



BOARD OF PORT COMMISSIONERS MEETING JUNE 15, 2022

Ventura Harbor
GATEWAY TO THE CHANNEL ISLANDS NATIONAL PARK

- Call to Order
- Pledge of Allegiance
- Roll Call

ADMIN AGENDA

ADMIN AGENDA

Adoption of the June 15, 2022 Agenda

**Approval of the Minutes of
the May 4 and June 1, 2022
Regular Meeting**

**PUBLIC COMMUNICATION
ADMIN AGENDA
ITEMS NOT ON TODAY'S AGENDA**

00 : 03 : 00

- Closed Session Report
- Board Communications

ADMIN AGENDA



STAFF & GENERAL MANAGER REPORTS

• Special Thanks To:

- Barefoot Boutique
- Baja Bay Surf & Taco
- Boatyard Pub
- Coastal Cone
- Lemon & Lei
- Mermaid Gallery
- Sugar Lab
- Top This Chocolate
- Ventura Boat Rentals
- Ventura Swimwear
- YogAqua Ventura

KTLA SHOOT
Friday, June 10th



CONSENT AGENDA

- A) Approval of Ventura Marina Mobile Home Park Refinance
- B) Approval of Termination of Lease and New Retail and Office Lease Agreements for Ventura Dive & Sport

PUBLIC COMMUNICATION CONSENT AGENDA

00 : 03 : 00

**Adoption of Resolution No. 3454 Approving
the FY2022-2023 Preliminary Budget and Five-
Year Capital Improvement Plan**

RECOMMENDATION

That the Board of Port Commissioners adopt Resolution No. 3454 approving the FY2022–2023 Ventura Port District Preliminary Budget and Five-Year Capital Improvement Plan.

STANDARD AGENDA ITEM 1

Report by:

Brian D. Pendleton, General Manager
Todd Mitchell, Sr. Business Ops Manager
Gloria Adkins, Accounting Manager

PUBLIC COMMUNICATION STANDARD AGENDA ITEM 1

00 : 03 : 00

OVERVIEW

- FY22-23 Budget process
 - Study Session 6/1 (Complete)
 - Preliminary Budget 6/15 (Tonight)
 - Final Budget 6/29
- Preliminary Budget
 - Revenues
 - Expenses
 - Capital Improvements
 - Tenant Improvements
- Study Session Speakers
 - Brian Pendleton, Gloria Adkins, Todd Mitchell

OVERVIEW

- Budget Process began in April 2022
- Anticipated Operating Expense Increases
 - MOU Labor Contracts with SEIU and Teamsters
 - Wage Increases (e.g. Cost of Living Adjustments)
 - Workers Compensation Premiums
 - Implementation of approved (FY21-22) and proposed (FY22-23) staffing changes
- Realized Revenue Increases
 - Increase change in net position of \$2.8M over prior fiscal year (Q3 FY21-22)
 - Successful Grant Awards
 - Tenant Sales
 - Prudent Spending
- Preliminary Budget Projections:
 - Meet Operational Reserve Requirements
 - Meet Bond Covenants for Net Income Debt Coverage

OVERVIEW

- Harbor Resiliency
 - Approximately 95% of tenants have repaid COVID-19 deferred rent
 - High Business Retention Rate (Covid-19 RADP)
 - Private Investments - Master & Village Tenants
 - Low Vacancy Rates, New Businesses Coming On-Line
- District Investments
 - Staff – Organization, Compensation, Training, Facilities & Equipment
 - 5-Year Capital Improvement Plan (CIP)
 - Village, Beaches, Harbor-Wide
 - Stable Capital Reserves, Increasing Grant Funds
- Domestic Economy
 - Covid, Inflationary Pressures, Negative GDP (Q1), Rising Interest Rates, Geopolitical Events

OPERATING REVENUES

Fiscal Year	Revenue	% +/-
FY17-18*	\$8,514,086	<7%>
FY18-19	\$8,969,830	5%
FY19-20**	\$8,413,254	<6%>
FY20-21***	\$9,491,185	13%
FY21-22****	\$9,787,500	3%
FY22-23*****	\$10,568,500	8%

- * FY17-18 actual revenues were down 7% due to a one-time lease commencement fee paid by Portside Partners in the amount of \$1,200,000 in FY16-17.
- ** FY19-20 actual revenues were down 6% due to the beginning effects of COVID, a reduction in investment interest earnings and the partial closure of Village Marina slips during the dock renovation.
- *** FY20-21 actual revenues were up 13% as tenants were beginning to recover from the effects of COVID and the receipt of a onetime lease assignment fee.
- **** FY21-22 represents the current year mid-year budget.
- ***** FY22-23 preliminary forecast.

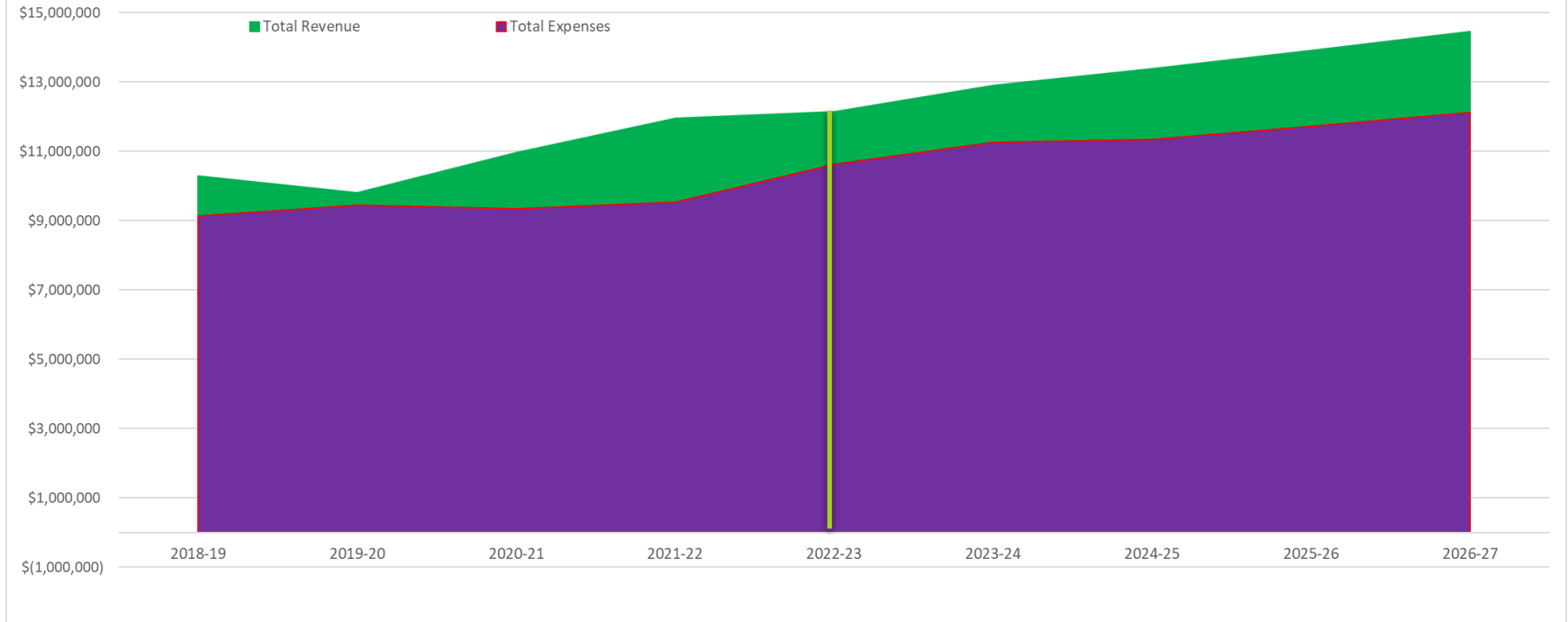
OPERATING EXPENSES

Fiscal Year	Expenses	% +/-
FY17-18	\$5,788,472	18%
FY18-19	\$6,214,715	7%
FY19-20	\$6,306,806	1%
FY20-21	\$6,276,863	<0.5%>
FY21-22*	\$6,586,700	5%
FY22-23**	\$7,019,050	7%

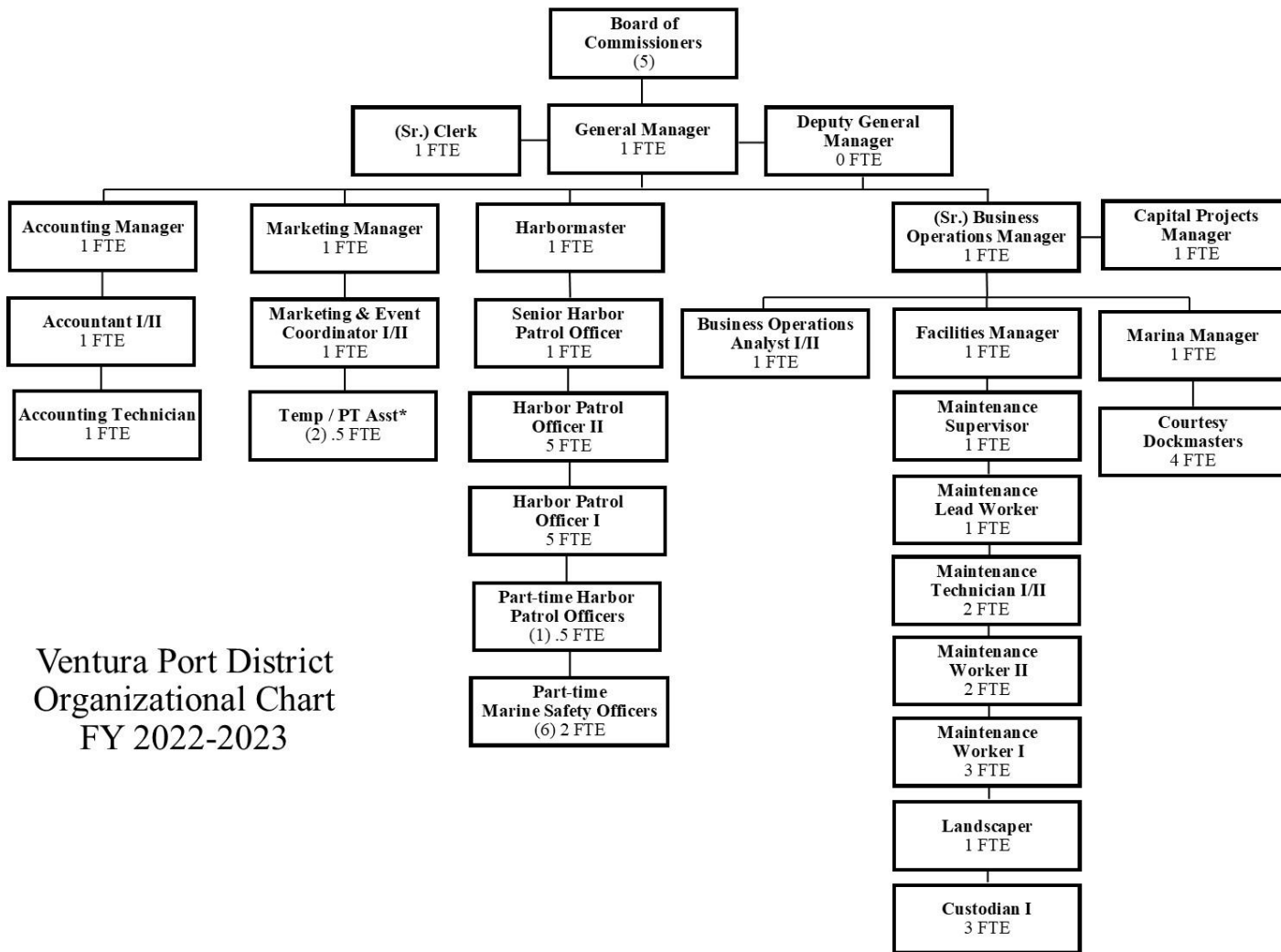
* FY21-22 represents the current year mid-year budget.

** FY22-23 preliminary forecast.

REVENUE/EXPENSE OUTLOOK

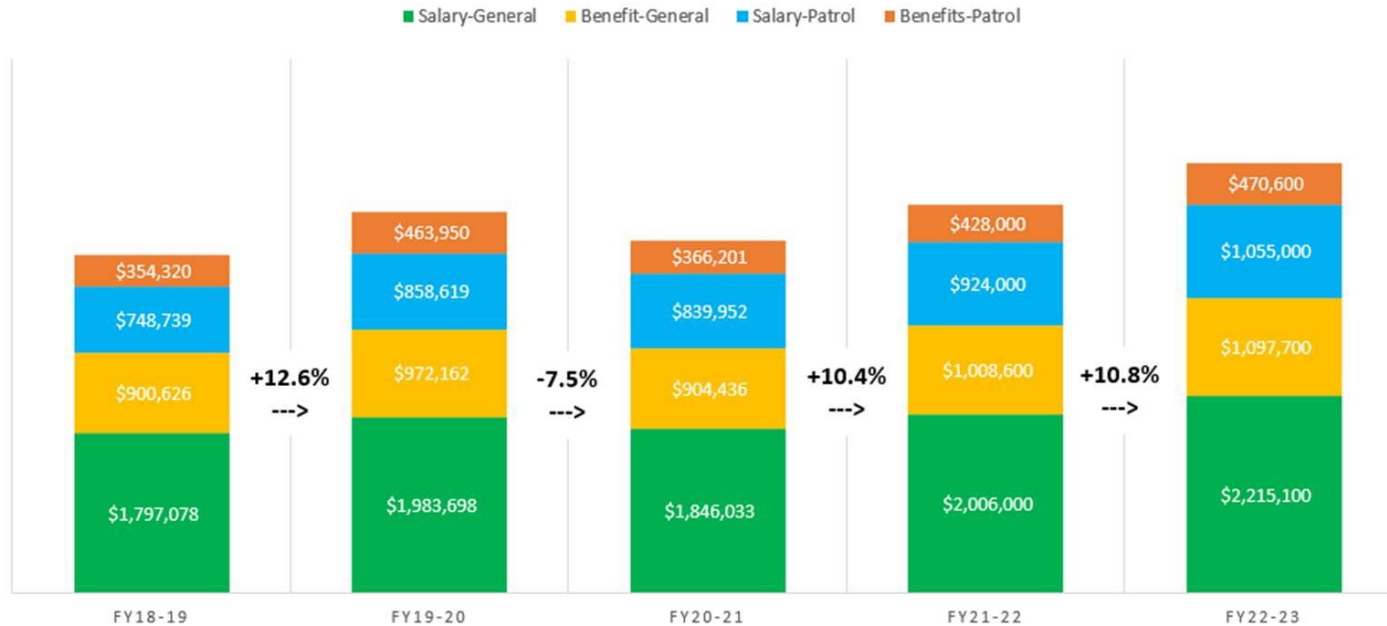


REVENUE & EXPENSE: 5-YEAR OUTLOOK



Ventura Port District
Organizational Chart
FY 2022-2023

VPD SALARY FOUR YEAR HISTORY AND FORECAST FOR NEXT FISCAL YEAR



SALARY AND BENEFITS COMPARISON

5- Year Capital Improvements and ADA Improvements Plan

Line item adjustments shown in Blue

Item #	Dept.	Project Location/Description	Fiscal Yr 22-23	Fiscal Yr 23-24	Fiscal Yr 24-25	Fiscal Yr 25-26	Fiscal Yr 26-27
1	Capital	1567 Spinnaker #100 - Building Improvements (Includes Mechanical Roof and Structural Roof under patio)	875,000				
2	HP	Launch Ramp Floating Dock Replacement, Washdown Station ADA Improvement, Restroom Upgrades	650,000				
3	Capital	Harbor Village Trash Enclosures (Accelerated timing due to Grant funding)	350,000				
4	Capital	1449 Building structural improvement & Dockmaster Office renovation	200,000				
8	HP	Vehicle Replacement - Harbor Patrol Dept. (Deferred due to limited availability of EV/hybrid vehicles)	95,000				100,000
5	Capital	EV Charging Stations (Deferred due to SCE schedule)	60,000				30,000
6	Maintenance	1603 Anchors Way Building - Repainting & Flashing	60,000				
7	Admin	Ventura Harbor Village WiFi Infrastructure	60,000				
9	Maintenance	Vehicle Replacement - Maintenance Dept. (EV) (4 total, 1 purchase in FY22-23)	45,000	45,000		100,000	
10	Marina	Vehicle Replacement - Courtesy Patrol (EV)	45,000				
11	Capital	Parking Lot Lights & Poles - Parcel 19A	30,000				
12	Marina	Dry Storage Lot Resurfacing	30,000				
13	Admin	Paid Parking Infrastructure (Procurement of infrastructure expected after all approvals received)	25,000	250,000			50,000
14	Maintenance	Harbor Cove & Surfers Knoll - Retaining Wall & Shower Area Improvements (Deferred, will be Grant funded)	25,000	200,000			
15	Capital	Active Transportation Program - design & permitting first years, phased afterwards (includes paving, furniture, lights & poles)	25,000	50,000	250,000	1,250,000	1,250,000
16	Capital	Harbor Village Wayfinding Signage, Entry Awnings	25,000	25,000	25,000		
17	Capital	Harbor Village Bldgs. - refurbish elevator at 1591 Spinnaker (last of the 5 elevators in the Village to be refurbished) (Carry over work)	25,000				
18	Capital	Village "I ♥ The Sea" Sign	20,000				
19	HP	Harbor Patrol Radio Repeater and Communication Upgrades	20,000				
20	Capital	Harbor Village Bldgs.-replace/repair roofs/tiles/gutters - (FY23-24:1583, FY24-25:1575, and FY25-26:1431)		900,000	650,000	250,000	
21	HP	Boat Replacement - Harbor Patrol Dept. (Supplement to Insurance Money, deferred to FY23-24)		300,000			
22	Capital	Village Paseo Improvement Project		250,000			
23	Capital	Harbor Entrance Feature Revitalization & Wayfinding (Schooner and Spinnaker)		100,000	100,000		
24	Capital	National Park Service Bldg. - 1691 Bldg. - HVAC systems		100,000			
25	Capital	1575/1583 Pass-Through Repaving (deferred to FY23-24)		95,000			
26	Maintenance	Vehicle Replacement - Lift Vehicle (or equivalent)		60,000			
27	Admin	Vehicle Purchase - Administration (EV) (deferred to FY23-24)		45,000			
28	Maintenance	Resurface Parking Lots (Harbor Village & Beach Lots)			500,000		
29	Marina	Fish Pier - resurfacing			400,000		
30	HP	Resurface Launch Ramp Parking Lot					75,000

5- Year Capital Improvements and ADA Improvements Plan

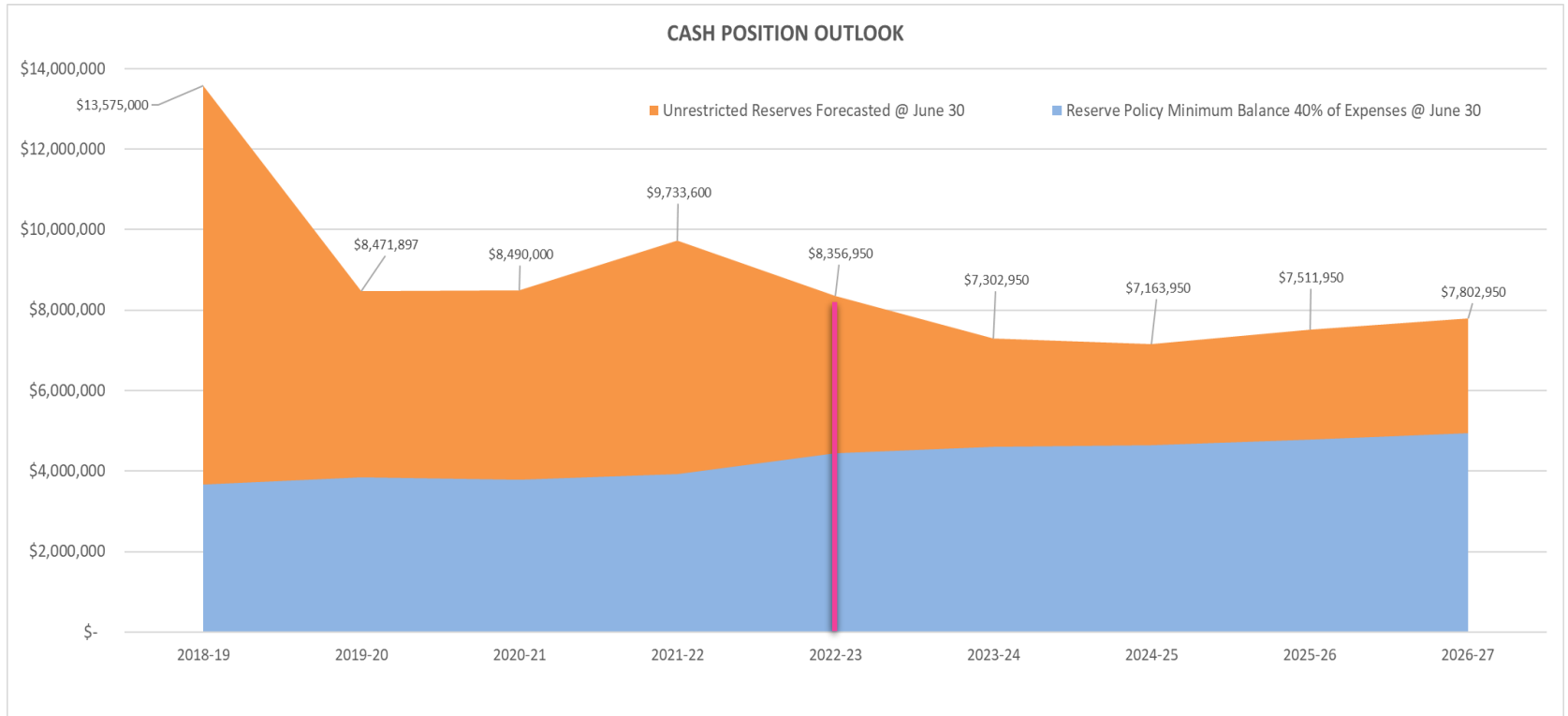
Line item adjustments shown in Blue

Item #	Dept.	Project Location/Description	Fiscal Yr 22-23	Fiscal Yr 23-24	Fiscal Yr 24-25	Fiscal Yr 25-26	Fiscal Yr 26-27
31	ADA	ADA Restroom Upgrade - 1575 (added architectural cost)	150,000				
32	ADA	ADA Restroom Upgrade - 1691 (Island Packers Guests' Unisex Restroom) (added architectural cost, deferred to group contracting)	130,000				
33	ADA	ADA Restroom Upgrade - 1567 (added architectural cost, advanced one year to group contracting)	125,000				
34	Capital	1583/1591 ADA Path of Travel Ramps		35,000			
35	ADA	ADA Restroom Upgrade - 1691 (Boater's Restroom>Showers)					300,000
Total Capital Improvement Plan			2,665,000	2,420,000	1,925,000	1,600,000	1,505,000
Total ADA Improvement Plan			405,000	35,000	-	-	300,000
TOTAL CAPITAL IMPROVEMENTS & ADA IMPROVEMENTS			3,070,000	2,455,000	1,925,000	1,600,000	1,805,000
Special Funding from State Lands Commission Grants			(1,038,500)	(120,000)			
Special Funding from Division of Boating and Waterways Launch Ramp Dock Grant			(616,000)				
Special Funding for EV Charging Stations (CALeVIP & SCE) (deferred due to SCE contruction schedule)			(40,000)				
TOTAL CAPITAL IMPROVEMENTS & ADA IMPROVEMENTS WITH FUNDING			1,375,500	2,335,000	1,925,000	1,600,000	1,805,000

FY22-23 Tenant Improvement Budget

FY22-23 Building Tenant Improvements

Budgeted Items		
Scheduled Improvements	Budgeted District Contribution to Building Tenant Improvements	\$ 187,000.00
Unscheduled Improvements	Renovations due to possible Tenant turnover at lease expiration	\$ 254,000.00
Contingency	Renovations due to unscheduled Tenant turnover (early termination)	\$ 36,000.00
		\$ 477,000



THIS PRELIMINARY BUDGET FORECAST MEETS OR EXCEEDS THE REQUIRED BOND COVENANT FOR NET REVENUES TO MEET OR EXCEED 115% OF THE CURRENT YEAR DEBT SERVICE.

5-YEAR CASH POSITION OUTLOOK

PUBLIC COMMUNICATION STANDARD AGENDA ITEM 1

00 : 03 : 00

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**STANDARD
AGENDA
ITEM
1**

Report by:

**Brian D. Pendleton, General Manager
Todd Mitchell, Sr. Business Ops Manager
Gloria Adkins, Accounting Manager**

**Approval of the FY2022-2023 Ventura Harbor
Village Visitor Attraction Plan**

RECOMMENDATION

That the Board of Port Commissioners approve the FY2022-2023 Ventura Harbor Village Visitor Attraction Plan.

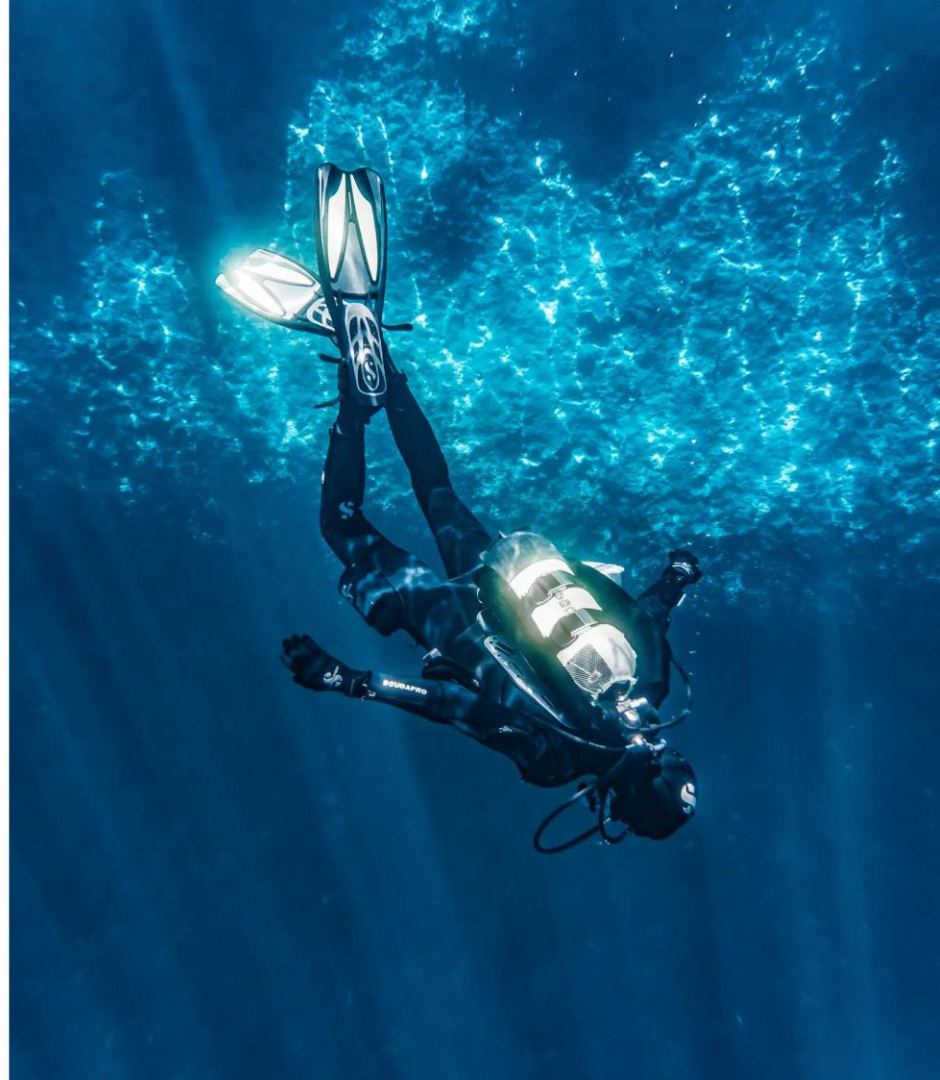
**STANDARD
AGENDA
ITEM
2**

**Report by:
Jennifer Talt-Lundin, Marketing Manager
Ruby Emery, Marketing & Events
Coordinator II**

Visitor **ATTRACTION**
PLAN INPUT

VENTURA HARBOR VILLAGE MARKETING

Let's Dive In!





Good News!

A YEAR IN REVIEW

- Produced **15** events in-house
- Hosted **23** special events + **38** weddings at Ventura Harbor
- Permitted **7** successful film shoots (HBO, NCIS, Bachelor, etc.)
- Coordinated **80** performances with a variety of entertainers
- Collected **\$62k+** from site fees, vendors & sponsors
- Garnered **171k** users on VenturaHarborVillage.com
- Earned over **13 million** impressions on @venturaharbor
- Designed **40** public e-blasts + over **20** tenant newsletters
- Secured **two** free features on KTLA Channel 5 morning show
- Collaborated with local artist on **two** Village murals
- Restructured & launched new website - Venturaharbor.com
- Enhanced visual and video content with professional shoots
- Collaborated with seasonal influencers & media to extend reach
- Hosted Central Coast Tourism Council Welcome Reception

RESEARCH, FEEDBACK, & DATA COLLECTION

The road to get here...



DIGITAL VISITOR SURVEY 2022
(**4,865** PUBLIC RESPONSES)



VILLAGE TENANT SURVEY 2022
(**23** BUSINESS RESPONSES)



**POST-EVENT TENANT
SURVEY INPUT**



**VILLAGE STAKEHOLDER
INPUT MEET UP**



2022 TOURISM TRENDS & OUTLOOK
CONFERENCES / WEBINARS / DATA



2022 TRENDS FOR DIGITAL & SOCIAL



**CUSTOMER REVIEWS, ENGAGEMENT
& ATTENDANCE**



ANALYTICS / MONTHLY METRICS

SWOT ANALYSIS OF HARBOR VILLAGE

STRENGTHS

- Outdoor Venue
- Variety of Business Offerings
- Proximity to Beaches
- Scenic Beauty / Channel Islands NP

WEAKNESSES

- High Winds Continue to Increase
- Impacted Parking During Peak Season
- Destination surrounded by agriculture
- Fluctuating business operation hours

OPPORTUNITIES

- New Businesses to Open 2022
- Influx of Events / Weddings / Film Return
- Upswing in Tourism from Pent Up Demand
- Anacapa Island Landing to Re-Open

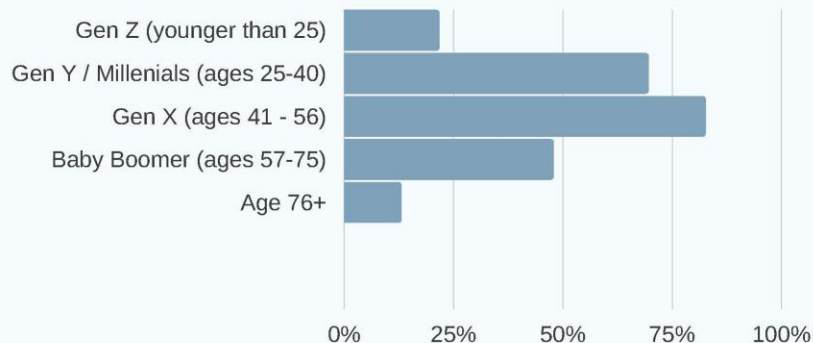
THREATS

- Rise in Inflation
- COVID Fluctuation
- Gas Prices at an All Time High
- Domestic Economy

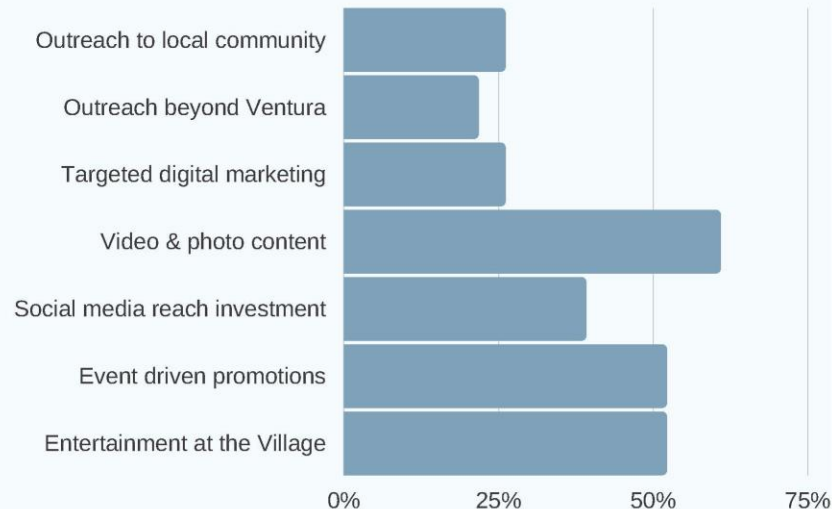


Tenant Survey Results - 77% response

Q4 - WHICH OF THE FOLLOWING AGE GROUP DO YOU CONSIDER KEY FOR YOUR BUSINESS?



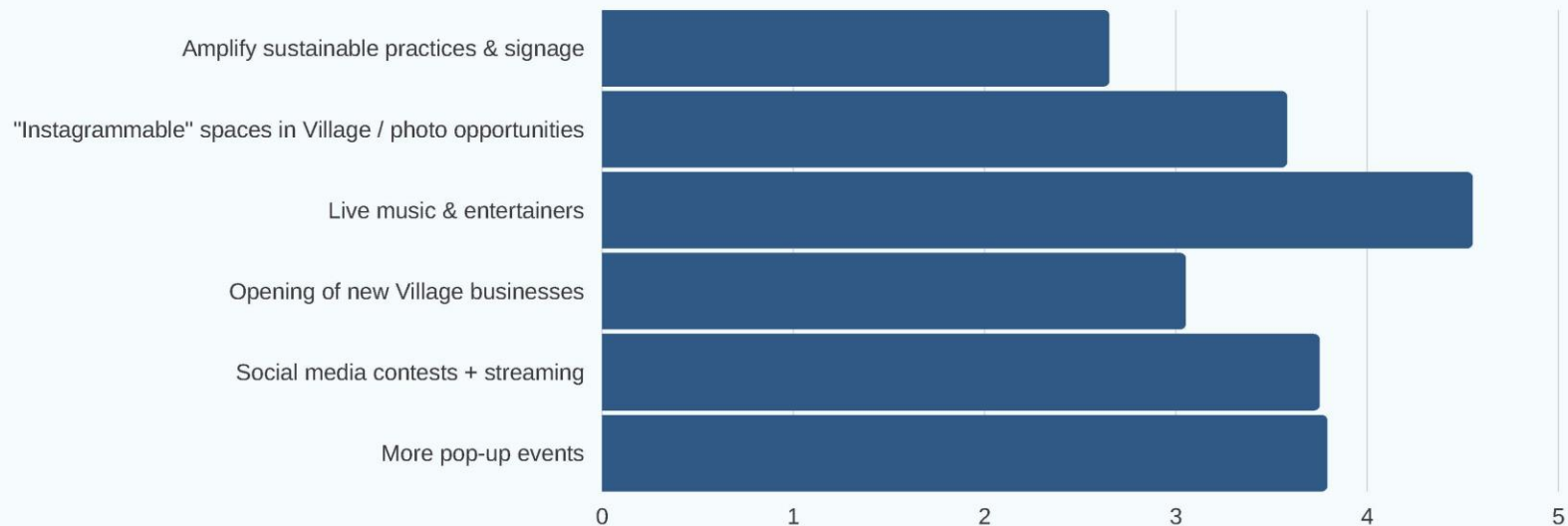
Q6 - WHICH VPD VISITOR ATTRACTION TOOLS BEST COMPLIMENT YOUR OWN MARKETING EFFORTS?



VILLAGE PARTNER FEEDBACK IN 2022

Tenant Survey Results

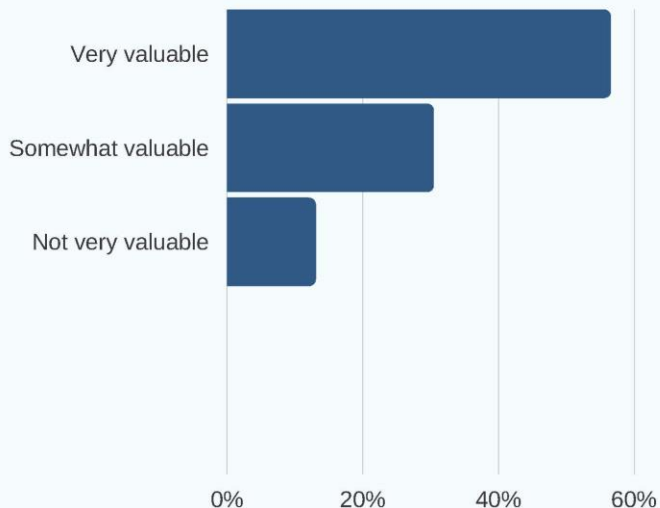
Q7 - IN THE 2022-2023 VENTURA HARBOR VILLAGE VISITOR ATTRACTION PLAN, WHAT ARE THE TOP PRIORITIES THAT YOU FEEL WOULD ENHANCE THE VISITOR EXPERIENCE ONSITE?



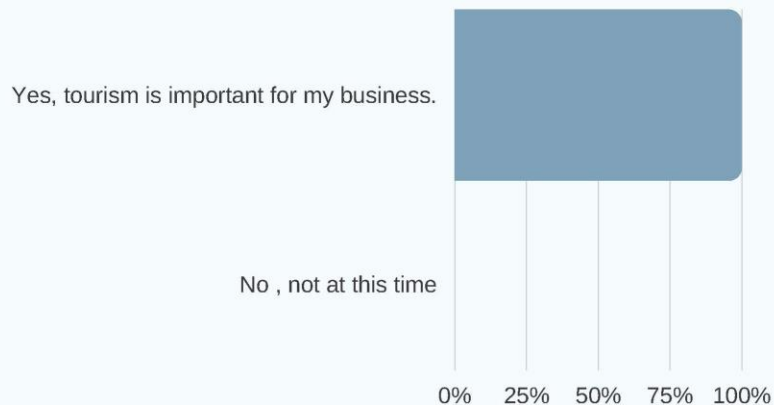
VILLAGE PARTNER FEEDBACK IN 2022

Tenant Survey Results

Q8 - HOW VALUABLE ARE ONSITE EVENTS FOR YOUR OVERALL BUSINESS STRATEGY AND REVENUE?



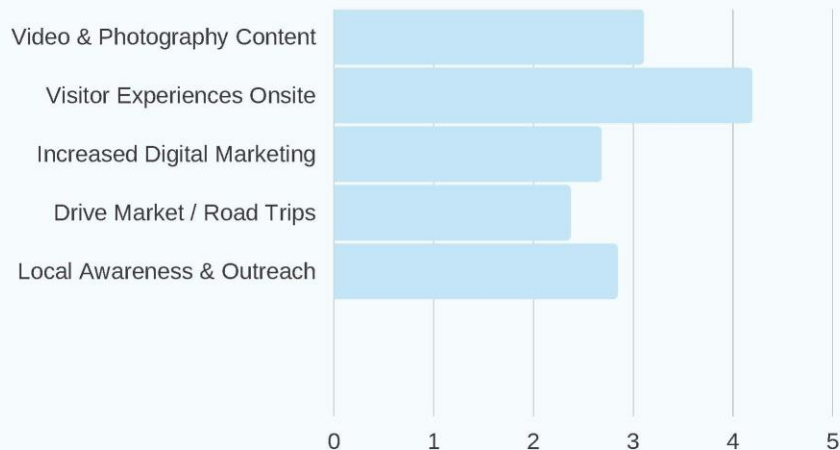
Q11 - AS VISIT CALIFORNIA PROMOTES TRAVEL & SPENDING WITHIN THE STATE, DO YOU FEEL VENTURA HARBOR'S EFFORTS TO CROSS PROMOTE WOULD BENEFIT YOUR BUSINESS?



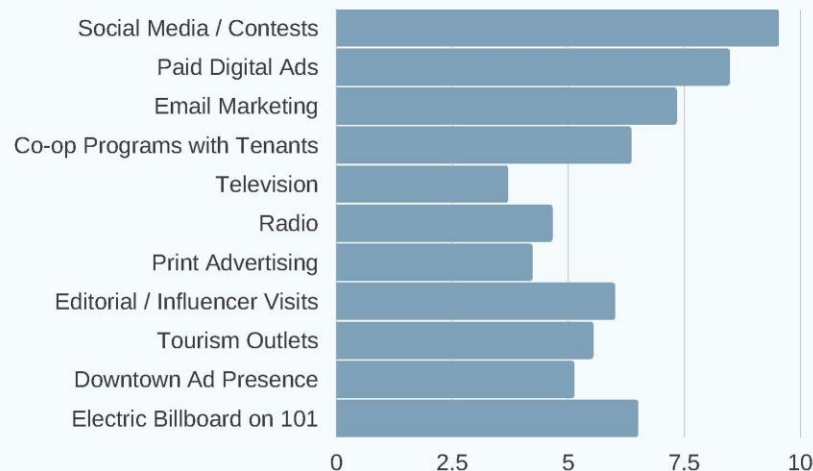
VILLAGE PARTNER FEEDBACK IN 2022

Tenant Survey Results

Q12 - WHICH STRATEGIC INVESTMENTS BEST SUPPORT THE 2022- 2023 VENTURA HARBOR VILLAGE VISITOR ATTRACTION PLAN:



Q13 - WHICH OF THE FOLLOWING MEDIA OUTLETS ARE OF VALUE TO DRAW IN CUSTOMERS AND BUILD AWARENESS FOR VENTURA HARBOR VILLAGE?



VISITOR PERSPECTIVE IN 2022

Visitor Google Reviews



PERFECT DAY TRIP. GREAT PLACE TO BRING FAMILY!

LOVED THIS AREA!

FRESH AND BEAUTIFUL WEATHER + MANY NICE SHOPS TO VISIT!

FUN. FUN. FUN! PLACE IS PEACEFUL. LOVED IT.

IT'S EXACTLY WHAT YOU'RE THINKING... CUTE LITTLE TOURIST SPOT!

ALWAYS
SOOO
MUCH FUN

**SO CLOSE TO THE BEACH! ENJOYED THE
VIEWS OF THE OCEAN WITH THE SEA LIFE**



SEASIDE VACAY GIVEAWAY 2022 - 4,865 PUBLIC SURVEY RESPONSES



Seaside *Vacay* Giveaway

stay - play - dine - explore

2 Night Stay at Ventura Harbor Hotel
2 Tix to Channel Islands National Park via Island Packers
\$150 in Gift Cards at Ventura Harbor Village
(\$650 Value)

Scan to Enter



Photo Credit: Attila Adam

Performance

Campaign click thru's outperformed the national average for sweepstakes by **46%**

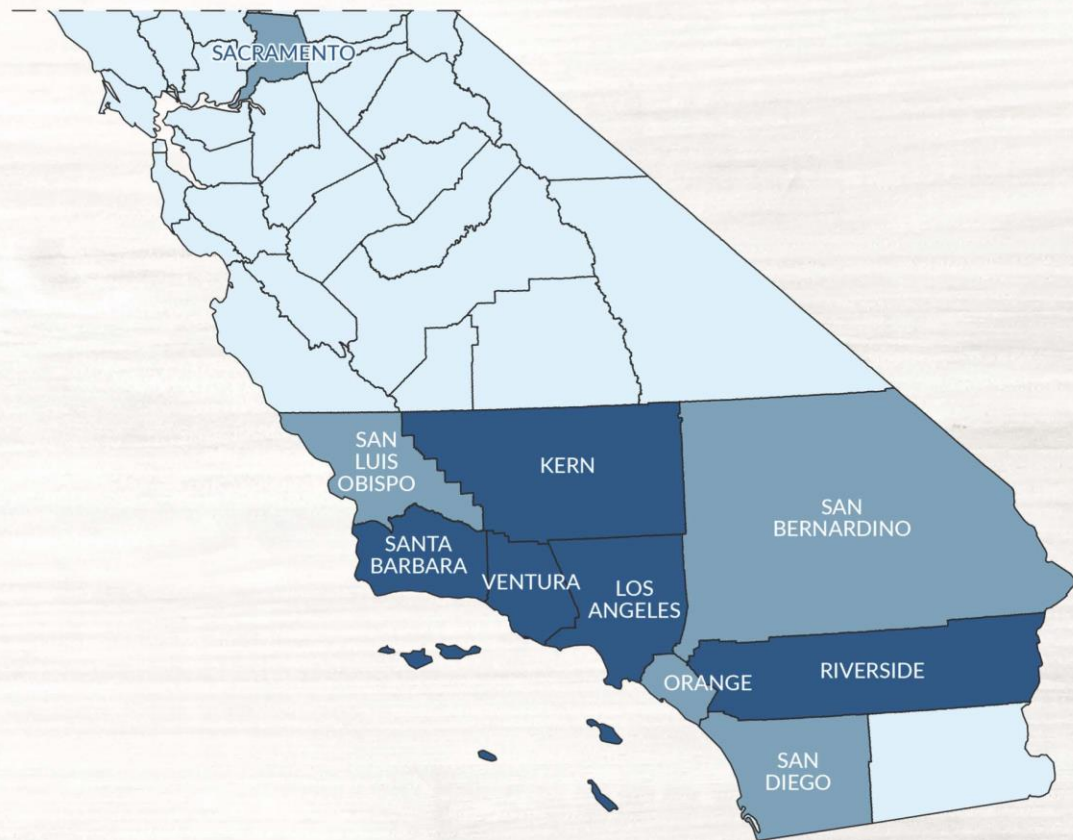
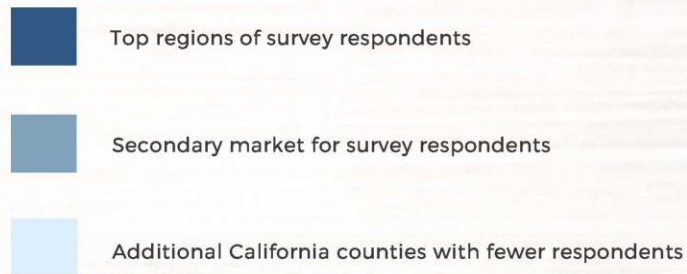
Contest Entries

2022 Campaign generated **45%** more entries = **4,865** respondents to date

PUBLIC SURVEY RESPONDENTS - KEY MARKETS

Public Survey Results

NOTE:
4,865 PUBLIC RESPONSES
RECEIVED TO DATE



Public Survey Results

Generation	Percentage
Gen Z (25 and younger)	~3%
Gen Y / Millennials (ages 26 - 41)	~23%
Gen X (ages 42 - 57)	~34%
Baby Boomer (ages 58 - 76)	~36%
Age 77+	~3%

[illegible]

BEAUTIFUL, PEACEFUL, FUN, HAPPY, RELAXING, SUNSHINE

VISITOR PERSPECTIVE IN 2022

Q7 - WHAT COASTAL ACTIVITIES ARE YOU LOOKING FORWARD TO THIS YEAR?

84%



Dining

70%



Time at the Beach

59%



Live Music & Entertainment

55%



Visiting a National or State Park

49%



Shopping

48%



Family Fun

38%



Events

37%

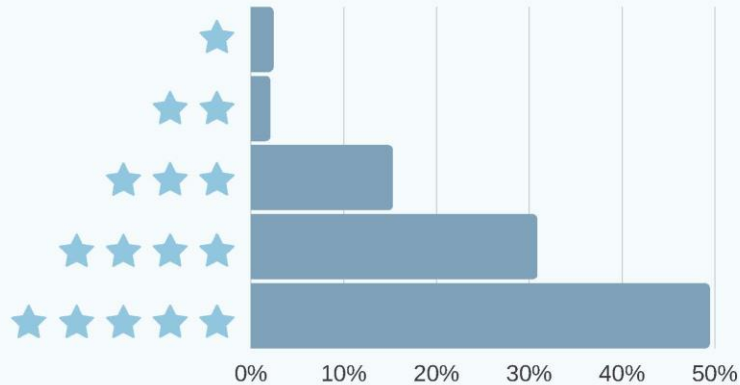


Fun on the Water

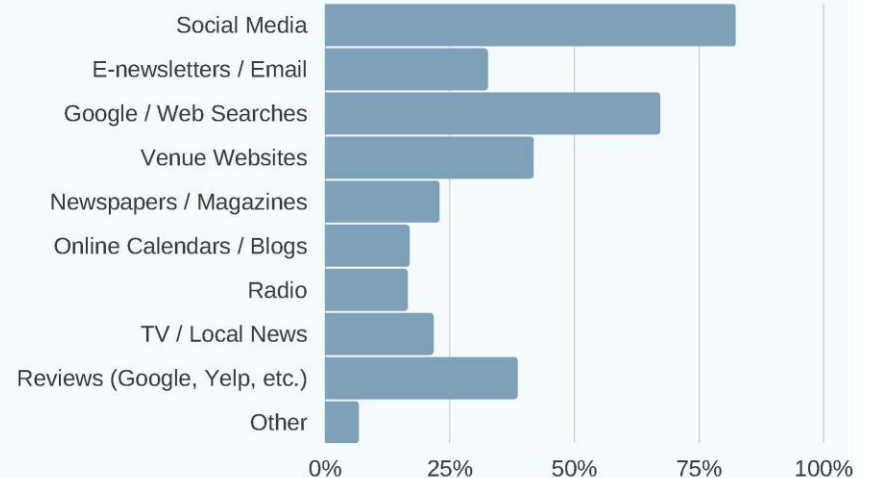
VISITOR PERSPECTIVE IN 2022

Public Survey Results

Q9 - ON A SCALE FROM ONE TO FIVE, HOW IMPORTANT IS ENVIRONMENTAL SUSTAINABILITY TO YOU WHEN SELECTING BUSINESSES TO SUPPORT? (5 STARS BEING EXTREMELY IMPORTANT)



Q10 - HOW DO YOU CURRENTLY FIND INFORMATION ON ACTIVITIES, EVENTS, SHOPPING CENTERS, AND ATTRACTIONS?



TARGET DEMOGRAPHICS

PRIMARY

Ages

GEN X
(AGES 42 - 57)

Markets

**VENTURA COUNTY
LA COUNTY
KERN COUNTY
(BAKERSFIELD)**

Interests

**DINING
BEACH
ENTERTAINMENT
EVENTS**

SECONDARY

**BABY
BOOMERS**
(AGES 58 - 76)

**OUT OF STATE
/ TOURISTS**

**SHOPPING
ACTIVITIES
CHANNEL
ISLANDS**

**MILLENNIAL
& GEN Z**
(AGES 41 &
YOUNGER)

**SAN FRAN
SAN DIEGO**

**BOAT
RENTALS
HAPPY HOUR
SEAFOOD**

FY 2022/2023 MARKETING GOALS



Marketing Goals

Create interest and demand through inspiring content

Drive traffic to Ventura Harbor websites and social media channels

Attract visitors through entertainment and experiences

Collaborate with Village tenants, Harbor stakeholders, and influencers to amplify offerings

Generate positive press & authentic social media conversations

Adapt to ever-changing consumer and travel landscape

STRATEGY - VISITOR EXPERIENCE

Visitor Experience



LIVE MUSIC & ENTERTAINERS

- Increase # of performances
- Diversify entertainment options



EVENT PROMOTIONS

- Elevate signature events
- Activate main lawn



VENUE & FILM RENTALS

- Implement competitive fee structure
- Provide quality customer service



DESTINATION PLACEMAKING

- Research new concepts
- Refresh designs & messaging



VISITOR AMMENITIES

- Design creative photo ops
- Initiate artistic installations



SEASONAL DECORATIONS

- Showcase our coastal brand
- Maintain annual programming



Measurables: Customer & Tenant Surveys | Social Media Engagement | Fee Revenues | Traffic/Pedestrian Counts | Audience Attendance

SIGATURE EVENTS & ONSITE ACTIVATIONS

20 Ventura Harbor Events (with 50 total activation days)

Note - 15 out of 20 are produced solely in-house by the VPD Marketing Team

July / Aug / Sept

DJ Saturday Music Series (10 days)

Steel Drum Sunday Music Series (10 days)

4th of July Inflatable Fun Zone (5 days)

805 Day

Summer Movie Series (2 days)

Pirate Pop-Up

Ventura Art & Street Painting Fest (2 days)



Oct / Nov / Dec

Seaside Skeleton Hunt

Village Trick or Treat

Howl-O-Ween Dog Costume Contest

Winter Wonderland & Holiday Marketplace

Parade of Lights & Fireworks (2 days)

Santa Paddle



Jan / Feb / March

Tenant Recognition Celebration

Makers Market

Mermaid Month

(activities all month - 2 event days)



April / May / June

Easter Inflatable Fun Zone (5 days)

Harbor is Hoppin' for Easter

Earth Day

National Tourism Day



MARKETING **REVENUE** GENERATION



60K

REVENUE GOAL FOR FY 22/23

SPECIAL EVENT FEES



WEDDING PERMITS



EVENT SPONSORSHIP



VENDOR INCOME



FILM PERMITS



STRATEGY - OUTREACH AND STEWARDSHIP

Outreach & Stewardship



TOURISM REACH

- Collaborate with tourism partners
- Review travel trends & data



SUSTAINABILITY

- Highlight business initiatives
- Develop more digital resources



CULTURAL RECOGNITION

- Incorporate inclusive messaging
- Celebrate diversity



TENANT COMMUNICATIONS

- Coordinate annual recognition
- Produce monthly e-newsletter



MEDIA OUTREACH

- Build connections & host visits
- Reach new audiences



CHANNEL ISLANDS

- Inspire visitation to the National Park
- Generate awareness of Visitor Center



Measurables: Reach & Circulation | Social Media Insights | E-newsletter Open Rates | Editorial Coverage | National Park Service Visitation

CAMPAIGNS & NEW CULTURAL HIGHLIGHTS

35 Total Campaigns

Note - 14 out of 35 are new cultural highlights to celebrate inclusivity and diversity at our destination

July / Aug / Sept



Find Your SEA side
Labor Day Weekend
California Surfing Day
Talk Like a Pirate Day
Hispanic Heritage Month

Oct / Nov / Dec



National Seafood Month
Small Business Saturday
Holiday Shopping Passport
Veteran's Day Weekend
Thanksgiving Weekend
SEAson's Greetings
Hanukkah
Christmas
Dia de Los Muertos
American Indian Heritage Month

Jan / Feb / March



Warm Yourself SEAside
Winter Whale Watching
National Clam Chowder Day
President's Weekend
Valentine's Day
Saint Patrick's Day
Legacy of Martin Luther King Jr.
Black History Month
Lunar New Year
Women's History Month
International Women's Day

April / May / June



Spring Break Seaside
Mother's Day Weekend
Father's Day Weekend
Memorial Day Weekend
Seaside Vacay Giveaway
Cinco de Mayo
Asian Pacific American Heritage Month
LGBTQ+ Pride Month
Juneteenth

STRATEGY - CONTENT DEVELOPMENT

Content Development



VISUALS

- Build photography assets
- Update video footage



WEBSITE

- Refresh Village online platform
- Optimize mobile user experience



SOCIAL MEDIA

- Grow following through contesting
- Curate mix of original + user-gen content



COPYWRITE

- Establish brand voice through blog
- Connect through plain speak



PAID MEDIA

- Invest deeper in digital
- Work with multi-faceted outlets



INFLUENCERS

- Foster relationships with creators
- Generate interest via 3rd party platforms



Measurables: Impressions | Engagements | Link Clicks | Google Analytics | Online Audience Growth (followers + subscribers)



A look ahead...

FLUID MARKETING EXPANSION PLANS

- Expand public event offerings by **10%** (currently at 17)
- Grow email subscriber base **10%** (currently at 15k)
- Grow social media following **5%** (currently at 62k)
- Grow wedding bookings by **15%** (currently at 38)
- Grow event rentals by **15%** (currently at 23)
- Expand Village entertainment & activation programming
- Collaborate with influencers on at least **10** business features
- Develop **10** new cultural blog concepts for Village website
- Generate awareness and coverage for **two** new businesses



Thank You



PUBLIC COMMUNICATION STANDARD AGENDA ITEM 2

00 : 03 : 00

Change Clock Type

Digital

Duration:

00

03

00

TimeUp Reminder (Optional):

--

--

--

Choose Sound Effect

None

Choose TimeUp Sound

Alarm



VENTURA
PORT DISTRICT

Established 1952

ADJOURNMENT
NEXT MEETING JUNE 29, 2022

Ventura Harbor

GATEWAY TO THE CHANNEL ISLANDS NATIONAL PARK