

An aerial photograph of Channel Islands Harbor, showing a large body of water with numerous boats docked along the shore. The harbor is surrounded by residential and commercial buildings, with mountains visible in the background under a clear blue sky.

CHANNEL ISLANDS HARBOR VISION



SARGENT
TOWN PLANNING

Prepared for the County of Ventura
June 2021



Cover Memorandum

11 June 2021

County of Ventura
Channel Islands Harbor Department
3900 Pelican Way
Oxnard, CA 93035

Attn: Mark Sandoval, Director
Re: Channel Islands Harbor Visioning
Final Report

Dear Mark,

Please accept this as our final report for the Visioning process. We, as you, are keenly aware that “visioning” is just the first step in deciding what sort of a place the community, the City and the County want the Harbor to become over time, and what each is prepared to do to make that happen. As we have discussed from the outset, the County has assigned us the task of working with the Visioning Committee and the Harbor Department – with input from many stakeholders and the community at large – to identify the elements of a “feasible vision” that might meet the community’s preferences and the Harbor Department’s financial imperatives as an “enterprise operation.”

Accordingly, we have worked diligently to identify some of the key opportunities to make the Harbor a place that the community would find enjoyable, and strategies for overcoming some of the constraints that have kept the Harbor on a generally declining trajectory of physical appearance and economic and social activity over the past few decades. Defining a “feasible vision” is much more difficult and nuanced than a “pure vision” – which might be described as the community’s collective “dream.” A person wiser than we once said that “Vision without implementation is hallucination.” We agree, and agree with you, that a “pure vision” uninformed by some of the economic and regulatory realities and trends that have been shaping and will continue to shape the place and the experience of the Harbor would be a mostly meaningless exercise.

Per the repeated requests from the Visioning Committee, we have worked diligently to be clear in this report as to what community members have said they want, versus what our analysis has led us to believe is likely to be attainable if the County remains committed to the Harbor functioning as a financially self-supporting “enterprise.” In the previous draft of this report, we based some preliminary conclusions and recommendations on the assumption that the Harbor would remain an “enterprise” for the foreseeable future. In this revised draft we attempt to be clearer about the distinction between what committee and community members have said they hope for (their vision) and what it is reasonably foreseeable that the market may deliver. Clearly, if community hopes and preferences can be fulfilled through an infusion of public funds rather than private investment, the array of possibilities changes, perhaps very significantly.

It is critically important that the distinctions between a “vision,” a “plan,” and a “project” be clearly understood. A “vision” – in the sense of the word as employed here – is a set of potential future physical, programmatic and experiential outcomes which the community hopes can be achieved. A “plan” would be a physical, regulatory and economic framework and set of tools designed to maximize the chances that coordinated public and private investments and improvements would deliver that “vision” one project at a time over many decades. A “project” is the private or public development and construction of specific improvements on a specific site or area. The role of a “plan” would be to help ensure that many public and private improvement “projects” constructed by many parties over time are well connected, coordinated, cohesive and synergistic, adding up to a complete place that is much “more than the sum of its parts”, and that meets as many of the hopes and dreams of the pure “vision” as reasonably possible.

The main body of this Vision document is the PowerPoint presentation that we have worked to build over many months of collaboration with you, your staff, the Visioning Committee, and finally with the general public in the virtual workshop. This written report is organized in three parts, as outlined in the Table of Contents on the following page. The middle part is the PowerPoint presentation, preceded by a written overview or executive summary, and followed by a very short appendix of information and documents that we collected in support of the Vision. In the previous draft of this report we included a summary of our conceptual economic feasibility assessment work, but that seemed to generate a good deal of concern and to open up many more questions that it is able to answer at this time, so we just took it out. Some of the high-level takeaways from that work are reflected throughout the report.

If you have any questions or comments please contact us at any time. We would be glad to make some final minor revisions or corrections you may want. It has been our pleasure to work with you and the Committee, and we look forward to any opportunity to assist you in moving this vision forward to implementation.

Sincerely,

SARGENT TOWN PLANNING, INC.

A handwritten signature in black ink, appearing to read 'DS' followed by a stylized flourish.

David Sargent, Senior Principal

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Part I: Vision Workshop Overview

This overview introduces the topics of the presentation (Part II) at a high level. It is structured in the order of the presentation and functions as a companion to it.

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Part II: Vision Presentation

The presentation is a standalone presentation tool for future meetings, and segments of it can be utilized to inform Requests for Proposals. It is included in this report in PDF form, but it is ideally viewed as a meeting-ready PowerPoint presentation.

Appendix: Supporting Documentation

The Appendix includes additional information and references regarding the consultant team's Fisherman's Wharf financial analysis, existing land use regulations, and sea level rise studies.

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Part I

Vision Workshop Overview

1.1 Introduction

A. Introduction and Background by Mark Sandoval, Harbor Director

It is very important that we plan and proceed with Harbor development that is widely supported and creates an exciting, vibrant Harbor which meets the financial objectives of the County and the City of Oxnard.

The Harbor was created in the mid-1960s as a County property. It was annexed to the City of Oxnard in 1963, and part of that annexation agreement included a stipulation that the County would continue to direct and oversee the development of the Harbor. At the outset, the County made a decision that the Harbor must be operated as an enterprise, which means that the costs associated with operating and maintaining the Harbor must come solely from the revenues generated by the Harbor, with no County General Fund subsidy.

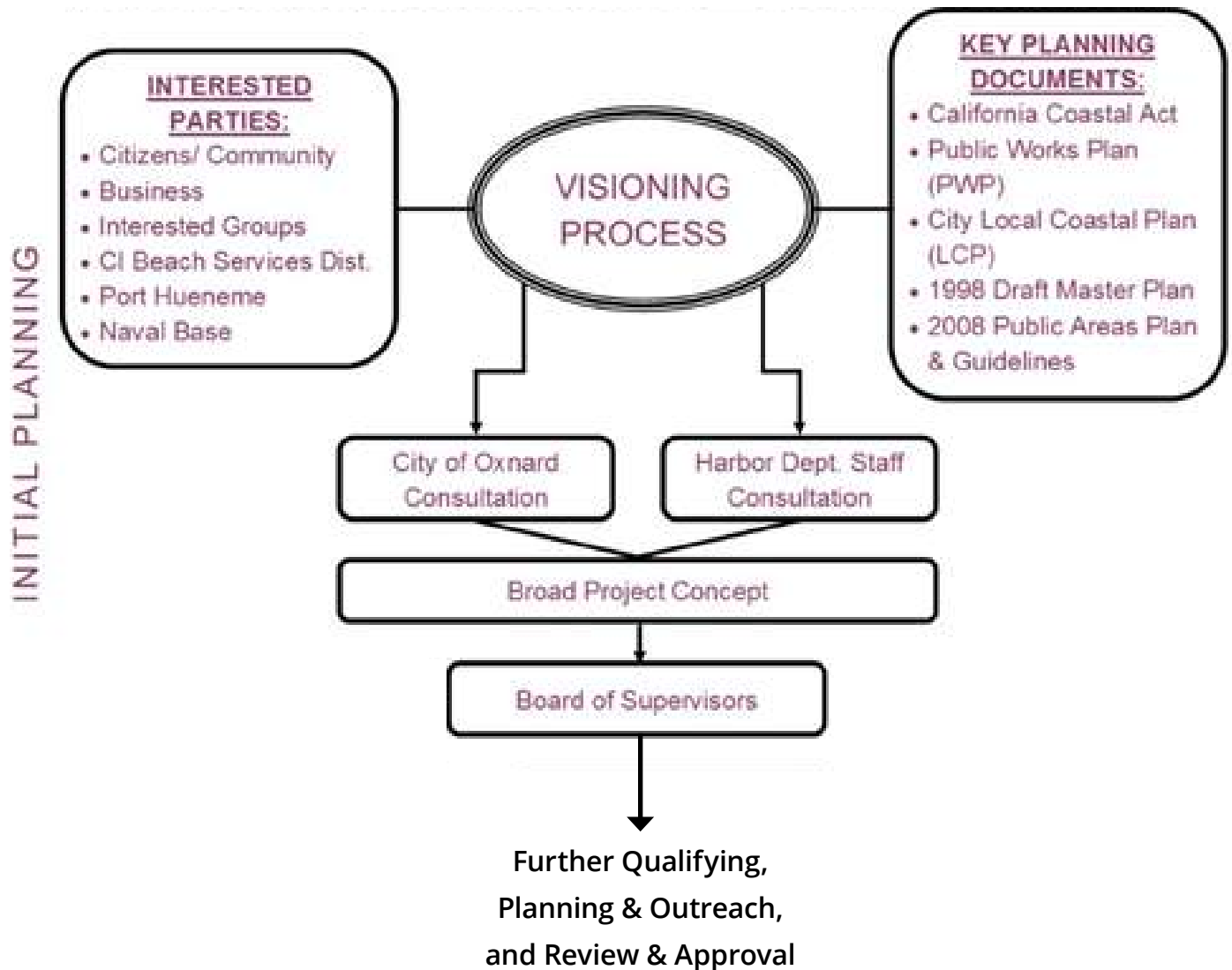
In order to accomplish this, the County decided to pursue development within the Harbor through long term ground leases to private developers, who then build in and around the Harbor and develop facilities of many types for the enjoyment and use of end users. The first Harbor Director called this “pay as you go,” and it is a very important mandate to understand as we proceed with visioning and planning for future Harbor development and economic success.

For decades, this strategy was successful as the Harbor was developed with marinas, hotels, residential complexes and a wide variety of marine-related and visitor-serving retail and commercial. In the early 2000s, the Harbor reached a point where the initial development was starting to age, and competing regional development led to the decline of popularity of the Harbor. A number of lessees simply walked away from their leases. The process utilized by the Harbor Department for development and redevelopment, which had worked for decades, included initial project planning and the identification of developers for development, and then public outreach to obtain other agency and public input.

In 2015, as the proposed Fisherman’s Wharf project was moving through the process, a group of residents recommended a new development planning process which included up-front public visioning for Harbor development, before a developer was identified and the development was designed. The flowchart shown in Figure 1.1.A details that initial process.

In 2019, the Harbor Department adopted this new process. We currently have a number of Harbor parcels which are either undeveloped or are under short-term leases, for which new development needs to be considered. These parcels are the subject of this visioning. In line with the visioning component of the new Harbor Planning and Development process, we began visioning for new Harbor development in 2020.

Figure 1.1.A: Harbor Planning and Development Process



1.1 Introduction

B. Overview of Harbor Visioning Team and Community Engagement

Visioning Steering Committee

As the process was designed to be inclusive, the Harbor Department assembled a diverse Visioning Steering Committee, whose members and mission statement are included in Part II (slides 2—4 and 2—5).

The Harbor Department, Visioning Committee and Consultant Team held more than 8 meetings, totaling over 20 hours from August 2020 to February 2021. Through those discussions, a wide range of topics were identified and explored. Committee members offered a great number of suggestions for potential projects on many harbor parcels, including verbal and written descriptions, photographs, and original drawings. The Consultant Team incorporated those concepts and images into working drafts of what ultimately became the Vision Presentation herein.

Consultant Team

In an effort to provide professional expertise and overall management of the visioning process, the County hired a multi-disciplined Consulting Team, led by Sargent Town Planning, which provides urban planning and design, Circlepoint to provide public outreach, and Lisa Wise Consulting to provide economic and coastal policy direction. The Consultant Team has prepared this report to provide a vision for development in the Harbor and foundation for future Requests for Proposals.

Stakeholder Interviews

The Consultant Team – often accompanied by the Harbor Director – conducted stakeholder interviews with many individuals and organizations with a keen interest in the future of the Harbor. The goal of these interviews was to learn the perspectives, concerns, hopes and ideas for the future of the Harbor from those who know it best, who have seen its ups and downs, and who have the most to gain or lose from its future success or lack thereof. These interviews enabled the team to gain a more detailed and nuanced understanding of key topics of interest and concern, supplementing and complementing the excellent

knowledge, insights and recommendations from the Visioning Steering Committee. The stakeholders interviewed are listed in Part II.

Community Input

The Channel Islands Harbor is a very significant resource and amenity for Ventura County, and accordingly it is critically important to hear from a wide range of County residents as to their hopes, concerns and preferences for its future development and operation. Community input was received through an online survey – publicized by the Committee and by the County and social media – that collected the community's general impressions of the Harbor, and hopes and concerns for its future.

Then on January 28, 2021, a virtual public Visioning Workshop was held. The Workshop was broadly advertised, on social media, by Visioning Committee members and their local networks of residents and business owners, by flyers posted in Harbor businesses, and by the County of Ventura through multiple channels. 598 people registered for the Workshop and at least 359 “unique viewers” participated. Some “viewers” included multiple people sharing a computer, so the total attendees were surely more than 359 persons.

The Workshop included live polling to allow all participants to provide feedback on the ideas shared in the presentation. Participants were also able to ask questions and offer comments during the event. And for those who could not attend the workshop live, the presentation and an online survey were posted on the Visioning website after the event. The live polling results are included following the polling slides in Part II, and the remainder of the community feedback can be found on the Harbor Visioning website:

<https://www.channelislandsharbor.org/visioning/>

C. Overview of Input to Date

From the online survey conducted in the fall of 2020, two key questions and the responses to them were presented as a starting point for consideration and input by Workshop participants.

What are the key challenges facing the Harbor?

1. **Not enough to do (59%)**
2. **Inadequate maintenance (45%)**
3. **People don't know about our Harbor (34%)**
4. **Lack of pedestrian facilities (23%)**
5. **Insufficient convenient parking (18%)**

What types of features or activities would you and/or others like to see in the Harbor that are not there yet?

- **A renovated wharf, with more restaurants, bars, shopping, and entertainment.**
- **More public park/community space (with restrooms) for meetings, kid's activities, etc.**
- **Event spaces for live music and a variety of outdoor activities**
- **Hotels**
- **More public docking areas and beach/water access**
- **More bike and pedestrian pathways**

The clear takeaway from the online survey – which is very much consistent with the input received over the previous months from stakeholders of all types and from the Visioning Steering Committee – is simply that people want a greater variety of fun activities – commercial and recreational, paid and free, on land and on the water – and a more attractive, enjoyable, walkable, comfortable network of beautiful waterfront public spaces in which to enjoy them.

The clear message is that the Harbor must become a compelling and fun destination for nearby residents, residents from throughout the County and region, and for visitors and tourists arriving by land and sea. This includes visitors of all ages and families of all sizes and financial means. The goal is that the Harbor become a place that more people want to come more often and spend more time; in many cases, this results in visitors spending more money as well, which would be the foundation of an improving Harbor economy that could underwrite the many improvements that all participants clearly hope for.



Dining is a favorite activity among Harbor visitors.



The Farmer's Market is one of the most popular Harbor events.

1.2 Harbor Context & Framework

A. Geographic Context & Framework

Regional Context

The regional location and setting of Channel Islands Harbor is presented in Part II of this report, and in the interest of brevity is not repeated in detail here. The Harbor is located on the southernmost edge of the City of Oxnard, adjacent to the Pacific Ocean, a number of residential communities and the Port Hueneme facility of Naval Base Ventura County.

Channel Islands Harbor

The Channel Islands Harbor by definition is the portion of the harbor south of Channel Islands Boulevard. Subsequent to the City-approved development north of Channel Islands Boulevard, the “harbor” currently is comprised of the South Harbor and the North Harbor, separated by Channel Islands Boulevard. The South Harbor is owned and operated by the County of Ventura, and is the central subject of this Vision. The North Harbor is privately owned and is under the jurisdiction of the City of Oxnard.

While the North Harbor was “born” in 1969, much of the harbor north of the Channel Islands Bridge was developed over the last two decades, by cutting saltwater channels into previously agricultural land. Development within the North Harbor is a mix of single- and multi-family housing and shopping centers along Victoria Avenue and Wooley Road. While there are attractive internal streets and waterfront promenades within the North Harbor development, connection to the South Harbor is limited.

The major roadways that do connect the North and South Harbors – Victoria Avenue, Channel Islands Boulevard, and Harbor Boulevard – have very low quality and relatively “high stress” pedestrian and bicycle facilities, such that almost all movement between the “two harbors” occurs by automobile, and of course by boat for boaters.

The South Harbor

The County (South) Harbor is the main subject and primary focus of this Vision document. The main arrival points – or gateways – to the Harbor are at the intersections of Channel Islands Boulevard with Victoria Avenue and with Harbor Boulevard. The old

saying that “You only have one chance to make a good first impression” is usually true, and these locations would be where the Harbor has a chance to do so.

Fortunately, the same types of improvements that could make it much safer and more pleasant to walk or bike between the North and South Harbors are also the types that could make these important gateways much more attractive, welcoming and memorable for first-time visitors. Beautiful buildings facing well landscaped streets with broad sidewalks and safe bikeways can say “Welcome to Channel Islands Harbor” much more emphatically than parking lots and empty stores. The Public Realm section of this Vision includes illustrations of such improvements.

This Vision also presents conceptual plans and examples of similar projects in other places that may serve as models for new development on some of the parcels throughout the South Harbor that are available for near-term leasing (within 3 years). It is also critical that an active, comfortable and inviting public realm network ties together the parcels within the South Harbor, regardless of exactly how each is developed.

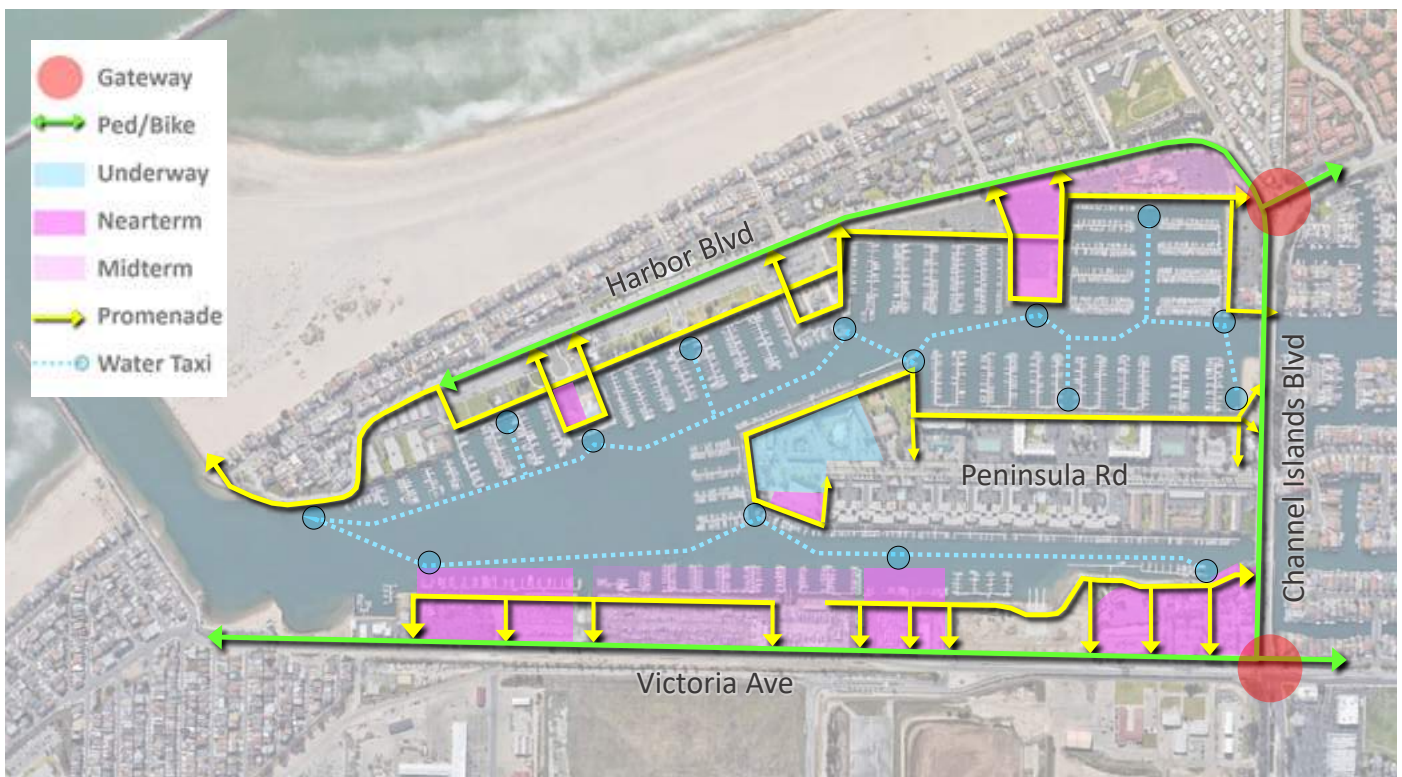
Strategies for unifying the North and South Harbors into one Harbor for purposes of public perception and understanding are a focus of this Vision. Such improvements could make the South Harbor much more accessible to residents of the North Harbor and other surrounding and nearby neighborhoods. Such connectivity could also make the overall Harbor into a larger, and much more attractive destination for visitors, potentially significantly increasing patronage of South Harbor businesses by North Harbor residents, and vice versa.

If someone visits one Harbor destination, they should be able to comfortably walk or bike to the next Harbor destination without having to get into their car and drive around. As soon as they get in their car, it becomes just as easy to visit another destination altogether, such as Seabridge or The Collection or Camarillo Outlets, or Ventura Harbor or Downtown. The waterside promenade, water taxi, and multi-modal peripheral streets are vital elements of a functional and compelling public realm network.

Figure 1.2.A.1: South and North Harbor



Figure 1.2.A.2: Framework for Access, Connectivity, & Place-Making



1.2 Harbor Context & Framework

B. Policy and Regulatory Context

Public Works Plan (PWP)

The primary governing land use and regulatory document for the Harbor is the “Public Works Plan,” adopted by Ventura County in 1986 and amended six times from 2004 to 2016. The PWP maps the public improvements and lease parcels of the Harbor as they existed in 1986, describing parcels in terms of “Landside Facilities and Uses” and “Waterside Facilities and Uses.” Many parcels include both Landside and Waterside areas.

Land use designations applied to parcels include Roadways, Waterways, Commercial Fishing, Visitor Serving Boating, Visitor-Serving Boating Dependent, Boating Dependent Industrial, Visitor-Serving Harbor Oriented, and Residential. The PWP provides some basic parking and setback and height standards for new development.

Most of the parcels on which this Visioning process focused have leases that are expiring soon, and for which the County soon intends to issue Requests for Proposals (RFPs) for developers to develop new projects. Most such parcels are designated Visitor Serving Harbor Oriented.

City of Oxnard 2030 General Plan

In 2011, the City adopted its 2030 General Plan. Under the General Plan, the City established six areas of the City designated as “Urban Villages.” One of the six areas designated as an “Urban Village” is the Channel Islands Harbor Marina Village. However, in order for the Urban Village designation to be activated in the Harbor, a specific plan must be approved by the City and the Coastal Commission.

City of Oxnard Local Coastal Plan (LCP)

The City’s Local Coastal Plan (LCP) and coastal zoning ordinance are the City’s guiding regulatory documents in the areas of the Harbor. The LCP is undergoing a comprehensive update and is expected to be submitted to the Coastal Commission in 2023.

City of Oxnard Coastal Zone

The City’s Coastal Zone (CZ) includes several zones corresponding to the City’s Local Coastal Plan (LCP). Applicable zones include:

- Harbor Channel Islands (HCI): Allows various commercial, visitor-serving commercial, recreational, and commercial fishing uses, and provides basic setback and height standards.
- Coastal Dependent Industry: Allows various industrial uses related to boating and commercial fishing, and provides basic setback and height standards. Does not allow outdoor storage.
- Coastal Visitor-Serving Commercial: Allows various retail and service uses, and provides basic setback and height standards.
- Coastal Recreation: Allows a range of public and private outdoor active and passive recreational uses and indoor recreational uses.
- Other Standards: This zone also provides a range of standards for coastal access, landscaping, and vehicular parking and loading.

Public Areas Plan and Design Guidelines

The 2008 Channel Islands Harbor Public Areas Plan and Design Guidelines addressed elements of the public realm, including: parks, landscaping, signage, lighting, drainage & water quality, pavement, parking, & vehicular circulation. These were adopted by the County Board of Supervisors as guidelines for development of the public areas of the Harbor.

This Vision builds on the Public Areas Plan but does not supplant it. The Vision addresses both public realm and private realm opportunities and how they fit together. This is an important quality of the Vision: that it views the Harbor holistically rather than along lines of public versus private or City versus County. The Vision references and provides further insight regarding particular design concepts of the 2008 Plan as relevant to the priorities identified by the Visioning Steering Committee and community.

General Observations by the Visioning Consultant Team

These several policy and regulatory documents are outdated and at times provide conflicting standards. Therefore, the professional recommendation of the Consultant Team is that a unified plan that includes standards for public improvements and private development – and that provides a clearer path to the approval of development projects that meet the community's vision – could be very helpful in attracting and shaping new investment in the Harbor.

1.2 Harbor Context & Framework

C. Economic and Physical Context

Economic Opportunities and Challenges

Because the County of Ventura has designated and operated the Harbor as an “enterprise” – and at the County’s request – this report addresses at a high level some reasonably foreseeable opportunities and challenges from the perspective of real estate economics. The Harbor is a County-wide recreational amenity, intended to be self-supporting financially rather than subsidized by taxpayers, as is the case with many other regional parks and recreational facilities.

This report reaches no “conclusions” and does not provide any specific recommendations regarding economic criteria that might inform or in any way constrain the County’s selection of future developers or approval of future projects. It provides the following general observations and preliminary findings:

Key Challenges

- The Harbor’s success and survival as an enterprise from the 1960s onward was based in large measure on significant private investment in boating amenities, suburban retail and restaurants, hospitality, and very substantial amounts of residential development. Recent operating deficits and financial obligations for long-deferred maintenance have mounted as the Harbor’s public infrastructure has aged and the Western Ventura County marketplace for retail and community activity destinations has become much more competitive than it was in the 1960s, as evidenced by the many vacant retail spaces and boarded up buildings in the Harbor.
- Based on its distance from the 101 Freeway and location on the south fringe of the Oxnard “trade area,” the Harbor is not an attractive location for “Commodity” or “Convenience” retail – the goods and services that households pick up daily or weekly for basic needs from their basic household budget. Further, though residents of nearby neighborhoods have higher household incomes than the City of Oxnard or County average, many of those homes are second homes, occupied less than full time, further reducing the potential “buying power” to support commercial businesses in the Harbor.

Key Opportunities

- Based on its identity as a harbor and location near the Pacific Ocean and Channel Islands National Park, the Harbor has the opportunity to become a “Specialty” or “Experience” retail, restaurant, boating & hospitality destination attraction – focused on businesses that provide food and beverages, specialty merchandise, specialty services and activities that are purchased and consumed on a “discretionary” or “emotionally driven” basis using discretionary household funds.
- Based on experience in planning and designing experience-based community activity centers, the Consultant Team notes that places that attract and support groupings of such businesses typically offer a distinctive “sense of place” and unique “anchor uses”. In this case, this means that the Harbor might become a place where people simply enjoy spending time – in addition to purchasing goods and services – and pursuing activities closely tied the Harbor’s identity as a waterfront recreational destination, its location on the Pacific Ocean, and a primary gateway to Channel Islands National Park.

Consultant Team Observations

- While retail, food, beverage, entertainment, education, hospitality, boating, recreation and social interaction are the “fun” that draws visitors, with the increasing competition from other visitor destinations, these uses alone are unlikely to sustain the County’s “enterprise” model for the Harbor.
- Based on recent Harbor developer/development search processes and the Consultant Team’s professional opinion, some new residential uses could significantly improve the financial performance of future projects, but Committee and community input has offered only limited support for such a possibility. It should be noted that regulatory documents would need to be amended to provide for residential development.

Physical Opportunities and Challenges

In its existing condition, the Harbor is surrounded by very wide streets. The Harbor's side of these streets are lined primarily by boat storage and large parking lots. This does not convey a first impression that one has arrived at a significant, exciting waterfront destination. Nor does it even provide pleasant routes for pedestrians or bicyclists to access the Harbor even from the neighborhoods nearby or right across the street.

The "Public Works Plan," under which the Harbor has been operated to date, was prepared in the 1980s, and matched what had been developed at that time. It was prepared during a period in which the development paradigm was the "strip mall," and it was an article of faith that every visitor would arrive by car, would park, and would walk to a nearby store or restaurant or other business or attraction. This has generated an environment that is the opposite of the sort of beautiful, walkable, fun place described by stakeholders, the Visioning Committee and survey respondents, where people want to linger for hours or days by the water.

The "on the water" environment from a boat is quite lovely, but the waters-edge "landside" environment is purely functional – the rock "rip rap" that retains and armors the harbor edges, a relatively narrow sidewalk along the edge of those rocks, and a combination of landscaping, dirt banks, parking lots, and a few businesses on the landside as one walks around the Harbor.

The following summary report and accompanying presentation (Part II) describes and illustrates a variety of ways in which these challenges can be addressed and strengths can be leveraged with new development and public improvements in coming years.

Consultant Team Observation

Redressing the Harbor's current placemaking deficits will require significant public reinvestment in Harbor infrastructure, in close coordination with high-quality, well-designed new private development. This will require a very clear public realm master plan, clear standards for high quality private development, and robust financing and implementation strategies.



Victoria Avenue



Fisherman's Wharf from Channel Islands Boulevard



Waterfront Promenade along the Maritime Museum

1.3 Current Opportunity Parcels

Figure 1.3: Opportunity Parcels



The Harbor Department has identified current “Opportunity Parcels” which are available now or within 3 years for redevelopment. They therefore have the potential to be near-term catalysts for the future success of the Harbor, and the visioning process has paid particular attention to the possibilities for these sites. Ideas proposed by the Visioning Steering Committee, stakeholders, and public, and which are supported by this Vision, are summarized here. For more information, concepts, and precedents, see Part II: Vision Presentation (Opportunity Parcels begin on slide 2—31). The Opportunity Parcels are highlighted on the Harbor Department’s parcel map in Figure 1.3 above.

These identified Opportunity Parcels are a central focus of this Vision for two reasons, and this focus is not intended to minimize the importance of ensuring high quality future development and public improvements on all parcels in the Harbor. One, because these parcels may be redeveloped in the next few years, they represent an opportunity to redefine and reposition the Harbor as a premier community activity center and coastal destination. Two, each parcel for which conceptual design work has been undertaken shares many of the physical and geographic characteristics of other parcels that may become ripe for reinvestment in the future. As such, this Vision clarifies some typological development possibilities that could be further clarified and mapped onto all parcels within the Harbor when and if an updated plan of some sort is prepared for the County’s Harbor.

A significant Harbor development issue shared by all stakeholders in the Harbor is the question of whether additional residential development should be allowed in the Harbor. The potential for residential use on the Opportunity Parcels would depend on a number of considerations and future decisions by the County, City, business and residential communities and Coastal Commission. Considerations likely include, but are not limited to, the following:

- Political support for including housing within walkable areas of mixed-use development.
- Increased patronage of commercial businesses and amenities by local residents, potentially increasing the diversity and quantity of retail and recreational amenities supportable in the Harbor.
- Potentially higher land rent revenue to the County than may be achievable if uses are limited to commercial, recreational, educational and hospitality.
- The potential to reduce the amounts of traffic and parking associated with a thriving Harbor by increasing the number of “built-in” patrons.
- The potential of such higher revenues helping to finance public improvements including deferred maintenance of existing infrastructure and construction of new public realm improvements and amenities as defined in the 2008 Public Areas Plan and as further illustrated in this Vision document.



A *Fisherman's Wharf*



B *N-1 (South of the Boat Launch)*



C *QRS (North of Coast Guard)*



D *Peninsula Point Remnant*



E *X-3 (South of Harbor Landing)*
Y-1 is also highlighted as potential site



F *K-1 (Whale's Tail)*

1.3 Opportunity Parcels



Conceptual section through the types of activities envisioned for Fisherman's Wharf

A. Fisherman's Wharf

Fisherman's Wharf represents a current opportunity to become a very welcoming and attractive destination, serving as a gateway to the Harbor at the intersection of Channel Islands Boulevard and Victoria Avenue. Success here is critical to the future of the Harbor, as it is a highly visible and accessible location, and defines the first impression of the Harbor for visitors arriving on Victoria Avenue from the north. Because Victoria Avenue connects northward to the 101 and 126 Freeways, this intersection is by any standard the "front door" to Channel Islands Harbor.

The existing Fisherman's Wharf shopping center is a quite conventional strip shopping center, with retail shops ringing a large parking lot. However, it was cleverly laid out with buildings clothed in "Cape Cod Architecture" near Channel Islands Boulevard to create the illusion of a "village." However, they face the street with backs that were decorated to look a bit like fronts. Both the paint and the businesses have faded over time, buildings now sit mostly vacant, and the project has simply outlived its usefulness.

However, the notion of a real fisherman's wharf, and the presence of the actual wharf on the water side, presents the opportunity to remake the property with a more authentic, harbor-front destination with a broad range of new and exciting activities and attractions that are firmly tied to the harbor experience and the Channel Islands. The presentation features a robust collection of concepts and precedents for Fisherman's Wharf, many of which may also be a good fit in some form for other sites in the Harbor. As is true throughout the Harbor, a diverse and dynamic mix of uses

at this location will be instrumental to its economic success. Key ideas – many of which have come from the community, stakeholders, and Visioning Steering Committee – include:

- **Civic anchor:** A National Parks Service visitor center, adjacent to or combined with a marine learning center, which could build on local organizations, including the Oxnard College Marine Education Center and perhaps also programs at Cal State Channel Islands or U.C. Santa Barbara.
- **An improved wharf, public plaza, park, docks & promenade:** a vibrant, Harbor-oriented public realm fronted by active ground floors and featuring a renovated wharf serving commercial fisherman and acting as an exciting Harbor-related attraction.
- **Public Market:** featuring local seafood, local arts/crafts, and more; the structure would be a simple, perhaps rustic barn-like building, with large doors that could remain open to a dining court and the wharf, and flexibly subdivided and adapt to different types of businesses and activities over time.
- **Performing Arts Center and/or other event venue or space:** Performances could be accommodated in the new and improved plaza or courtyard, and/or within a portion of the market structure. A dedicated performance venue at this location would require a great deal of parking, which would be most needed during evenings and weekends when the market would be expected to need the most parking also. Any venue at this location should be flexible and allow for various uses.



A plaza at Fisherman's Wharf could host a flexible range of active uses, as shown in this conceptual illustration.

- **Water recreation:** including including boat/kayak/etc. rentals (Hopper Boat Rentals is there now) as well as public docking.
- **Water taxi stop:** a water route to connect elsewhere in the Harbor without relying on a car, creating synergy with other Harbor destinations.
- **Boutique offices:** providing opportunities for workplaces with a view, bringing activity to the Harbor during the work week.
- **Boutique hotel:** a 100–150-unit hotel taking advantage of the views and active, fun location.
- **Integrated waterfront living opportunities:** including apartments/condos, townhouses, and live-work units.
- **Shared parking facilities:** Some combination or surface parking and structured parking that is shared by the various uses – and not a central feature or design element of the project – will be needed on all cases.
- Other active and attractive visitor-serving uses



Fisherman's Wharf could interface with the Harbor in an exciting way, better accommodating fishermen, markets, and events, while also providing places to live, stay, and work. The waterfront should be accessible and enjoyable by all modes of travel, especially active ones such as walking and biking.

For more on Fisherman's Wharf, see slides 2—32 to 2—52.

1.3 Opportunity Parcels



Waypoint Ventura Vintage Trailer Hotel & Campground

B. N-1 (South of the boat launch)

The small parcel south of the public boat launch ramp currently hosts a boat yard under a short-term lease. The larger Channel Islands Boat Yard is located to the south and will continue to provide boat storage and maintenance services. Therefore, this small N-1 parcel is available for some new use that might work synergistically with a new Fisherman's Wharf development.

The Visioning Steering Committee and various stakeholders identified the possibility of a bed and breakfast composed of rentable vintage trailers and houseboats for this site, providing a "glamping" experience. A very similar facility – the Waypoint Ventura – was recently developed in Ventura near the beach, and the Caravan Outpost in Ojai has been in operation for some time. Classic travel trailers, such as Airstreams, could be located full-time around a shared outdoor amenity space for gathering, dining, barbecuing, and games. Updated slips could be constructed on the water portion of this lease parcel, where houseboats could also be rented by the night or week, along with a waterfront gathering space for picnics or drinks or sitting around a fire pit. One or two guest docks would also be provided for visitors.

This unique lodging facility would require a relatively small infrastructure commitment. Docks for houseboats should also provide guest docks and a future water taxi stop. This would also be an ideal location for a small restaurant or bar at the end of a dock, with views out over the Harbor. The existing building could remain and serve as a supporting facility with restrooms, snacks and supplies, other small visitor-serving commercial, and perhaps a few hostel rooms as an additional lodging alternative.

For more on N-1, see slides 2—53 to 2—59.



Sportfishing is envisioned to remain and hopefully expand here.

C. QRS (North of Coast Guard)

The area of land between the Harbor Patrol Headquarters and the Channel Islands Boat Yard currently hosts trailered boat storage and Channel Islands Sportfishing (CISCOS). This site is an ideal site for active Harbor-related uses that bring more life to the Harbor than the existing boat and car parking. This Vision recommends that the Harbor Patrol Headquarters be rebuilt on its former site, as it provides clear views of the harbor and the harbor's mouth as well as proximity to the Coast Guard facility just to the south. Sportfishing, whale-watching, and related visitor-serving commercial and amenities should remain and expand on this site, whether located in the existing CISCOS or in a renovated or new building and dock.

An expanded Island Packers presence would also be an important catalyst for the success of the Harbor, and there is a chance they might seek to relocate from the west side of the Harbor to this location for operational advantages. There is also the opportunity here for an indoor-outdoor performance venue, potentially on the water with the audience sitting on shore. A reason to consider placing a performance venue in this area, rather than up at Fisherman's Wharf, is the opportunity for efficient sharing of parking. Performances often require a lot of nighttime parking, while uses such as sportfishing and cruises require significant daytime parking.



Island Packers could expand and be relocated at QRS.

C. QRS (Cont.)

There is also the possibility that small cruise ships, such as the small National Geographic cruise ships, could come into the Harbor and dock here, bringing in an additional stream of visitors largely without their own cars. If the logistics of docking in this Harbor prove difficult, they could explore the possibility of docking in the Port of Hueneme and shuttling over on boats or buses. Additionally, small cruise ships could drop anchor off-shore and bring visitors in the smaller boats. The destinations within the Harbor's vicinity would be required to create the package needed to draw a cruise stop.

In order to accommodate these uses in a coherent manner, buildings should face the water, whether directly fronting onto the promenade or onto a street along the promenade. The promenade and street network should define 2 or 3 blocks which can be infilled as warranted by the market. Docks should be improved and rebuilt as necessary. New development may also extend northward into the Boat Yard if the market were to support a more efficient way to store boats, such as dry stacking.

For more on QRS, see slides 2—60 to 2—67.



The remnant could host a small food and beverage kiosk.

D. Peninsula Point

Although much of the peninsula is filled with housing that is going to remain for a very long time, the southern point of the peninsula is a very interesting opportunity. The old, unused hotel and restaurant will be replaced by a new hotel, which will occupy most of this area. However, a small remnant parcel remains on the east side, which is strategically located along the waterfront. A lane could wrap around and access kiosks and food vending, as simple as a taco shack, along a new promenade edge. Bike rentals could also be located here, especially if larger ships or a guest dock were located nearby, so that the remnant could serve as a point of arrival and one's trip could start here. Townhouses or condos could also front onto the promenade here, although there are spatial limitations and parking must remain adequate for the restaurant, hotel, and marina. Lastly, a small plaza or pocket park could punctuate the promenade and complement any of these uses. Regardless of use, it is important that the promenade continue coherently and complete a sequence from the hotel, to the remnant, and back out to Peninsula Road.

For more on Peninsula Point, see slides 2—68 to 2—74.

1.3 Opportunity Parcels



Conceptual Section through the active environment envisioned for parcel X-3.

E. X-3 (South of Harbor Landing)

This is an incredibly privileged, nearly empty piece of land with a small undeveloped water parcel as well. It projects out into the harbor, providing excellent views. Furthermore, some of the significant amount of adjacent parking space may also be available if new development strategically accommodates parking needs.

Opportunities for this site are very similar to those on Fisherman's Wharf – apart from the wharf itself – and include a wide mix of uses. Ground floor retail and restaurants should be concentrated along the promenade and along streets where possible. Upper floors could include boutique office space, a boutique hotel, and some housing. A culinary center and institute could function here as a school by day and restaurant by night, featuring local food and beverages and hosting guest chefs and culinary events. This could tie in wonderfully with the public market and wharf, supporting a culture of healthy, local food in the Harbor.



X-3 has the opportunity to allow for superyacht docking.

The water parcel could be developed for small boats, or it could be made to accommodate a superyacht, which would be a major attraction for the Harbor. Superyacht docking could help put this Harbor on the map for the international yachting community up and down the coast. When no superyacht is present, this parcel could still provide docking for a wide variety of boats or visiting tall ships.



Development on X-3 should create a clear, active network of streets and multi-modal routes.

E. X-3 (Cont.)

Two scenarios have been studied. One would rely on surface parking remaining on the lot between X-3 and Harbor Blvd, supporting one or two stories of uses such as commercial, offices, and a boutique hotel oriented around a sequence of pedestrian passages and courtyards on X-3. A second, more intense scenario would include a mixed-use block along Harbor Blvd with parking in the lower levels, visitor-serving commercial lining the street, and residential units above. The possibility of underground parking under X-3 could be explored to support more active and fun uses looking out over the water. In either scenario, a new and improved promenade should wrap around X-3 as well as continue straight between X-3 and the adjacent Y-1 parcel, defining separate, walkable blocks.

For more on X-3, see slides 2—76 to 2—88.



The Whale's Tail building could be adaptively reused or rebuilt.

F. K-1 (Whale's Tail)

K-1 is the site of the formerly very successful Whale's Tail restaurant. While there is significant interest in dining at the Harbor, restaurants today are rarely big enough to fill such a structure. Additional uses for this site could complement and support the educational and cultural missions of the adjacent Maritime Museum and the Boating Center. A marine education center and aquarium is a strong example of such a use. Alternatively, the building could host a bed-and-breakfast and a small restaurant. The existing structure could be adaptively reused, expanded, rebuilt, or even complemented by an additional structure in order to accommodate these new uses. An additional new structure could surely be constructed on the Harbor Boulevard end of this parcel, easily visible from the street and with fine views of the water.

For more on K-1, see slides 2—90 to 2—95.

*For more on all opportunity parcels,
see Part II: Vision Presentation
(Opportunity parcels begin on slide 2—31).*

1.4 Public Realm Improvements



The promenade is the heart of the Harbor's pedestrian experience and should be enhanced to host a variety of activities.

Introduction

This Vision incorporates and builds upon the strong work of the 2008 Harbor Public Areas Plan, sharpening the focus on how each new project should connect to and activate the public areas and spaces of the Harbor. Based on the consultant team's extensive experience in planning, designing and preparing visions and plans for successful community activity centers of all types, it is very clear that connecting and integrating existing and future development projects with surrounding parcels and public spaces will be critically important to making the Harbor a place where people of all ages and incomes will enjoy spending time. The underlying notion of "placemaking" is that each building in the Harbor belongs to some developer, but that it is the public and shared open spaces in between those buildings that is "your community" and "your harbor." Under the current Public Works Plan - which simply documented the Harbor as it existed in 1986 - the vast majority of those spaces are just parking lots.

A. Promenade

As the Visioning Steering Committee and others have repeatedly mentioned, the iconic experience of the Harbor is walking along the water's edge. The most popular illustrations of the Visioning process have been of wide, comfortable waterside walkways. Such promenades are places for walking, looking out over the water, dining, and the additional width can also accommodate bikes, roller blading, and scooters. At certain locations small decks could be built over the rocks so that one could sit right on the water's edge. This would provide a wharf-like experience elsewhere in the Harbor. Small kiosks, restaurants, or bars could be built on such structures, essentially minting and beautifying new real estate where there is only a rock revetment now. These can complement areas which are already active or they can serve as activity nodes and new revenue sources where there are neither existing buildings nor the opportunity for new buildings. When visitors are walking around and find a really interesting thing every minute or two, it is a lot less likely that they will get bored and go home.



Kiosks could be built out on wharf-like extensions of the promenade, essentially minting new real estate where there is only a rock revetment now.

B. Water Taxi

A water taxi is not only a means of getting around the Harbor; it is also an experience in itself. A water taxi can tie together otherwise disconnected areas of the Harbor, including the North Harbor, and it can adapt its route over time as stops are moved or added. It could also host dining cruises – as was done here in the past – during which one has a multi-course meal spread over multiple food and beverage establishments in the Harbor, with snacks and drinks on the boat.



A water taxi could take multiple forms, such as a roofed electric boat or a simple ferry.



Multi-Use Trail concept on surrounding streets

C. Multi-Use Perimeter Trail

It is currently difficult to move around the Harbor by active means – on foot, by bike, on scooter, etc. The non-water portion of the Harbor comprises three skinny strips of land that are only connected by Channel Islands Boulevard, whose bridges are unpleasant to cross on foot or bike. Furthermore, on any one of these strips of land, the promenade is discontinuous, as it is interrupted by closed off residential developments as well as by boat launches in various locations.

Fortunately, there is excess curb-to-curb width on Channel Islands Blvd and Harbor Blvd and excess right-of-way on Victoria Avenue which might be reassigned to provide a multi-use trail wrapping around the Harbor sides of these major street corridors. While the promenade is the heart of the Harbor pedestrian experience, this multi-use trail would knit together and complete the activity mobility network. The trail could be tree-lined, and on the bridge, it could be punctuated by an iconic shade structure for gathering and looking out over the Harbor. On Harbor Blvd, this route could continue along the beach neighborhoods to the northwest, all the way up to Ventura Harbor and downtown Ventura. As these streets belong to the City of Oxnard, these improvements would need to be done in a cooperative fashion with the County, City, and community working together.

1.4 Public Realm Improvements



The SBI Park design prepared in 2012 could be further refined and adapted to the vision described below.

D. Santa Barbara Island Park

The area, which is currently an undeveloped and unused dirt area, is named and defined in the Public Areas Plan as Santa Barbara Park.

The multi-use perimeter trail could directly access Santa Barbara Island Park with stairway access from the bridge, in addition to an improved access path behind the fire station. The Committee and stakeholders have also identified the possibility of accommodating the Rowing Club on this site, as they are currently thriving and outgrowing their current home near the public boat launch. Storage for longer rowing boats could be located under that bridge, and a new exercise, meeting, and restroom building could be located closer to the fire station.

A recently approved agreement between the County and City allows for an 85-foot expansion of the Harbor fire station. This expansion should have a minimal impact, if any, on the development of a park or another public amenity on this parcel.



A low-speed parallel access road along with the multi-use trail could help make Victoria Ave feel like a welcoming front.

E. New Victoria Avenue Front

In addition to the multi-use trail around the Harbor, Victoria Avenue could be further reconfigured to become more of a face to the Harbor and less of the backside of boat and car storage. South of the Navy base entrance, there is a very wide right-of-way which is not being used. There are numerous potential designs for this roadway, but any design should incorporate a complete streets design (bike lanes, sidewalk walks) to provide for safe use and support mobility for all people of all ages and abilities, regardless of whether they are travelling as drivers, pedestrians, bicyclists, or public transportation riders. One concept that was developed includes, shifting the existing 2-lane roadway east to continue to provide access to the Silver Strand neighborhood. This would provide space along the Harbor side of the street for a low-speed parallel access road, lined with trees and parallel parking, converting the current “back side of a boat yard” into a new “front” and new entrance to the Harbor, and new lively, visitor-serving activities on this most important access street to the Harbor.



Wayfinding elements should be carefully designed and scaled. See the 2008 Public Areas Plan for more.

F. Branding, Identity, and Wayfinding

It is currently difficult to find destinations in the sea of parking lots around the Harbor. Existing signs are not clear or unified, and attempt to display too much information to read. They are oriented to cars, but not readable by drivers. New, clear gateways and signage (see the 2008 Channel Islands Harbor Public Areas Plan and Design Guidelines for more detailed recommendations) can orient visitors and guide them to destinations. Wayfinding would also be aided by a clear framework of streets, blocks and walkways which provide logical, intuitive locations for building facades and entries. Such a framework also creates a sense of place and identity.



Clear gateways orient visitors and create a sense of place.

G. Public Realm Financing

The envisioned public realm improvements will require a plan and financing strategies. Some improvements could have a significant positive impact on the quality of development and revenue the Harbor may be able to attract, and some could simply be required as part of new development projects. However, additional improvements, especially those that connect between projects, will require additional funding sources, such as:

- **Land Lease Premiums:** County leases enable the Harbor to participate in increasing profitability of existing and new development.
- **Grants:** State, federal, and non-profit funding grants related to active transportation, economic development, and recreational facilities.
- **City/County:** Capital improvements funded by the City and/or the County.

For more on all Public Realm Improvements, see Part II: Vision Presentation (Public Realm Improvements begin on slide 2—96).

1.5 Potential Future Steps

A. Advancing the Vision

The intent of this Vision is to begin to clarify the types of infill development projects and public improvements that would generally be supported by the County, the City, business and resident community and the Coastal Commission. It is important to note that this Vision does not illustrate concepts or recommend specific uses for every parcel in the Harbor. Concepts for selected parcels are intended to represent prototypical possibilities on key parcels on which there are current development opportunities, leaving parcel by parcel decisions regarding the future design and use of each parcel to a development review and approval process that will be developed by the County, with City, business and resident community input. It is hoped that the broad visions, concepts, and precedents presented in the Vision presentation will help to serve as a guide for potential developers, previewing some of the County, City, business and community preferences.

Because this is a “vision” and not a “plan” or a “project,” some of the elements and details illustrated and described herein may conflict with certain details of the County Public Works Plan, the County General Plan and Local Coastal Plan and/or the City of Oxnard General Plan and Local Coastal Plan. This Vision also includes some illustrations of potential future public improvements to City of Oxnard streets that surround and provide access to the Harbor. Similar to the County Public Realm Improvements outlined in the Vision Plan the reader should be aware these roadway designs are concepts only and not incorporated into City of Oxnard regulatory documents nor funded. Any development project will be reviewed by the County, City and Coastal Commission to determine consistency with their policies and standards on a project by project basis.

B. Near-Term Steps (3 Years)

In order to attract new high-quality development projects consistent with the vision plan, the County Harbor Department currently intends to pursue private reinvestment in and increasing activation of the Harbor through the following steps:

- County will review the Harbor Planning and Development Project Entitlement Process adopted in 2019, make changes as appropriate, and confer with the City of Oxnard and business and resident communities to ensure that the process contains clear and objective criteria, and adequate opportunity for public input on proposed projects.
- County will immediately initiate a development marketing program to include:
 - Initial identification of and dialogue with developers experienced in harbor-front development, particularly those willing to create a harbor hub, both landside and dockside, to enhance and promote tourism, education and environmental stewardship for the Channel Islands Park; and
 - Search for and dialogue with tourism-driven anchor tenants which highlight the gateway to the Channel Islands, such as the National Park Service, marine aquatic/aquarium facilities, and Island Packers shuttle and sightseeing service. Anchor activities that drive visitors are critical to the Harbor’s success and place-making objectives, so they are a priority going forward.
- County will prepare and release RFPs for the six Opportunity Parcels contained in this report. RFQs may be employed as appropriate prior to RFP release. The release sequence of the RFPs should start with smaller parcels first. The sequence should be K-1 (Whale’s Tail), N-1 (Anacapa Boatyard), QRS (Channel Islands Sport Fishing) and the Peninsula Point Remnant. The parcels of Fisherman’s Wharf and X-3/Y-1 could be released simultaneously to identify developers who may want to develop both parcels, or at least afford the County the opportunity to ensure that these two critical developments are complementary. Where appropriate, include in the RFPs parameters and ranges for land uses, development patterns, connectivity and intensities, and

of building types, sizes, scale and form that characterize the desires of the County, City, business and resident communities. Parameters stated in such RFPs – and/or employed in ranking and selecting proposals for further consideration – may include financial criteria, land use, project design criteria, and associated public improvements. In addition to the parameters discussed above, the RFPs for Fisherman's Wharf and X-3/Y-1 will solicit proposals for a broad range of possibilities, with clearly visioned public priorities - not requirements, but priorities and known County, City and business/community preferences - related to uses, activities and physical size, scale and connectivity, and ranking criteria disclosed in the RFPs.

- County will participate in the City's Sustainable Transportation Plan to incorporate Vision Plan Concepts for the City Owned assets and roadways.
- County will conduct a financing plan for the 2008 Harbor Public Areas Plan, including new "Public Realm Improvements" contained in this report, with a focus on public access, public mobility and branding and wayfinding improvements, and creating a working model for assessing the cost feasibility of "connective" public realm improvements. Essentially a "public realm master plan" with estimates of the cost of such improvements, which may be taken into account when identifying such improvements that would be required of any future "development project."
- County will begin work on the Public Works Plan update, which should include the development parameters and guidelines incorporated in the various RFPs.
- City will complete the Local Coastal Plan Update. This would provide future developers and the community with a greater level of clarity and certainty as to the future nature, activities and design of the Harbor.

C. Longer-Term Steps (4-7 Years)

Potential future actions that could be helpful in more predictably implementing the types of places, experiences and activities illustrated in this Vision document, the intentions of the 2008 Public Areas Plan, the intent of the Oxnard General Plan and Local Coastal Plan, and the programmatic, operational, and financial objectives of the County include the following:

- Complete the update and modernization of the Public Works Plan which will provide future developers and the community with a greater level of clarity and certainty as to the future nature, activities and design of the Harbor, and to clearly describe the range, locations, intensities, mixes and general physical form and pattern of land uses, activities and new construction that could be approved through a more predictable, objective and effective entitlement process.
- As part of the Public Works Plan, develop a comprehensive master plan, cost estimates, and financing strategies for the public works required to support future development within the Harbor.

Ensure that the updated Public Works Plan and master plan includes collaboration and consultation between the County of Ventura and City of Oxnard, who share many interconnected interests in and obligations for the future success of Channel Islands Harbor, and its social, economic and cultural contributions to the lives of the residents and taxpayers of the City and the County.



Part II

Vision Presentation



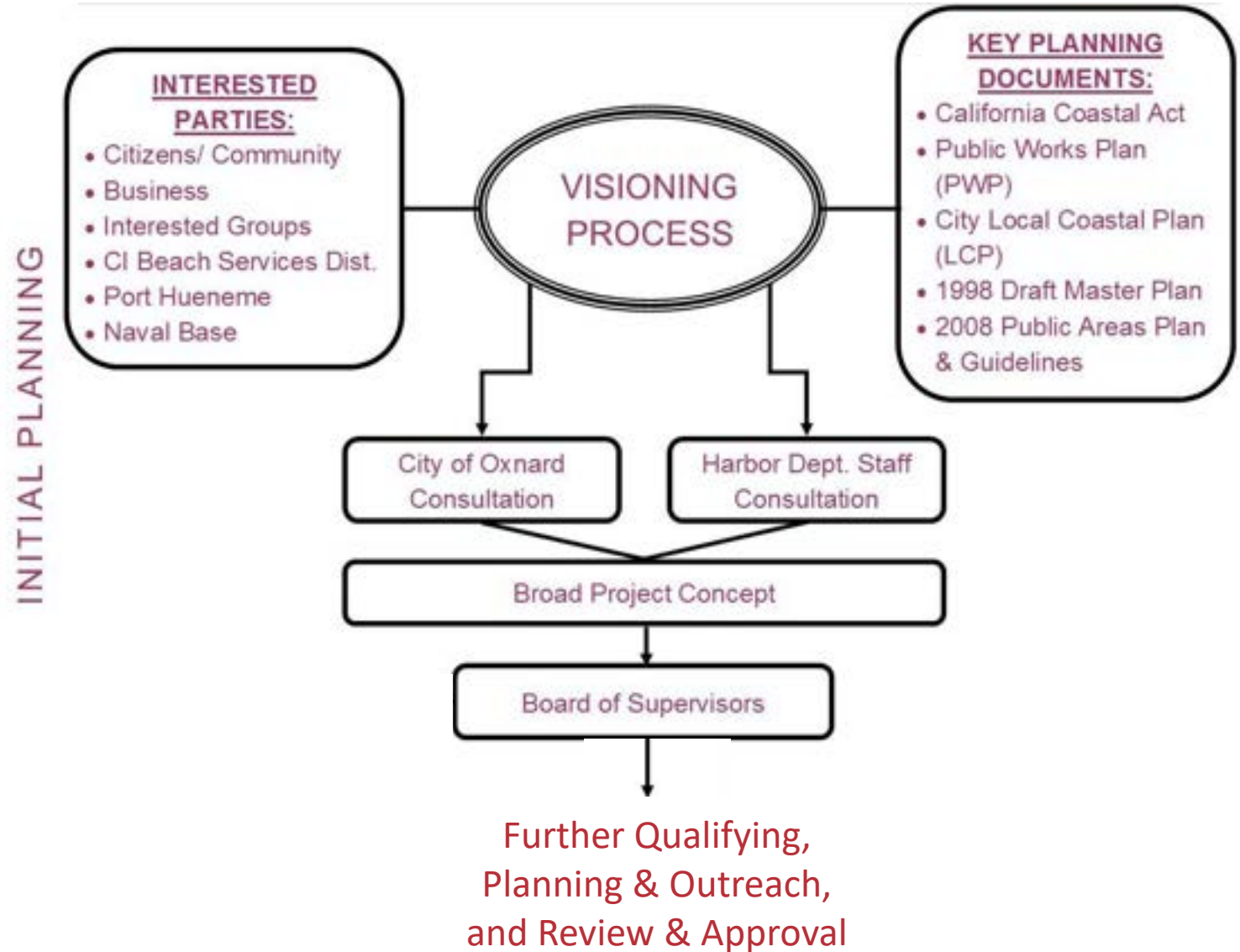
The Channel Islands Harbor Visioning Presentation



Introduction from Harbor Director Mark Sandoval

Planning and Development Process:

Initial Planning



Visioning Steering Committee

- **Matt LaVere:** Ventura County Board of Supervisors (joined Committee in 2021)
 - **Kelly Long:** Ventura County Board of Supervisors (2020 Committee member)
- **Ashley Golden:** Assistant City Manager, City of Oxnard
- **Mark Sandoval:** Director, Ventura County Harbor Department
- **Steve Kinney:** Executive Director, Channel Islands Harbor Lessees Association
- **Audrey Keller:** Chair, Channel Islands Harbor Neighborhood Council
- **Rene Aiu:** Harbor & Beach Community Alliance (HBCA) Representative
- **Frank Laza:** Harbor Business Owner and Hollywood Beach Resident
- **Kristina Brewer:** Board Member, Channel Islands Beach Community Services District
- **Captain Tom Petersen:** Business Owner & Harbor Resident
- **Bernard Kummer:** Harbor Resident, Architect
- **Carol Taylor:** Harbor Resident
- **Marilyn Miller:** Planning Director, Ventura County Harbor Department

Committee Mission Statement

“The Channel Islands Harbor Visioning Committee, aided by a professional urban planning and economic development team and extensive public input, will create a master Vision Plan which will provide the framework for development in the Harbor for the next few decades.”

The Consultant Team

- **Lead:** Sargent Town Planning, led by David Sargent
- **Public Outreach:** Susan Harden, Circlepoint
- **Retail Strategy:** Greensfelder Commercial Real Estate
- **Economic and Coastal Policy:** Lisa Wise Consulting

Workshop Overview

- **Introduction:** Summary of overall process, where we are now, who we've engaged so far and what we've heard
- **Regional, Local & Economic Setting:** Current economic conditions in the Harbor and requirements going forward
- **Opportunity Parcels:** Parcels that must be leased in the near future, and a range of possibilities that could be economically viable
- **Public Realm Improvements** for better access, connectivity & place-making
- **Closing and Next Steps**
- *Polling and Q&A Throughout Workshop*

The Visioning Process



Stakeholder Interviews

- Naval Base Ventura County
- The Port of Hueneme
- Existing Harbor businesses and non-profits
- Channel Islands Boating Center (CSU)
- Potential developers
- Harbor Lessees Association Board of Directors
- Ventura County Commercial Fisherman's Association
- County Supervisors and officials
- City of Oxnard staff



Survey Responses (nearly 1,900 received)

How often do you visit Oxnard's Harbor or beaches?

1. I live here (35%)
2. At least once a month (24%)
3. At least once a week (18%)

How do you get to the Harbor most often?

1. Car (75%)
2. Walk (19%)
3. Bike (6%)

What are your favorite activities or experiences at Channel Islands Harbor?

1. Just walking or biking around and spending time along the water (75%)
2. Dining (71%)
3. Farmer's Markets or other events (56%)
4. Rowing, kayaking, paddling (42%)
5. Sailing, cruising, or electric boating (36%)
6. I live here (29%)
7. Shopping (28%)

Key Survey Results

What are the key challenges facing the Harbor?

Top 5 responses

1. Not enough to do (59%)
2. Inadequate maintenance (45%)
3. People don't know about our Harbor (34%)
4. Lack of pedestrian facilities (23%)
5. Insufficient convenient parking (18%)



Desired Harbor Activities & Features

What types of features or activities would you and/or others like to see in the Harbor that are not there yet?

Key Themes

- A renovated wharf, with more restaurants, bars, shopping, and entertainment.
- More public park/community space (with restrooms) for meetings, kid's activities, etc.
- Event spaces for live music and a variety of outdoor activities
- Hotels
- More public docking areas and beach/water access
- More bike and pedestrian pathways



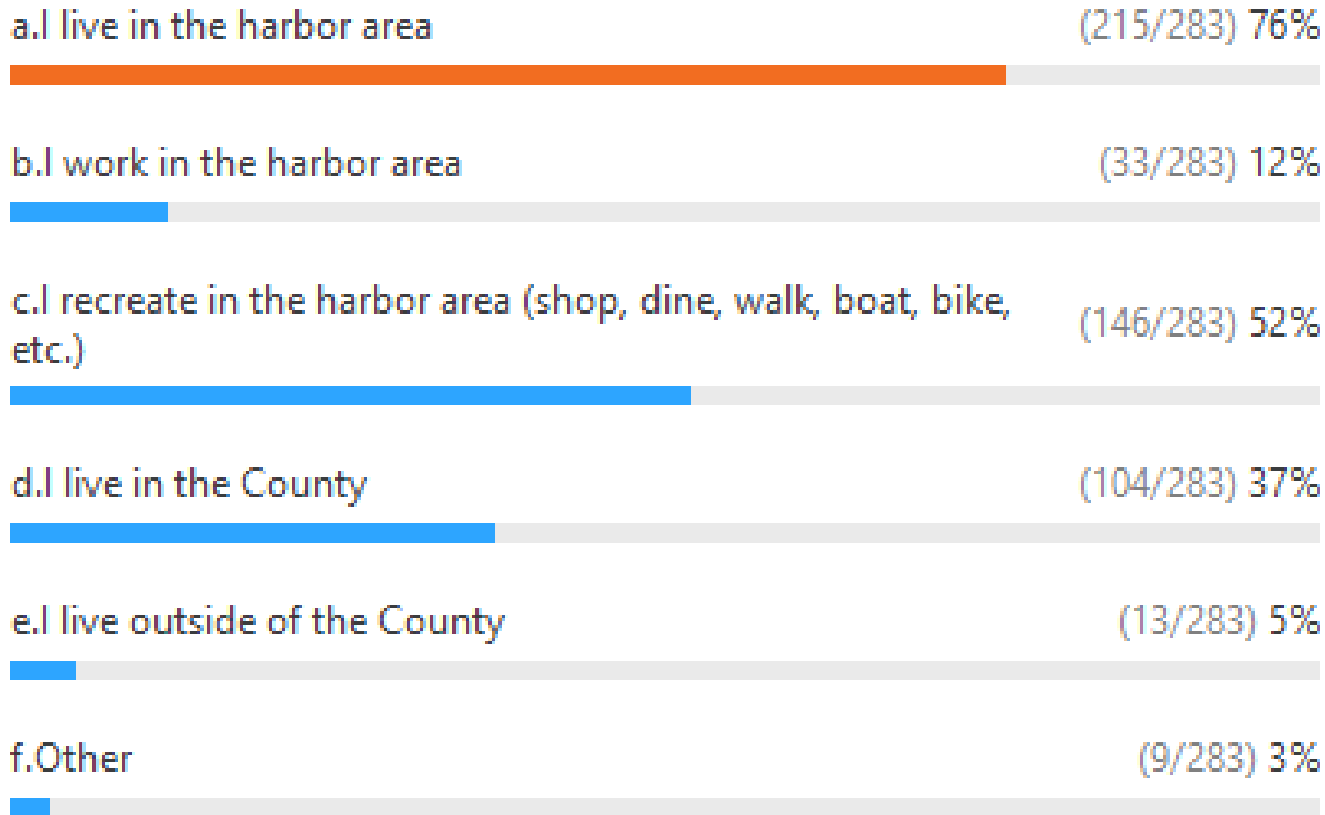
Poll: *Who is Here Today?*

Which of the following best describes you? (check all that apply)

- a) I live in the harbor area
- b) I work in the harbor area
- c) I recreate in the harbor area
(shop, dine, walk, boat, bike, etc.)
- d) I live in the County
- e) I live outside of the County
- f) Other

Poll: *Who is Here Today?*

Which of the following best describes you? (check all that apply)



*Live Polling Results from
1/28/21 Workshop*

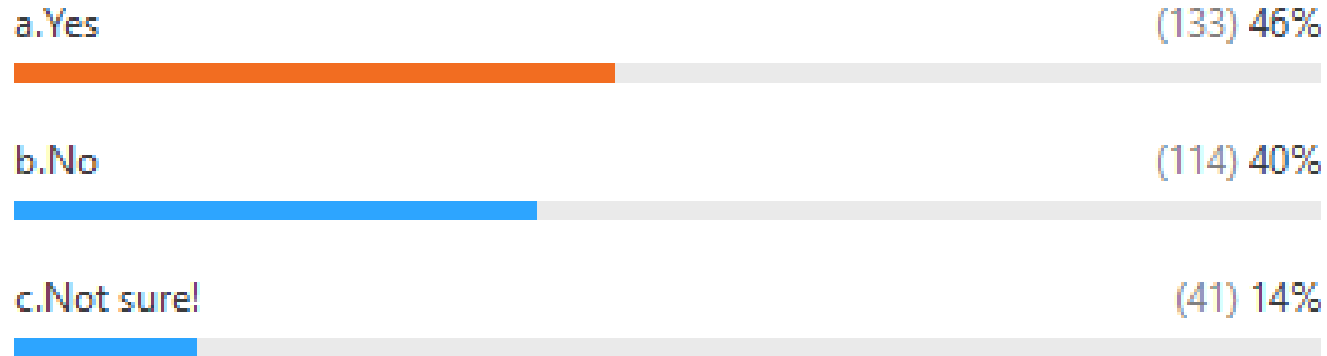
Poll: *Who is Here Today?*

Did you take the first Harbor Visioning survey?

- a) Yes
- b) No
- c) Not Sure!

Poll: *Who is Here Today?*

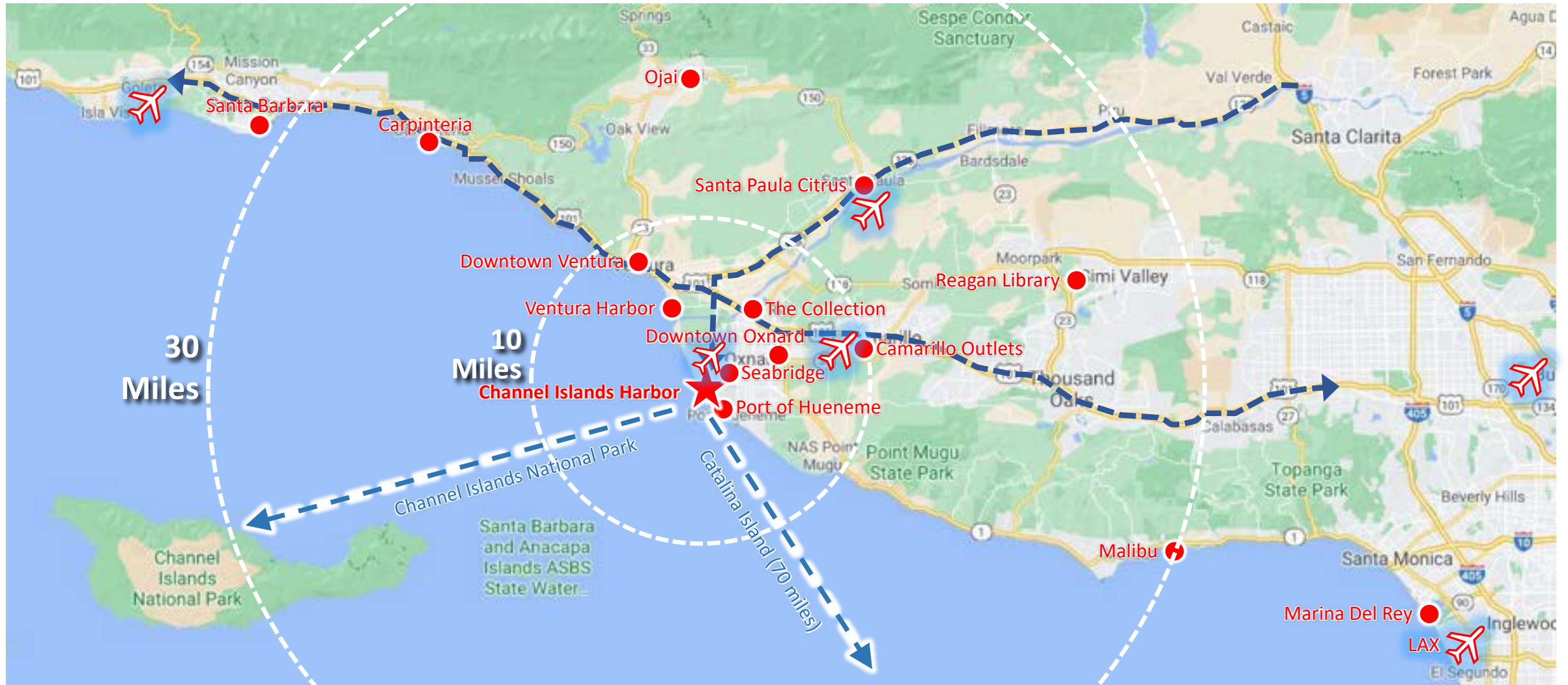
Did you take the first Harbor Visioning survey?



Live Polling Results from 1/28/21 Workshop

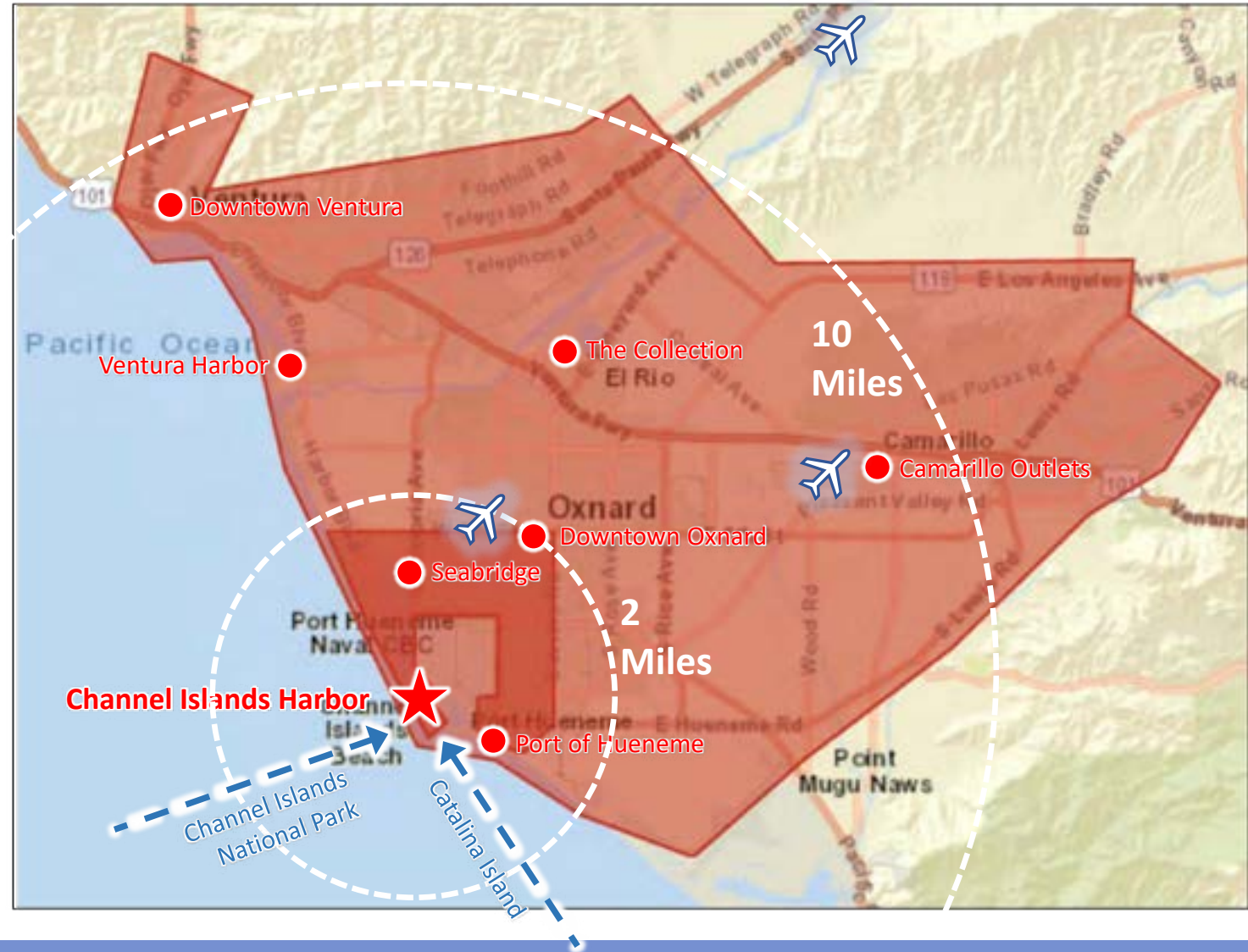
The Harbor's Economic and Physical Context

Regional Access and Destinations



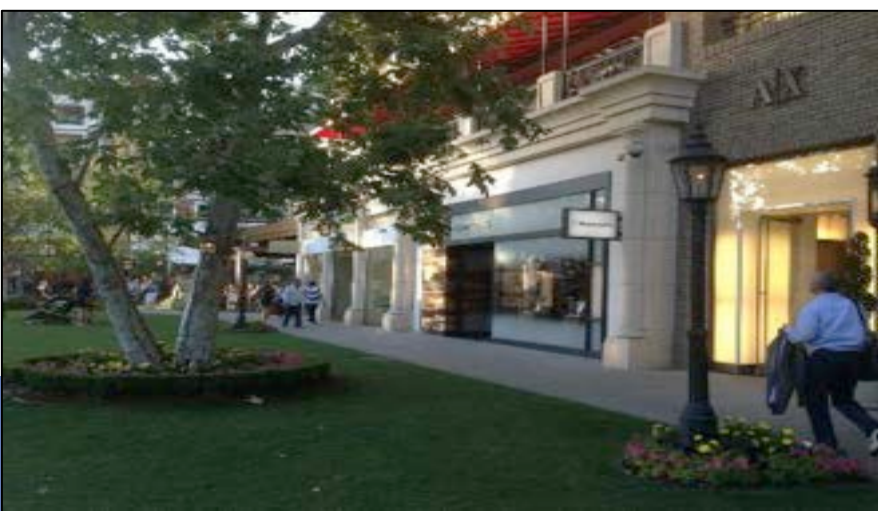
Building a Destination: *Opportunities & Constraints*

- **Location:** 10-15 minutes from the 101 freeway, and on the edge of the trade area
- **Competition** from numerous new retail destinations such as The Collection, the outlets, and emerging downtowns within the larger trade area
- **Synergy:** These other destinations potentially add to the visitor experience
- **Buying Power:** Many nearby homes are second homes and not always occupied, further limiting the area's buying power



Specialty/Experience Retail & Hospitality

- Goods and services consumed on a *discretionary* or emotionally-driven basis using discretionary income. *Experience and a sense of place is a primary component* when deciding how and where to spend discretionary time.*
- However, this location can support **only a limited amount** of such uses in the foreseeable future. The Harbor must lease **28 acres** in the next few years.
- Must have a **harbor-related “anchor use”** to draw steady stream of visitors.
- The **importance of “place”** is increasing rapidly, With the rise of on-line platforms and influencers.



Favorite Harbor Activities and Experiences



Walking, biking,
and spending time
along the water



Dining



Farmers Market & other events



Rowing, kayaking, paddling



Sailing, cruising,
electric boating

Economic Feasibility Demands Diversification

- Retail, food, beverage, entertainment, education, boating, recreation and social interaction are **the “fun”** that draws visitors.
- With the increasing competition from other visitor destinations, **these uses alone cannot underwrite the Harbor’s survival or improvement.**
- A balanced **mix including hospitality and some housing** will be required.
- Such a mix will also **help to reduce automobile traffic** per visitor/day.



Existing Harbor – From Surrounding Streets



Existing Harbor – From the Water



Existing Harbor – From Waterfront Walkways







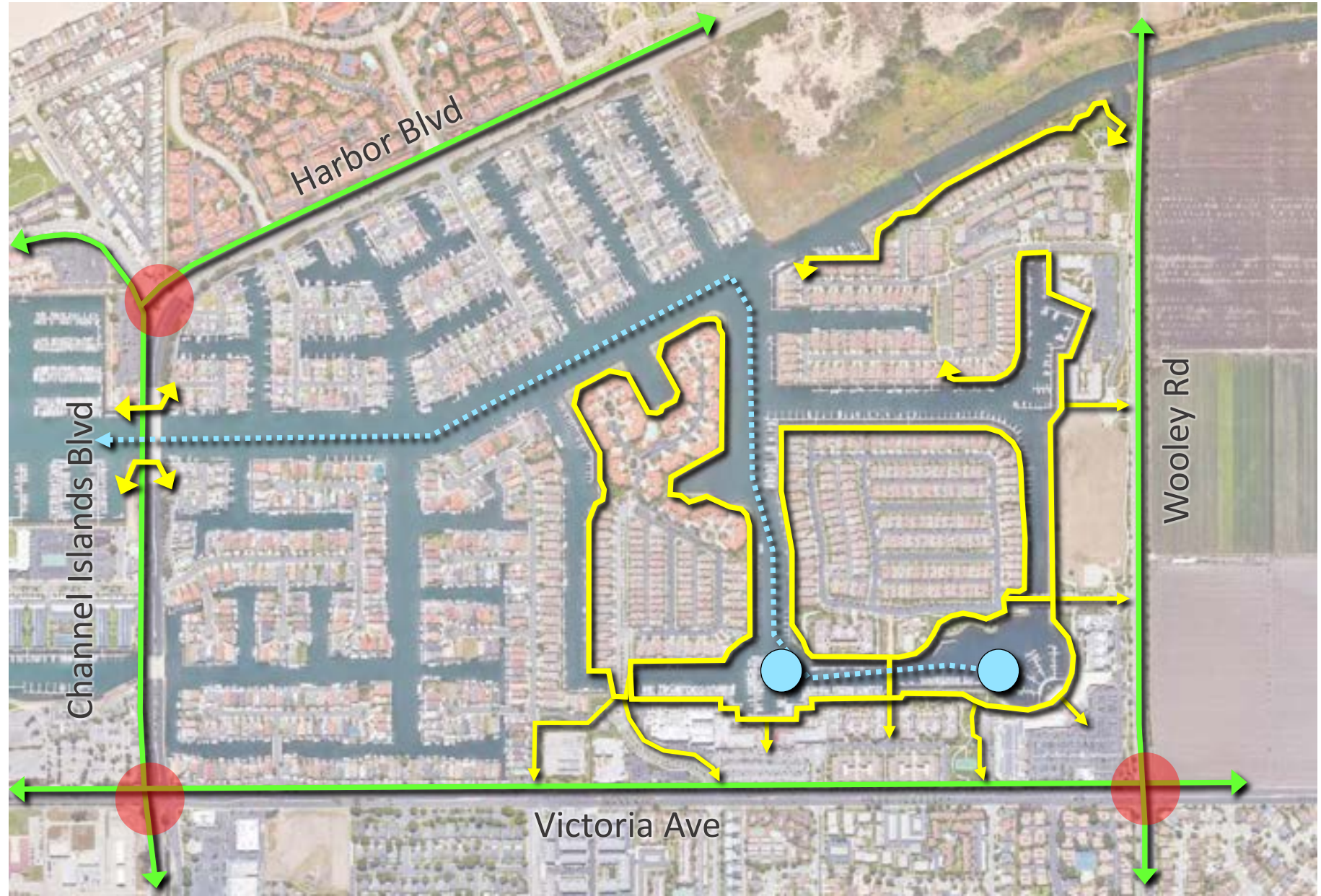
Context and Framework for Access, Connectivity, & Place-Making

One Harbor



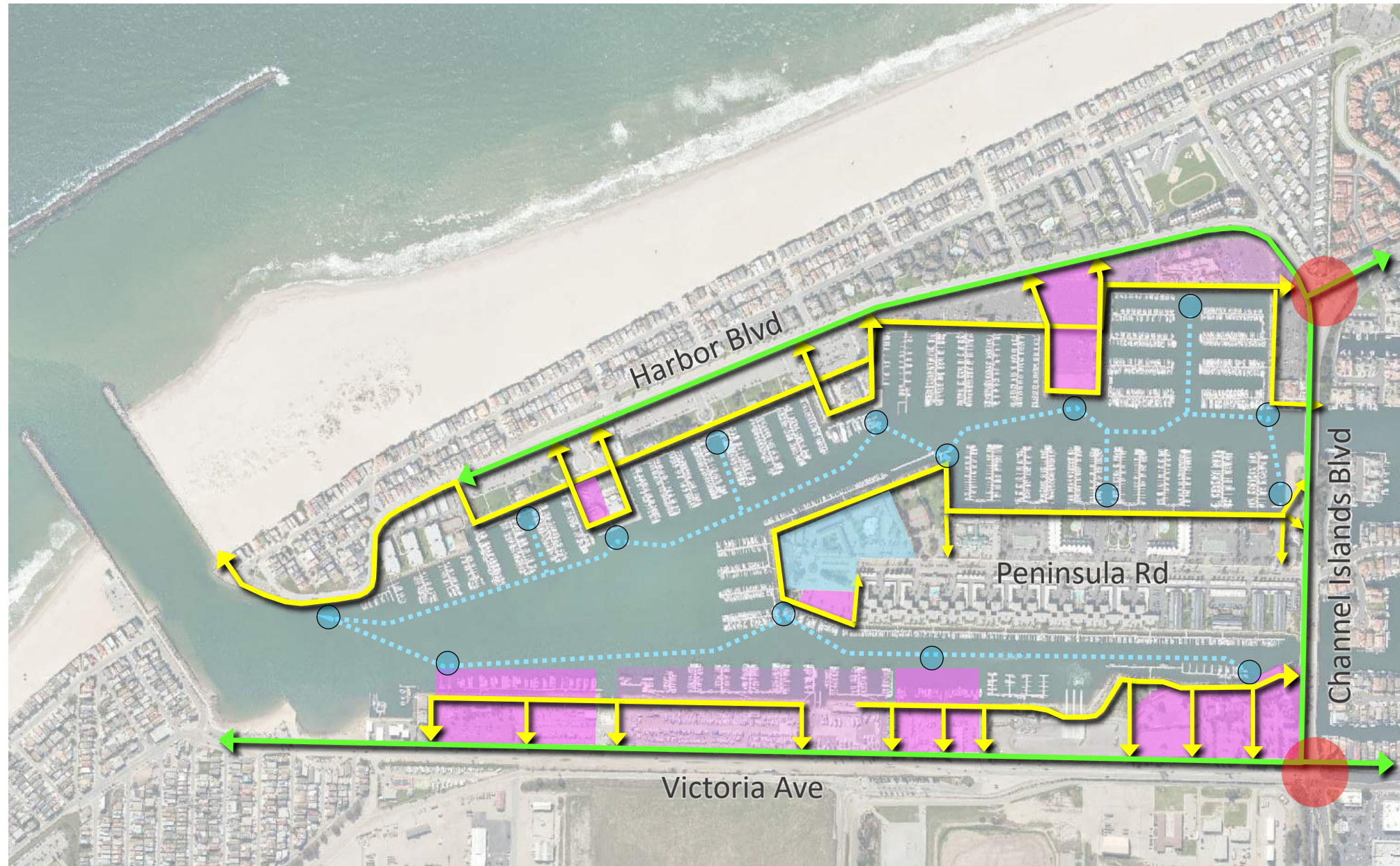
North Harbor Context

-  Gateway
-  Ped/Bike/
Major
Corridors
-  Promenade
-  Water Taxi



A Framework for Access, Connectivity, & Place-Making

- Gateway
- ↔ Ped/Bike
- Underway
- Nearterm
- Midterm
- Promenade
- ⋯ Water Taxi



A Framework for Access, Connectivity, & Place-Making

The promenade along the water and a multi-use path along the surrounding streets are key to connecting Harbor destinations. These will be discussed later alongside other public realm improvements.



Victoria Ave Opportunity Parcels

Concepts and Precedents

Fisherman's Wharf

- Opportunity to be a gateway and hub of activity for the Harbor
- At the corner of Channel Islands Blvd and Victoria Ave, north of the boat launch ramp



Existing Fisherman's Wharf

View from Victoria Ave and Channel Islands Blvd



Existing Fisherman's Wharf

View from Channel Islands Blvd bridge



Public Market



Local seafood, produce, arts/crafts, and more



Shop & Wharf Activities



Boat Rentals



Commercial Fishing



Shopping and Dining



National Park Service / Marine Education



Mixed Use

- Ground floor retail, second floor office
- Includes a boutique hotel
- Precedent shown is in an existing downtown
- Active fronts and internal court for gathering
- Integrated waterfront living opportunities



Mixed Use

- Ground floor retail, second floor office
- Includes a boutique hotel
- Precedent shown is in an existing downtown
- Active fronts and internal court for gathering
- Integrated waterfront living opportunities



Portside, Ventura Harbor

- Housing should have building character and form appropriate for the harbor
- Any housing must serve and be combined with active, harbor-dependent and visitor-serving uses
- Views and access must be maintained and strengthened



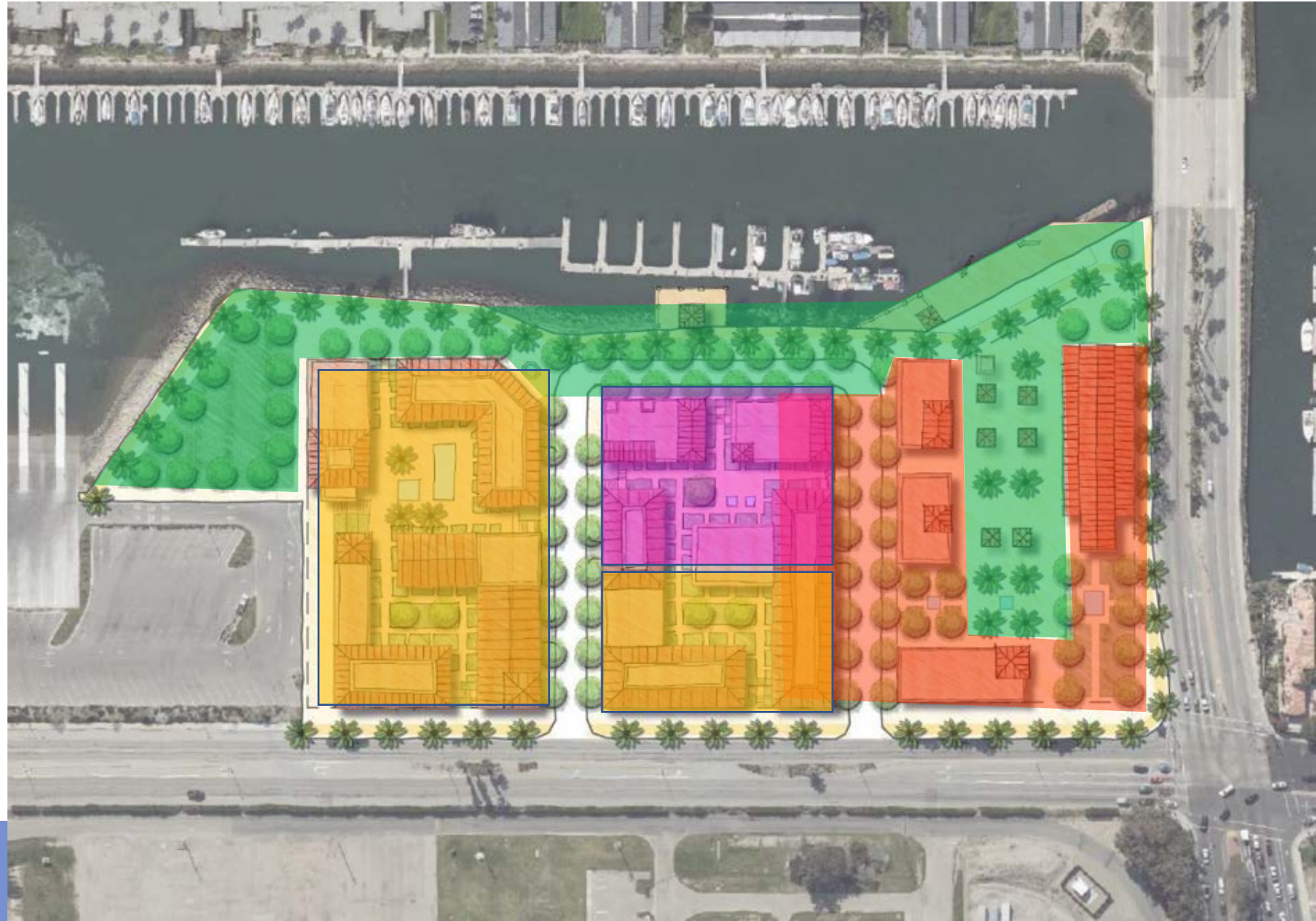
Fisherman's Wharf: Potential Scenario

- Improved Wharf, public plaza, park, docks & promenade
- Public market, Visitor-serving commercial and National Park
- Boutique offices
- Boutique hotel
- Apartments/condos, townhouses, and live-work
- Water recreation and water taxi stop
- Public Park and Restrooms



Fisherman's Wharf: Potential Scenario

- Improved Wharf, public plaza, park, docks & promenade
- Public market, Visitor-serving commercial and National Park
- Boutique offices
- Boutique hotel
- Apartments/condos, townhouses, and live-work
 - Water recreation and water taxi stop
 - Public Park and Restrooms



Events & Performances



Granville Island



Performing Arts Center



Jack London Square

Fisherman's Wharf Conceptual Cross Section



Channel
Islands Blvd

Fisherman's Wharf Conceptual Cross Section



Channel
Islands Blvd

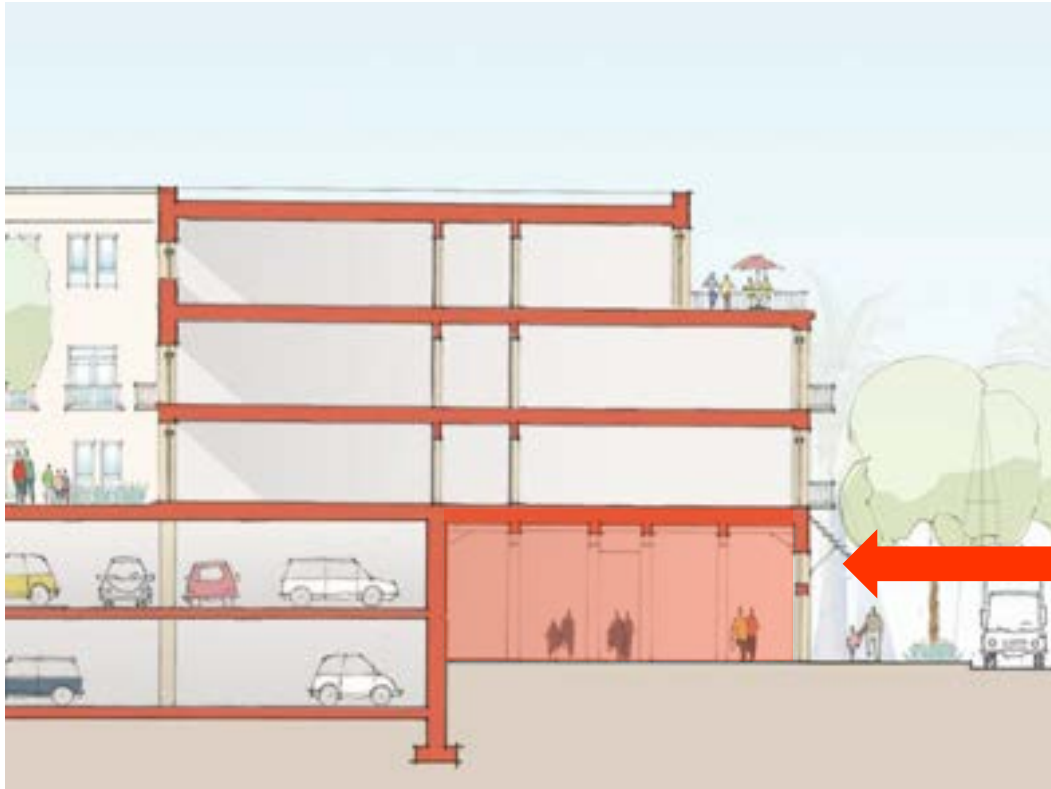
Avoid: Unlined Parking Podiums

- This creates an unpleasant, inactive pedestrian environment



Solution: Active Ground Floors

- Parking in podiums and within blocks should be lined with commercial or flex space



Fisherman's Wharf Conceptual Views



Fisherman's Wharf Conceptual Views



Fisherman's Wharf Conceptual Views



Opportunity Site Poll: *Fisherman's Wharf*

Which of the following do you think would contribute to a successful Fisherman's Wharf?



a) Visitor-serving commercial



b) Improved wharf for fishermen



c) Water recreation



d) Public Market



e) Civic anchor



f) Performing arts / event venue



g) Boutique hotel



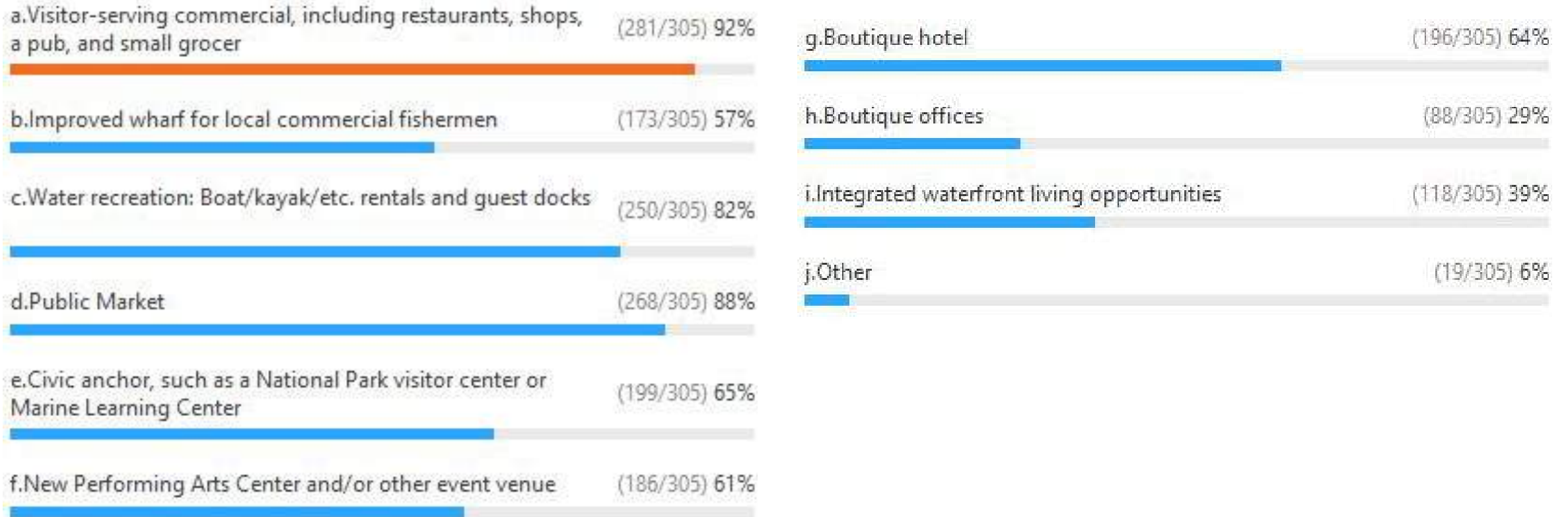
h) Boutique offices



i) Integrated waterfront living

Opportunity Site Poll: *Fisherman's Wharf*

Which of the following do you think would contribute to a successful Fisherman's Wharf?



Live Polling Results from 1/28/21 Workshop

N-1 *(South of the boat launch)*

- Opportunity for Houseboat and Vintage Trailer Bed and Breakfast
- A new, active visitor-serving use on a site currently dedicated to boat storage and maintenance



Vintage Trailer B&B

- Creative hotel ideas with small infrastructure commitment
- Precedents: Waypoint Ventura Trailer Hotel, Ventura CA and El Cosmico, Marfa TX



House “Boatel”

- Can energy-neutral houseboats create a new village at water level, redefining the tiny house and the potential of a small boat marina?



N-1 Houseboat and Vintage Trailer B&B

- Houseboats and trailers share a central gathering space
- Space provided for bring-your-own trailers and boats/houseboats
- Bar/café on the dock
- Hostel in existing building
- Small amount of guest-serving commercial

* Water taxi stop

* Guest Docks



N-1 Houseboat and Vintage Trailer B&B

- Houseboats and trailers share a central gathering space
- Space provided for bring-your-own trailers and boats/houseboats
- Bar/café on the dock
- Hostel in existing building
- Small amount of guest-serving commercial

* Water taxi stop

* Guest Docks



Opportunity Site Poll: *South of the boat launch (N-1)*

Which of the following uses do you think would contribute to the success of this area?



a) Vintage Trailer B&B



b) House "Boatel"



c) Hostel



Key Map



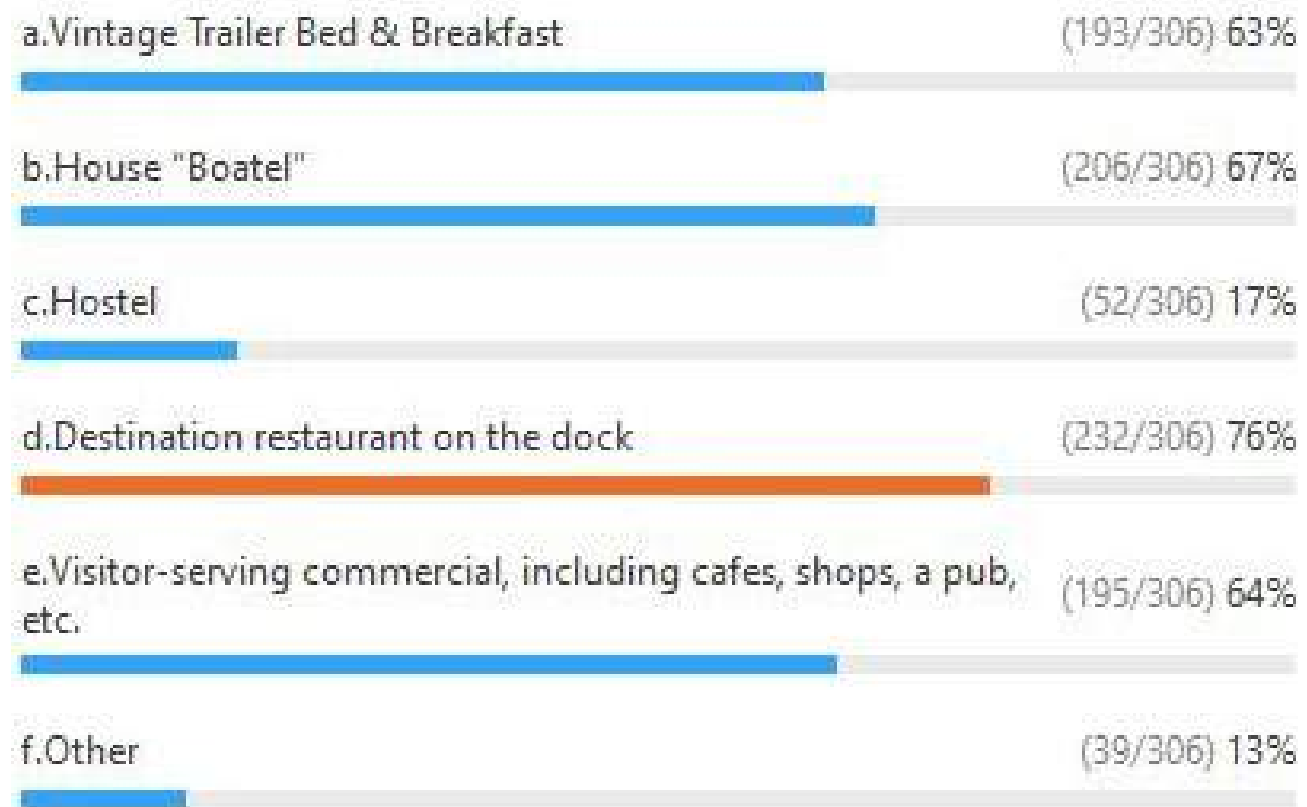
d) Destination restaurant on the dock



e) Visitor-serving commercial

Opportunity Site Poll: *South of the boat launch (N-1)*

Which of the following uses do you think would contribute to the success of this area?



*Live Polling Results from
1/28/21 Workshop*

QRS *(North of Coast Guard)*

- Current uses include Boat Storage, Cisco's Sport Fishing / Whale Watching

Dry stack boat storage may be able to free up even more area to the north of this site



North of Coast Guard

- Channel Islands Sportfishing (CISCOS) remains, in existing or new structure
- Potential new location for Island Packers, with their hopeful expansion to 3 boats
- New Harbor Patrol Headquarters



North of Coast Guard

- Performing Arts Center and/or floating stage, sharing parking with sportfishing
- Support uses for people going sportfishing or with Island Packers, refueling boats, attending performances.



Cruise Ships

- Evaluate potential to attract small cruise ships to put into port here
- Potentially cooperate with the Port of Hueneme for large dock space, if security and logistics are feasible
- Alternatively, cruise ships may anchor at sea with small launches coming into the harbor



Suggested Development Framework



Suggested Development Framework



Opportunity Site Poll: *North of the Coast Guard (QRS)*

Which of the following uses do you think would contribute to the success of this area?



a) New sportfishing landing / docks



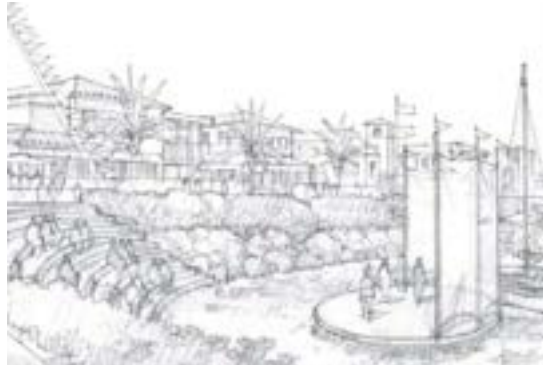
b) Cruise line landing / docks



c) Expanded Island Packers location



Key Map



d) Outdoor theater with floating stage



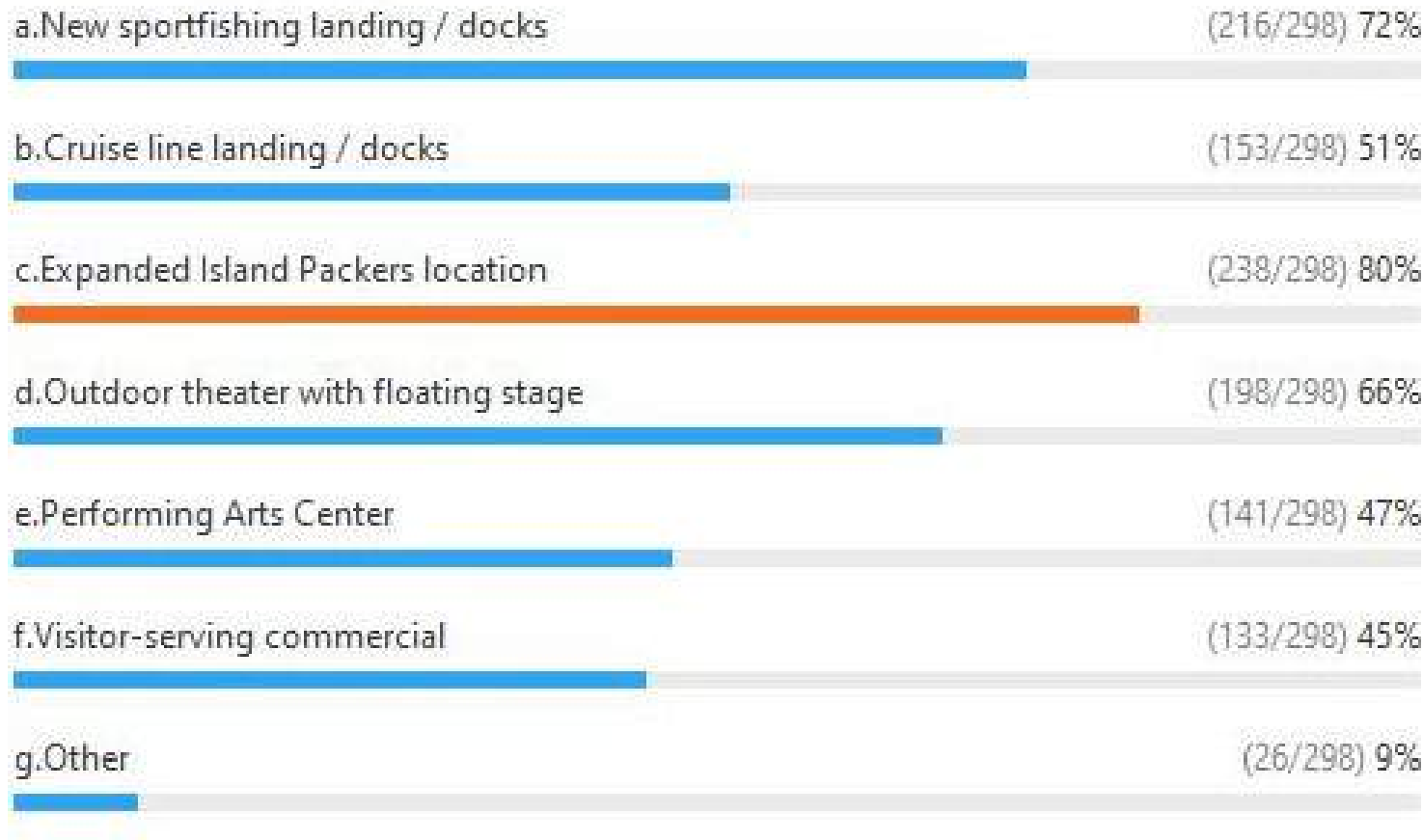
e) Performing Arts Center



f) Visitor-serving commercial

Opportunity Site Poll: *North of the Coast Guard (QRS)*

Which of the following uses do you think would contribute to the success of this area?



*Live Polling Results from
1/28/21 Workshop*

Peninsula Point

Hotel & “Remnant”

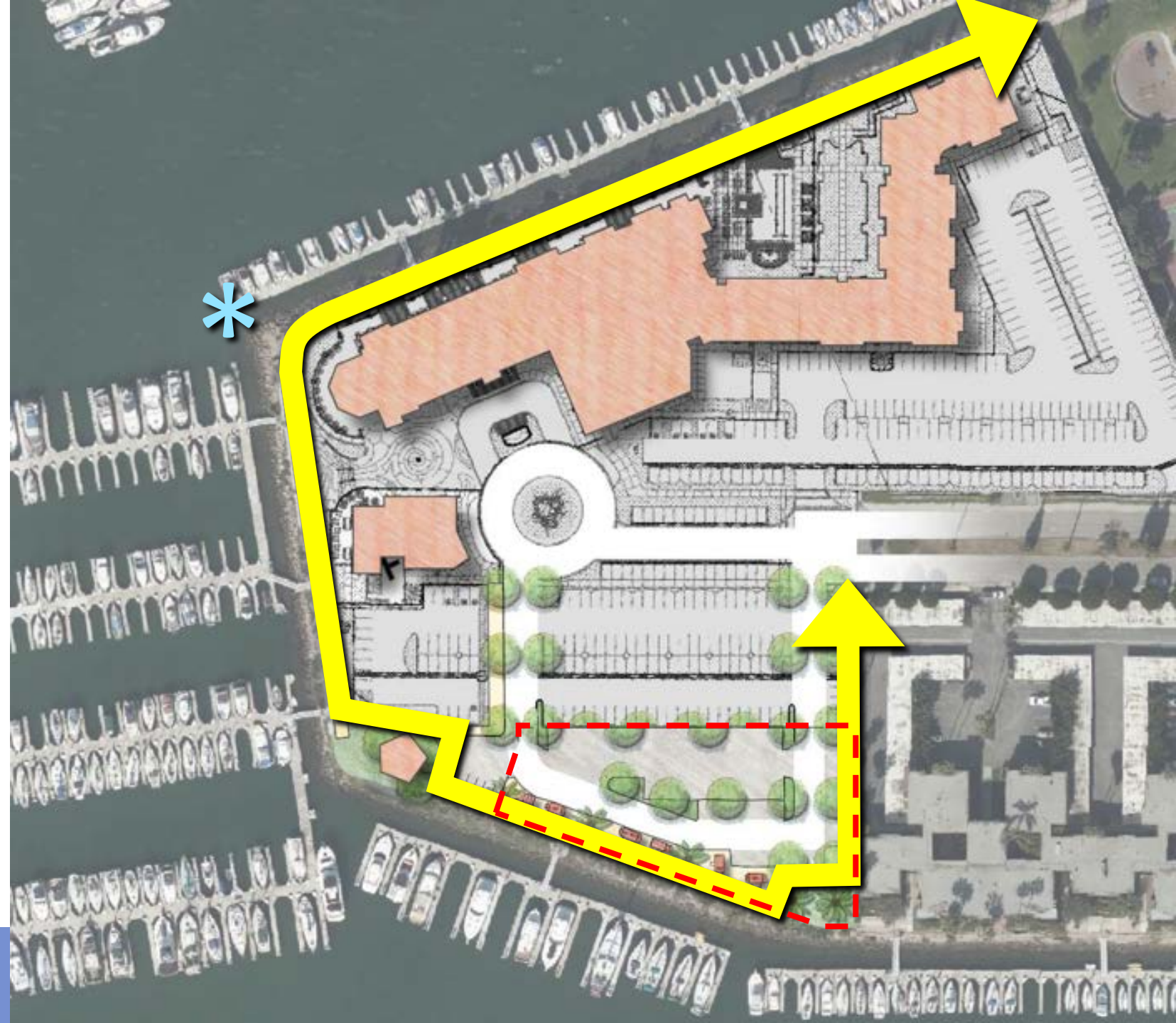
- New hotel and restaurant is planned for the peninsula
- Planned opening 2022-2023

 A small parcel remains on the east edge of the tip of the peninsula



Hotel & “Remnant”

- Remnant is small but has great views
- Potential uses:
 - Food stand/trucks
 - Plaza or pocket park
 - Bike rental
- Continue the promenade around the peninsula and back to Peninsula Rd



Peninsula Point Remnant Parcel

- Opportunity to create a small plaza destination, connected to the new Hotel, close to peninsula park, and along the water taxi route
- Location for a small food/concession stand and bike rental



Remnant Parcel

- Alternative: Townhouses could bring value and activity to this site while preserving public access



Opportunity Site Poll: *Peninsula Point*

Which of the following uses do you think would contribute to the success of this area?



a) Food stand/trucks



b) Plaza or pocket park



Key Map



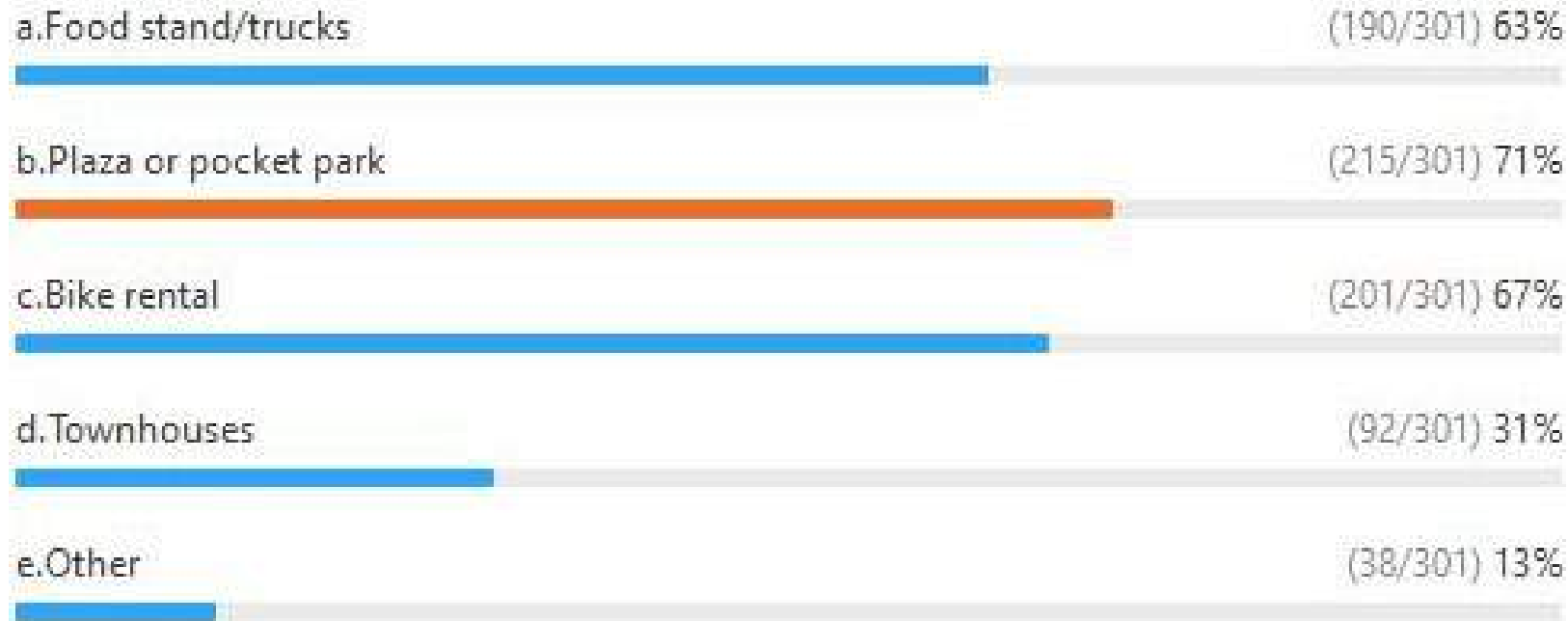
c) Bike rental



d) Townhouses

Opportunity Site Poll: *Peninsula Point*

Which of the following uses do you think would contribute to the success of this area?



Live Polling Results from 1/28/21 Workshop

Harbor Blvd Opportunity Parcels

Concepts and Precedents

X-3 (South of Harbor Landing)

- New development should take advantage of primary location and views
- X-3 development may have the opportunity to extend onto some adjacent parking areas



Mixed Use

- Ground floor retail, second floor office, boutique hotel
- Active frontages, strong pedestrian orientation, internal courts for gathering
- These examples are in existing downtowns: Manhattan Beach and Claremont
- Could also include supportive housing in various forms



Mixed Use

- Ground floor retail, second floor office, boutique hotel
- Active frontages, strong pedestrian orientation, internal courts for gathering
- These examples are in existing downtowns: Manhattan Beach and Claremont
- Could also include supportive housing in various forms



Culinary Center

- School by day, restaurant by night
- Featuring local food and beverage
- Guest chefs, culinary events, and food network VIPs



Superyachts

- Possible dock for a large yacht, a further attraction for visitors
- When not in use by a superyacht, can be docking for smaller boats



X-3 Framework

- **Scenario 1:** Commercial and community uses to the east; surface parking only



X-3 Framework

- **Scenario 2:** increased commercial and community activity and also including residential, with a lined parking podium and potential semi-subterranean parking under X-3



X-3 Framework

- **Scenario 2:** increased commercial and community activity and also including residential, with a lined parking podium and potential semi-subterranean parking under X-3



X-3: South of Harbor Landing

Scenario 1



X-3: South of Harbor Landing

Scenario 2



X-3: South of Harbor Landing



Opportunity Site Poll: *South of Harbor Landing (X-3)*

Which of the following uses do you think would contribute to the success of this area?



a) Visitor-serving commercial



b) Culinary Center



c) Boutique offices



Key Map



d) Boutique hotel



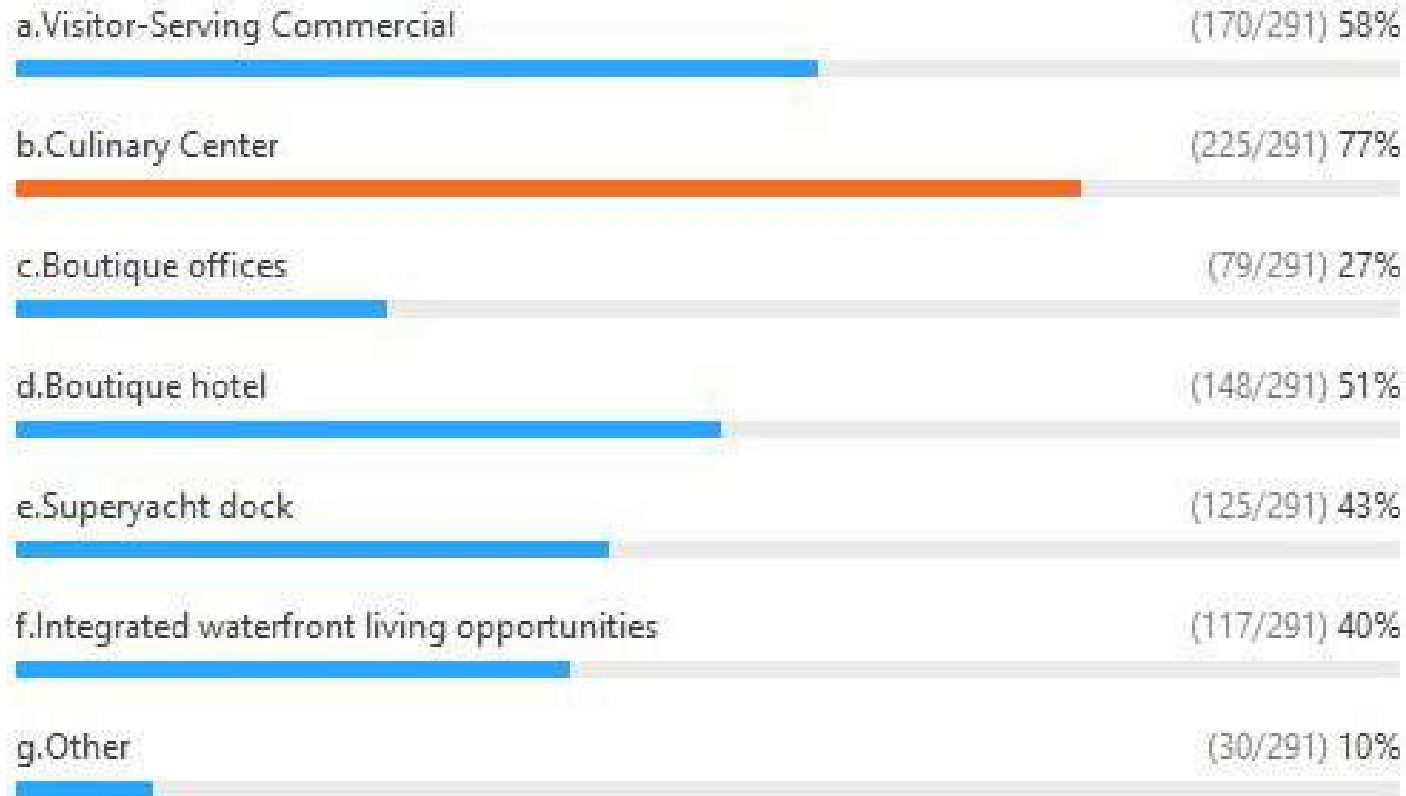
e) Superyacht dock



f) Integrated waterfront living

Opportunity Site Poll: *South of Harbor Landing (X-3)*

Which of the following uses do you think would contribute to the success of this area?



*Live Polling Results from
1/28/21 Workshop*

Marine Emporium Landing

- Although not a parcel subject to redevelopment, improvements are planned
- New slips and a new small building could serve commercial fishing



K-1 (Whale's Tail)

- This site can complement and support the educational and cultural missions of the Maritime Museum and the Boating Center



K-1 (Whale's Tail)



Marine Education Center and Aquarium

- Expands on educational mission of adjacent institutions, focusing on the importance and value of marine life of Southern California
- Possibility to renovate and expand the existing structure



Bed & Breakfast

- Renovation and expansion of existing structure
- Including breakfast house for residents and the public



Opportunity Site Poll: *Whale's Tail (K-1)*

Which of the following uses do you think would contribute to the success of this area?



a) Bed & Breakfast
(with restaurant)



b) Marine Education
Center and Aquarium



c) Restaurant



Key Map

Opportunity Site Poll: *Whale's Tail (K-1)*







Which of the following uses do you think would contribute to the success of this area?



Live Polling Results from 1/28/21 Workshop

Public Realm Improvements *for Access, Connectivity, & Place-Making*

A Framework for Access, Connectivity, & Place-Making

-  Gateway
-  Ped/Bike
-  Promenade
-  Parks
-  Water Taxi
-  Overlooks



Waterfront Promenade

- The promenade connects much of the harbor, but it is not continuous and not fully activated
- It can be widened, fronted by active uses, and expanded with terraces overlooking the harbor



Bring Life and Create Value along the Water



Bring Life and Create Value along the Water



Bring Life and Create Value along the Water

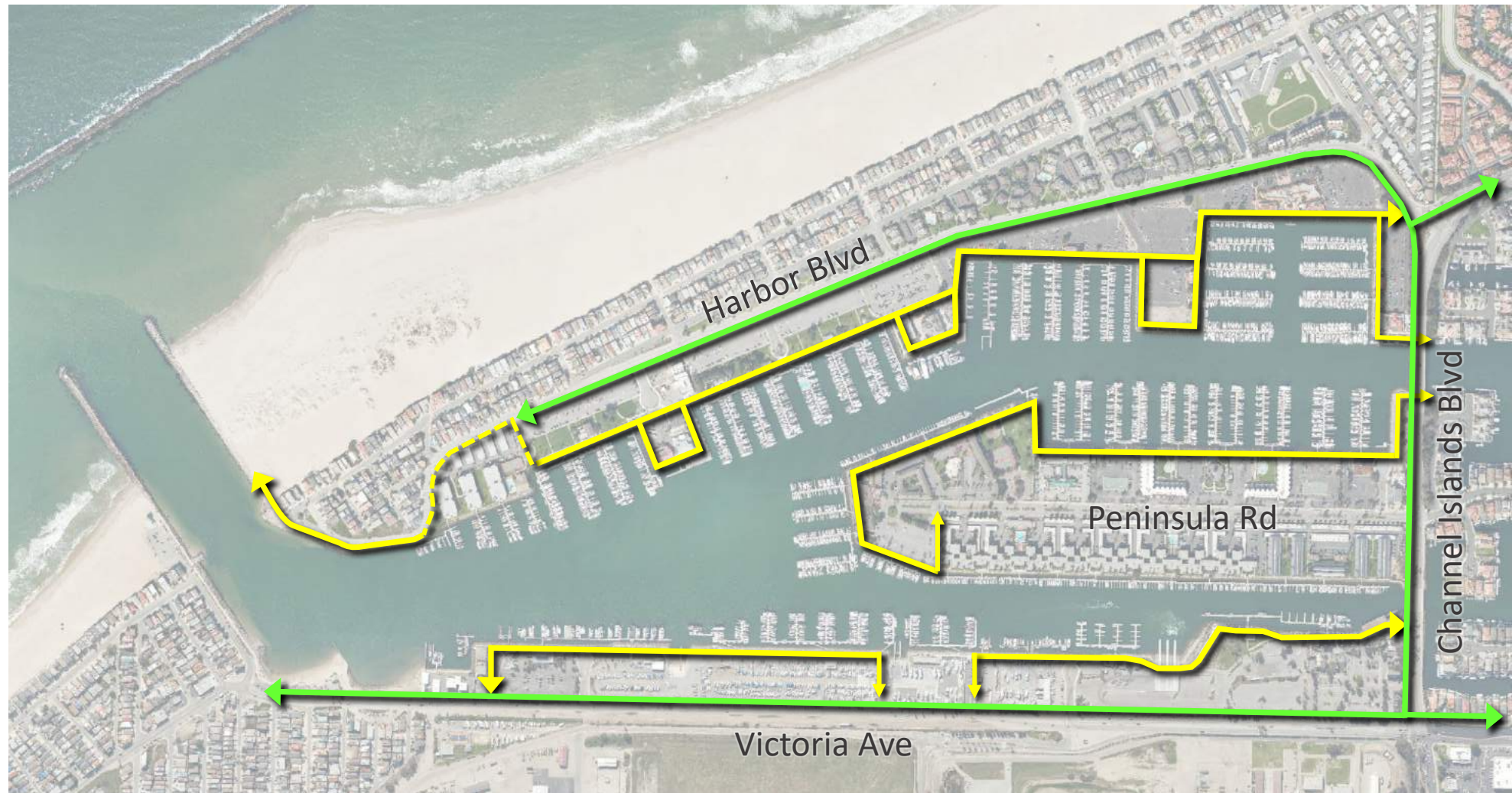


Water Taxi Connector

- Flexible stop locations, as opposed to ferries, tunnels, and bridges
- Dining cruises (dine at multiple stops in the harbor); this was done with the old water taxi
- Funding assistance from new developments which stand to benefit



Waterfront Promenade and Multi-Use Trails



Channel Islands Blvd Bridge

- Make the bridge a recognizable gateway into the Harbor and connection to the SBI Park
- Multi-use trail runs along the bridge, creating a destination on top of the bridge for residents and visitors



Existing Condition



Channel Islands Blvd Bridge Concept



3' Buffer	11'+11' Travel Lanes	11'+11' Travel Lanes	5' Buffer	12' Multi-Use Trail	12'+4' Promenade + Sidewalk
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84' Railing-to-railing

Connecting to the Peninsula



Santa Barbara Island Park

- Currently serves as a pedestrian connection from Channel Islands boulevard to the promenade and under the bridge, but is currently primarily a dirt patch



Santa Barbara Island Park



Potential Rowing Club Facility / Aquatic Center

- Potential location for a one-stop shop for youth, amateur, and elite athletes
- Including a fitness center and other complementary uses, such as a juice bar



2100m Rowing Course



Harbor Blvd – *West of the Harbor*

- Current amount of pavement induces high car speeds and reduces pedestrian and bike safety
- Planters and street trees can provide shade, stormwater detention, and protect the multi-use trail



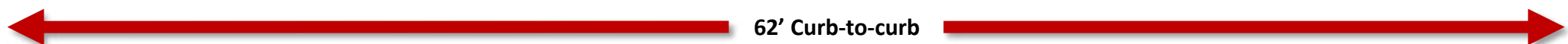
Existing Condition



Harbor Blvd Concept



8' Sidewalk	7'+1.5' Parking	11' Travel Lane	10' Turning Lane	11' Turning Lane	1.5'+7'+1.5' Parking	11.5' Multi-Use Trail	10' Sidewalk
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62' Curb-to-curb

Harbor Blvd – *Northwest of the Harbor*

Protected multi-use trail continuing to northwest

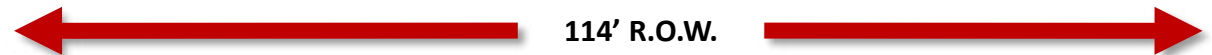


Victoria Ave – South of Navy Base Entrance

- Provide a flexible, coastal-character median or parking frontage lane which can host parking for events
- Multi-use trail continues and frontage adapts as buildings may appear in the future

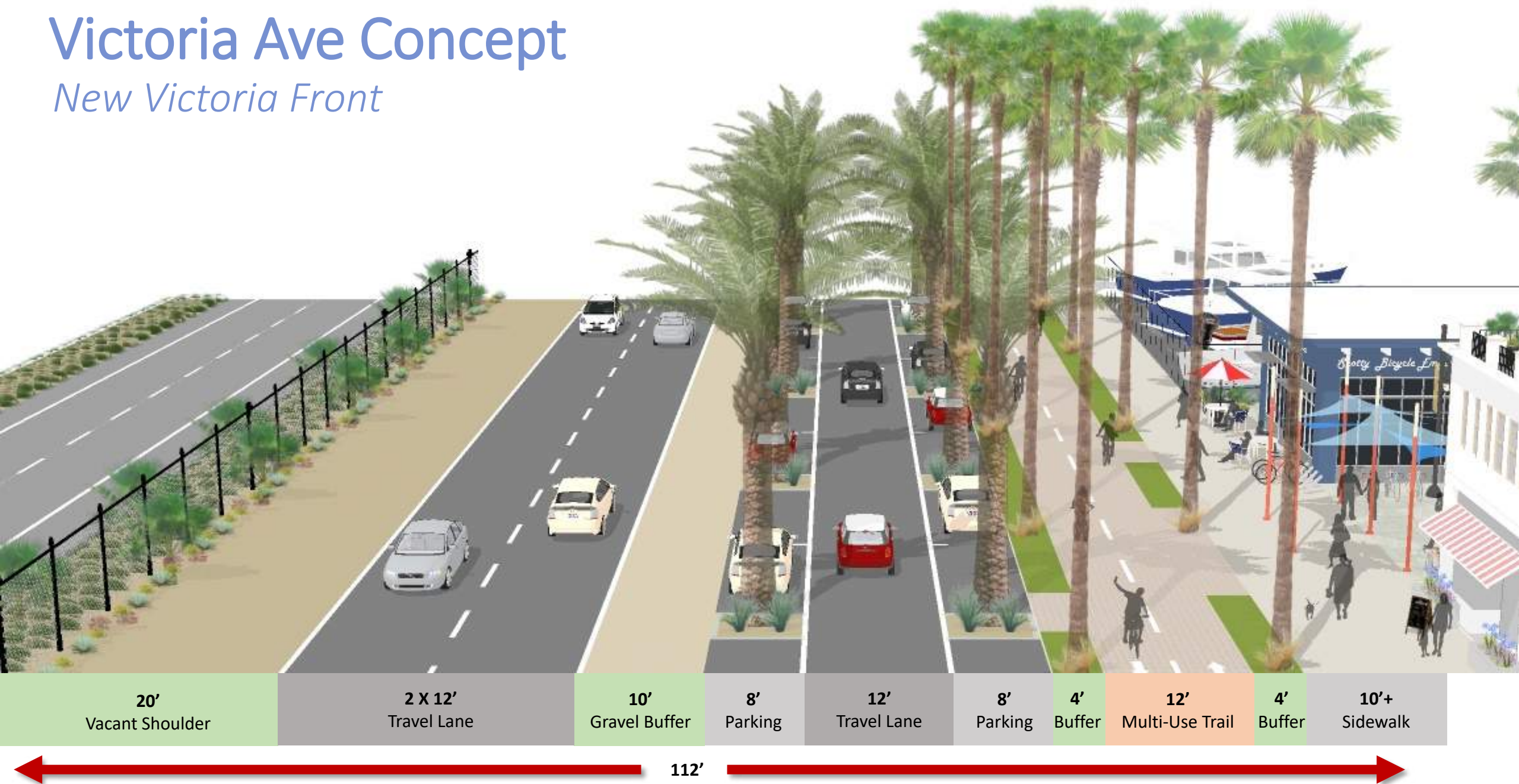


Existing Condition



Victoria Ave Concept

New Victoria Front



Victoria Ave Concept

New Victoria Front



Branding, Identity, & Wayfinding

- Many destinations currently lost in sea of parking lots
- Current signs few, jumbled and hard to read
- Clear new gateways and signage
- Orient visitors and guide to destinations
- A clear framework of streets and blocks make a “place”



Branding, Identity, & Wayfinding



Public Realm Implementation

Clearly, the envisioned promenade, park, and street improvements are going to **require a plan and financing strategies**:

- Some improvements could have a **significant positive impact** on the quality of development and revenue the Harbor may be able to attract.
- Some of these improvements could simply be **required as part of new development projects**.
- Additional improvements, especially those that connect between projects, will require **additional funding sources**, such as:
 - **Land Lease Premiums:** County leases enable the Harbor to participate in increasing profitability of existing and new development.
 - **Grants:** State, federal, and non-profit funding grants related to active transportation, economic development, and recreational facilities.
 - **City/County:** Capital improvements funded by the City and/or the County.

Poll: *Public Realm Improvements*

Which of the following improvements are you most excited about?



a) Waterfront promenade



b) Waterfront decks with kiosks



c) Water taxi



d) Multi-Use Trail on surrounding streets



e) Bridge lookout on C.I. Blvd



f) S.B.I. Park and rowing facility



g) New Victoria Ave front



h) Branding, identity, & wayfinding

Poll: *Public Realm Improvements*

Which of the following improvements are you most excited about?

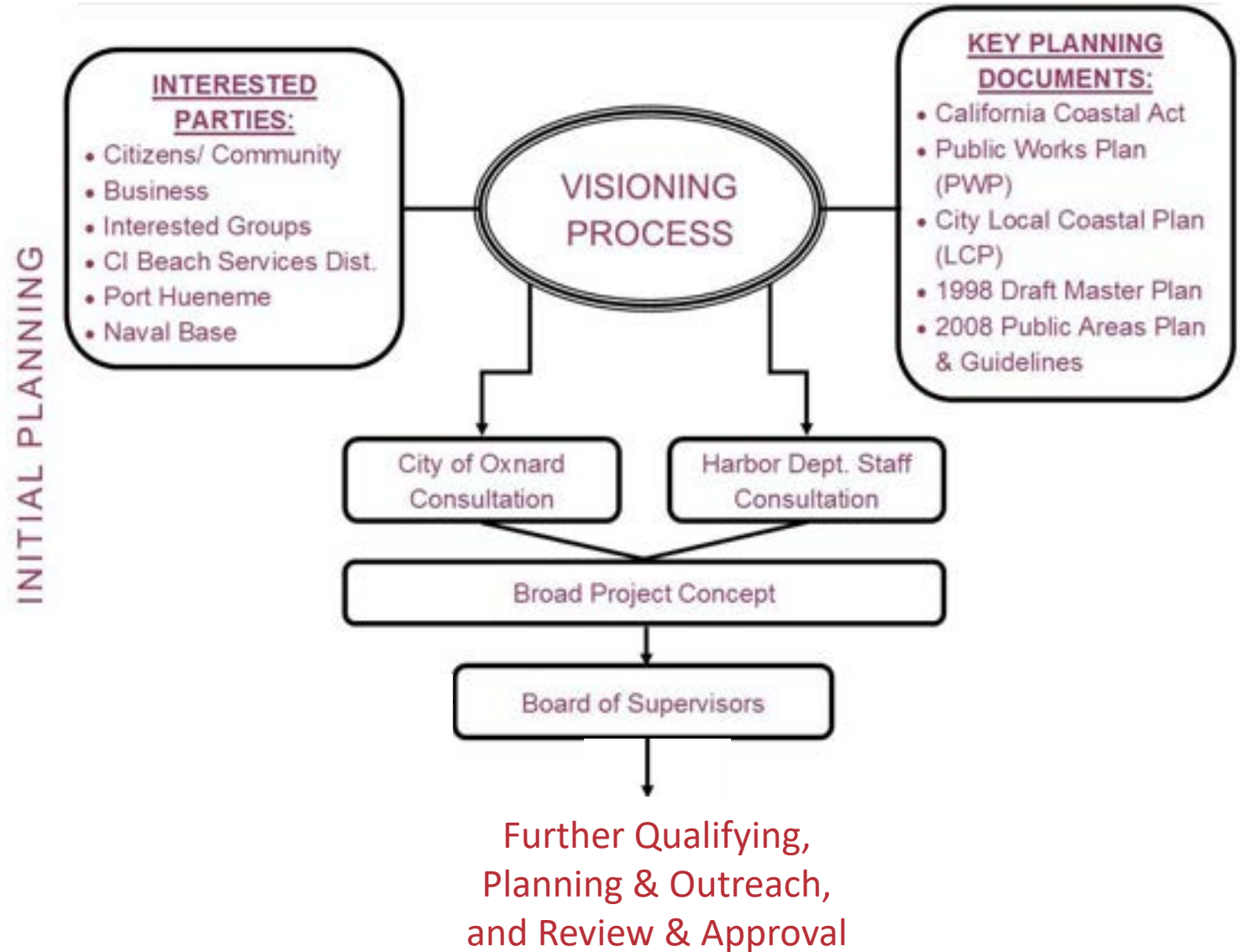


*Live Polling Results from
1/28/21 Workshop*

What's Next?

Planning and Development Process:

Initial Planning



Closing Poll

How do you feel about the direction the Channel Islands Harbor Visioning process is taking?

- a) I'm very comfortable with it
- b) I am comfortable with it
- c) Neutral
- d) I am uncomfortable with it
- e) I am very uncomfortable with it

Closing Poll

How do you feel about the direction the Channel Islands Harbor Visioning process is taking?



Live Polling Results from 1/28/21 Workshop



Thank you for participating!
www.channelislandsharbor.org/visioning



Appendix

Supporting Documentation

3.1 Stakeholder Interviews

Harbor Visioning Stakeholder Interviews

As described in Section 1.1.B, the Consultant Team – often accompanied by the Harbor Director – conducted stakeholder interviews as part of the Visioning process. They are listed below:

- Naval Base Ventura County (9/28/20)
- Channel Islands Harbor Properties (9/28/20)
- The Port of Hueneme (9/30/20)
- Supervisor Huber (10/7/20)
- Supervisor Zaragoza (10/13/20)
- Harbor Lessees Association Board of Directors (10/13/20)
- Steve Buenger: Marine Emporium Landing and Visit Oxnard (10/14/20)
- Jake Coert: Channel Islands Rowing Club coach (10/14/20)
- Maritime Museum and CSU Boating Center (10/16/20)
- Supervisor Linda Parks (10/23/20)
- Tim Athens: Channel Islands Harbor Representative to the Ventura County Commercial Fishermen's Association (10/30/20)
- Ventura County CEO Mike Powers (11/2/20)
- Brighton Management: Hyatt House (11/2/20)
- City of Oxnard (11/6/20)

3.2 Harbor Parcel Overview



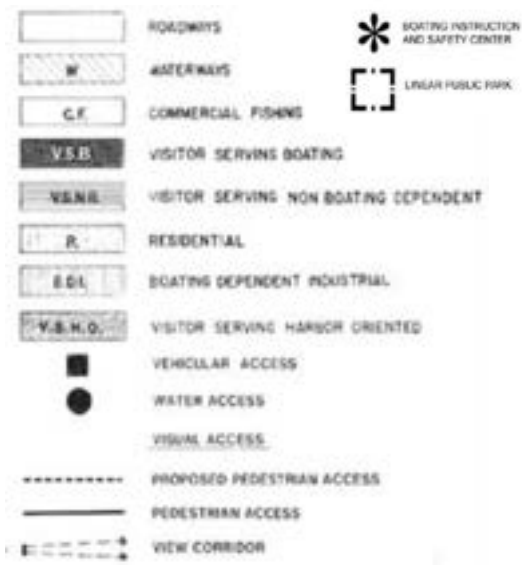
3.3 Existing Regulations

Introduction

The Harbor is within the City of Oxnard but owned by the County of Ventura. It is subject to the Coastal Act, Harbor Public Works Plan, and City Local Coastal Plan. The City is already underway on a comprehensive Local Coastal Plan update which is expected to be completed by 2023. Not all concepts considered within the Harbor Vision are consistent with the existing forms of these regulatory documents. Current land use regulations are included here for reference.

Ventura County Public Works Plan

Land Use (1986/2016)



Ventura County LCP Coastal Area Plan

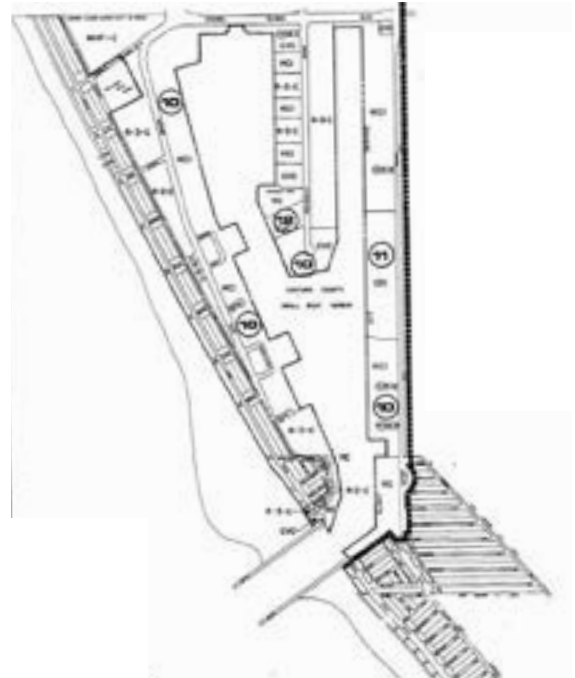
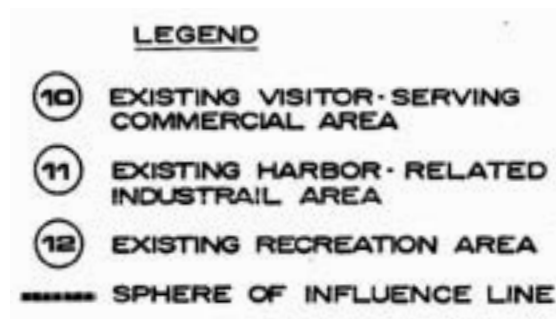
CA Coastal Trail (2017)



Ventura County LCP Coastal Area Plan

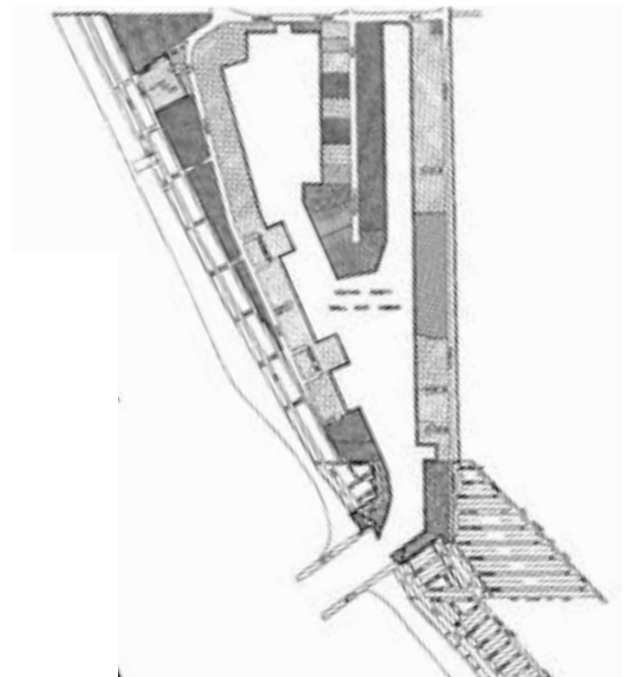
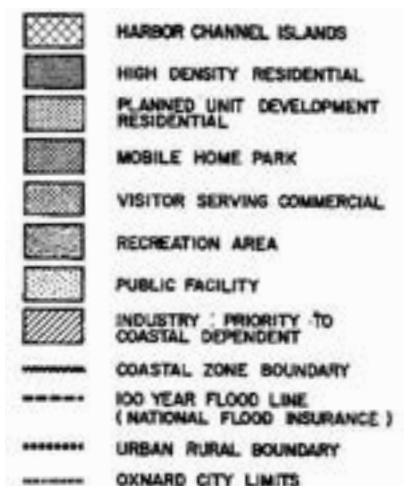
City of Oxnard LCP

Map No. 4: Channel Islands Coastal Zone Area
(1982/1990)



City of Oxnard LCP

Map No. 16: Coastal Plan Land Use Map
(1982/1990)



3.3 Existing Regulations

City of Oxnard General Plan

Land Use (2011/2019)

Coastal Zone Areas

REX	Residential Existing
RHD	Residential High Density
MHP	Mobile Home Park Coastal
HCI	Harbor Channel Islands
VSC	Visitor Serving Commercial
REC	Recreation Area
CDI	Industry Priority To Coastal Dependent

Open Space/Other

ESM	Easement
SCH	School
PSP	Public/Semi Public
UV	Urban Village



City of Oxnard Zoning

2019

CVC	Coastal Visitor-Serving Commercial
CDI	Coastal Dependent Industry
RC	Coastal Recreation
R-2-C	Coastal Low-Density Multiple Family
R-3-C	Garden Apartment Coastal
MH-PC	Mobile Home Park Coastal
HCI	Harbor-Channel Islands



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3.4 Sea Level Rise

Sources and Studies for Reference

All future development in the Harbor should take into account rising sea levels and other coastal Hazards. Both the City of Oxnard and Ventura County Local Coastal Plans – which use data from The Nature Conservancy's Coastal Resilience program as well as Our Coast, Our Future (OCOF) – should be referenced for the most up-to-date information, recommendations, and requirements. For reference, relevant map figures regarding tidal inundation and flood potential are included below from the 2019 Ventura County Resilient Coastal Adaptation Project “Adaptation Strategies Report.” See the source document for more detailed discussion.

Adaptation Strategies Report, Page 2-12:

Figure 2-5. Tidal inundation with about 8 inches of sea level rise at the sand trap and dunes at Hollywood Beach according to Coastal Resilience (left, shown in orange color) and CosMoS (right).



Adaptation Strategies Report, Page 2-13:

Figure 2-6. Hollywood Beach tidal inundation with about 5 feet of sea level rise as modeled by Coastal Resilience (left) and CoSMoS (right).



Adaptation Strategies Report, Page 2-15:

Figure 2-9. Flood Potential at Hollywood Beach with approximately 5 feet of sea level rise and a 1% annual chance storm. Note that the strip of sand on Hollywood Beach is the only unincorporated area that is not flooded in the CoSMoS model on the right. This is not a safe place for development but an opportunity for adaptation.

