



VENTURA  
PORT DISTRICT

*Established 1952*

**BOARD OF PORT COMMISSIONERS  
JUNE 5, 2024**

**Ventura Harbor**

**GATEWAY TO THE CHANNEL ISLANDS NATIONAL PARK**

- Call to Order
- Pledge of Allegiance
- Roll Call
- Adoption of the Agenda

# ADMIN AGENDA

# APPROVAL OF MINUTES MAY 15, 2024

**ACTION:** Commissioner Brennan moved to approve the Minutes of the May 1, 2024 Port Commission Regular Meeting to reflect that he was present during closed session.

Commissioner Stephens seconded. The vote was unanimous.

The Clerk reopened the Approval of Minutes and stated that Commissioner Brennan was present for closed session and absent for open session for the April 17, 2024 meeting and was absent for the entire May 1, 2024 meeting.

**ACTION:** Commissioner Brennan amended the motion to approve the Minutes of the May 1, 2024 Port Commission Meeting, without any changes.

Commissioner Stephens seconded the amended motion. The vote was unanimous.

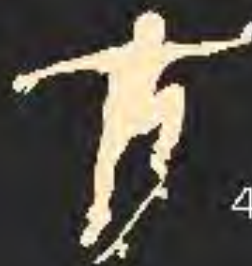
- Closed Session Report
- Board Communications
- Staff and General Manager Reports

# ADMIN AGENDA

# SEASIDE SUMMER KICK OFF

## WEDNESDAY, JUNE 26TH

Celebrating the X Games with festivities  
ALL DAY at Ventura Harbor Village!



4PM X GAMES  
**GIVEAWAYS**

6PM REY FRESCO  
**FREE CONCERT**

9PM VISIT VENTURA  
**DRONE SHOW**

PHOTO OPS | FACE PAINTING | BEST VIEWING OF THE DRONE SHOW FROM THE VILLAGE LAWN!

# VENTURA HARBOR VILLAGE



**PUBLIC COMMUNICATION  
ADMIN AGENDA  
ITEMS NOT ON THE AGENDA**

00 : 03 : 00

# CONSENT AGENDA ITEMS

- A) Approval of Amendment No. 2 to a Professional Services Agreement with Rincon Consultants, Inc. for Environmental Support Services**
- B) Approval of New Sublease Agreement with Katherine Sparks-Jones dba Ventura Harbor Fisherman's Storage at 1410 Angler Court**
- C) Approval of a License Agreement with Blois Construction, Inc. for Parcel 19A**

# PUBLIC COMMUNICATION CONSENT AGENDA

00 : 03 : 00



**APPROVAL OF THE FY2024-2025 HARBOR VILLAGE LEASE  
STRATEGY AND ACTION PLAN**

**RECOMMENDATION:**

That the Board of Port Commissioners approve the FY2024-2025 Harbor Village Leasing Strategy and Action Plan.

**STANDARD  
AGENDA  
ITEM  
1**

**Report by:**

**Todd Mitchell, Sr. Business Ops Manager  
Jessica Snipas, Business Ops Analyst**



VENTURA  
PORT DISTRICT

*Established 1952*

# VENTURA HARBOR VILLAGE LEASING STRATEGY & ACTION PLAN FY24-25

**Ventura Harbor**

HOME OF THE CHANNEL ISLANDS NATIONAL PARK

# OUTLINE

- Ventura Port District's Guiding Principles and 5-Year Objectives
- How We Support Tenant Success
- Where we've been...
  - ...where we've been going...
  - ...what's next....
- Updated Leasing Goals (Overviews & Details)

# APPLICABLE GUIDING PRINCIPLES

- 3) Grow financial sustainability through a reliable, recurring revenue stream supplemented with grants and public-private partnership investment while maintaining responsible budgeting practices.
- 4) Establish and implement harbor-wide environmental sustainability policies and practices through collaboration with our business partners.
- 5) Build respectful, productive relationships with employees, tenants, residents, visitors, stakeholders, public officials, and elected representatives while promoting diversity, equity, and inclusion.
- 6) Provide exceptional public service and organizational transparency.
- 7) Provide high-quality Harbor and coastal visitor-serving amenities, services, facilities and infrastructure.

# APPLICABLE 5-YEAR GOALS

- E. Encourage public and civic engagement; maintain high levels of organizational transparency; and promote Harbor-wide diversity, equity and inclusion through District policies, procedures and programs.
  - 1) Collaborate with business partners and stakeholders through increased engagement, communication, and participation.
  - 3) Public and Civic Engagement Planning.
- R. Seek opportunities to grow revenues and secure grants; continue to improve the quality, efficiency, and transparency of financial reporting, monitoring, and property management.
  - 3) Leasing/Property Management.
  - 4) Update of Financial Management System.

# WE CONTINUE TO SUPPORT TENANT SUCCESS BY PROVIDING:

Continuing to support our tenants is critical for Harbor Village's continued success.

- Access to business analysis/mentorship/coaching resources (i.e. EDC-VC).
- Resources on small business assistance programs (i.e. EDC-VC, WEV, Chamber of Commerce, Score, etc.).
- General information and regulatory contact information regarding entitlement and permitting process for tenants.
- Coordination assistance with City, County, and State regulatory agencies to help ensure timely delivery of tenant space and permits.
- A collaborative and transparent environment for mutual success.

# WHERE WE'VE BEEN...

- The District continues to perform significant investment in improvements to Harbor Village that improve the visitor experience and therefore business success.
- Next Tenant Survey: August 2024
  - Opportunity to receive constructive feedback from our tenants on how to continue to improve.

11 What is your overall opinion of the Ventura Port District's management of Ventura Harbor?

4.1 ★

Average Rating



2023

10 Do you plan to call Ventura Harbor "home" for the foreseeable future?

4.5 ★

Average Rating



2023

# ...WHERE WE HAVE BEEN GOING...

- Proactively work with tenants on expiring leases to:
  - Discuss potential renewals early.
  - Anticipate tenant departures/transitions.
  - Maintaining waiting lists for each category.
  - Market vacancies with broad outreach to connect with a diverse stakeholder group.
- Ensure all new leases:
  - Include compliance requirements for District Master Sign Program.
  - Contemplate sustainability opportunities.
- Ensure lease renewals include modernization requirements where applicable.



# ...AND WHAT'S NEXT?

## Filling Vacancies:

- Both nationally and locally, there have been extraordinary inflation pressure on cost of goods, labor costs, and general operating costs.
- These have created challenges for many of our Village tenants which have resulted in some vacancies.
- It is of principle importance for the District to support existing tenants as well as recruit new tenants through the execution of our leasing goals.
- Staff have updated the FY24-25 goals to reflect these changes to the market.

### CBRE Shopping Center Market Report Q1 (Greater Los Angeles Region)

*“Total sales volume declined quarter-over-quarter by 16%.”*

*Greater LA regional vacancy rate and availability rates up slightly last quarter.*

*Ventura sub-region (12% of Greater LA region) vacancy/availability rate higher than regional averages.*

*Ventura sub-region is the second lowest lease asking rate per square foot.*

**New!**

## FY24-25 NEW LEASING GOALS

New Goal for Leasing:

Focus on filling Harbor Village vacancies through:

1. Recruiting experienced business owners.
2. Retain professional consultant for Leasing.
3. Rewarding Tenant Referrals.

New!

## GOAL 1: RECRUITING EXPERIENCED BUSINESS OWNERS.

- Focus business recruiting efforts on experienced business owners with one or more locations and who understand the challenges of a new venture.
- Research has shown\* that experienced business owners are more likely to succeed in a new venture. Success is essential to stability in Harbor Village, which is needed during the currently volatile retail sector.
- Owners with multiple locations ready for expansion generally have strong cash flow and reserves. Therefore, likely more resilient.
- Owners with multiple locations can often leverage resources (e.g. staff, merchandise, marketing, cash flow) across all locations.

**New!**

## GOAL 2: RETAIN PROFESSIONAL CONSULTANT FOR LEASING.

- District staff would benefit from leveraging more professional advice and experience in the leasing process, such as:
  - Resources for identifying qualified, experienced tenants.
  - Recommendations on how to pitch leasing opportunities.
  - Recommendations on tenant mix that continues to enhance Harbor Village as a destination experience, including identifying gaps and opportunities.

**New!**

## GOAL 3: REWARDING TENANT REFERRALS

- Tenant referrals have been an important resource for bringing in new, successful tenants.
- Commencing July 1, the District will provide existing tenants a rent credit of \$500 for a referral leading to a multi-year lease with a new tenant.
- Staff and the Board will still need to perform all normal due diligence for referrals and the process of selection and approval by the Board will remain unchanged.

# FY24-25 KEYSTONE LEASING GOALS

## Continue to Improve and Expand Advertising & Tenant Recruitment:

4. Attract innovative tenants to enhance the destination experience.
5. Expand lease advertising channels.

## Continue to Be Financially Sustainable:

6. Achieve market rate leases.

# GOAL 4: ATTRACT INNOVATIVE TENANTS TO ENHANCE THE DESTINATION EXPERIENCE.

**Attract innovative retail, restaurant, and entertainment businesses where vacancies arise to continue to enhance Harbor Village as a destination experience.**

- **Leasing Packet:**

- Revise and update leasing packets for retail, restaurant, and offices with recommendations from leasing consultant (Goal 3).
- Communicate our value and contribution to tenant success
- Communicate that Harbor Village is a diverse, equitable, and inclusive business community

- **Village Success:**

- Obtain additional sources of data demonstrating the Village is a great place to do business (see also Goal 7).

- **Leasing Evaluations:**

- Continue to refine prospective tenant evaluation criteria
- Continue to implement third-party participation in leasing interviews for customer-facing businesses

# GOAL 5: EXPAND LEASE ADVERTISING CHANNELS

- At the start of FY24-25, there are increased vacancies at Harbor Village.
- The waiting list of possible office and retail prospects has dwindled – often with successful placement of tenants in new spaces.
- Staff have outreached to all Native American Tribes that view Ventura Harbor as an area of interest regarding upcoming vacancies. So far, unsuccessful.
- Staff regularly participate in local business community group events (Chamber, EDC-VC, WEV, SCORE) regarding upcoming vacancies.



# GOAL 5: EXPAND LEASE ADVERTISING CHANNELS (continued)

- Despite our work to date, there is more work to be done: we need to further adapt and expand our advertising to achieve the District's goals for diversity, equity, and inclusion in our outreach for new businesses.
- For the time being, seeing "For Lease" signs in the Village and tenant referrals continue to be the most common way prospective tenants contact us. Therefore, more attractive and more vibrant signs are being designed and put in the Village
- More direct marketing and communications to recruit successful, experienced business owners is also planned in FY24-25.

# LEASING OPPORTUNITIES

RESTAURANT | RETAIL | OFFICE



VENTURA  
PORT DISTRICT

*Bring your business to the harbor*

Contact:  
Jessica Snipas



[Leasing@VenturaHarbor.com](mailto:Leasing@VenturaHarbor.com)

## GOAL 6: MARKET RATE LEASES

Continuing to achieving market lease rates consistent with city/regional averages in each leasing category and Harbor Village as a whole.

- High occupancy and a vibrant tenant mix has been successful in achieving market lease rental rates
- However, currently weaker retail sector is reducing demand for retail spaces.
- Leasing rates likely to remain flat in order to remain competitive.
- Staff anticipate investments in building and suite improvements need to continue to be high in order to provide competitive lease spaces for new tenants.

# GOAL 6: MARKET RATE LEASES

(continued)

- Data-driven: Obtain monthly, quarterly, and annual data from the following organizations and sources as well as others as applicable:
  - Beonic (previously Skyfii) Traffic Counting System (running on Spinnaker and Schooner)
  - MRI Software for managing and reporting on rental income
  - Harbor Village Sales Report
  - Collect City and regional rental occupancy and remuneration rates (Co-Star)
  - Bureau of Labor Statistics and Consumer Price Index
  - CBRE Retail Reports
  - City of Ventura Sales Tax Data for Harbor area

# FY24-25 ONGOING IMPROVEMENT

## Continuing to serving Village Tenants through:

7. Continuing to providing support and access to resources for Village tenants to flourish.
8. Annually collecting and responding to tenant feedback on the leasing process and potential areas of improvement.

## Continued improvement of Harbor Village

9. Increased focus on Signage.
10. Continued investment in infrastructure, accessibility, landscaping, and maintenance.

# GOAL 7: PROVIDE SUPPORT AND ACCESS TO RESOURCES FOR VILLAGE TENANTS TO FLOURISH.

- **Tenant success and growth is of mutual benefit to the District and its tenants.**
- **Continue to provide information on business community resources to tenants:**
  - Ventura Chamber of Commerce
  - Women's Economic Ventures (WEV)
  - Economic Development Collaborative
  - SCORE Ventura
  - City, County, and State funding programs
- **Engage with tenants when sales performance is below normal or dropping**
  - Encourage tenants to meet with business consultants
  - Request tenants complete WEV's new Canvas Business Planning Course and Business (or similar)
  - At lease renewal, provide tenants opportunities to right-size their business (where available)

# GOAL 8: TENANT FEEDBACK ON LEASING

- Annually survey tenants to obtain feedback on their experience with the District's staff during all phases of the leasing process:
  - Timeliness during the process
  - Professionalism & courtesy
  - Clarity of the requirements to apply
  - Transparency of negotiations
  - Satisfaction with the process
- Annually evaluate the results to inform staff of potential areas of improvement, development of new programs, and prioritize capital investments.
- Obtain guidance on improvements from leasing consultant (Goal 3)
- 2024 survey to be conducted in August.

## GOAL 9: INCREASED FOCUS ON SIGNAGE.

Continue to implement the City Design Review Committee approved Ventura Harbor Village Master Sign and Awning Program

- Increased focus on Tenant Signage updates
  - Standard practice to incorporate into all new leases.
  - Need to work with tenants to ensure compliance with lease timelines.
- Begin planning for next phases of sign program:
  - New inspirational/exploratory signage (bilingual).
  - Additional wayfinding signage throughout Village, particularly focusing on courtyard and parking-lot facing businesses.
  - Updates to main entry signage at Harbor Blvd.
  - Updates to parking lot entry signage.



# GOAL 10: INVESTMENT IN HARBOR VILLAGE.

## Mutual investment in Ventura Harbor Village

- The District's investment in Village infrastructure, accessibility, landscaping, and maintenance are all key to keeping the Village competitive.
- The investment of public money into Village infrastructure needs to be matched by private (tenant) investment into their businesses.
- Lease negotiation needs to continue to include requirements for tenant investment\* in suite modernization with requirements for:
  - New/updated signage
  - New/updated furniture/equipment/etc.
  - Consultation with professionals to advise on potential areas of improvement

\* Where tenants have already performed significant modernization, that is documented as part of new lease.

# PUBLIC COMMUNICATION STANDARD ITEM 1

00 : 03 : 00

**APPROVAL OF THE FY2024-2025 HARBOR VILLAGE LEASE  
STRATEGY AND ACTION PLAN**

**RECOMMENDATION:**

That the Board of Port Commissioners approve the FY2024-2025 Harbor Village Leasing Strategy and Action Plan.

**STANDARD  
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**Report by:**

**Todd Mitchell, Sr. Business Ops Manager  
Jessica Snipas, Business Ops Analyst**

**APPROVAL OF THE FY2024-2025 VENTURA HARBOR  
VILLAGE VISITOR ATTRACTION PLAN**

**RECOMMENDATION:**

That the Board of Port Commissioners approve the FY2024-2025 Ventura Harbor Village Visitor Attraction Plan.

**STANDARD  
AGENDA  
ITEM  
2**

**Report by:**

Jennifer Talt-Lundin, Marketing Manager  
Ruby Hedrick, Marketing & Events Coordinator II  
Calli Brazerol, Marketing & Events Coordinator I

2024 / 2025

*Village* **VISITOR**  
**ATTRACTION PLAN**

VENTURA HARBOR VILLAGE MARKETING



"Do what you do so well that they will want to see it again and bring their friends." - Walt Disney

# RESEARCH, FEEDBACK, & DATA COLLECTION

The road to get here...



**DIGITAL VISITOR SURVEY 2024**  
(2500+ PUBLIC RESPONSES)



**VILLAGE TENANT SURVEY 2024**  
(68% BUSINESS RESPONSES)



**VILLAGE STAKEHOLDER  
INPUT MEET UP**



**TRACKING TRENDING  
& TOPICAL PROMOTIONS**



**2024 TOURISM TRENDS & OUTLOOK**  
CONFERENCES / MEETINGS / DATA



**MARKETING INDUSTRY WEBINARS**  
10+ FOCUSED ON DIGITAL & FUTURE OF AI



**ANNUAL CUSTOMER REVIEWS,  
ENGAGEMENT & ATTENDANCE**



**RESEARCH & ANALYTICS**  
VISIT CA STRATEGIC MARKETING FRAMEWORK 24/25

## SEASIDE VACAY GIVEAWAY IN 2024

# SEASIDE Vacay GIVEAWAY

GARNERED PUBLIC INPUT FROM  
OVER 2.5K SURVEY RESPONDENTS

- 2 Night stay at a [Holiday Inn Express & Suites Ventura Harbor](#)
- \$50 Dining Credit to a [Ventura Harbor Village Restaurant](#)
- \$50 Shopping Credit to a [Ventura Harbor Village Shop](#)
- \$50 Credit toward Ventura Harbor Village Sweet Treats
- Boat Excursion for 2 to Channel Islands National Park with [Island Packers](#)



### Performance

7% click thru rate! Outperformed industry average (.9%) by **600%**

### Contest Entries

Campaign generated **2,580** respondents to date



Let's Dive In





# Good News!

## FY 23/24 A YEAR IN REVIEW:

- Garnered **187k** users on VenturaHarborVillage.com
- Inspired **523k** website page views from over **122** countries
- Produced **70+** reels and shared **800+** stories
- Reached over **3 million** on social media
- Grew social media following by **11%** (from 67k to over 75k)
- Click thru rates were **4.3%** (nearly 5x the national average)
- Distributed **20** press releases reaching **20,000+** media
- Earned **450+** editorial & calendar pieces
- Designed **51** public e-blasts + **14** tenant newsletters
- Booked **87** performances with a variety of entertainers
- Produced **17** Ventura Harbor Village signature events
- Celebrated **13** cultural highlights with programming
- Coordinated **33** special event rentals + **38** beach weddings
- Permitted **5** successful shoots with film companies
- Collected over **\$66k** in revenue via permits, vendors & sponsors



visit  
**California**

The Ultimate Playground

VISIT CA LAUNCHED SPRING 2024

CA Culture + CA Abundance =

playful/open-minded (emotional benefit)

vast/diverse offering (rational benefit)

**The Ultimate Playground**

(brand position)

California Inspires travelers to pursue playfulness in their lives.

The Village Tenant Survey 2024 shows full support of Visit CA's brand (The Ultimate Playground) - **Ventura Harbor Village plans to ride the coattails of the 73 million dollar spend!**



**100%** VILLAGE TENANTS  
VALUE TOURISM

All Village Tenants agree, tourism is important for their business.



# Highlighting The Value of Play

**Play** is a state of mind

**Play** is individual and varied

**Play** is biological

**Play** is not limited to a life stage



## Consumers are yearning for:

I actively seek out experiences that bring me joy and happiness

83%

Awe-inspiring experiences make me feel more connected to the world

78%

When something is magical, it allows me to escape from the mundane

73%

I prefer to spend time in places that spark my imagination

68%



85%

of consumers across 6 global markets agree  
“it is very important to make sure they have  
some play in their life.”

**Play** is the antidote for the unsettled mindset  
consumers find themselves in today.

*\*\*Visit CA Strategic Marketing Framework FY 24-25*

# VISIT CALIFORNIA CAMPAIGN














VENTURA HARBOR VILLAGE IS

# Poised To Participate

*Reintroduce the tagline:*

***“Sun-kissed Seaside Playground”***

-  Post playful social content
-  Submit to Visit California content portal
-  Generate “play-inspired” itineraries & blog posts
-  Create video & photography that resonates with “The Ultimate Playground” state campaign
-  Produce playful activations & seasonal events
-  Promote opening of The Loose Cannon family fun restaurant
-  Share fabulous ways to PLAY in the Village! Dining, sipping wine on the water, meeting local artisans, sitting by the fire, enjoying live music, browsing the shops, taking dive lessons, talking to local fisherman, getting pampered, enjoying entertainment, tasting seaside sweet treats, & more!

A closer looker at the data...

# TENANT SURVEY RESPONSES IN 2024

## Current Demographic

Versus

## Goal Demographic

Which age demographic **accounts for the top 20% of your business revenue?**

*Results skewing older*

**#1** → Ages 44-59

**#2** → Ages 28-43

**#3** → Ages 79+

Which of the following age groups do you **hope to attract?**

*Results skewing younger*

Ages 28-43 ← **#1**

Ages 44-59 ← **#2**

Ages 27 & younger ← **#3**

*Important to consider:*

According to data research by Visit California **Boomer generation will maintain their status as the most affluent demographic in the US for the next 6 years.** It is estimated that by 2030, they will **still possess 45% of the country's total household wealth.**

# Village Audience Analysis IN 2024

According to VenturaHarborVillage.com website insights, organic + paid social, and survey respondents, **Ventura Harbor Village's key market is female between the ages of 44 - 59.**



## AGE



- GEN X (44-59)
- BOOMER (60-78)
- MILLENNIAL (28-43)
- GEN Z (27 & YOUNGER)

+

## MARKETS



- VENTURA COUNTY
- LOS ANGELES COUNTY
- SANTA CLARA COUNTY
- SAND DIEGO COUNTY

+

## GENDER



- 63.5% FEMALE
- 36.5% MALE

# Visitor Interests

85%



Dining

65%



Beach / Surfing

63%



Live Music & Entertainment

54%



Shopping

52%



Visiting a National or State Park

50%



Events

43%



Family Fun

41%



Wine Tasting & Cocktails

# SAMPLE VISITOR ATTRACTION CONTENT



# Shopping Trends

IMPACTING THE RETAIL INDUSTRY 2024

## Emphasis On Local and Experiential Retail

**Customers will seek out local and specialized products.** Retailers can draw customers in by focusing on unique local goods and using their physical spaces to **build community and connection** around their customers.

## Rise of Experiential Retail

Customers are looking for unique in-store experiences they can't get online. Includes: **entertainment, classes or events or even ambient lighting or music.**

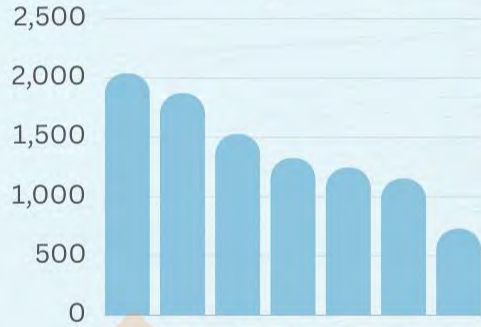
- Forbes Bobby Marhamat CEO at Raydiant



# PUBLIC SURVEY RESULTS IN 2024

When we asked the public what **top factors influence spending**, this is what Ventura Harbor Village survey respondents said:

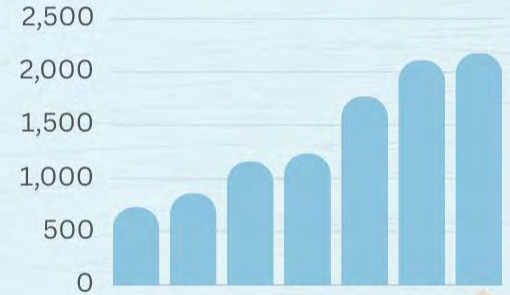
## Shop



- Affordable price point
- Quality of product
- One-of-a-kind items
- Customer service
- Keepsakes, mementos, & gifts
- Promotions and discounts
- Impulse buys or pampering



## Dine



- Unique cuisine
- Live entertainment
- Happy Hour specials
- Customer service
- Price & value
- Quality & freshness of food
- Ambiance




NEW RETAIL CAMPAIGN TO **AMPLIFY BUSINESS PRODUCTS & OFFERINGS**



**CHIC-Y  
BEACH-Y  
BOUTIQUE-Y**

Shop at Your Favorite  
Seaside Boutiques

Anja's Boutique | Barefoot Boutique | Casa de Regalos | Frenchies Modern Nail Salon | Harbor Market & Liquor  
Harbor Village Gallery & Gifts | Hats Unlimited | Island Packers Gift Shop | Lost in Socks | Mermaid Gallery  
Top This Chocolate | Treasure Cove | Ventura Dive & Sport | Ventura Pottery Gallery | Ventura Swimwear

**VENTURA HARBOR VILLAGE** 



**CHIC-Y  
BEACH-Y  
BOUTIQUE-Y**

[Click Here For More](#)

**VENTURA HARBOR VILLAGE** 

## THE RISE OF RETAILTAINMENT

“Retailtainment takes center stage, leveraging immersive experiences to captivate consumers and elevate the shopping journey. Transforming shopping outings into immersive and entertaining experiences.”

- Retailnext; Hot Stuff: Top 4 US Summer Retail Trends of 2024



EXAMPLE: DEEP SEA BINGO NIGHT

# SAMPLING OF VENTURA HARBOR VILLAGE TENANT "WHAT'S NEW" IN 2024

Village Visitor Attraction Plan Inclusive of Amplifying Business Offerings:

Extended Summer Hours **Lobster Season Kickoff**

*Monthly Events*

**All level scuba dive classes**

Women's Dive Day

Sunset harbor cruises

Art Show

*Kitchen & Patio renovations*

Live Music 5 days/week

Wednesday's Lobster Special

**Education workshops**

Open Houses

New seasonal styles

Return of Favorite Food Offerings

E-Commerce

**Weekend scuba dive charters**

Ocean friendly sunscreen

*Coastal Home Decor*

Private and semi private dive boat charters

**New Wine Releases**

**Mermaid Cocktail**

More Family Inspired Products

Breakfast Specials

Late Night Dining Reservations

**Vintage Wines**

**Handcrafted Products**

*Holiday Activations*

# FY 24-25 Visitation Marketing Strategies

1

## Visitor Experiences

Live music & entertainers, event promotions, venue & film rentals, destination placemaking, visitor amenities, seasonal decorations

2

## Content Development

Visuals, website, social media, copywrite, paid media, influencers

3

## Outreach & Stewardship

Tourism reach, sustainability, cultural recognition, tenant communications, media out reach, Channel Islands National Park

# STRATEGY - VISITOR EXPERIENCE

## Visitor Experience



### LIVE MUSIC & ENTERTAINERS

- Sustain entertainment & music offerings
- Connect with target demo through unique offerings



### EVENT PROMOTIONS

- Elevate signature events
- Outreach and work with community partners on events



### VENUE & FILM RENTALS

- Provide online application process
- Provide quality customer service
- Generate harbor revenue



### DESTINATION PLACEMAKING

- Reinvigorate the "Sun-Kissed Seaside Playground" tagline
- Explore augmented reality options



### VISITOR AMENITIES

- Design creative photo ops
- Relaunch Waterfront Wednesday



### SEASONAL DECORATIONS

- Showcase our coastal brand
- Schedule & Coordinate Installation



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

# Village Signature Events & Music

## Summer

Summer DJ Music Series  
Steel Drum Music Series  
Seaside Movie Series  
Live Entertainment



## Fall

Seaside Skeleton Hunt  
Village Trick or Treat  
HOWL-O-Ween  
Witches Paddle  
Live Entertainment



## Winter

Village Santa Paddle  
Winter Wonderland  
Parade of Lights & Fireworks  
Tenant Recognition Celebration  
Live Entertainment



## Spring

Mermaid Month  
Harbor is Hopping  
Earth Day Festivities  
Live Entertainment



## Survey says:

In the 2024 Village Tenant Survey, businesses were asked to rank **top priorities that would enhance the overall visitor experience** at Ventura Harbor Village...

- #1** • Events & Activations  
• Instagrammable Spaces
- #2** • Live Music & Entertainment

+

# 89%

of Village tenants say that onsite **events are valuable for overall business strategy to bring in new customers** and increase revenue.



# Live Music Seaside

+ VILLAGE ENTERTAINMENT PROPOSED

2024-2025

- 30+ Live Bands
- 17 Seaside DJ Vibe Sessions
- 13 Steel Drum Sundays
- 8 Waterfront Wednesdays



# Onsite Rentals, Vendors, & Sponsors in 24/25

**\$68K** Revenue Goal

GENERATED BY FILM,  
ONSITE EVENT RENTALS,  
VENDOR INCOME, AND  
SPONSORSHIP.

**30K+** Visitation Goal

ATTRACTED TO OUR  
HARBOR BY THESE  
SPECIAL EVENTS &  
HAPPENINGS!





# STRATEGY - CONTENT DEVELOPMENT

## Content Development



### VISUALS

- Showcase tenant product & offerings
- Create short format promos



### WEBSITE

- Refresh Village website
- Optimize mobile user experience



### SOCIAL MEDIA

- Amplify Village amenities
- Curate mix of original + user-gen content

### COPYWRITE

- Leverage AI with key words & blogs
- Create playful itineraries



### PAID MEDIA

- Target key audience segments
- Work with multi-faceted outlets



### INFLUENCERS

- Expand network of micro-creators
- Story-telling via third party



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

# CONTENT CREATION IN 2024

## COLLABORATE WITH CREATORS

- Foster relationships with nano & micro influencers and UGC creators to broaden social reach and connect them with our business owners to highlight restaurants, retail, and experiences within the Ventura Harbor Village.

80%

Village tenants say they would host an influencer

71%

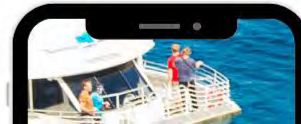
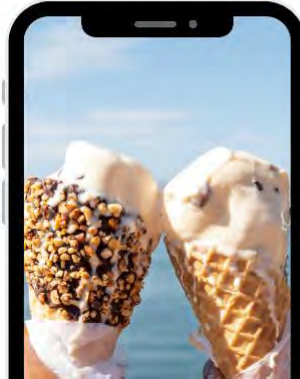
Public survey respondents admit they are more likely to visit after watching influencer content

## VALUE-DRIVEN CONTENT

- Focus on creating quality visuals & clear copy that provides value, educates, and entertains our Harbor Village audience.
- Use storytelling techniques to make content relatable & inspiring, drawing our digital audience into the narrative.

## ELEVATE VISUAL STORYTELLING

- Create aesthetic videos that convey detailed information and itineraries in an easily digestible format.





pov you just found the cutest  
boutique by the beach

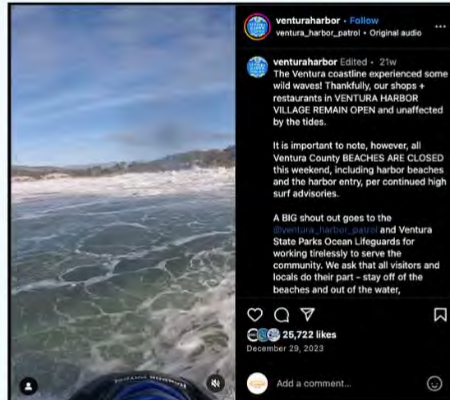
# DIGITAL BENCHMARKING IN 2024

Average CTR was a 4.3% this year.  
4.7x greater than the travel industry average.

- 2M in Facebook Reach
- 823.4k in Instagram Reach (up 250.8%)
- 58.3k Content Interactions (up 7.5%)
- Organic Reach 1.4m (up 145%)

Published Content:  
Overall Ventura Harbor Village benchmarked higher than others for followers, follows, and content interactions.

Top Impressions (554.3k)  
Top Likes and Reactions (25.7k)



Top Link Clicks (392)



Instagram followers ⓘ

33K

Higher than others

Typically: 2.9K

Follows ⓘ

485

Higher than others

Typically: 84

Content interactions ⓘ

4.4K

Higher than others

Typically: 1.4K

# STRATEGY - OUTREACH AND STEWARDSHIP

## Outreach & Stewardship



### TOURISM REACH

- Collaborate with Central Coast, Visit CA, Visit Ventura, Ventura County Coast



### SUSTAINABILITY

- Highlight business initiatives
- Cross promote beach cleanups



### CULTURAL RECOGNITION

- Celebrate via programming
- Recognize diversity in Harbor community



### TENANT COMMUNICATIONS

- Coordinate annual recognition
- Produce monthly e-newsletter



### MEDIA OUTREACH

- Build connections & host visits
- Reach new audiences via print & digital outlets



### CHANNEL ISLANDS

- Inspire visitation to the National Park
- Cross promote Visitor Center activities



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

# CULTURAL HIGHLIGHTS & CAMPAIGNS IN 2024/2025

Plans to celebrate & recognize via content development and/or programming.



Hispanic Heritage Month  
Women's History Month  
International Women's Day



American Indian Heritage Month  
Chanukah  
Christmas



Legacy of Martin Luther King Jr.  
Black History Month  
Lunar New Year  
Cinco de Mayo



Asian American & Pacific  
Islander Heritage Month  
LGBTQ+ Pride Month  
Juneteenth



# Travel Partners

help us to reach our key demographics, leverage research & data, share our marketing messages.



# A look ahead...

## FLUID ATTRACTION MARKETING IN 2024 / 2025:

- Launch Summer / Fall 2024 campaign - **SEA la Vie**
- Develop content & itineraries to resonate with the Visit California brand "The Ultimate Playground"
- Refresh the "Sun-kissed Seaside Playground" tagline
- Amplify The Loose Cannon arcade & restaurant opening in Summer 2024
- Develop content supporting the New "**Chic-y / Beach-y / Boutique-y**" Village retail campaign
- Produce **13+** signature Ventura Harbor Village events & activations
- Develop programming for **17+** holidays & cultural highlights
- Invest in influencer assets to run across multi-media platforms
- Use growth-driven & agile website design to support search engine optimization and content refresh
- Seek out tools to leverage machine learning (AI) for optimization and workload processes
- Generate **\$68k** in revenue for the Port via event rentals, film, vendor income and sponsorships





Thank You!



# PUBLIC COMMUNICATION STANDARD ITEM 2

00 : 03 : 00

**APPROVAL OF THE FY2024-2025 VENTURA HARBOR  
VILLAGE VISITOR ATTRACTION PLAN**

**RECOMMENDATION:**

That the Board of Port Commissioners approve the FY2024-2025 Ventura Harbor Village Visitor Attraction Plan.

**STANDARD  
AGENDA  
ITEM  
2**

**Report by:**

Jennifer Talt-Lundin, Marketing Manager  
Ruby Hedrick, Marketing & Events Coordinator II  
Calli Brazerol, Marketing & Events Coordinator I

**ADOPTION OF RESOLUTION NO. 3500 APPROVING THE  
FY2024-2025 PRELIMINARY BUDGET FOR THE HARBOR  
PATROL DEPARTMENT**

**RECOMMENDATION:**

That the Board of Port Commissioners adopt Resolution No. 3500 approving the FY2024-2025 Preliminary Budget for the Harbor Patrol Department.

**STANDARD  
AGENDA  
ITEM  
3**

**Report by:**

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

# HARBOR PATROL BUDGET OVERVIEW

- The General Manager has worked with the Harbormaster and administrative staff to prepare a proposed Harbor Patrol preliminary budget for consideration by the Board.
- If adopted, the Harbor Patrol budget will become part of the FY24-25 Final Budget to be subsequently considered by the Board.

# HARBOR PATROL BUDGET OVERVIEW

## Revenue:

- The Board has historically directed Staff to utilize Property Tax & Assessments Revenue towards Harbor Patrol expenses:
  - \$1,750,000 FY24-25 Budget
  - \$1,627,000 FY23-24 Budget
  - 8% Budget Increase
  
- \$1,750,000 FY24-25 Budget
- \$1,714,000 FY23-24 Received
- 2% Budget Increase (Actual)

# HARBOR PATROL BUDGET OVERVIEW

## Expenses:

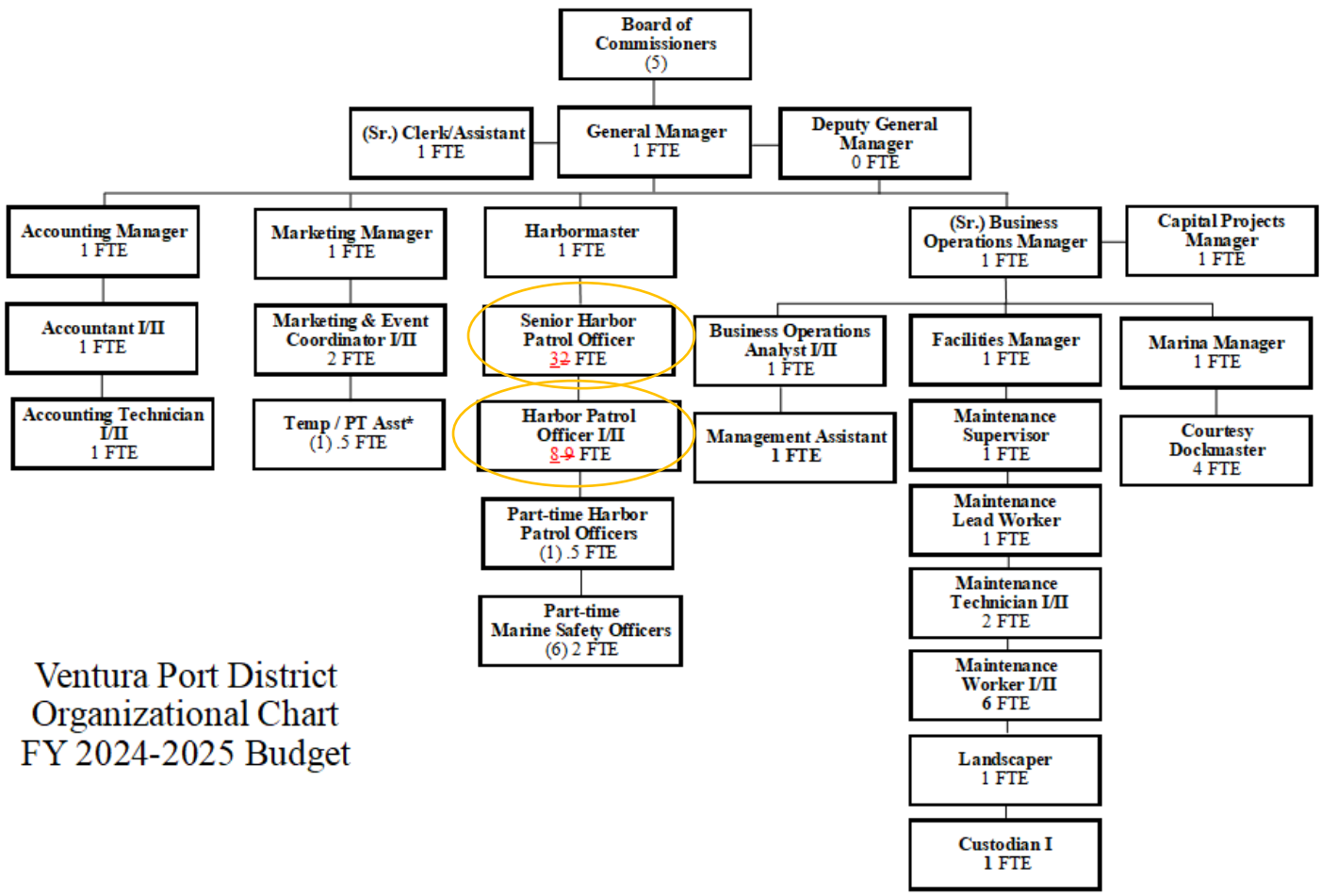
- Harbor Patrol expenses and salaries are not in the Operating Expense portion of the budget but are captured in Non-Operating and Other Expenditures.
- The proposed preliminary departmental budget:
  - \$2,514,800 FY24-25 Budget
  - \$2,098,600 FY23-24 Budget
  - 19.8% Budget Increase
- Increase due to:
  - Personnel
  - Village Security Services (moved from Marina Dept.)
  - New engines for HP Boat19

# HARBOR PATROL BUDGET OVERVIEW

## Staffing Considerations:

- General Manager increased Senior Harbor Patrol Officer positions from 2 to 3.
  - Reduced the number of Harbor Patrol Officer I/II positions from 9 to 8.
  - This is important for increasing the supervisory capacity of the department and further planning for staff succession
- Additional Personnel Expenses:
  - Cost of living adjustments (COLA)
  - Labor Agreements (SEIU)
  - Merit Program
  - Benefits
  - Pension Costs





Ventura Port District  
Organizational Chart  
FY 2024-2025 Budget

# PUBLIC COMMUNICATION STANDARD ITEM 3

00 : 03 : 00

**ADOPTION OF RESOLUTION NO. 3500 APPROVING THE  
FY2024-2025 PRELIMINARY BUDGET FOR THE HARBOR  
PATROL DEPARTMENT**

**RECOMMENDATION:**

That the Board of Port Commissioners adopt Resolution No. 3500 approving the FY2024-2025 Preliminary Budget for the Harbor Patrol Department.

**STANDARD  
AGENDA  
ITEM  
3**

**Report by:**

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

**ADOPTION OF RESOLUTION NO. 3501 APPROVING THE  
FY2024-2025 PRELIMINARY BUDGET AND FIVE-YEAR  
CAPITAL IMPROVEMENT PLAN**

**RECOMMENDATION:**

That the Board of Port Commissioners adopt Resolution No. 3501 approving the FY2024-2025 Ventura Port District Preliminary Budget and Five-Year Capital Improvement Plan.

**STANDARD  
AGENDA  
ITEM  
4**

**Report by:**

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

# OVERVIEW

- FY24-25 Budget process
  - Study Session: May 15
  - Preliminary Budget: June 5
  - Final Budget: June 19
- Preliminary Budget
  - Board and Stakeholder Engagement
    - Discussion of funding priorities
    - Guiding Principles
    - 5-Year Objectives

# OVERVIEW

- Revenues
  - Operational Revenues
    - Master Tenants
      - Outlook
      - Rental Income
    - Harbor Village
      - Outlook
      - Rental Income
    - Commercial Fishing
      - Outlook
      - Slips, Fuel, Landings
    - Recreational Fishing
  - Property Taxes
  - Grants

# OVERVIEW

- Expenses
  - Operational Expenses
    - Inflationary pressures for on-going expenses
    - Increased Village marketing events
    - Personnel
      - Staff changes/ vacancies
      - Cost of Living Adjustments
      - Labor Agreements
      - Employee Compensation and Benefits
      - CalPERS contributions
    - General Liability Insurance Premiums
  - Dredging
    - Atmospheric Rain Events
    - Q1 Calendar Year 2024

# OPERATING REVENUES

Fiscal Year	Revenue	% +/-
FY19-20*	\$8,413,254	<6%>
FY20-21**	\$9,491,185	13%
FY21-22***	\$10,394,853	10%
FY22-23	\$10,568,500	1.7%
FY23-24****	\$11,893,000	12.5%
FY24-25*****	\$12,098,000	1.7%

\* FY19-20 actual revenues were down 6% due to 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 actual revenues were up 10% as tenants continued to recover from COVID as well as Portside occupancy increased significantly

\*\*\*\* FY23-24 represents the current year's mid-year budget.

\*\*\*\*\* FY24-25 preliminary budget forecast.

*FY23-24: budgeted \$510,000 in one-time revenue (revenue growth is projected 6.3% when one-time revenue is excluded).*



# Revenue Assumptions

Revenue Source	Midyear Budget FY23-24	Forecasted FY24-25	% Change
Parcel Lease Income	\$ 5,594,000.00	\$ 5,685,000.00	1.6%
Lease Appreciation Rent	\$ 0.00	\$ 0.00	0%
Recreational Boating Income*	\$ 85,500.00	\$ 93,500.00	9.4%
Parking Revenue**	\$ 65,000.00	\$ 300,000.00	361.5%
Harbor Village: Retail	\$ 647,000.00	\$ 647,000.00	0%
Harbor Village: Restaurant	\$ 1,337,000.00	\$ 1,432,000.00	7.1%
Harbor Village: Office	\$ 831,000.00	\$ 896,500.00	7.9%
Harbor Village: Charters	\$ 476,000.00	\$ 474,500.00	-0.3%
Commercial Fishing Premises***	\$ 1,441,500.00	\$ 1,604,000.00	11.3%
Booth/vendor Income	\$ 7,000.00	\$ 10,000.00	42.9%
Sponsorships/Co-Op Advertising	\$ 16,000.00	\$ 16,000.00	0%
CAM Income	\$ 376,000.00	\$ 417,000.00	10.9%
Merchants Promotion Dues	\$ 110,000.00	\$ 129,500.00	17.7%
Miscellaneous Sales & Income****	\$ 107,000.00	\$ 93,000.00	-13.1%
Investment Income	\$ 290,000.00	\$ 300,000.00	3.4%

Refer to staff report for footnotes (\*) on revenue groupings.

# OPERATING EXPENSES

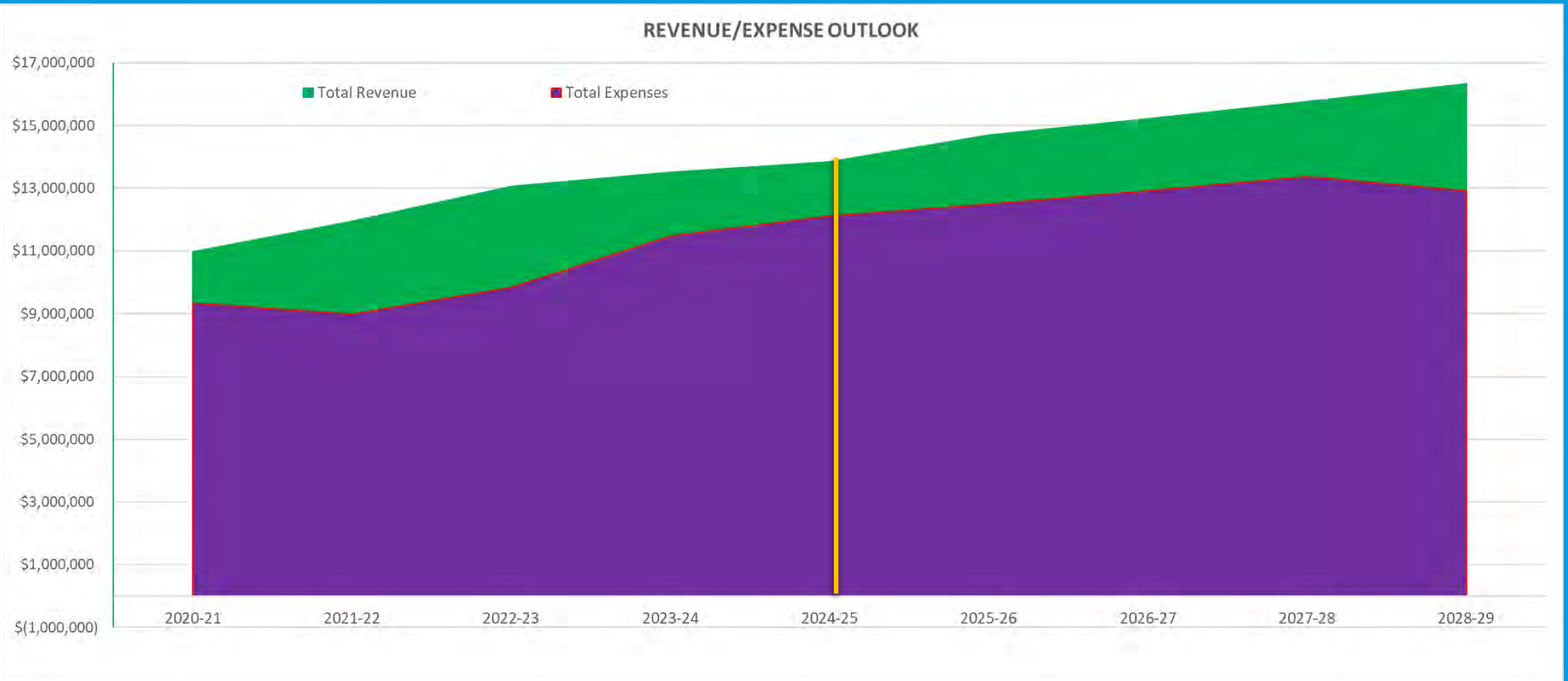
Fiscal Year	Expenses	% +/-
FY19-20	\$6,306,806	2%
FY20-21	\$6,276,863	<0.5%>
FY21-22*	\$5,738,258	<9%>
FY22-23	\$7,133,050	24%
FY23-24**	\$7,744,200	8.5%
FY24-25***	\$7,983,940	3.1%

\* FY21-22 reflects significant reduction in legal and professional services

\*\* FY23-24 represents the current year mid-year budget.

\*\*\* FY24-25 preliminary forecast.

# Revenue & Expense: 5-year Outlook



# DREDGING RESERVE FUND

- District retains \$3M reserve for dredging.
- \$1,330,000 was spent in FY23-24 with \$1,000,000 expended from the dredging reserve.
- District is obligated to replenish the reserve within 1 fiscal year.
- Reserve fund is being replenished using \$1M of District's Capital Improvement Reserve Fund.
- District is applying for ~\$850,000 in FEMA reimbursements (likely not received until FY25-26).

# 5-Year Capital Improvements and ADA Improvements Plan

Item #	Dept.	GP	Objective	Project Location/Description	Fiscal Yr 24-25
1	Capital	7	V1	1575 Spinnaker Building Exterior Façade Improvements	1,000,000
2	HP	2, 3	R1,2	Launch Ramp Floating Dock Replacement, Washdown Station ADA Improvement, Restroom Upgrades (Grant funded)	540,000
3	Capital	7	V1	Harbor Village Bldgs Replace/repair roofs/tiles/gutters - (1575, 1583, 1431 distributed over multiple years)	350,000
4	Capital	7	V1	Promenade Curved Wall & Patio Upgrades: 1575 Spinnaker	250,000
5	Admin	6, 7	P1,2,3	Paid Parking Infrastructure (Procurement of infrastructure expected after all approvals received)	175,000
6	Marina	2	F2	Fish Pier - fender camels	175,000
7	Capital	2,7	V1	Parcel 19A: Parking Lot Lights & Poles & Asphalt	150,000
8	Capital	7	V1	Harbor Entrance Feature Revitalization & Wayfinding (Schooner FY23-24, Spinnaker FY24-25)	75,000
9	Admin	6, 7	P3, V1	Ventura Harbor Village - WiFi or Mobile Phone Repeater Infrastructure	75,000
10	Capital	3,4,6,7	R1,2; V1	EV Charging Stations (VHV)(Deferred due to SCE schedule)	65,000
11	Capital	7	V1	1575/1583 Pass-Through Repaving	60,000
12	Maint	7	V1	Resurface Parking Lots (Harbor Village & Beach Lots - (distributed over multiple years)	55,000
13	Capital	7	V1	1567 B Building Patio Wall Replacement	55,000
14	Capital	7, 8	N2; V1	National Park Service Bldg. - 1691 Bldg. - HVAC systems	40,000
15	Capital	7	V1	Harbor Village Wayfinding Signage: Entry Awnings, Parking Lot Entrance Signs, Map Directories	30,000
16	Maint	6, 7	E; V1	Maintenance/Landscape Trailer Replacement	15,000

# 5-Year Capital Improvements and ADA Improvements Plan

Item #	Dept.	GP	Objective	Project Location/Description	Fiscal Yr 24-25
29	ADA	7	V1	Harbor Cove & Surfers Knoll - Retaining Wall & Shower Area Improvements (Partially grant funded)	300,000
30	ADA	7	V1	Handrails Update/Replacements	
31	ADA	7	V1	ADA Restroom Upgrade - 1691 (Boater's Restroom/Showers)	
32	ADA	7	V1	1583/1591 ADA Path of Travel Ramps	
Total Capital Improvement Plan					3,110,000
Total ADA Improvement Plan					300,000
<b>TOTAL CAPITAL IMPROVEMENTS &amp; ADA IMPROVEMENTS</b>					<b>3,410,000</b>
Special Funding from Division of Boating and Waterways Launch Ramp Dock Grant					(500,000)
Special Funding from National Fish and Wildlife Fund					(200,000)
Special Funding for EV Charging Stations (CALeVIP & SCE) (deferred due to SCE construction schedule)					(73,500)
<b>TOTAL CAPITAL IMPROVEMENTS &amp; ADA IMPROVEMENTS WITH FUNDING</b>					<b>2,636,500</b>

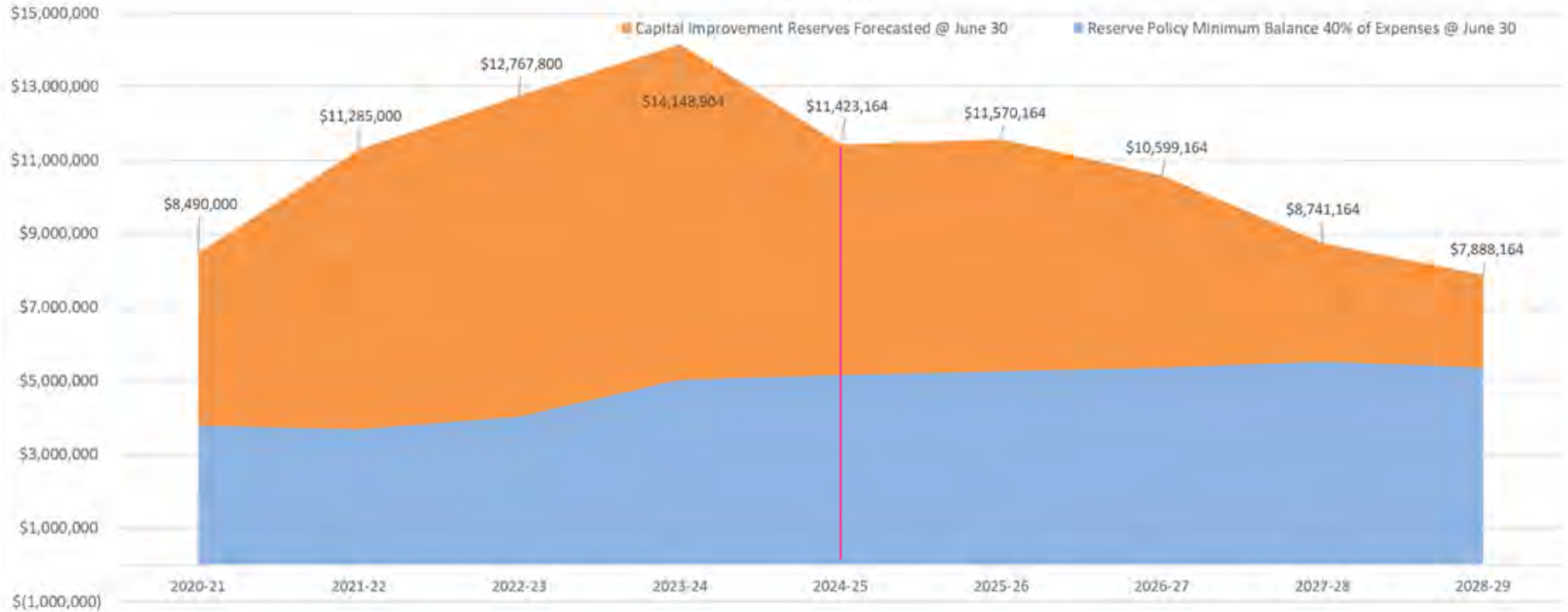
Refer to Attachment 4 of staff report for complete plan for all 5 years.

# FY23-24 Tenant Improvement Budget

## FY24-25 Building Tenant Improvements

<b>Budgeted Items</b>		
Scheduled Improvements	Budgeted District Contribution to Building Tenant Improvements	\$ 545,250
Unscheduled Improvements	Renovations due to possible Tenant turnover at lease expiration	\$ 102,050
Contingency	Renovations due to unscheduled Tenant turnover (early termination)	\$ 180,200
		\$ 827,500

## CASH POSITION OUTLOOK



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



**ADOPTION OF RESOLUTION NO. 3501 APPROVING THE  
FY2024-2025 PRELIMINARY BUDGET AND FIVE-YEAR  
CAPITAL IMPROVEMENT PLAN**

**RECOMMENDATION:**

That the Board of Port Commissioners adopt Resolution No. 3501 approving the FY2024-2025 Ventura Port District Preliminary Budget and Five-Year Capital Improvement Plan.

**STANDARD  
AGENDA  
ITEM  
4**

**Report by:**

**Brian D. Pendleton, General Manager  
Todd Mitchell, Sr. Business Ops Manager  
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VENTURA  
PORT DISTRICT

*Established 1952*

ADJOURNMENT  
NEXT MEETING JUNE 19, 2024

**Ventura Harbor**

GATEWAY TO THE CHANNEL ISLANDS NATIONAL PARK