensive wayfinding system, funded by a City General Obligation Bond Issue, to provide consistent, clear directions to various destinations, attractions and landmarks in the Downtown area. The system will eventually consist of 45 vehicular signs and 22 pedestrian signs along with 27 kiosks for more detailed visitor information.

**INFORMATION SOURCES:**
- http://www.bricktownokc.org
- http://www.bricktownokc.com
- http://www.downtownokc.com
- http://www.okcchamber.com
A Case History of Georgetown, Washington, DC

As one of Washington D.C.'s oldest neighborhoods, Georgetown has been a center of commerce since the 18th century. Located along the Potomac River, Georgetown served as a major port during colonial times and today is a charming historic area lined with Federal-style row houses, cobblestone streets, high-end shopping and fine-dining establishments. It is home to Georgetown University, the oldest Catholic university in the United States, historic attractions, picturesque parks, trails and the Chesapeake and Ohio (C & O) Canal. Georgetown's reputation as a center of style and affluence make it an attractive place for visitors and residents of our nation's capitol.

The Georgetown neighborhood is located in the Northwest quadrant of Washington, D.C., along the Potomac River waterfront. As outlined by the National Park Service, the Georgetown Historic District is roughly bounded by Reservoir Rd., NW and Dumbarton Oaks Park on the north; Rock Creek Park on the east; the Potomac River on the south; and Glover-Archbold Park on the west. Georgetown's primary corridors are M Street and Wisconsin Avenue.

HISTORY

Georgetown was formally established in 1751 when the Maryland Assembly authorized a town on the Potomac River on 60 acres of land belonging to George Beall and George Gordon. George Town was named in honor of King George II and flourished as a shipping center with European and West Indian trade. Tobacco was the lifeblood of the community. By 1776, Georgetown was one of the largest communities in Maryland. During the Revolution, Georgetown served as a great depot for the collection and shipment of military supplies. The town was finally incorporated in 1789, and in 1791 Georgetown's character was profoundly affected by the establishment of the nation's capital to the east. While it was included in the new Federal District, Georgetown retained its own character.

Congress incorporated Georgetown as part of Washington City in 1871. After the Civil War, large numbers of freed slaves migrated to Georgetown, and the African American community flourished. With the bankruptcy of the C & O Canal Company in the 1890s due to severe flood damage of the C & O Canal, the area went into an economic decline. In a period after World War I, Georgetown gained a reputation as one of Washington's worst slums. With the New Deal in the 1930s the area began to rebound. Georgetown's reputation reached a high point when Senator John F. Kennedy resided in the neighborhood during the 1950s.

Most of Georgetown is occupied by residential areas whose regular streets and Victorian row houses set the tone for the entire neighborhood. A majority of the building stock was constructed after 1870. Various styles illustrate the national trend of architectural development from Georgian mansions and town houses through early Federal and Classical Revival houses to the ornate structures of the ante and post-bellum periods. The commercial corridors of Wisconsin Avenue and M Street as well as the waterfront areas are characterized by development from every era.

Georgetown’s treasured institution is Georgetown University, which owes its existence to Fr. John Carroll, superior of the American Mission and a future bishop of Baltimore, who began planning for an academy in 1786. Its official founding is listed as 1789. Today, the oldest Catholic university in America, Georgetown University is a major international research university with a student population of 11,515. Famous alumni include former President William J. Clinton, Supreme Court Justice Antonin Scalia, broadcast journalist Maria Shriver and basketball star Patrick Ewing.

GEORGETOWN BUSINESS IMPROVEMENT DISTRICT (BID)

The Georgetown Business Improvement District (BID) was established in 1999 as a not-for-profit organization by the property owners and businesses of historic Georgetown to protect and enhance its unique character and public spaces. It is governed by a board of directors elected by its membership of approximately 1,000 businesses. BID programs include transportation, streetscape, marketing and special events. The Georgetown BID has played an important role in attracting exceptional retailers and restaurateurs to the area as well as ensuring residents experience a superior quality of life.

The area of the BID is bounded by Rock Creek Park on the East, Key Bridge on the West, the Waterfront on the South and Reservoir Road on the North.
A Case History of Georgetown, Washington, DC (cont.)

TODAY

Today, Georgetown is a popular place to walk, eat and shop. Visitors can enjoy dinner on the waterfront at an outdoor bar or restaurant, peruse over 300 stores, walk, jog or bike along 180 miles of trails, take a tour boat or barge ride along the C & O canal, visit a historic home, garden, gallery or museum or stroll through Georgetown University’s magnificent campus. The backdrop of historic architecture, shady streets and brick sidewalks along with the celebrated waterfront create an historic ambience with a European feel.

From high-fashion national retailers to charming local merchants, Georgetown offers over 300 places to shop for the best in antiques, furniture, original art and handcrafted accessories. At the center of Georgetown’s retail experience is The Shops at Georgetown Park. This four-level urban shopping mall features anchor tenants Anthropologie, H&M, J. Crew, Ann Taylor, Victoria’s Secret, Dean & DeLuca and Talbot’s among others. The mall, made up of 75 retail stores and 317,000 square feet of leasable space, opened in 1981 and has been expanded and renovated twice. The mall’s hours of operation are Monday through Saturday, 10 am to 9 pm and Sundays 12 pm to 6 pm.

Georgetown is home to over a hundred of restaurants, cafes and nightlife venues. Serving cuisine ranging from authentic Italian and traditional Japanese to the finest French and new American, there is someplace to enjoy at any price level. For those on the go, there are also dozens of locally-owned cafes. For late night entertainment, Georgetown has a wide variety of clubs, bars and music venues. On the GeorgetownDC.com website, a search of the dining options yielded 140 results.

The Georgetown area is known for its legendary hotels, specializing in the best services in the Washington D.C. area. There are 8 hotels including The Ritz-Carlton, Four Seasons Hotel and Georgetown Inn among others.

Georgetown also celebrates its wide array of salons and spas. In fact, 52 businesses are listed under this category on the GeorgetownDC.com website.

With over 49 listed attractions, visitors can enjoy a tour of a historic home or garden, visit a gallery or museum or stroll through the Georgetown University campus. There are 15 places of worship and 10 embassies that call Georgetown home. As the oldest building standing in Georgetown, the Old Stone House at 3051 M Street is owned and operated by the National Park Service and is open to the public. Georgetown is also home to Washington, D.C.’s oldest commercial structure, the City Tavern, at 3206 M Street. It was built in 1796.

Georgetown with its remarkable history and appealing shopping, dining and cultural amenities remains one of Washington’s most prestigious and lively neighborhoods and a popular tourist destination.
A Case History of Chemainus, BC: A mural town

In the early 1980s, Chemainus was a small town with a big problem. Like many small communities, they relied heavily on a single industry for survival and the mill that provided the mainstay of their economic success was closing. They faced the very real possibility of becoming the next ghost town.

In 1981 the community was a beneficiary of a province-wide redevelopment fund, which allowed them to begin a downtown revitalization project. Their tired-looking main street was transformed with flower boxes, new benches, improved public space and better parking. However, the boost was short lived when the mill closed in 1983 and the town faced a larger problem – how to keep their community alive.

As it turns out they were already on the right track and the answer lay in the core of the community: the downtown. The beautification of downtown continued and soon became much more. Resident and businessman Karl Schutz and then-Mayor Graham Bruce championed the idea of a mural project and the Festival of Murals Society was launched.

The project began with just five murals in the summer of 1982 but the fledgling project soon had Chemainus on the map. In 1983 the town received the prestigious New York Downtown Revitalization Award for its redevelopment efforts. And there was more to come. Over the years, more than a quarter of a million dollars has been invested in the murals, coming from private, corporate, federal, provincial and municipal investors. Today there are over three-dozen murals gracing the walls of the downtown, many depicting the town’s history.

Since that beginning, Chemainus has attracted more than 100 new businesses, a $3.5 million dinner theater and hosts 350,000-450,000 visitors per year. To the town’s relief, the mill did reopen in 1985 after work was done to modernize the facilities. But the town proved that through the ingenuity, creativity and hard work of its citizens, they could survive even the worst of times.

Chemainus did much more than survive; in the face of difficulty they managed to thrive, turning their town into much more than a simple mill town. It is a beautiful outdoor art gallery attracting hundreds of thousands of visitors each year.
A Case History of The Gaslamp Quarter, San Diego, California

Known as the Historic Heart of San Diego, the Gaslamp Quarter of San Diego is an eclectic 16.5-block neighborhood listed on the National Register of Historic Places. Its 94 historically or architecturally significant structures house more than 100 of the city’s finest restaurants, 35 pubs and nightclubs and 100 retail shops, as well as theaters, art galleries, offices and residential/work lofts.

The ornate light ornaments, replicas of the original gas lamps that once lined San Diego’s first commercial and business center, serve as beacons for those who visit the district. The Gaslamp Quarter is located in the heart of Downtown San Diego. It is eight blocks long (from Broadway to Harbor Drive) and two blocks wide (between Fourth and Sixth Avenues linking to the original waterfront at the southern end of 5th Avenue.). The Gaslamp Quarter is across the street from Westfield Horton Plaza, a six-block historic open-air shopping mall and entertainment complex; the San Diego Convention Center; Petco Park, a new 42,000-seat ball park for the San Diego Padres, and San Diego’s core business district.

What was once one of San Diego’s seedier sections, today, the Gaslamp Quarter is where San Diego’s colorful past comes alive and exists hand in hand with modern development and commerce in an active urban setting.

Downtown San Diego began in the Gaslamp Quarter. New Town founder Alonzo Horton established a wharf at the south end of Fifth Avenue in 1869. From that point on, Fifth Avenue has served as the commercial backbone of the Gaslamp Quarter. In the 1880’s San Diego became a boomtown, and by the time of the Gold Rush the population swelled to 40,000. During the same era, a strong community of Asian businesses began to grow in the area bound by Market Street, J Street, Third Avenue and Fifth Avenue. The defining character of the Gaslamp Quarter was established by the Victorian, Italian Renaissance and Spanish Revival buildings built between 1880 and 1910. Because the town was a busy military port, the original district south of Market became a red-light district commonly referred to as the Stingaree. Illicit businesses, catering to both miners and sailors, flourished throughout the turn of the century.

The Gaslamp Quarter experienced its first renaissance in 1912 when citizens pressured police into raiding the red-light district, in what were called the Stingaree Raids. With the red lights of the Stingaree officially turned off, the Gaslamp Quarter continued to grow at a steady pace through the 1920s to around 1930 when the Great Depression slowed development nationwide.

During the 1950s, 60s and 70s, major commerce continued to abandon the smaller scaled buildings of the Gaslamp Quarter in favor of larger sites in the north end of downtown. The area was in disrepair and became a low rent district until the 1970s when a period of preservation began as public opinion shifted to support restoring many of downtown San Diego’s historic buildings.

In 1972, then-mayor, and former California Governor, Pete Wilson, outlined an aggressive program for revitalizing the physically and economically blighted downtown. His goals included drawing retail and commercial business and residents back to the area, and creating a strong job base and regional government hub. California’s Community Redevelopment Law provided the major tools.

In 1974, the Gaslamp Quarter Association was formed, to protect San Diego’s historic district and unite area business and property owners.

In 1976, the first Gaslamp Quarter Urban Design and Development Manual was adopted by the City Council. The area bound by Fourth and Sixth Avenues, Broadway and Harbor Drive was listed on the National Register of Historic Places in 1980. The Gaslamp Quarter Planned District features the highest concentration of historically significant commercial buildings in San Diego.

Wilson and the City Council created Centre City Development Corporation (CCDC) in 1975. This public, nonprofit corporation staffs and implements downtown’s redevelopment, including the facilitation of retail, residential, office, hotel, cultural, educational and public improvement projects. CCDC began with 325 acres in four redevelopment projects -- Horton Plaza, Marina, Columbia and Gaslamp Quarter. On behalf of the City and Redevelopment Agency, CCDC facilitated the public/private partnerships necessary to turn the area around. (In the past 30 years, there has been more than $6 billion dollars of investment in downtown’s 1,500 acres, resulting in roughly 10,000 new homes, 6,000 new hotel rooms, 6 million square feet of office space, and more than 50,000 new jobs.)
In 1982, the Gaslamp Quarter became a major redevelopment project area of the City of San Diego. Several developers and restoration experts were encouraged to continue restoring the Gaslamp's Victorian buildings. This led to one of the most profound joint urban preservation efforts in San Diego history and capped a downtown revitalization effort which successfully transformed a once troubled area.

Today, Gaslamp Quarter has emerged as San Diego's prime entertainment and celebration destination. Conventiongoers, baseball fans and weekend diners congregate here for its lively mixture of restaurants, cafés, nightclubs and bars in addition to the shops and accommodations. New residential dwellings have crowded the downtown area including many historic lofts. The Gaslamp Quarter continues to serve downtown residents and employees and the region at large, as well as downtown's significant numbers of tourists. The Gaslamp Quarter's success has served as a catalyst for the redevelopment of other downtown neighborhoods.

The Gaslamp Quarter features a mix of unique lodging accommodations from the Victorian-style 132-room Horton Grand Hotel, which is comprised of two hotels of the 1880s and was once home to Wyatt Earp, to the 282-room Hilton San Diego Gaslamp Quarter with its 30 residential-style lofts and The Keating Hotel, from the same designers of the luxurious Ferrari automobiles. There are 22 lodging choices in the Quarter. The newest additions include the Hard Rock Hotel San Diego, San Diego’s first condo-hotel, with 420 luxury rooms and suites; the 344-room Renaissance Marriott Hotel that will offer a 6,400 sq. ft. ballroom, 3,900 sq. ft. of meeting space, and 7,000 sq. ft. of retail space and the Residence Inn by Marriott Gaslamp that will be built around a historic 1900s building and include 185 extended-stay rooms.

Restaurants in the Quarter include Croce’s Restaurants & Bars, established more than 20 years ago by Ingrid Croce as a tribute to her late husband '70s singer/songwriter Jim Croce and George’s on Fifth housed in one of the most photographed historical buildings in the Gaslamp Quarter. International cuisines can be savored including Afghan, Brazilian, Chinese, Indian, Italian, Mexican, Persian, Spanish and Thai at more than 100 restaurants.

The Nightlife in the Gaslamp District features hip lounges, flamenco dinner shows, an authentic Irish pub, a dueling-piano bar and the Horton Grand Theater, home to the long running “Triple Espresso—a highly caffeinated comedy.”

Shops and galleries of every variety are scattered throughout the 16 square block district.

Shoppers can expand their wardrobe and decorate their homes with unique pieces found at shops such as Villa Moda, Kurios, Splash Wearable Art, Highlights Lighting, Kita Ceramics & Glassware, Avitatt and Opium Gallery among others.

The Gaslamp Quarter is home to many popular events including Mardi Gras, the largest Mardi Gras party on the U.S. West Coast, Taste of Gaslamp and ShamROCK (St. Patrick’s Day)

PETCO Park, home of the San Diego Padres since 2004, brought new life to one of San Diego’s most blighted neighborhoods. Development investment within the 60-block area surrounding the ballpark is expected to exceed $4 billion, more than four times the amount required to support the public investment made by the Centre City Development Corporation (CCDC), the City of San Diego and its Redevelopment Agency. Projects completed, underway and planned will result in 8,300 new homes, 1.3 million square feet of commercial space, 1,200 hotel rooms, 3,000+ parking spaces, and the Park-to-Bay Link, all in an area well served by public transportation.

Adjacent to downtown's popular Gaslamp Quarter, the East Village neighborhood had declined physically and economically to a point that crime and other health and safety issues were major concerns. A strong project was needed to attract the necessary private sector resources that could cause serious change. That project was the ballpark, uniquely financed with revenues to be derived from future private development in the area.

INFORMATION SOURCES:
http://www.gaslampquarter.org
http://www.sandiego.org/article/Visitors/803
http://www.sandiegodowntown.org/
http://www.gaslamp.org
http://www.sandiego.gov/
http://gothere.com/sandiego/gaslamp.htm
Downtown Idea Book

This page: Cambria, California (left) Ellicottville, New York (top right) Carmel, California (bottom right)

Opposite page: Blaine, Washington (top left) Asheville, North Carolina (top and bottom right) illustrate the power of outdoor seating and dining areas.
Cannon Beach, Oregon (bottom left)

All of these places “look” upscale and inviting, and all are exceptionally successful and have a strong year round tourism industry. Their beautification efforts are also year round, not just seasonal.

Note the use of decorative perpendicular signage, flowers, outdoor seating.
Downtown Idea Book
Downtown Idea Book

This page: Asheville, North Carolina (top left) showcasing outdoor dining; Banff, Alberta (top right and bottom left)
Battle Creek, Michigan (bottom left)

Opposite page: Asheville (top left and right)
Cannon Beach, Oregon (bottom right)
Battle Creek, Michigan (bottom left)

In life we have a "First Place" which is our home, a "Second Place," which is where we work, and the "Third Place" is where we go to hang out or to meet friends or family. Third Places are gathering places, frequently downtowns, and have key elements: after hours entertainment and activities, destination retail shopping, and beautiful surroundings.
Downtown Idea Book
Downtown Idea Book

This page: Pittsburg, California (top) - garden structures and water features are growing in popularity and create a sense of intimacy. Median landscaping (changed three times annually) including trees, annual color, decorative street lighting, and pole banners in North Adams, Massachusetts (bottom left). A restaurant in Newport, Rhode Island (bottom right).

Opposite page: A retail shop in Pendleton, Oregon (left). Downtown Oxnard, California (top right). The Pearl District in Portland, Oregon (bottom right).

Note the use of vibrant flowers, street trees, decorative lighting.
Downtown Idea Book
Downtown Idea Book

The page: Shops in rural Lancaster, New Hampshire (left) Nevada City, California (top right) where deer come into downtown and so the beautification is made up of non-food items. A downtown B&B in Marshall, Michigan (bottom right)

Opposite page: Nantucket Island, Massachusetts, taken during the winter months (both photos)

All of these examples show that, for little cost, merchants can make their shops inviting, while easily increasing the “perceived value” of not only the shops, but the entire downtown area.
Downtown Idea Book
Downtown Idea Book

This page: Greenville, South Carolina showing the buffer between parking and sidewalks; (top)
Grass Valley, California - is this inviting or what? (bottom left)
Fredericksburg, Texas (bottom right)
Fredericksburg is one of the most popular destination communities in Texas.

Opposite page: Fredericksburg (left and top right)
A restaurant in Gatlinburg, Tennessee (bottom right)

Once again, in each of these cases, the businesses took the lead in the beautification efforts, which are year-round programs.
Downtown Idea Book

This page: Fredericksburg, Texas (left); Fallbrook, California (top right); Fredericksburg (bottom right)

Opposite page: Ellensburg, Washington (top right); Fredericksburg (bottom right); Door County, Wisconsin (bottom left); Fallbrook (top left)

More stunning examples of the use of flowers, potted shrubs, street trees, Catalina umbrellas, outdoor dining.
Downtown Idea Book

This page: Leavenworth, Washington (left) - a destination town with a Bavarian theme. Located in the mountains, Leavenworth is covered with snow in the winter, but they still decorate with lights and evergreens.

Manteca, California (top right); Marshall, Texas - in October (bottom right)

Opposite page: Manteca, California (top right); Lodi, California (bottom right; Marshall, Texas (bottom left); and Manteca, California (top left).
Downtown Idea Book

This page: Jonesborough, Tennessee (in October) (top left and right); Jackson, Texas (bottom left)

Opposite page: Keystone, South Dakota (top right) Owen Sound, Ontario (bottom right); Jackson, Texas (bottom left)

In every one of these examples the business took the lead in the beautification efforts you see. All have stated that the effort pays for itself in increased sales.
Downtown Idea Book
Downtown Idea Book

This page: The bottom photo was taken in Turlock, California, while the top was taken in Stockton, California. The plaza area balls are actually fountains. The tented area is used for large concerts and events.

Opposite page: Stockton, California (both photos) The use of arbors, trellis and garden structures in downtowns is increasing and creates an exceptional environment and “sense of place.”
Downtown Idea Book

This page: Actual street in Stockton, California (top left), with a conceptual drawing of how this street could be reconfigured (bottom left); the gateway into downtown Lodi, California (right).

Opposite page: A restaurant in Whistler, BC (top right); Lodi gateway (bottom right); dining in Turlock, California (bottom left); a village gateway in Woodlands, Texas approximately 30 miles north of Houston (top left).
Downtown Idea Book

This page: Covington, Kentucky (just over the river from Cincinnati, and an entertainment district) (top and bottom right); Modesto, California (bottom left)

Opposite page: Covington, Kentucky (top and bottom right); Carmel, California (bottom and top left)

Even though Carmel is home to one of America’s most spectacular shorelines, for every person on the beach, there are an average of 150 people shopping downtown.
Downtown Idea Book

This page: The city of Fallbrook, California removed a dilapidated building from a corner in downtown, and in its place developed a permanent home for a Farmers Market (top right); ambiance-creating street lighting in Florence, Italy (bottom right), Fallbrook market (bottom left) Greenville, South Carolina (top left) showing buffer area and outdoor dining.

Opposite page: Greveille, SC (top right) showing outdoor dining area; decorative lighting in Florence, Italy (bottom right) Greveille, SC showing plaza area (bottom left); Fallbrook market (top left)

Whenever possible convert parks into public plazas, then bring them to life with activities and events.
Downtown Idea Book

This page: Arcadia Creek Festival Place in Kalamazoo, Michigan (left) and Lodi, California (right)

Opposite page: Kalamazoo, Michigan performing venues and plaza areas (top and bottom right); Helena, Montana (bottom left) outdoor walking mall.

Note the wrought iron fence separating the outdoor dining area in Lodi, attractive pole banners, street trees and decorative low-level street lighting.
Downtown Idea Book
Downtown Idea Book

This page: The top left and large (lower) photos showcase a small gathering area and stage in Lethbridge, Alberta. Modesto, California (top right) uses planters as a barrier between retail shops and restaurants and the street, without the use of curbs.

Opposite page: Another photo of Modesto (top) showing the artistic planters and effective use of street trees, decorative lighting, and hanging baskets. Muskogee, Oklahoma (bottom right).
Downtown Idea Book
Downtown Idea Book

This page: Ojai, California (right) showing how attractive outdoor dining can be. Pendleton, Oregon (bottom left) showing a small stage downtown; Nelson, British Columbia where merchants put out temporary eating decks during the six month peak season, which are then removed and stored to make snow removal easier (left center); Oxnard, California (top left).

Opposite page: Oxnard, California (top right) again, showing an outdoor dining and plaza area; Olympia, Washington (bottom); and Newport, Rhode Island (top left).
Downtown Idea Book

This page: Pittsburg, California (top right); outdoor dining in Salem, Massachusetts (bottom right); and in Santa Barbara, California (bottom left) the use of bollards in Santa Monica, California. (top left) The bollards in Santa Monica are remote activated and drop down to provide emergency or delivery access. Deliveries are limited to certain hours each day.

Opposite page: Sisters, Oregon (top right) In Modesto, California (bottom right) the bollards are manually removed for access to the plaza area. Solvang, California (bottom left) showing shaded seating downtown; Stockton, California (top left), showing another shaded seating area.
Downtown Idea Book
A downtown district is an economic asset. Signage consistency will help maintain the value of this asset. Following is a recommended framework for the establishment of Sign Review Board. The Mayor will appoint the Sign Review Board, with confirmation by the City Council. It will consist of five voting members and one ex officio member. Voting members will be two commercial property owners and three representatives of commercial tenants from within the district. The Ex officio member will be a City Planner. Voting members will be appointed for a term of three years with the terms of initial appointment as follows: One commercial property owner appointed for two years and one commercial property owner appointed for three years. One commercial tenant representative appointed for one year, one commercial tenant representative appointed for two years, and one commercial tenant representative appointed for three years. Thereafter, all appointments shall be for a term of three years. Any person appointed to fill an unexpired term shall serve for the remainder of that term. The board shall elect a chairman and other officers it deems necessary. Each officer’s term will be for one year. A City Planner shall serve as executive secretary of the Board and be responsible for all records, keeping minutes, and providing public notice of meetings and sign permit applications. The City shall provide the Board with necessary administrative support and expense budget to perform its functions. The Mayor, with the concurrence of a majority of the City Council, shall have the authority to remove, replace or terminate any Board members. Meeting times shall be established by the City Council with the provision that special meetings may be scheduled to accommodate workload or ensure that the cost to applicants and the City are as low as possible.

The Sign Review Board reviews the following:
1. Changes required for compliance of existing signs
2. Alternations to previously approved signs
3. Design and installation of new signs
4. Allegations concerning signs in violation of the design standards

For items 1, 2, or 3, after the pre-application process is completed, members of the Board will perform initial review of a sign permit application. If a majority of Board members finds that the proposed sign is consistent with the design standards, no further review by the Board is necessary. The City Planner shall issue a written administrative decision within ten days of receipt of the Board’s recommended findings and conclusions. This decision shall incorporate any Board recommendations, except for any condition that is contrary to law or the applicable design standards. Any aggrieved party to the City Planner’s decision may appeal. For item 4, any person or entity alleging that a sign within the Main Street district does not comply with the design standards can submit a complaint form. The sign owner will be notified of the complaint and if the sign is not removed, the Board will render a decision.

A. Materials
1. Durable, high quality materials should be employed, compatible with the design and materials of the building.
2. Carved or dimensional wood signs are strongly recommended
3. Plastic materials may be employed if used in combination with higher quality materials, or as part of individual internally lit letters or symbols.
4. Live potted around the base of a sign is recommended to enhance the sign and the image of the business.

B. Colors
1. Signs should employ materials, colors and typefaces that complement the primary architectural style of the building.
2. Signs utilizing light-colored letters against a dark background are encouraged.

C. Illumination.
Directly illuminated signage should be from a series of gooseneck or similar extended arm fixtures, which direct light to the façade and are compatible with the design of the building.

D. Form Guidelines
1. (Scaled drawings of various suggested sign forms go here).
2. (Sample photographs of existing desirable signs).
SEE FIGURES 1.1 to 4.1 on next page)

Sign Design Approval and Permit Application Form Checklist

Site Address: ________________________________

Applicant:

a. Completed Sign Permit Application
b. Application Fee
c. Sketch or photograph of sign (3 copies)
d. Paint chips or color rendering of proposed colors
e. Description of sign construction
f. Description of type of attachment, if not free standing
g. Description of sign materials
h. Letter from property owner giving permission for installation and detailing square footage allotment
i. If projecting over public right-of-way, signed and recorded Restrictive Covenant, Agreement, and Right of Way Use Permit
j. SITE PLAN (scale 20’ = 1”, minimum size 8 ½ x 11)
   Indicate the following
   1. Proposed sign locations
   2. Property lines, streets, north arrow
   3. Lineal footage of building façade containing a public entrance

4. Indication that the sign does not create a sight obstruction

Reviewer:

a. Existing easements
b. Total square footage of ALL SIGNS on the property
c. Location of existing buildings, structures and all existing signs
d. Building signs: show that signs do not extend higher than allowed
e. Building signs: calculate and indicate sign-face area
f. Blade signs: calculate size and extension from building
g. Free-standing signs: required plans for ground-supported signs
h. Free-standing signs: distances from the proposed sign(s) to property lines and buildings on the site
i. Free-standing signs: foundation plan
j. Pole signs: measurement from grade to all portions of sign for vehicle clearance
k. Hanging or Projecting signs: distance from curb
l. Hanging or Projecting signs: measure from grade to all portions of the sign
7'-0" Maximum sign height

Maximum total square feet for wall signage is .5 square feet for every linear foot of store frontage.

2'-0" Minimum distance from bottom of sign to sidewalk

Sandwich board shall be placed perpendicular to the primary store entrance

Sandwich board shall measure 2' x 4' and be placed 4' from the building facade allowing for two-way pedestrian traffic and to comply with ADA accessibility regulations.

Fig. 1.1

Fig. 2.1

Fig. 3.1

Fig. 4.1

2'-0" Minimum distance from bottom of sign to sidewalk

Sign depth must not exceed 6" from outer edge of sign to building facade.

Graphics on windows shall not exceed 60% of the total window area.

Graphics on windows shall not exceed 60% of the total window area.
Outdoor Dining Ordinance

1. Space and Clearance
Sidewalk cafés are permitted only on sidewalks with a minimum width of 10 feet from the property line to the curb face. The area designated for the sidewalk café shall be considered an extension of the franchise, therefore the location of the sidewalk café must be directly in front of the franchise. In the interest of public safety, if a traffic lane occurs adjacent to the sidewalk, a sidewalk café will be permitted only if the minimum sidewalk width is 15’.

Sidewalk cafés must maintain a clear pedestrian path of at least five feet at all times. On sidewalks with an adjacent traffic lane, the clear pedestrian path must be 10 feet wide. This clear area must be free of any obstructions such as trees, parking meters, and utility poles to allow adequate pedestrian passage. Sidewalk cafés shall not interfere with any utilities or other facilities such as telephone poles, fire hydrants, parking meters, mailboxes, or signs located on the sidewalk and in the public right-of-way.

Sidewalk cafés may not impinge on required clear distances for maneuvering around entrances or exits. The outdoor dining area must be accessible to disabled patrons and employees. When a sidewalk café is located at a street corner, vision clearance requirements shall be in accordance with city ordinance. These regulations may also apply if a sidewalk café is adjacent to an alley or driveway.

2. Furniture and Other Elements
Tables, chairs, umbrellas, awnings, and any other elements associated with a sidewalk café must be of quality design, workmanship, and materials to ensure the safety and convenience of patrons as well as to enhance the visual and aesthetic character of the streetscape and adjacent neighborhood.

All sidewalk café elements will be reviewed as part of the sidewalk café permitting process. Sidewalk café tables and chairs must be placed inside the area designated for sidewalk dining only. Table size should be kept to a minimum to avoid crowding. Appropriate density of tables and chairs will be reviewed. Permanent structures are not permitted in sidewalk cafés. Elements cannot be attached permanently to sidewalks or public rights-of-way. The permit holder is responsible for the restoration of the sidewalk or public right-of-way if any damage is caused by the sidewalk café.

Temporary physical barricades to separate sidewalk cafés from pedestrian traffic are allowed if they are constructed of finished quality materials including wrought iron chains, rope stanchions, picket fencing, planters, etc. Physical barriers are required if liquor is sold at a sidewalk café. No signs shall be placed on barricades. Paper products for the consumption of food or beverages are not permitted.

3. Overhead Structures
Umbrellas and other temporary overhead structures are subject to approval during the sidewalk café permitting process. No portion of any umbrella shall be less than seven feet above the sidewalk. Umbrellas and overhead structures cannot interfere with street trees, must be weather resistant, and designed to be secure during windy conditions.

Awnings, either permanent or temporary, are subject to approval during the sidewalk café permitting process. Awnings shall have no support posts located within the public right-of-way, and no portion of an awning shall be less than eight feet above the sidewalk.

4. Signage
Signs advertising the sale of goods or services at a sidewalk café are prohibited. This includes sandwich boards, banners, and signs on furniture or umbrellas. Menus are restricted to a maximum size of 9x12 inches. A sign must be posted in a visible location at every sidewalk café that states: “It is unlawful to consume alcoholic beverages not purchased at the permit holder’s establishment or sidewalk café or to remove alcoholic beverages from the sidewalk café.”

5. Lighting
Lighting for sidewalk cafés is subject to approval during the sidewalk café permitting process. Lighting must complement the existing building and sidewalk café design and shall not cause a glare to passing pedestrians or vehicles. Electrical wires are not permitted within the sidewalk café. Acceptable tabletop lighting includes candles and low-wattage battery-operated fixtures. Additional lighting may be attached to the adjacent franchise provided that approval is obtained from the city.
Outdoor Dining Ordinance (cont.)

6. Outdoor Heaters
Outdoor heaters for sidewalk cafés are subject to approval during the sidewalk café permitting process.

7. Vending Machines, Carts
Vending machines, carts, or other objects for sale are prohibited.

8. Service and Use
All services provided to sidewalk café patrons as well as all patron activity (waiting, sitting, dining, etc.) must occur within the designated sidewalk café area and not impinge on pedestrian traffic at any time. No alcoholic beverages may be stored or mixed in the sidewalk café. Equipment necessary for dispensing any other items is subject to review during the sidewalk café permitting process. The franchise must provide supervision of the sidewalk café to ensure that operations and the conduct of patrons are in compliance with this document at all times.

9. Insurance Requirements
Every sidewalk café permit holder must furnish a certificate of insurance proving commercial insurance coverage of at least $1,000,000 for bodily injury, death, disability, and property damage liability. The policy shall provide for 30 days’ prior written notice to the city if coverage is substantially changed, cancelled, or not renewed. The city shall be named as an additional insured on a primary, noncontributory basis for any liability arising directly or indirectly from the operation of a sidewalk café. The permit holder shall indemnify, defend, and hold the city harmless from any loss that results directly or indirectly from the permit issuance or operation of the sidewalk café. If alcoholic beverages are served at the sidewalk café, the permit holder shall provide proof of liquor liability insurance for the sidewalk café with limits not less than $1,000,000 in such type as shall be acceptable to the city.

Each permit holder shall maintain the insurance coverage required during the permit period. The certificate(s) of insurance shall be presented to the zoning administrator prior to the issuance of a permit. Failure of the permit holder to maintain the insurance required by this document shall result in the revocation of the sidewalk café permit.

Rules and Regulations
1. A sidewalk café permit is valid for one year from the date of issuance.
2. Sidewalk cafés shall not operate earlier than 7:00 a.m. or later than 11:00 p.m. unless the hours of the franchise are more restricted, in which case the more restrictive hours apply.
3. All sidewalk café employees must comply with all requirements and standards for a retail food establishment.
   a) Patrons must wear shoes and shirts at all times.
   b) All sidewalk cafés must have an opening for ingress and egress at all times.
   c) At all times, sidewalk cafés must adhere to size, design, and other requirements approved by the city.
   d) Strict adherence to hours of operation, approved layout, and clear space for pedestrians is mandatory.
4. All areas within and surrounding a sidewalk café must be maintained in a clean, neat, and sanitary condition and policed routinely by permit holder to ensure removal of all wrappings, litter, and debris. Daily sanitary cleaning is required. Sidewalks within and adjacent to a sidewalk café must be washed down on a daily basis. The permit holder shall not wash garbage cans or other containers on the sidewalks. All cleaning must be performed in accordance with city regulations.
5. Sidewalk cafés are prohibited from playing amplified music, whether live or recorded. No speakers, microphones, televisions, or other audio or video devices are permitted.
6. The operation of the sidewalk café must be clearly incidental to the associated franchise. The seating capacity of the sidewalk café cannot exceed 50 percent of the establishment’s interior seating capacity.
7. Sidewalk café tables, chairs, and other elements must be removed immediately after the close of daily operations. Stacking or storing of tables, chairs, heaters, or any other element in the public right-of-way is prohibited.
8. City code enforcement officers will monitor sidewalk cafés after permits have been issued and cafés are in operation. Any violations of the provisions of these rules and regulations, or any deviation from approved plans will result in citations being issued and/or permit being revoked.

9. Any permit holder, or his or her employees, who violate or resist enforcement of any provisions of this document may be subject to immediate permit revocation by the city and subject to a fine provided that each day that such violation continues shall be deemed a separate and distinct offense. The fines shall be in addition to any expenses incurred for restoration or repair of the public right-of-way, which shall be the responsibility of the permit holder.

10. Permit holders shall be required to maintain a current city business license.

11. Permit holders shall be required to abide by all federal, state, and local laws.

12. If a permit is issued, the permit holder is required to pay an annual rental fee in the form of certified funds in the amount of $__________ per square foot.

**Permit**

In order to receive a permit for a sidewalk café on a public right-of-way, the applicant must demonstrate that the provisions of these guidelines will be met. Documentation demonstrating compliance with these guidelines must accompany the application in order to receive a permit. A sidewalk café permit will not be issued until the zoning administrator and fire marshal have conducted a site inspection of the proposed sidewalk café and all elements to be placed therein to ensure that the sidewalk café is in compliance. The city will send an invoice to renew the sidewalk café permit annually. If the permit is not renewed or does not conform to the original conditions of the permit, a new permit may be required.

**Sidewalk Café Application Form**

Name of Franchise ___________________________

Address ____________________________________

Owner/Proprietor ____________________________

Owner/Proprietor Address _____________________

Owner/Proprietor Phone ______________________

Mobile ____________________________________

Anticipated period of use each year ______________

Proposed hours of operation ___________________

Total area of public right-of-way to be used for sidewalk café (in square feet) ______________

Will liquor be sold or consumed in the sidewalk café? _____ Yes _____ No

Application must include both a site plan and seating plan with the following information:

**SITE PLAN**

____ 3 copies (8.5x11)  ____ 3 copies (8.5x11)

____ Legible  ____ Legible

____ Scale  ____ Scale

____ North arrow  ____ North arrow

**SEATING PLAN**

____ Name, address of franchise

____ Width of sidewalk adjacent to café

____ Name of adjoining streets, alley

____ Size of area proposed for café

____ Width of sidewalk adjacent to café

____ Shows building entries and exits

____ Location of existing improvements

____ Location, number of tables and chairs (utility poles, parking meters)

____ Location and dimensions of sidewalk area proposed for café and sidewalk width remaining for public access (min. 5 feet)

____ Location and dimensions of any proposed improvements associated with sidewalk café (awnings, planters, barricades, etc.)
The City should encourage such performances, while at the same time recognizing that they draw crowds that may create safety problems. An ordinance should be adopted by the City that stipulates rules and regulations governing street performance, so the safety of performers, their audiences, and the general public is ensured. All street performers should be required to obtain a permit. Street performers add a cosmopolitan flair to a community and entertain residents and visitors alike. The following Street Performer Guidelines stipulate rules and regulations governing this activity. This is a compilation of documents from several cities that recognize the value of street performance. A sample application is included at the end of the guidelines.

**STREET PERFORMER GUIDELINES**

No person shall perform in a public area without a permit from the city. The permit must include the name and address of the performer, term of the permit, and the type and location(s) of the performance. A performer shall clearly display his or her permit while performing and allow inspection of the permit by any city official or police officer. All performances must comply with this document, state and local laws, and conditions of the permit. Permits are not transferable and each member of a group who perform together is required to obtain an individual permit.

Every person wanting to engage in street performance is required to make a written application for a Street Performer Permit from the city clerk accompanied by a fee established by the city. The application form requires the following information:

- Applicant’s name, address, and phone number.
- Birth date of applicant.
- Applicant’s driver’s license or personal identification number.
- The period for which the permit applies.
- The location of areas in which the performance will be conducted.
- A statement as to whether the applicant has ever been convicted of a felony.
- A 2x2 inch color photo of the applicant’s head and shoulders.
- A signed permission slip from the property owner, if performance is to occur on private property.

**RULES & REGULATIONS**

**LOCATION:**
Performances may take place in the following locations:

a) On private property, with the written permission of the owner or other person in control of such property.

b) In public areas designated by the city.

**TIME:**
Hours during which performances may occur are determined by the city.

**CONTRIBUTIONS:**
Performers may accept, but not verbally solicit, contributions from audience members.

**PROHIBITIONS:**
No performer shall:

a) Perform without first obtaining a permit issued by the city.

b) Perform outside areas indicated on the map that accompanies this document or off the private property for which the performer has obtained written permission.

c) Perform within 10 feet of any bus stop, street corner, pedestrian crosswalk, or the entrance to any business (during hours the business is open to the public).

d) Block or obstruct the free and safe movement of pedestrians. If a sufficient crowd gathers to observe a performer and interferes with public passage, a city police officer may disperse that portion of the crowd that is blocking passage.

e) Use any knife, sword, axe, saw, torch, flame, or other object that can cause serious bodily injury; any amplification device; any generator, battery,
or power source that poses a fire or public safety hazard; any electrical connection to an adjacent building or city power source.

f) Leave litter at his or her performance site.

g) Utilize or prevent the public from using any public benches, waste receptacles, or other street furnishings during his or her performance.

h) Place any object on a public sidewalk that leaves less than a five foot passage for pedestrian traffic.

i) Place his or her instruments, props, equipment, or other items unattended on a public sidewalk or right-of-way.

j) Offer any items for sale. Performers who wish to sell items must first obtain a city peddler’s license.

k) Display any sign other than the name of the performer(s) and the Street Performer Permit.

l) Include a minor under the age of 16 in the performance unless accompanied at all times by a responsible adult 18 years of age or older.

**REVOCAITION OF PERMIT:**

A Street Performer Permit may be revoked by the city if the city clerk has reason to believe that a performer has:

a) Violated any provisions of this document or any city or state laws.

b) Made a false statement in the application.

c) Conducted a performance adverse to public safety or prevailing community standards of public decency.

**COMPLAINTS AND APPEALS:**

If a written complaint is filed with the city alleging that a performer has violated any provisions of this document, the city clerk shall promptly send a copy of the written complaint to the performer, together with a notice that an investigation will be made regarding the truthfulness of the complaint. The performer will be invited to respond to the complaint, present evidence in his or her behalf, and respond to evidence produced by the investigation. If, after reviewing all relevant material, the city clerk finds the complaint to be valid, the complaint shall be certified. If a permit is denied or revoked by the city clerk, or if a written complaint is certified, the permit holder may appeal to a hearing before the city manager. After presentation by the permit holder and investigation by the city clerk, the city manager shall make a final written determination. If the city manager decides in favor of the city clerk, the action of the city clerk will be sustained and the applicant may appeal the decision to a court of jurisdiction.
STREET PERFORMANCE APPLICATION

Name of Applicant __________________________________________________

Address ___________________________________________________________

Phone _____________________________Birth date _______________________

Driver’s License or ID Number __________________________________________

Proposed hours of performance ________________________________________

Proposed location(s) of performance ____________________________________

(note: written permission of property owner required if on private property)

Describe the subject matter and method of performance __________________

____________________________________________________________________

____________________________________________________________________

Have you ever been convicted of a felony? _______ Yes _________ No

Applicant must include the following:

_____ 2x2 inch color photo of head and shoulders

_____ Driver’s license or other photo ID

_____ Written permission of property owner if performing on private property