

MASTER PLANS AND POLICIES

Visioning Plan

NO. CD-013



V E N T U R A *Vision*



MARCH 2000



City of San Buenaventura • Seize the Future Citizens Outreach Committee

ACKNOWLEDGMENTS

SEIZE THE FUTURE WAS ACTIVELY MANAGED BY A BROAD-BASED CITIZENS OUTREACH COMMITTEE.

Bill Fulton, *Chair*
Roma Armbrust, *At-large*
John Ashkar, *Building Industry Association*
Michael Carney, *Utilities*
Geoff Cline, *Patagonia/Large employer*
Mary Cook, *At-large*
Curtis Cormane, *Midtown Comm. Council*
John Correa, *At-large*
Jerry Dannenberg, *Ventura Unified School District*
Jim DaPra, *Small employer*
Mike Del Dosso, *Westside Community Council*
Kenneth R. Edwardsen, *At-large*
Kay Faulconer, *Ventura Comm. College Dist.*

Darlene Fuller, *South Coast Area Transit*
Debbie Giles, *At-large*
Jannes Gofourth, *Reed Land Clearing, Small employer*
Doug Halter, *Downtown Community Council*
Gary Jacobs, *Ventura Port District*
John S. Jones, *At-large*
Joe Kreutz, *Banking*
Leslie Leavens-Crowe, *Cultural Affairs Comm.*
Greg Lowe, *Kinkos/Large employer*
Lanette McCaslin, *Pierpont Comm. Council*
Carl Morehouse, *American Planning Assoc.*
Glen Morris, *Public Art Commission*
Paul E. Newman, *Parks & Recreation Comm.*

Clark Owens, *At-large*
Michael Paluszak, *Seaside Park/Ventura County Fairgrounds*
Marcia Rhodes, *Tourism Commission*
Marty Robinson, *County of Ventura*
Betty Sherman, *League of Women Voters*
Chris Stephens, *Ventura County Transportation Commission*
Neal K. Subic, *American Institute of Architects*
Zoe Taylor, *Greater Ventura Chamber of Commerce*
Paul Thompson, *East Ventura Community Council*
Stephen B. Thompson, *American Society of Civil Engineers*
George Tillquist, *Library Commission*
Bob Tobias, *Agriculture*
Eric Werbalowsky, *Environmental Organizations*

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Sandy Smith, *Mayor*
Brian Brennan, *Councilmember*
Donna De Paola, *Deputy Mayor*
Ray Di Guilio, *Councilmember*

James J. Friedman, *Councilmember*
James L. Monahan, *Councilmember*
Carl Morehouse, *Councilmember*

Donna Landeros, *City Manager*
Bob Boehm, *City Attorney*
Susan Daluddung, *Director of Community Development*

SEIZE THE FUTURE WAS OVERSEEN BY A STEERING COMMITTEE.

Sandy Smith, *Chair*; Brian Brennan, Lauri Flack, Bill Fulton, Lynn Jacobs, James L. Monahan, Ted Temple

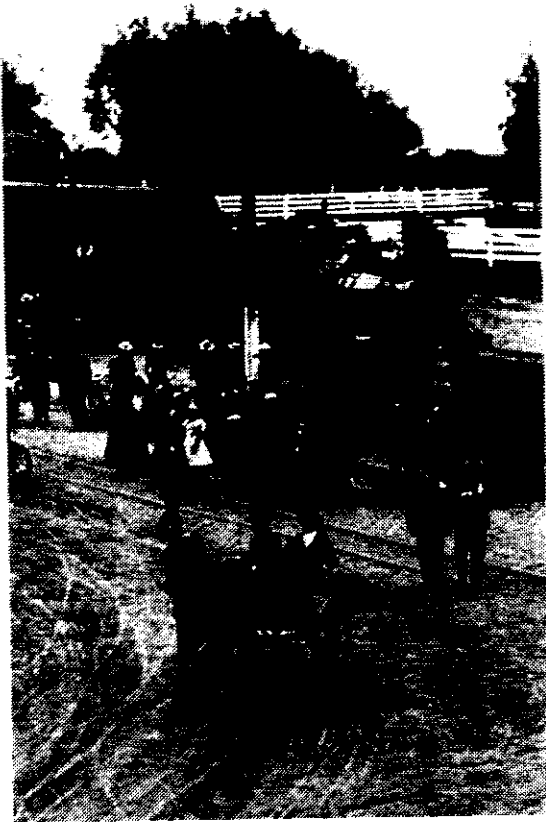
SEIZE THE FUTURE WAS ASSISTED BY A CITY OF VENTURA STAFF WORKING GROUP.

Everett Millais, *Project Leader*; Andrea Anderson, Priscilla Bailey, Kathy Bowman, Peter Brown, William L. Danforth, Cindy Eaves, Georgeanne Lees, Richard Newsham, Skip Robinson, Charles Spaulding, Cary Uribe, Jenise Wagar

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Daniel Iacofano, *Principal-in-Charge*; Jeff Loux, *Project Manager*; Ed Canalin, Jonathan London, Elizabeth Young

<p>EXECUTIVE SUMMARY v</p> <p>Chapter I INTRODUCTION 1</p> <p>Chapter II VISIONS 7</p> <p>Chapter III PROCESS 13</p> <p>Chapter IV STRATEGIES 23</p> <p style="padding-left: 20px;">Our Natural Community 26</p> <p style="padding-left: 20px;">Our Prosperous Community 32</p> <p style="padding-left: 20px;">Our Well-Planned and Designed Community 41</p> <p style="padding-left: 20px;">Our Accessible Community 46</p> <p style="padding-left: 20px;">Our Sustainable Infrastructure 55</p> <p style="padding-left: 20px;">Our Active Community 58</p> <p style="padding-left: 20px;">Our Healthy and Safe Community 64</p> <p style="padding-left: 20px;">Our Educated Community 72</p> <p style="padding-left: 20px;">Our Creative Community 77</p> <p style="padding-left: 20px;">Our Involved Community 81</p>	<p>Chapter V PLACES 85</p> <p style="padding-left: 20px;">Shoreline 90</p> <p style="padding-left: 20px;">Foothill Corridor/Hillsides 96</p> <p style="padding-left: 20px;">Westside 100</p> <p style="padding-left: 20px;">Downtown 102</p> <p style="padding-left: 20px;">Midtown 105</p> <p style="padding-left: 20px;">Highway 101 Corridor/Business Park Areas .. 107</p> <p style="padding-left: 20px;">Major Commercial Corridors 109</p> <p style="padding-left: 20px;">Eastside 111</p> <p>APPENDICES 115</p> <p style="padding-left: 20px;">A. Strategy Summary Tables 117</p> <p style="padding-left: 20px;">B. <i>Seize the Future</i> Milestones 149</p> <p style="padding-left: 20px;">C. Master Calendar 153</p> <p style="padding-left: 20px;">D. Library Vision 167</p> <p style="padding-left: 20px;">E. Additional Views 169</p> <p style="padding-left: 20px;">F. Glossary 181</p> <p style="padding-left: 20px;">G. References 183</p> <p>INDEX 185</p>
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EXECUTIVE SUMMARY

CHAPTER I: INTRODUCTION

To remain successful, Ventura must periodically renew itself, re-examine its goals, and create a shared vision to guide the community into the future. The Ventura Vision is meant to serve as the shared vision for the community.

The *Seize the Future* process was guided by four broad principles that have informed the community participation processes it employed and the visions and strategies it has produced. These principles are:

- *Reach broadly and deeply into the community.*
- *Build on existing community assets as much as possible.*
- *Use the linkages and interconnections that exist among people, organizations, and community goals, and encourage more such linkages in the future.*
- *Work proactively and collaboratively to implement our shared vision for the future of our community.*

CHAPTER II: VISIONS

These vision statements represent a high level of community consensus from *Seize the Future* about a desired future for Ventura. In the future, Ventura is:

ENVIRONMENTAL

- *A community that seeks sustainability by simultaneously promoting ecological health, as well as economic vitality and social well-being for current and future generations.*
- *An environmentally responsible coastal community serving as a model for other areas.*
- *A community that protects and restores the natural character of its beaches, ocean views, hillsides, barrancas, and rivers as a scenic backdrop for its high quality urban environment.*

ECONOMIC

- *A community that develops a flourishing and balanced economy by encouraging a broad range of high quality employment and entrepreneurial opportunities.*

EXECUTIVE SUMMARY

- *A community that encourages private economic development that can in turn support public services and amenities associated with a high quality of life.*
- *A community that develops a vital, prosperous, and stable economy while still maintaining its "small town" characteristics and qualities.*
- *A community where the private and public sectors cooperate to enhance economic vitality.*
- *A community that actively participates in regional economic development efforts.*

SOCIAL

- *An inclusive, diverse, and tolerant community that welcomes and celebrates all people.*
- *A community in which all residents have access to quality and affordable health and social services.*
- *A community that recognizes the importance of children and seniors by providing exceptional cultural, educational, and social support programs.*

- *A community that provides a diverse range of active and passive recreation for residents and visitors of all ages and abilities.*
- *A community dedicated to educational excellence and an emphasis on lifelong learning.*
- *A community that celebrates and is enriched by the arts and its diverse cultural opportunities.*

PLANNING AND DESIGN

- *A community that retains its character as an attractive coastal town by growing slowly and sustainably and by emphasizing its history, diversity, and natural environment.*
- *A community that cherishes its distinctive, diverse, and eclectic neighborhoods and recognizes that future changes to the community must preserve their character.*
- *A community with safe, accessible, and balanced transportation that promotes multiple modes of travel to local and regional destinations.*

COLLABORATION

- *A community in which residents collaborate with each other and with the city government in an informed, active, and constructive manner to assess and resolve common issues.*

CHAPTER III: THE PARTICIPATION PROCESS

Seize the Future has been a year-long partnership encompassing city government, non-profit organizations, community groups, businesses, schools, and individual residents to chart the community's future through a process of visioning.

Initiated by the City Council in the fall of 1998, the process was shaped and monitored by a 7-person Steering Committee and organized through a 39-member Citizens Outreach Committee. The Committee worked in a coordinated manner with a team of city government staff members and MIG, Inc., a consulting firm specializing in visioning. Key milestones in the *Seize the Future* process have included the publication of Ventura at a Glance; two city-wide visioning events (Future Fest and Future Fest: the Sequel); over 30 small group workshops;

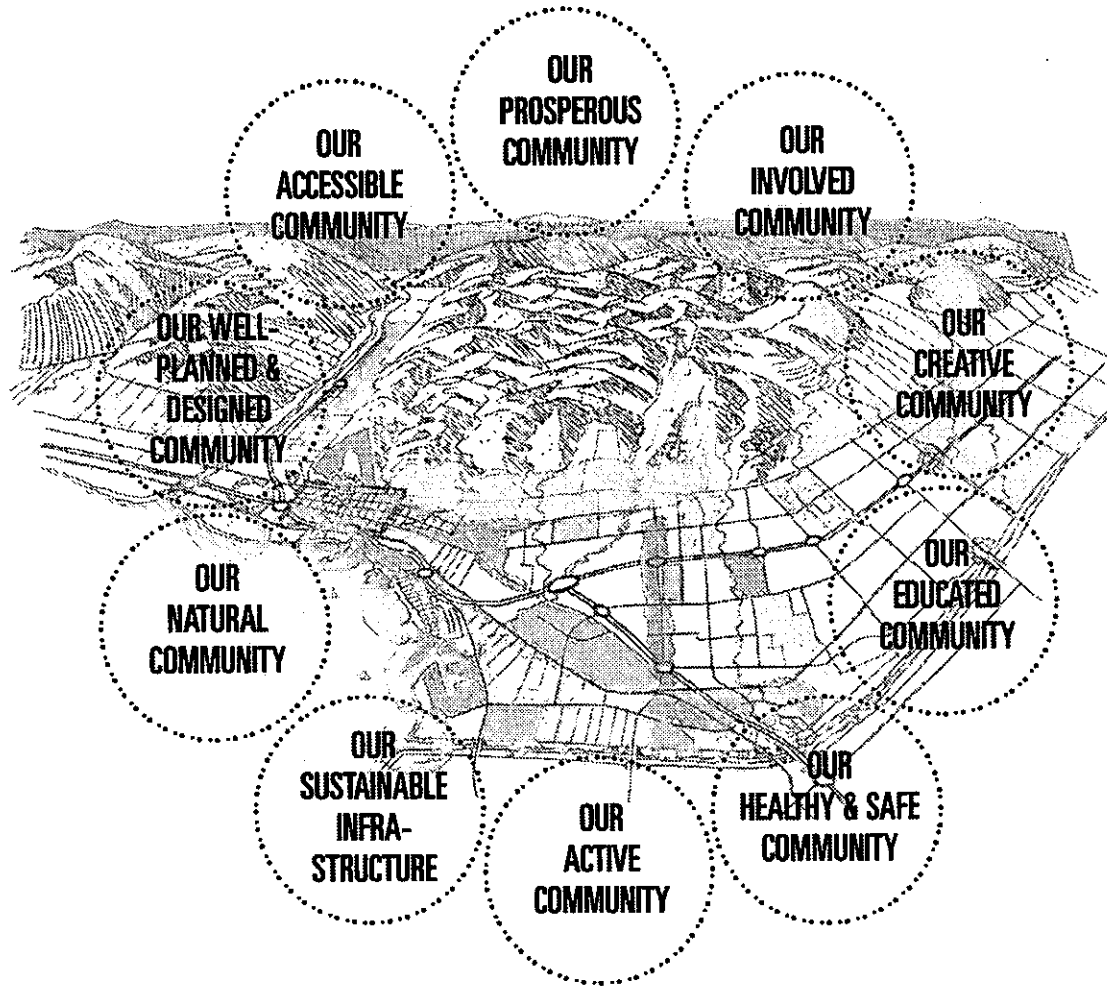
four broad topic-oriented community workshops; several surveys; a youth visioning component; an interactive website, the publication of an executive summary "gazette" in the Ventura County *Star* and broad distribution of a public review draft. The Ventura Vision will be implemented in an on-going fashion through collaboration between city government, other public agencies, non-profit organizations, businesses, and you!

CHAPTER IV: STRATEGIES

The strategies in this chapter were developed by the community to enable Ventura to move towards its Visions. They represent high priority, strategic approaches to pursue consensus goals. The strategies are organized into ten topic areas, although many interrelate and depend on each other. The following are some of the high-priority strategies for each strategy area.

OUR NATURAL COMMUNITY. Protect and improve Ventura's natural character by the "greening" of city government to follow best environmental practices; restoring areas of the shoreline, rivers, and hillsides; restoring the

EXECUTIVE SUMMARY



barrancas as multi-use trail and habitat areas; enhancing wildlife habitat; and improving inter-agency environmental management.

OUR PROSPEROUS COMMUNITY. Develop a stable and thriving economy by promoting a diverse business sector that generates high quality jobs and a steady municipal revenue stream; enhancing vacant and under-utilized areas of the city; improving tourism amenities such as beaches and cultural attractions without impacting neighborhoods; promoting a vital retail sector; and encouraging sound public fiscal management and public-private sector interactions.

OUR WELL-PLANNED AND DESIGNED COMMUNITY. Provide a high-quality built environment by developing a set of land use planning, landscape architecture and community design principles that draw upon the community's natural and cultural assets and respect the eclectic and diverse neighborhoods of the city.

OUR ACCESSIBLE COMMUNITY. Develop a balanced transportation system by encouraging land use modifications and "transportation systems management" to reduce traffic congestion; upgrading road maintenance, improving and

diversifying local transit systems; promoting a regional rail strategy; enhancing parking through better use of existing structures and new structures at strategic locations; facilitating bicycle and pedestrian access through an interconnected system of bike and walking paths; and exploring ways to improve the community's access to air transportation.

OUR SUSTAINABLE INFRASTRUCTURE.

Provide a reliable support infrastructure for economic vitality, public health and environmental protection by ensuring a high quality and stable drinking water supply; improving wastewater treatment and the sewer system; and providing safe and environmentally-sound flood control and drainage systems.

OUR ACTIVE COMMUNITY.

Enhance Ventura's recreational assets by conducting a recreation and sports demand assessment; updating the Parks and Recreation Element to include new sports and recreation programs and facilities such as river-to-river bike and walking trails, additional aquatic facilities, a large hall for community events; and an innovative funding strategy drawing from public and private sources.

OUR HEALTHY AND SAFE COMMUNITY.

Ensure high levels of health and social services by enhancing the city government's role in coordinating, publicizing and monitoring existing services; improving youth and senior services; exploring regional approaches to homelessness; improving police and fire services; and developing better emergency-preparedness systems.

OUR EDUCATED COMMUNITY. Achieve educational excellence, in partnership with the school district, by developing school curricula that establish core academic competencies as well as career and life-skills; promoting life-long learning; greater joint use of school facilities; and promoting the location of an institution of higher learning in Ventura with a specific focus such as high technology or the arts.

OUR CREATIVE COMMUNITY. Enhance Ventura's art sector by supporting the further development of the downtown as the community's central cultural district; securing additional funding for arts and culture programs; providing new art programs for youth (particularly those deemed "at-risk"); and developing new cultural facilities such as a visual and performing arts

center, additional gallery spaces, and public art throughout the community.

OUR INVOLVED COMMUNITY. Improve public participation in community affairs by exploring ways to implement the Ventura Vision with broad community collaboration; more widely publicizing city government services, planning processes, and policies; better involvement of typically underrepresented groups such as youth, seniors and ethnic minorities in community planning; and developing public parks, plazas, neighborhood greenways and other spaces that promote civic interaction and events.

CHAPTER V: PLACES

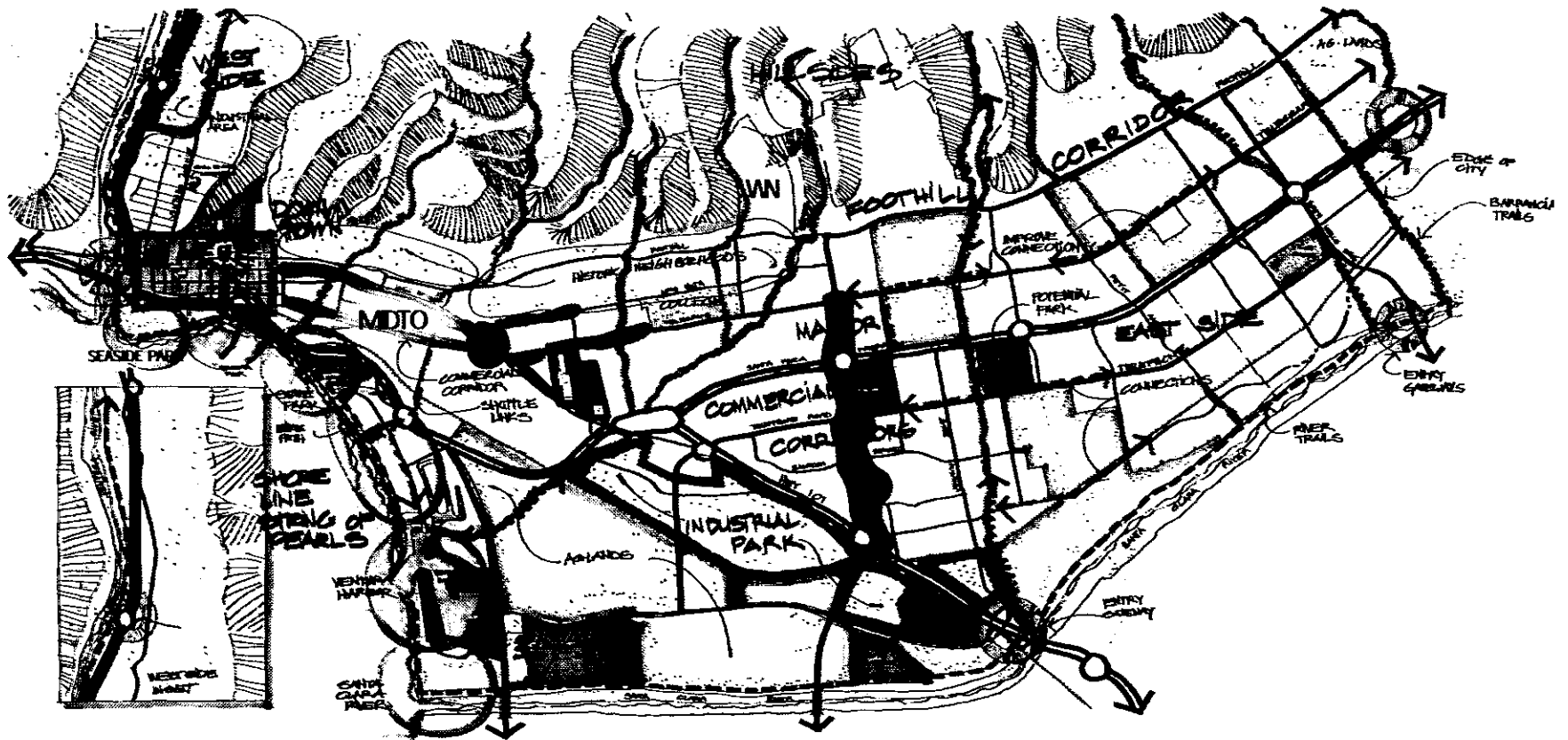
The strategies in this chapter are intended to apply the community visions and the topical strategies in Chapter IV to specific areas or “places” in the city. They can be used to complement existing planning documents such as the Comprehensive Plan and to guide the development of future, more detailed planning documents such as specific plans, neighborhood plans, design guidelines and others.

SHORELINE. Upgrade and link the shoreline’s “string of pearls” by improving visual and physical access to the shoreline; improving linkages such as a river-to-river shoreline trail and a promenade from downtown to the beach; improving maintenance of the beach; complementing existing uses of the harbor with attractive mixed-use and pedestrian-oriented development; and considering new and/or improved uses of Seaside Park.

FOOTHILL CORRIDOR/HILLSIDES. Care for this key visual and ecological asset by developing a comprehensive plan to protect and enhance hillsides; maintain Foothill Road as a country-road; enhance recreational access throughout the hillsides; and restore native vegetation where appropriate.

WESTSIDE. Continue the direction set by the 1996 Take Part Visioning framework to improve Ventura Avenue as a mixed-use urban village; develop additional parks and recreation facilities; and clean-up industrial and other “brownfield” sites to provide diverse new high technology and other business opportunities.

Places of Ventura



DOWNTOWN. Work to implement the 1998 Downtown Cultural District Plan and the 1993 Downtown Specific Plan to further enhance the downtown as the cultural heart of the city; improve connections to the beach and shoreline; and encourage mixed-use, pedestrian-oriented development including an emphasis on residential uses.

MIDTOWN. Support area efforts to preserve and enhance residential neighborhood character; improve streetscape improvement in commercial areas; and improve pedestrian access and walkability.

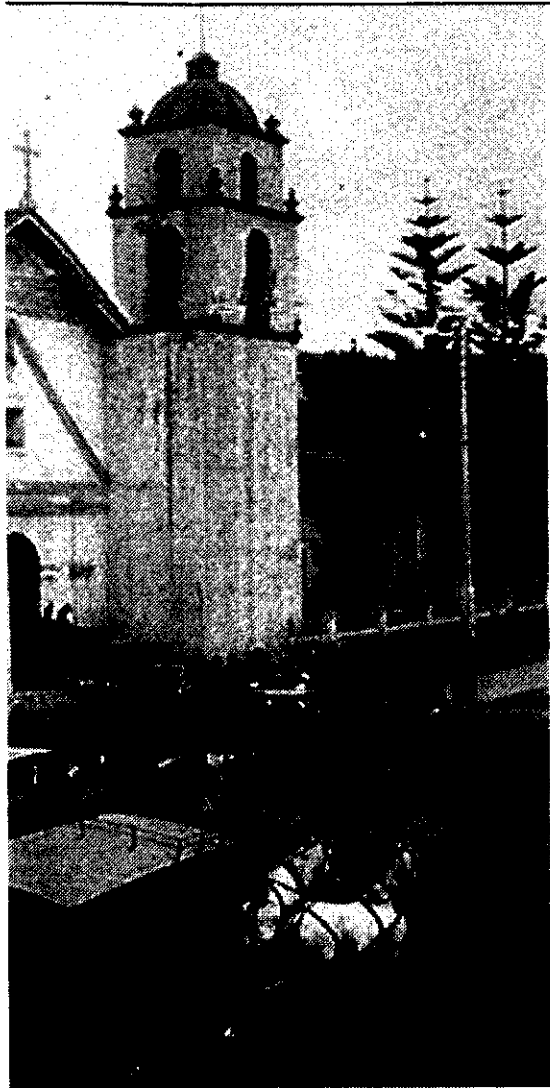
HIGHWAY 101 CORRIDOR/BUSINESS PARK AREAS. Promote strategies that link economic development and physical design improvements through attracting high-quality industries and businesses; encouraging Johnson Drive as a business park complex and visual gateway into the

community; and increasing nearby support services and amenities for area employees such as restaurants, day care and convenience shopping.

MAJOR COMMERCIAL CORRIDORS. Take better advantage of these important thoroughfares (Victoria, Telegraph and Telephone) by developing visual gateways into the community; encouraging a grand boulevard streetscape design; and improving pedestrian access and orientation.

EASTSIDE. Build on the strengths of this neighborhood-oriented area by encouraging local-scale commercial and residential mixed-use clusters; enhancing landscaping, bike paths, streetscapes and other amenities; improving access by multiple modes of transportation; designing the agriculture-urban interface; and adding community facilities such as a community center and parklands along the Santa Clara River.

Chapter I



I N T R O D U C T I O N

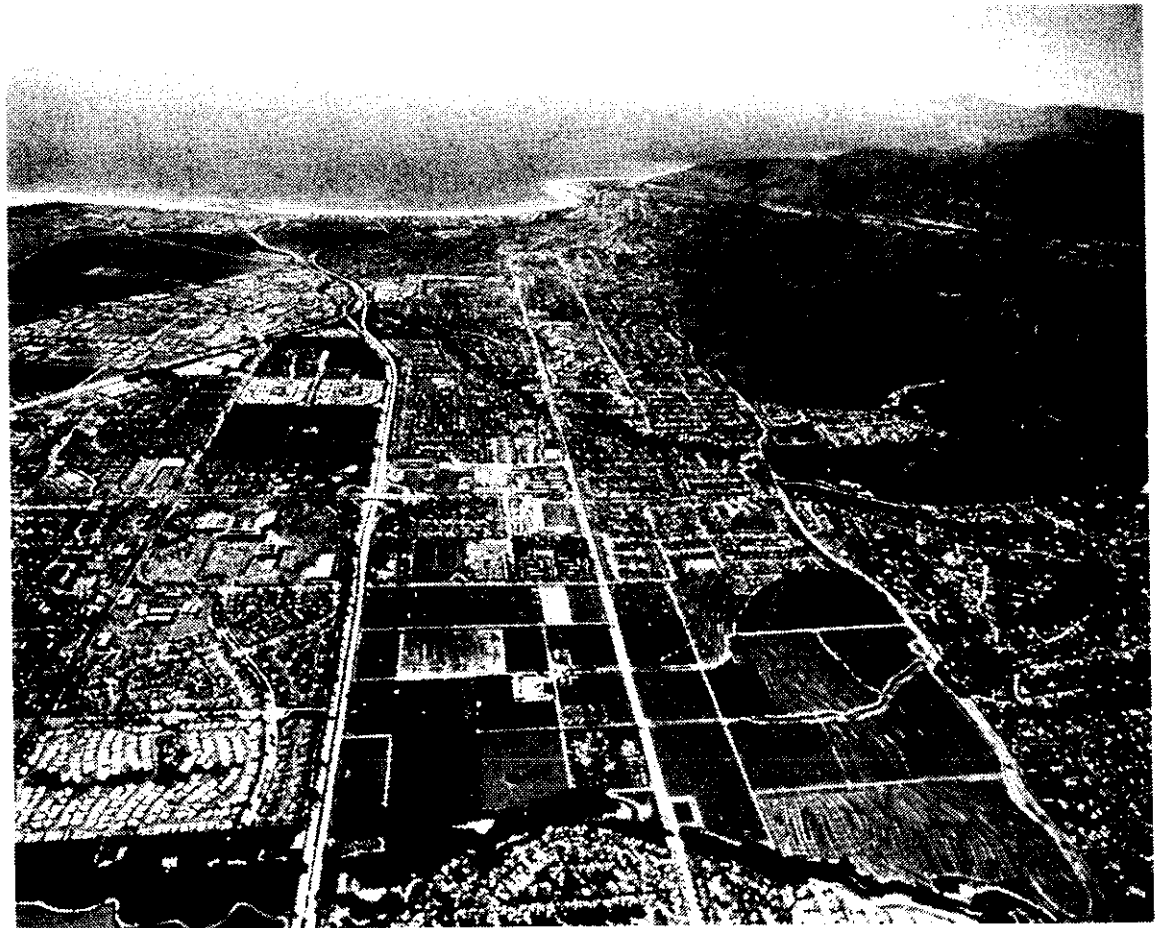
OVERARCHING PRINCIPLES

FOR ONE HUNDRED AND THIRTY YEARS, the City of San Buenaventura (Ventura) has been a successful community providing economic opportunity and a high quality of life in a small-town environment within a dramatic coastal setting.

To remain successful, a community must periodically renew itself, re-examine its goals, and create a new "shared vision" that will guide the community into the future.

This document is meant to serve as that shared vision for the Ventura community. Like the panoramic views that stretch from the hillsides to the ocean, the vision offers a broad, inclusive, and diverse set of ideas and priorities designed to guide Ventura into the future.

We believe that to be effective, our shared community vision must be based on a common and widely held set of overarching principles. For this reason, the *Seize the Future* process, the vision that it has produced, and the implementation steps to come have all been guided by a series of principles that the people of Ventura have reaffirmed repeatedly during the last year. These shared principles are:



1. Reach broadly and deeply into the community.

Our community's future should be created and implemented by all the people who live and work here. In shaping this vision, we have sought to reach as broadly and deeply into the community in order to involve all segments of Ventura's population. Efforts to ratify and implement the vision should pursue this same goal even more aggressively.

2. Build on existing community assets we already have as much as possible.

Ventura is an established and vital community with many natural, cultural, and economic assets. Rather than "reinvent the wheel" to solve every problem, we must make maximum use of our existing assets — human, social, economic, cultural, governmental, and natural — every day in order to create a better future for our community. This ability to build on current strengths is especially important with Ventura's constraints on available land and resources.

3. Use the linkages and interconnections that exist among people, organizations, and community goals, and encourage more such linkages in the future.

Neither problems nor opportunities exist in isolation. Rather, they are interconnected in ways that are always important even if they are not always obvious. Our community is rich with linkages among people, organizations and goals. We must recognize that powerful solutions can emerge from linking diverse topics, disciplines and interests. Our shared vision should seek to maximize the value of those linkages. In this document, many of the visions and strategies are linked and interdependent.

4. Work proactively and collaboratively to implement our shared vision for the future of our community.

The future of our community is too important to allow the Ventura Vision document to languish on a shelf. The purpose of our vision is to set a clear, bold framework for action. Our community's organizations and institutions must commit themselves to implementing the strategies contained here with innovative and coordinated action.

Our vision cannot be realized without the participation, hard work, and collaboration from a broad array of community interests, including the city government, neighborhood and community

organizations, business groups, non-profit entities, and other government agencies with an interest in sustaining Ventura as an exceptional place to live, work and recreate.

VENTURA VISION: A USER'S GUIDE

As the final "principle" described above indicates, no one involved in this process wants to see the Ventura Vision end up on a shelf. The document is designed to produce action; to guide and improve policy and decision-making; to stimulate creative and powerful partnerships, and to help resolve debates between competing community interests.

This document is intended to foster active discussion and debate, and as time goes on, be modified and updated by the community. When key public policy decisions arise, this document should be used to offer guidance. When governmental budgets are evaluated, this document should provide ideas and opportunities for programs and resources. When community issues and discussions emerge, the work of the community as described in this report should inform the debate. As needs change, new information is available, and projects

and programs are completed, this document should be reexamined with community input to keep it dynamic and relevant.

The visions in this document (Chapter II) set the overall goals and direction for the community, covering a broad array of subjects and sectors of the community. Future community decisions — by the city government, other entities, or various collaborations — should be consistent with these visions.

The participatory process followed by *Seize the Future* to produce the visions and strategies, and actions in this document is described in Chapter III and can be used as a model for the kind of broad-based community collaboration that should characterize its implementation.

The strategies in this document (Chapters IV and V) describe how to move toward the visions, either by particular topic area (such as economic development) or by geographic area (such as the shoreline). The strategies are highly interrelated. They include details — such as specific actions, agencies, and timeframes — but they are not meant to be directives to the city government or others. Rather they offer the community's current views of high

priority, strategic actions to move toward consensus goals.

A series of Appendices provides additional information on *Seize the Future*, including a set of strategy summary tables, references, a glossary, a master calendar of activities, and summaries of several surveys.

Terminology

We have used the term **city government** to mean the Ventura municipal government and have tried to indicate those items where the city government

has direct jurisdiction and other contexts where the city could act as a catalyst or facilitator in working with other governments or entities. We use the term **community** to suggest that there is no specific agency or actor, but a broad community desire to see action. When **no action** is specified (e.g., “Improve landscaping”) the action will require multiple partners such as specific agencies or organizations to be specified during the implementation process. **Other jurisdictions or agencies** such as Ventura County, the Ventura Unified School District and others are indicated as appropriate.

Chapter II



V I S I O N S

THE FOLLOWING VISION STATEMENTS reflect a high level of community consensus about a desired future for Ventura. These visions may not be achievable all at once, even for many years, and certainly not without the efforts of many individuals and institutions. These vision statements cover a wide range of topics, but have been categorized into five areas for convenience (Environmental, Economic, Social, Planning and Design, and Collaboration). Taken as a whole, they establish a framework for future strategies and actions and a bench mark from which to evaluate future proposals to enhance the community of Ventura.



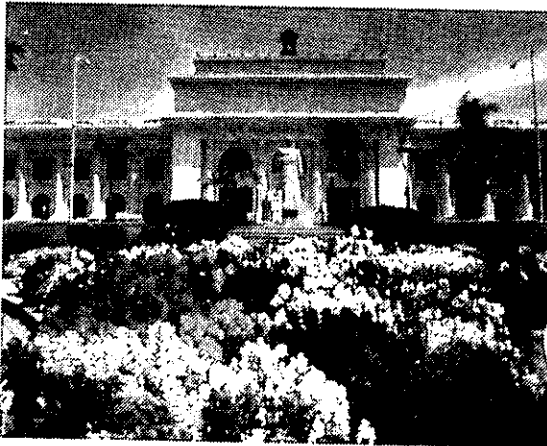
In the Future, Ventura is...

Environmental

- *A community that seeks sustainability by simultaneously promoting ecological health, as well as economic vitality and social well-being for current and future generations.*
- *An environmentally responsible coastal community serving as a model for other areas.*
- *A community that protects and restores the natural character of its beaches, ocean views, hillsides, barrancas, and rivers as a scenic backdrop for its high quality urban environment.*

Economic

- *A community that develops a flourishing and balanced economy by encouraging a broad range of high quality employment and entrepreneurial opportunities.*
- *A community that encourages private economic development that can in turn support public services and amenities associated with a high quality of life.*
- *A community that develops a vital, prosperous, and stable economy while maintaining its "small town" characteristics and qualities.*
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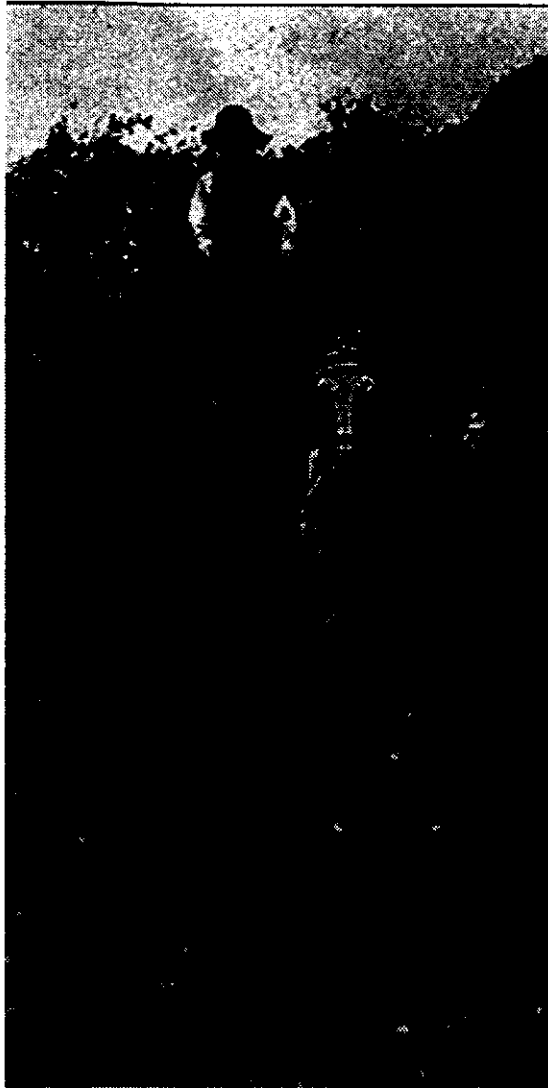
Planning and Design

- *A community that retains its character as an attractive coastal town by growing slowly and sustainably and by emphasizing its history, diversity, and natural environment.*
- *A community that cherishes its distinctive, diverse, and eclectic neighborhoods and recognizes that future changes to the community must preserve their character.*
- *A community with safe, accessible, and balanced transportation that promotes multiple modes of travel to local and regional destinations.*

Collaboration

- *A community in which residents collaborate with each other and with the city government in an informed, active, and constructive manner to assess and resolve common issues.*

Chapter III



P R O C E S S

VENTURA *Seize the Future* HAS BEEN A CITY-WIDE EXERCISE in direct democracy with a cast of thousands. For nearly a year, a partnership encompassing city government, non-profit organizations, businesses, schools, and individual residents have been collaborating in charting the future of the community through a process of "visioning."

Borrowing a nautical metaphor: if traditional planning makes tactical corrections to the course by manipulating the boat's sails and rudder, then visioning makes strategic decisions about plotting the course itself. Often times planning is undertaken without first choosing a destination that reflects the aspirations of the community, thus leading to undesirable landfalls.

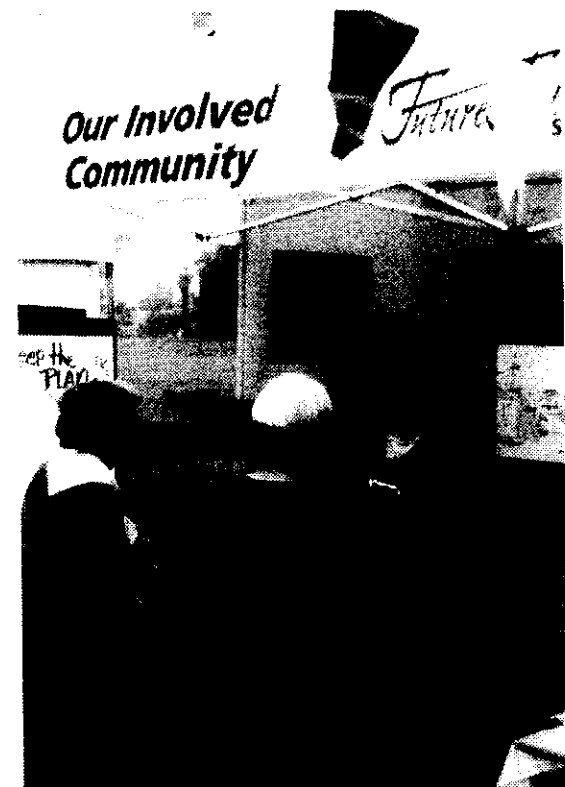
Visioning is intended to reduce the likelihood of these events by using a community-wide participatory process to develop a long-range, goal-oriented framework within which specific planning exercises can be conducted. While visions are long-range goals, it is important to note that they are not static. They are expected to change as the community and its leadership adapts to new circumstances and knowledge arising from

the implementation of its original vision.

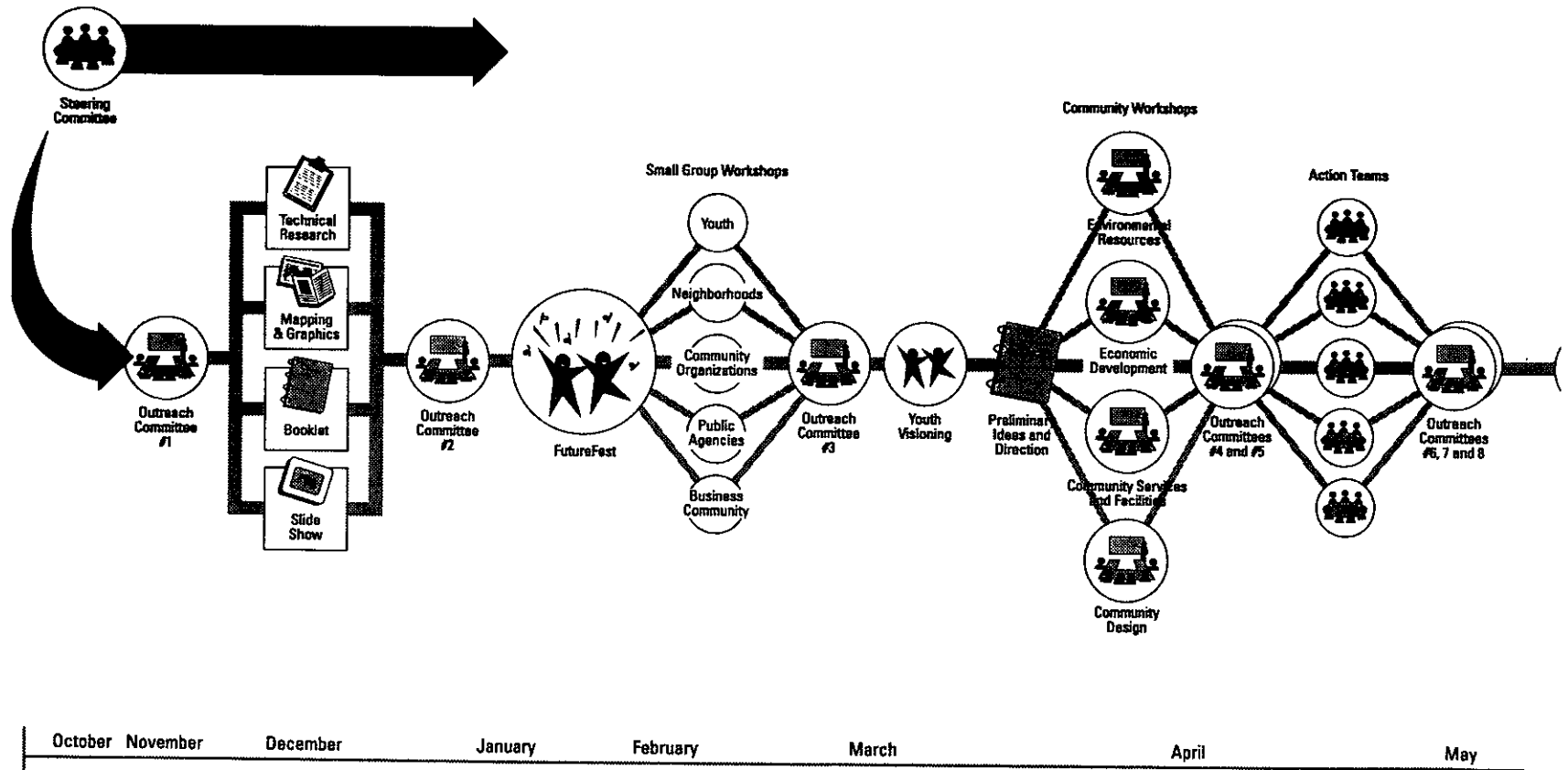
Leadership

Initiated by the City Council in 1998, the process was shaped and monitored by a Steering Committee comprised of from three members of the City Council, three Planning Commissioners and one citizen representative (Bill Fulton). Moore Iacofano Goltsman, Inc. (MIG) was selected as the consultant to design and facilitate meetings and workshops, analyze community input, and produce the various visioning documents.

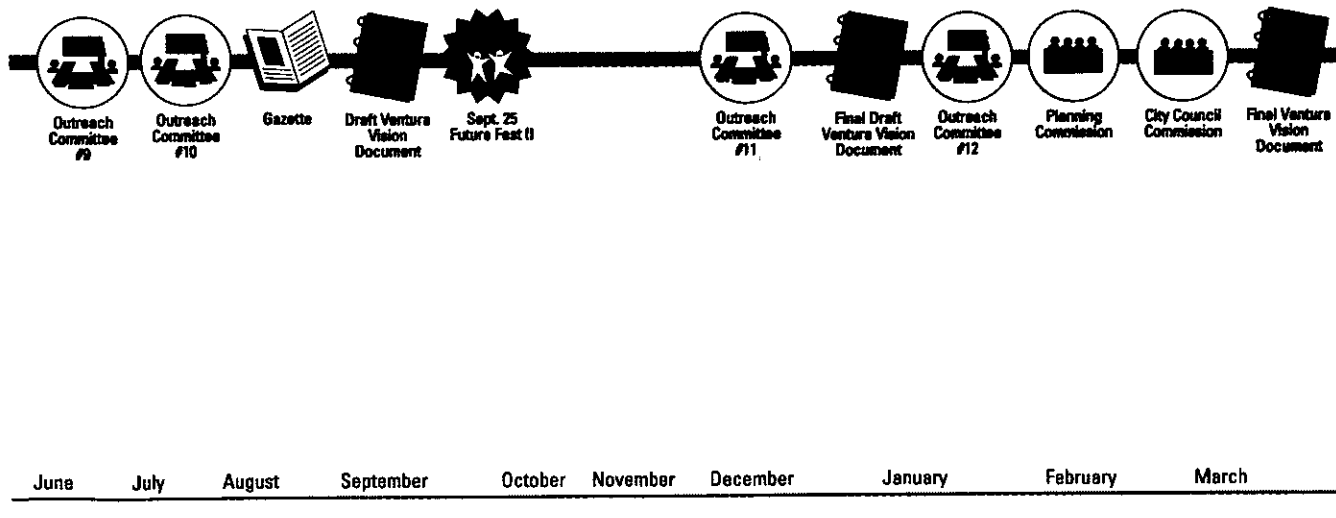
In October 1998, the City Council invited some 30 community organizations and constituent groups to select representatives to serve on a Citizen Outreach Committee. Seven representatives were also selected from a pool of several dozen citizens who volunteered to serve on the committee on an "at-large" basis. The 39-member Citizens Outreach Committee encompassed diverse community interests including business, the environment, transportation, recreation, arts, education, neighborhoods, seniors, and many other interests to guide the process. The Citizens

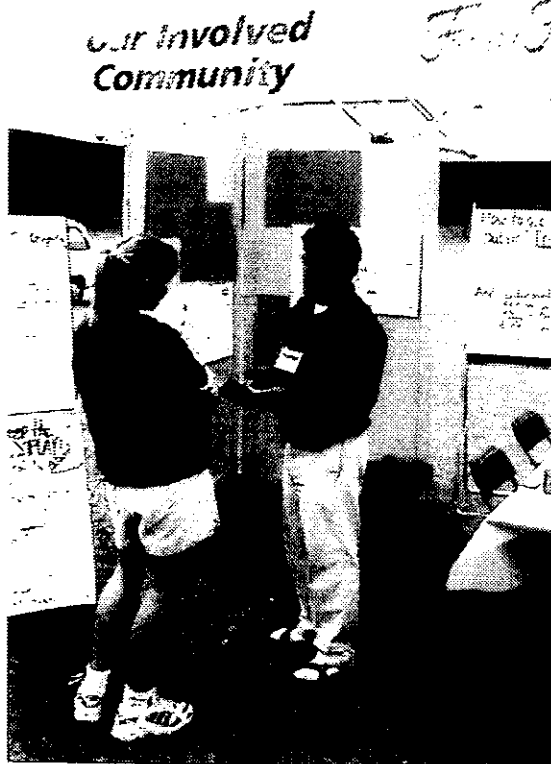


CREATING THE VISION!



FOCUSING ON THE VISION!





Outreach Committee served as the primary (but not the only) vehicle for ensuring that the *Seize the Future* process reflected the broad range of interests, values, and perspectives found in Ventura. This was possible both because of the diverse composition of the Committee itself and the strong and consistent effort of Committee members to set aside personal interests and represent the consensus of the community as a whole. At almost every Committee meeting, one or more members would remind their colleagues to reflect back on the community workshop input and to ensure that the discussion and eventual Vision document stayed true to these ideas.

The Citizens Outreach Committee met roughly once a month for a year as a full body and dozens of times in smaller sub-committees. The first set of sub-committees were formed during the initial outreach phase of the process (December 1998–March 1999) and included committees on community-based organizations, youth visioning, community input, and media/public relations. A special sub-group of the community-based organizations committee and community input committee was established to focus on minority groups and seniors. Before

the four major community workshops held in March and April, a workshop content subcommittee worked with the Visioning consultants to design the workshop formats.

The latter phases of the process were devoted to producing the Executive Summary “Gazette” and this Ventura Vision document. During this phase, the Outreach Committee evolved from a process-oriented group to a content group, serving as a review panel for early drafts and ensuring that the community’s collective voice remained audible in the final documents. Several members of the community who were not originally appointed to the Committee, but who had a strong interest in the process, actively participated with the Committee in this phase. In addition to these individuals and others who participated in the meetings of the Committee, specific groups with concerns or comments about *Seize the Future* were invited to attend meetings and soon became part of the process.

Reflections on the Process

Seize the Future has been an invigorating process for Ventura. Thousands of residents spanning a range of ages, income levels, and ethnicities have

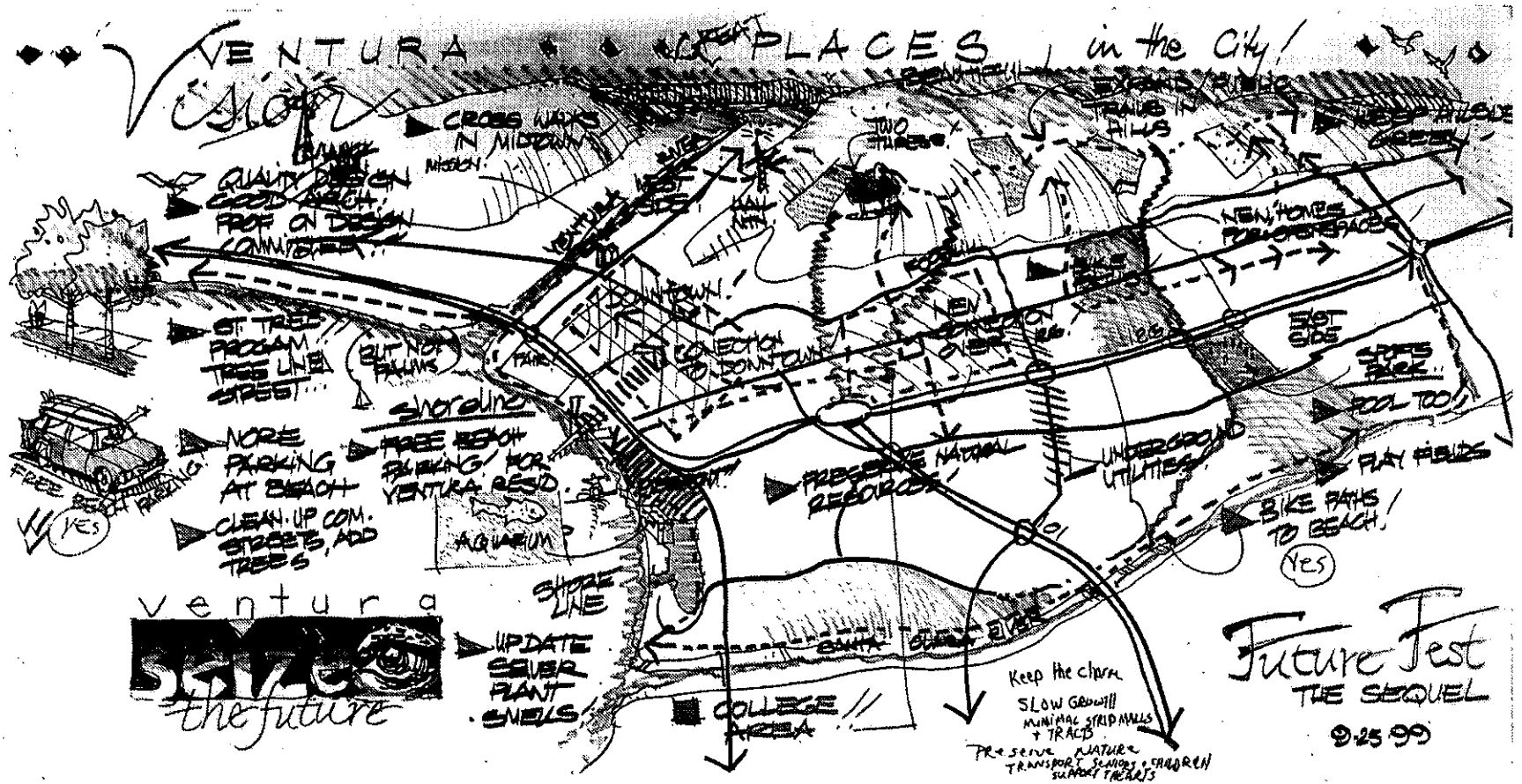
become engaged in charting the direction of their community. The positive results of the process can be attributed to several principles of participation followed by the organizers. *Seize the Future* combined a broad community-based outreach effort with a decisive leadership structure. A diversity of venues and modes of participation were provided to accommodate multiple needs and styles. For example, input was solicited verbally in workshops, on written workshop comment sheets, on written and Internet surveys, through telephone call-in lines, and through images and maps. A technique known as graphic recording was used to summarize comments input and highlight points of agreement (see following pages for examples). Forums ranged from large-scale community workshops to small focus groups to anonymous surveys and comment sheets. Information was translated into Spanish and offered via a TDD phone line for the hearing-impaired. Several Spanish-language workshops were offered in settings deemed comfortable by the Latino community. As mentioned above, all Citizens Outreach Committee meetings were open to the public. Critics and supporters of the process were invited to participate throughout.

The ultimate value of this democratic experiment will be based on how it is used. Ventura now has a citizen-based "road map" to guide its journey into the 21st century. Ideally, this strategic framework will help planning in the public, private, and non-profit sectors become more innovative, effective, and responsive to community aspirations.

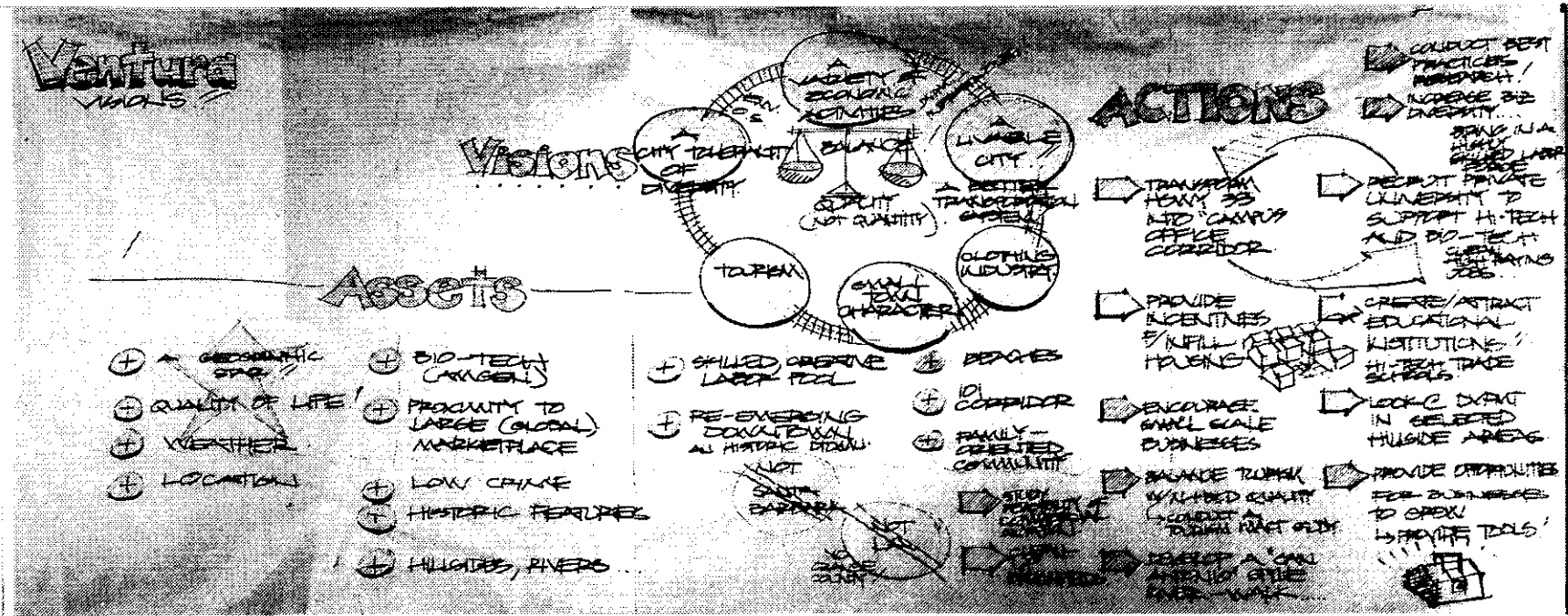
Collaboration between the various sectors of the community (public, private, non-profit) can enhance both through the experience of productively working together over the past year and through the many interconnected visions and strategies recommended in the document. Overall, *Seize the Future* has sent a message to all sectors of Ventura that community input not only matters, but is crucial to the ongoing improvement of the community. *Seize the Future* demonstrates the tremendous potential of a community working together towards common—and diverse—goals. The true success and value of this process will be demonstrated as Ventura sails towards its envisioned future.



Example of Graphic Recording



Example of Graphic Recording



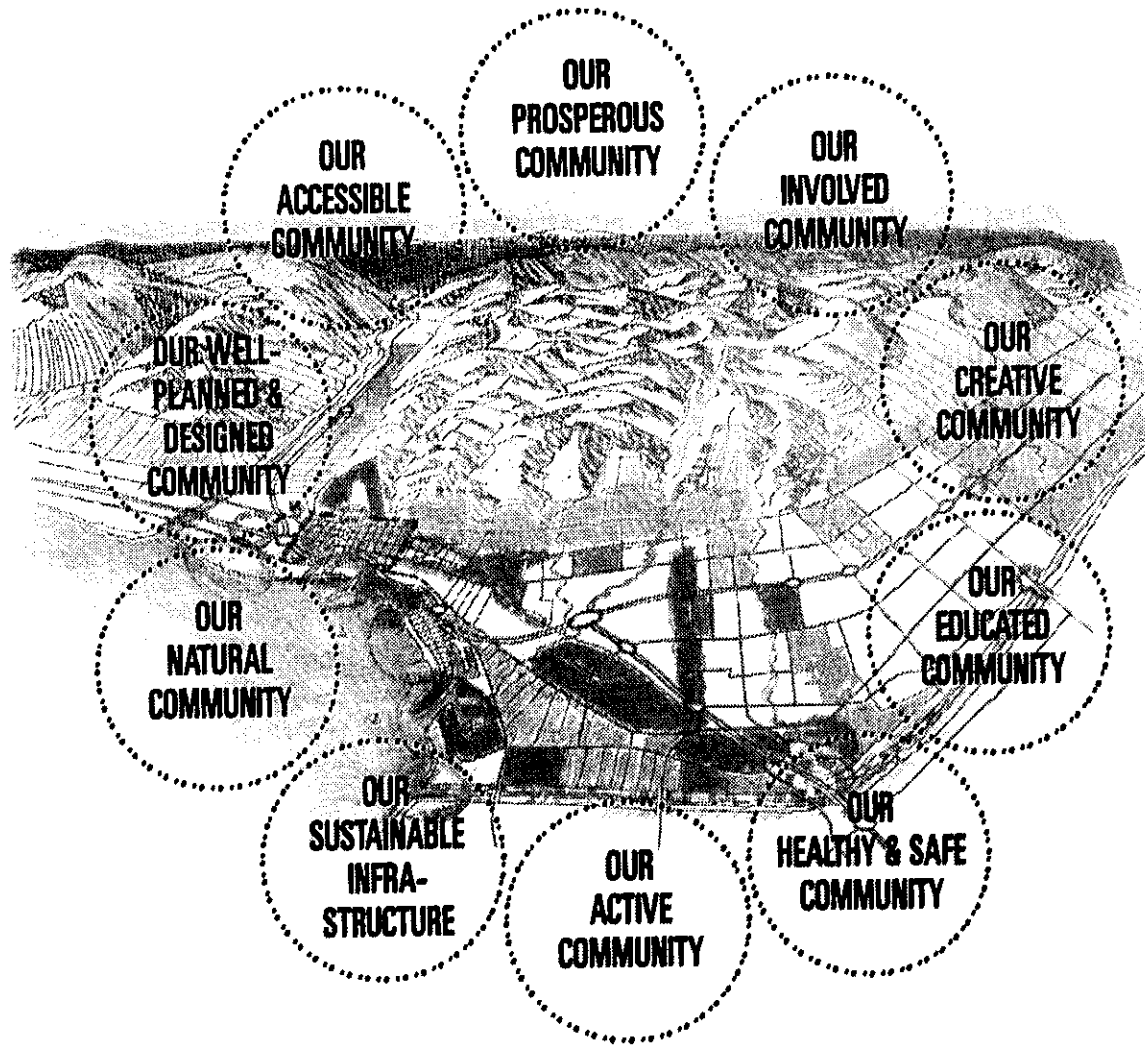
Chapter IV



STRATEGIES

THE FOLLOWING ARE THE STRATEGIES the community has developed to enable Ventura to move toward the Visions described in Chapter II. The Strategies are divided by topic area, but many overlap, interrelate, and depend on other strategies. We have tried to provide cross-references where applicable.

Each section begins with background information and a synopsis of the key directions that have emerged from the community. The individual strategies are then listed and numbered for ease of reference (not based on priority). The strategies do not attempt to address all aspects of city government, but rather focus on priority directions expressed by many members of the community. Summary tables for each strategy area are included in the Appendix.



OUR NATURAL COMMUNITY

Background

Ventura is blessed with an abundance of natural resources. The ocean, coastline, rivers, hillsides, and agricultural lands create a distinctive fabric and a sense of natural limits for the urban areas of the community.

Community input throughout the *Seize the Future* process consistently highlighted the city's natural character as one of its most important assets. Conversely, environmental degradation and loss of farmland were significant concerns to residents.

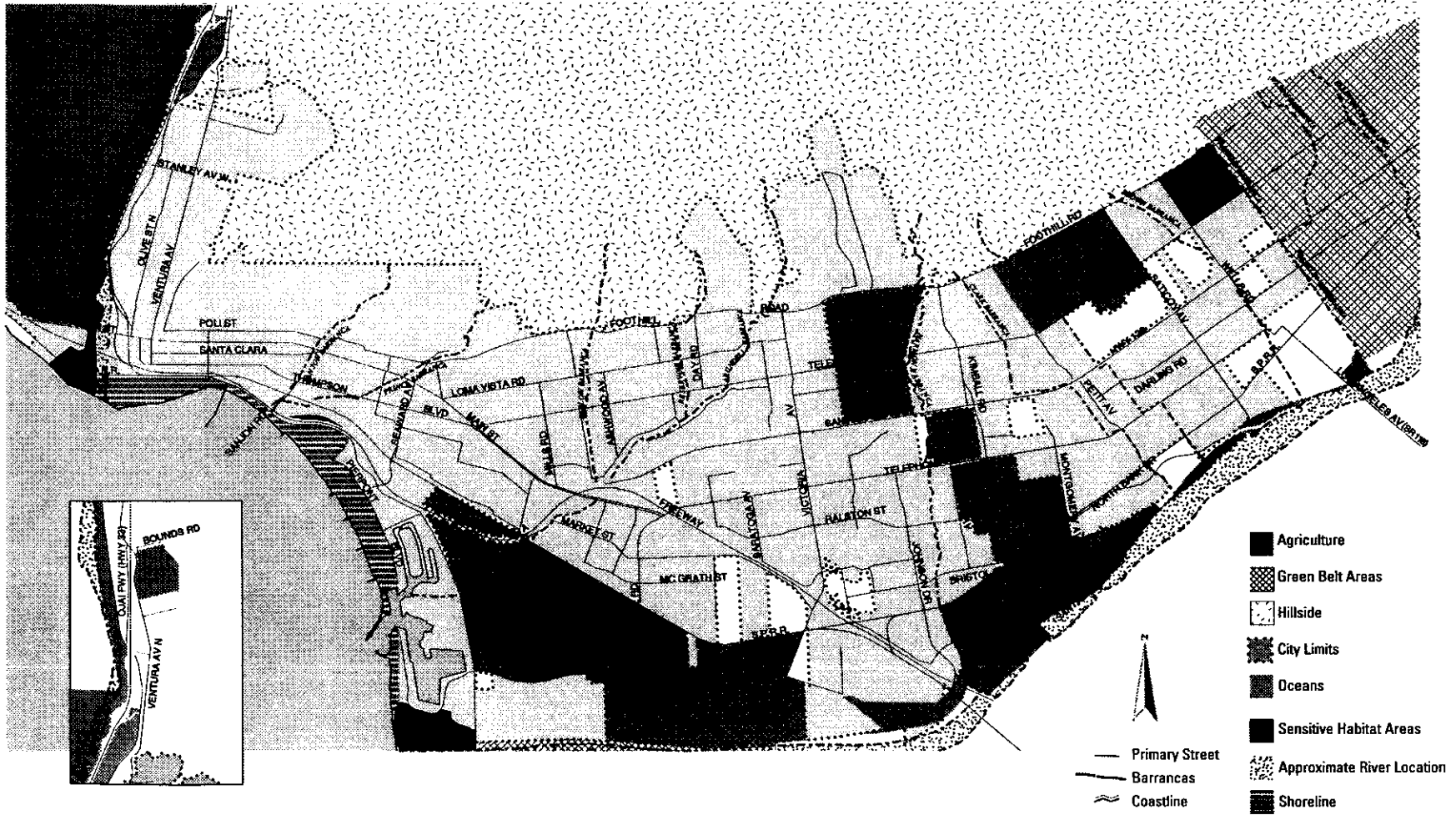
Ventura's shoreline and river environments are aesthetic and recreational resources for the community and ecological components of the broader Pacific Coast ecosystem. The Ventura River Estuary and the dunes at Seaside Park are unique and irreplaceable natural resources. With California's wetlands rapidly disappearing (only 10% remain), the Ventura River area maintains marine, estuarine, and freshwater wetlands that provide habitat for a wide variety of plants and animals, some of which are classified as rare or endangered.

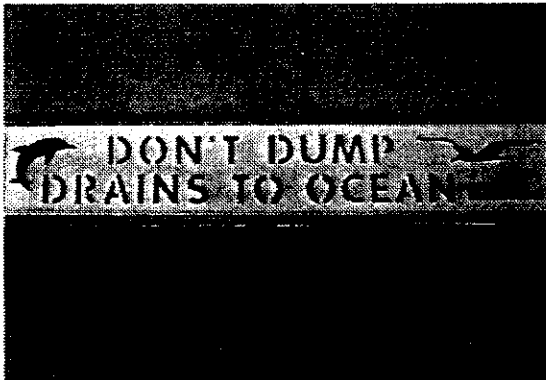
The hills of the Transverse Range rise up behind Ventura to nearly 1,200 feet, forming a dramatic visual backdrop. The hillside area encompasses over 4,000 acres made up of steep hillsides, incised barrancas and drainages, ridge tops, and narrow flat valleys. Vegetation and habitat includes coastal sage scrub, grassland, and remnant riparian corridors.

Ventura lies in a 10,000-acre coastal plain between the Santa Clara and Ventura Rivers. It is drained by a series of "barrancas" or seasonal water courses. Several of these barrancas remain unchannelized and provide wildlife habitat and recreational opportunities. Sources of water quality degradation within the region include surface runoff from oil fields, agricultural areas, urban land uses, and natural sedimentation.

With its high proportion of owner farmers and smaller farms and its extraordinary climate and soil, Ventura County has some of the best farmland in the state. As a result of the voter-approved S.O.A.R. (Save Our Agricultural Resources) initiative passed in 1995, the City of Ventura's Comprehensive Plan was amended to set strict development limitations on lands designated for agricultural use on the Land Use Plan

Environmental Features





Map. To some extent, these limitations, coupled with the natural boundaries set by the ocean and hillsides, have prompted the initiation of *Seize the Future* as a way to guide development within Ventura's circumscribed "footprint."

Synopsis of Community Input

The *Seize the Future* process produced an environmental strategy to ensure that Ventura's natural elements, which are central in defining the city's quality of life—the hills, rivers, natural drainages, and the shoreline—are protected, highly visible, and publicly accessible. In this way, the natural environment is to shape the city's development: both in recognizing geographic limits and as an underlying value that should not be sacrificed as the city grows and changes. The environmental strategy includes establishing a set of "Green City" or Best Environmental Management Practices and assessment indicators; designating permanent hazardous waste collection stations; and collaborating with county and state agencies to create a shoreline management and restoration plan.

Public Sector "Greening"

OBJECTIVE: To operate the public sector in an environmentally responsible manner that becomes a model for the community.

1.1 The city government should develop a set of "Green City/Best Environmental Management Practices." This might entail creating or appointing an "environmental steward" city staff position, implementing pesticide reduction programs, revising purchasing policies to consider ecological impacts, and establishing an environmental/sustainable training services for its staff.

1.2 The city government should develop an annual "environmental scorecard" to track public sector progress on implementing its Best Environmental Management Practices and increase public accountability.

See Our Healthy and Safe Community (7.3) and Our Involved Community (10.7) for other indicator strategies.

1.3 The city government should coordinate with the county, regional, state, and federal agencies on environmental projects and issues that extend beyond the boundaries of the city.

Maintaining the Natural Character of Ventura

OBJECTIVE: To ensure that the natural resources that are a key factor in the local quality of life are protected, visible, and accessible, wherever possible.

I.4 The city government should collaborate with CSUCI, UCSB, and other research institutions (as well as the county, Flood Control District, and others) to inventory Ventura's key natural assets for use in reviewing the impacts of future development proposals.

I.5 The city government should improve the design review and enforcement processes based on the impact of projects on the natural character of the city.

See Our Well Planned and Designed Community (3.1 – 3.7).

Pollution Prevention/Reduction

OBJECTIVE: To minimize air, water, and soil pollution in and around Ventura.

I.6 The community should meet, if not exceed current standards for air and water pollution.

- *The city government should work with the county and the Regional Water Quality Control Board (RWQCB) to improve approaches to agricultural and urban non-point source pollution control.*

- *The city government should work with developers and the public on ways to implement state and federally mandated water quality standards including mitigation and monitoring of storm-water quality.*

I.7 The city government should work with the Port District, the RWQCB, and others to identify and quantify sources of pollution into the harbor and river estuaries and prioritize strategies to reduce contamination of the harbor and river estuaries.

I.8 The city government should establish permanent collection stations for hazardous waste.

I.9 The city government in coordination with county, state, and federal agencies, as well as community groups and private industry, should develop a community-based pollution monitoring and management system.

I.10 The city government should work with the Flood Control District to develop a public



awareness campaign to educate residents and developers about water pollution issues.

I.II The city and county governments should work with state and federal agencies and private industry to identify and clean up soil/groundwater pollution “hot spots,” particularly on the Westside.

See Our Sustainable Infrastructure for additional strategies and actions on drainage, flood control, and other water management.

Solid Waste

OBJECTIVE: To minimize solid waste generation through recycling and resource management.

I.I2 The city government should continue to work with the community, educational institutions, private industry, and the county government to develop integrated solid waste management strategies.

I.I3 The city government should continue to expand its use of green waste as biomass/compost.

I.I4 The city government should work with the Chamber of Commerce and other agencies to encourage area businesses, educational institutions, and other agencies to specify and purchase

recycled products to stimulate markets for recycled materials.

I.I5 The city government should use and update the “Waste Characterization Study” about city solid waste to improve/expand recycling opportunities.

Restoration

OBJECTIVE: To improve Ventura’s degraded natural areas through a comprehensive restoration strategy.

I.I6 The city government should work with the county, state and federal agencies, area schools, universities, environmental organizations to restore the Santa Clara and Ventura River corridors. Special attention should be given to protecting and restoring riparian areas.

I.I7 The city government should work with the county and state agencies to create a shoreline management and restoration plan. This plan should address restoration of beaches, dunes, and wetlands.

I.I8 The city and county governments should work with ranchers and other property owners to encourage restoration of hillside vegetation and

habitat in conjunction with erosion control and enhancement of the hillsides' visual character.

See Chapter V Foothill Corridor/Hillsides.

Wildlife Habitat

OBJECTIVE: To enhance wildlife habitat throughout the area, balancing the needs of wildlife with recreational uses of natural areas.

1.19 The city government should work with other agencies and non-profits to enhance wildlife corridors along rivers, streams, and barrancas to allow for migration of wildlife.

See Our Accessible Community (4.21), Our Sustainable Infrastructure (5.13), Our Active Community (6.4, 6.6), and Chapter V, Foothill Corridor/Hillsides (P2.8) for more about the multiple use of barrancas.

1.20 The community should use plants native to Southern California or naturalized plants that will not invade native plant communities where appropriate to reduce maintenance and water use and provide improved wildlife habitat throughout Ventura.

1.21 The community should develop outreach and education programs to encourage protection of native plant species and wildlife habitats.

Sustainable Agriculture

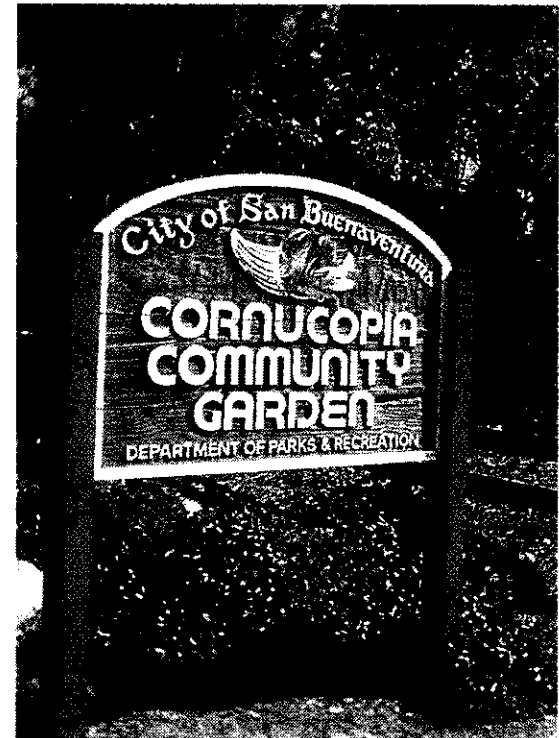
OBJECTIVE: To promote healthful food production through sustainable agricultural practices.

1.22 The community should encourage local farmers to use integrated pest management, organic farming, and other conservation techniques.

1.23 The city government should coordinate with Ventura Unified School District (VUSD) and community groups to plant community gardens in schools or parks and teach children about farming and food production.

See Our Prosperous Community (2.13 – 2.16) for strategies and actions to promote the economic vitality of the agricultural industry and to protect the agricultural land base.

See Our Healthy and Safe Community (7.11 – 7.16), Our Educated Community (8.3), Our Creative Community (9.4) and Our Involved Community (10.10) for strategies and actions about youth programs and services.



OUR PROSPEROUS COMMUNITY

Background

Following the period of Chumash Indian habitation and the initial settlement era, Ventura's economy was dominated first by agriculture and later by oil production. Today, Ventura's economy is no longer characterized by these basic industries and has seen increasing job growth in technology-related fields such as biotechnology, computer software, entertainment, multimedia, education, services, and the government sector.

Services, retail, government, and manufacturing account for the vast majority of employment in Ventura today. Since Ventura is the county seat, the county government (including the County Hospital) is by far the greatest single employer. While agriculture now accounts for just under 7% of the County's overall labor force, this represents a much higher level than the 2% state-wide average. Agriculture contributes approximately \$2.4 billion per year to Ventura County's economy.

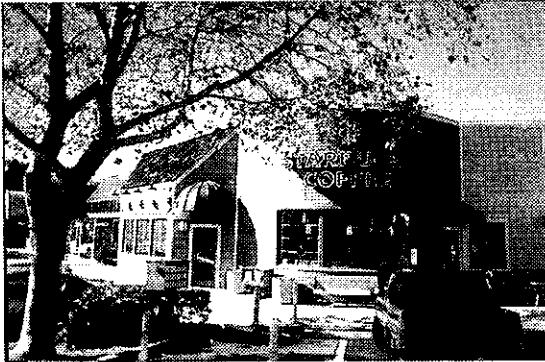
Retail trade is a significant economic indicator because sales tax is one of the few revenue sources at the sole discretion of the city govern-

ment. Ventura companies take in about \$1 billion annually in retail sales. Ventura is better positioned than many other communities in sales tax generated per capita.

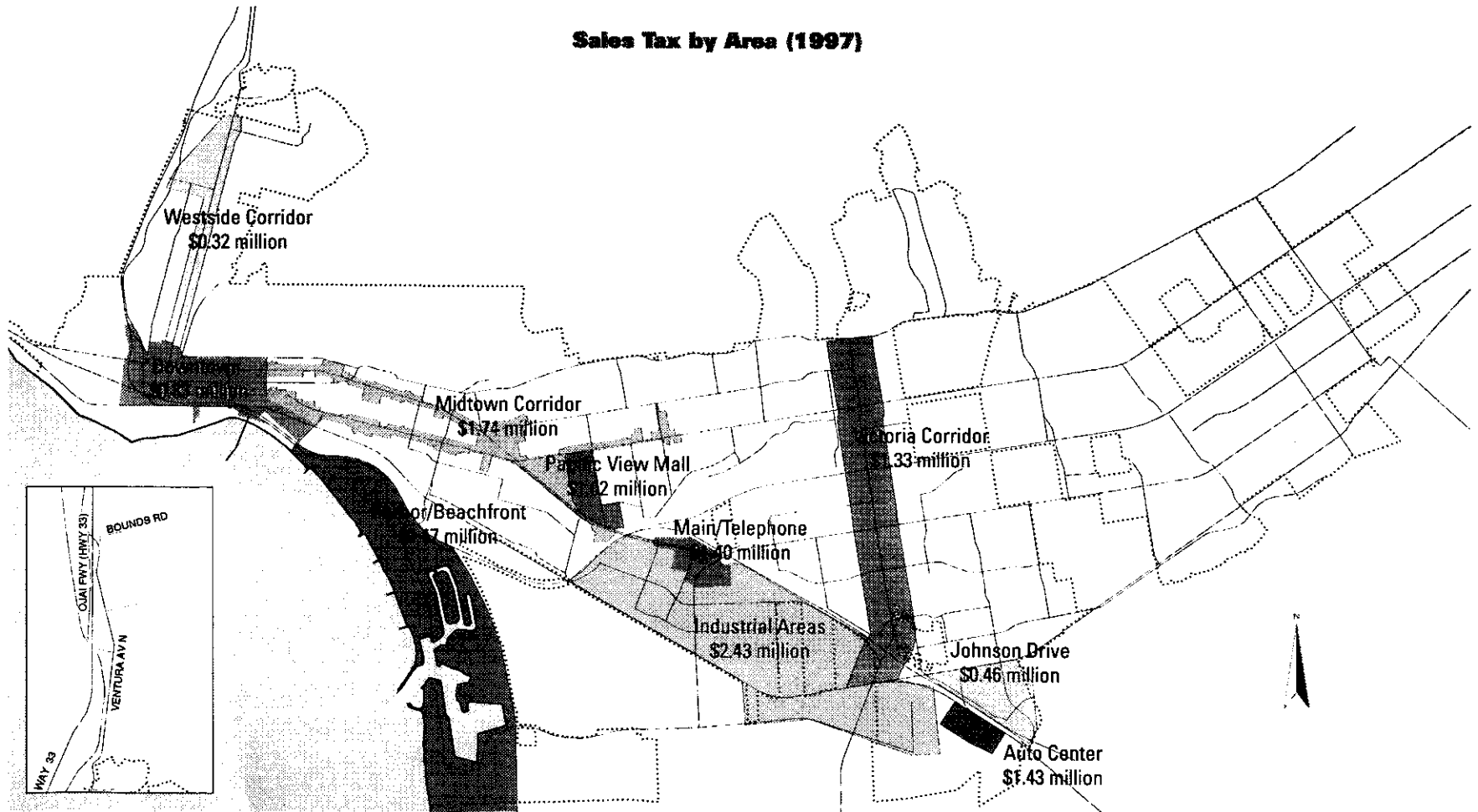
Tourism is a particularly strong market for Ventura. Ventura's beaches, museums, harbor, and nearby Channel Islands attract more than 1.5 million visitors a year. Annually, visitors' spending accounts for more than \$100 million of the local economy. Revenues from hotel/motel rooms for 1997 were \$22.6 million and generated significant transit occupancy taxes (TOT). The recently completed City Tourism Master Plan identified Ventura's strengths (especially ocean orientation and beaches), but also found weaknesses in the upkeep and design of the ocean front area.

Synopsis of Community Input

The community identified Ventura's overall strengths relative to economic vitality to be its high quality of life and natural surroundings that attract both tourists and new potential employers. Ventura's location between Los Angeles and Santa Barbara was credited with providing access to expansive markets and visitors.



Sales Tax by Area (1997)



The community envisioned an economic strategy for Ventura that produces high quality jobs and enhances the vitality of the community's emerging economic sectors (e.g., tourism, technology, retail, etc.). This is to be achieved by attracting a range of industries including high technology, entertainment, and "green" industries. Building on existing assets was particularly favored, such as recruiting biotechnology firms to link Ventura's agricultural strengths with its high technology aspirations.

Efforts to ensure a more reliable and predictable system of local government revenues and providing a diverse range of high quality housing were also top priorities. While the community expressed a desire for job creation, it also consistently cautioned that economic development must not sacrifice the city's "small-town" feel. Promoting a diverse mix of attractive and quality housing to suit all income levels was a strategy requested by the community.

Business/Industrial Sectors

OBJECTIVE: Promote a diverse range of jobs, businesses and industries that provide balance of

high paying employment and entrepreneurial opportunities.

The City of Ventura Economic Development Work Program (April 1996) indicates a variety of ongoing efforts that relate to 2.1 – 2.4.

See the Downtown Cultural District Plan (DCDP), 1998, for more detail on the provision of cultural amenities as a business attraction and economic development strategy that relate to strategies 2.1-2.4.

2.1 The city government should continue to work with the business community on a business recruitment plan that encourages diverse businesses.

2.2 The city government should work with a broad range of community partners to promote Ventura's quality of life, to attract business and sustain a diversity of jobs in the community.

2.3 The city government should work in partnership with private and public entities in the region to create strategies for promoting businesses that fulfill the community's economic and job creation objectives, such as advanced technology, multimedia, film, tourism, research,

agriculture, clean manufacturing, entrepreneurial small businesses, and other desirable businesses.

2.4 The city government should continue its efforts to develop a business attraction, expansion, and retention program, particularly for businesses that demonstrate the following characteristics:

- *Sense of local responsibility*
- *Encourage local ownership, control, or management*
- *Clean, environmentally friendly*
- *Cultural/creative*
- *High wage/high skills*
- *Local comparative advantage*

Special Focus Areas

OBJECTIVE: To create economic enhancement areas with outstanding potential and/or special needs.

2.5 The city government should encourage development of the vacant, underutilized industrial lands along Route 33 as a future high technology business corridor area. The city government should continue to work with land owners, agencies, and

developers to recycle abandoned oil and industrial areas for new industries and businesses.

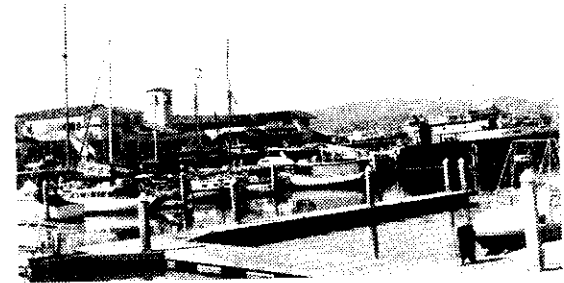
See Chapter V Westside.

2.6 The city government should focus economic development along the Highway 101 Corridor including the Arundell Business Park, the auto mall, and other accessible commercial areas. Investigate the available vacant land, parcelization, and zoning to ensure there are adequate sites of different sizes, and types to support a wide range of uses; and modify zoning to encourage support uses such as service businesses and restaurants in the area.

See Chapter V Highway 101/Business Park Areas.

2.7 The city government should work in partnership with Ventura Port District and other stakeholders to fulfill the economic potential of the harbor. Actions could include improving physical access to the harbor from the community's neighborhoods and commercial cores; a marketing and promotion campaign based on boating; and improving nature-tourism and other related opportunities with the Channel Islands National Park.

See Chapter V Shoreline.



2.8 The city government should continue to work with the private sector to enhance older commercial districts and corridors such as Downtown, Midtown, Ventura Avenue, and Montalvo.

See the Downtown Cultural District Plan, 1998 for a strategy for enhancing the downtown through the further development of a downtown cultural district.

Tourism

OBJECTIVE: Improve tourism opportunities as one part of the community's overall economic development strategy. Ensure that tourism development is done in a way that respects the needs of residents and neighborhoods and minimizes negative impacts on the community.

See Tourism Master Plan, June 1999.

2.9 The city government should work with the State Department of Parks, the Visitor and Convention Bureau, Chamber of Commerce, and tourism-related entities to market and better utilize the beach/shoreline. Actions could include: maintain beaches at a higher level; market the beach for sporting and cultural events;

and explore opportunities at the harbor including the potential for a marine learning center, aquarium, and expansion of the National Park Service Headquarters.

See Chapter V Shoreline.

2.10 The city government should continue to work with the Visitor and Convention Bureau, Chamber of Commerce and tourism related entities to market Ventura's cultural, historical, artistic, and recreational opportunities and to augment tourism.

See Our Creative Community in this document and the Downtown Cultural District Plan, 1998 for more detail on the promotion of cultural tourism.

See Our Active Community in this document and the Golf Master Plan for more detail on the range of recreational and sports events and facilities that could promote tourism.

2.11 The community's approach to tourism development should consider the needs of residents, as well as visitors. Actions could include: conduct a tourist impact study on tradeoffs between tourist development and impacts on existing neighborhoods and businesses; develop

and improve infrastructure, facilities, and events that benefit area residents and also attract visitors.

Retail/Sales Tax Revenue

OBJECTIVE: To develop a vibrant and diverse retail sector.

See the Economic Development Work Program, 1993.

2.12 The city government should work with the Chamber of Commerce and area businesses to promote the city's retail sector. Activities could include:

- *Promote "retail as entertainment," especially in the downtown.*
- *Initiate a vendor-to-vendor program through the business community to facilitate mutual sales and support.*
- *Retain and attract businesses that contribute to business-to-business transactions.*
- *Create a program to reduce sales tax revenue "leakage." Identify businesses that address market demand. Support quality development proposals.*

- *Pursue retail opportunities that address neighborhood, community, and regional shopping needs of local residents.*
- *Address special needs for the revitalization of established retail areas and programs to assist small business.*

See the Downtown Cultural District Plan, 1998.

Agricultural Sector

OBJECTIVE: To promote a forward-looking agricultural sector that is integrated with the economy and urban fabric of the community.

2.13 The city government should help protect the agricultural land base through mechanisms such as right-to-farm provisions, agricultural mitigation banks, buffer zones, and conservation easements.

2.14 The city government should form a citizen/technical committee to promote a sustainable coexistence between agricultural and urban land uses. This should include programs to educate the general public about the conditions and concerns of area farmers.



2.15 The city government should work with the county government and others to support area farmers and agricultural organizations to promote agriculture products such as farmer's market space, joint marketing efforts, food stands, "U-Pick" operations, etc.

2.16 The city government's business recruitment strategy should include firms linking agriculture and high technology such as biotechnology.

See Our Prosperous Community (2.3) for the full business recruitment strategy.

See Our Natural Community (1.22, 1.23) for strategies and actions on sustainable agriculture.

Business Infrastructure

OBJECTIVE: To enhance Ventura's infrastructure to support a prosperous economy and the retention, expansion, and attraction of targeted businesses.

2.17 The community should support the development of infrastructure for future internet/fiber-optic/wireless technology by private industry and telecommunications providers.

2.18 The city government in cooperation with neighborhoods and utility providers should seek mechanisms to accelerate utility undergrounding.

2.19 The community should encourage cable companies to improve business and residential cable television services, such as increasing public access channels and expanding cable coverage.

2.20 The city government should coordinate utility work with street maintenance work, street tree maintenance, median landscape upgrades/maintenance, and sidewalk maintenance.

Workforce Education

OBJECTIVE: To work with educational institutions to create a range of educational programs and opportunities that enhance the skills and capacities of the local work force.

See Our Educated Community (8.8) for strategies and actions on workforce education.

Quality Housing

OBJECTIVE: To promote a balanced mix of attractive and high-quality housing for Ventura's residents.

2.21 The city government should work closely with the community (community councils, home owners associations and other community organizations) to determine if existing Comprehensive Plan land use designations and zoning are providing development opportunities and community design that are compatible with both neighborhood and city-wide interests. To ensure city-wide issues are considered, the Ventura Vision document should be used as background reference in future land use studies. If any changes are made to these designations or the accompanying zoning standards, they need to meet the following criteria

- *Provide a diversity of land uses and densities to enhance Ventura's neighborhoods.*
- *Facilitate innovative and high-quality in-fill development.*
- *Identify opportunities for housing development that achieves other community goals*

such as neighborhood improvement, recreation opportunities, and the preservation of sensitive lands and neighborhood character.

2.22 Provide high quality housing for current and future residents with a diverse range of income levels, including:

- *High end housing;*
- *Housing for middle and low income families;*
- *Independent living senior housing facilities.*

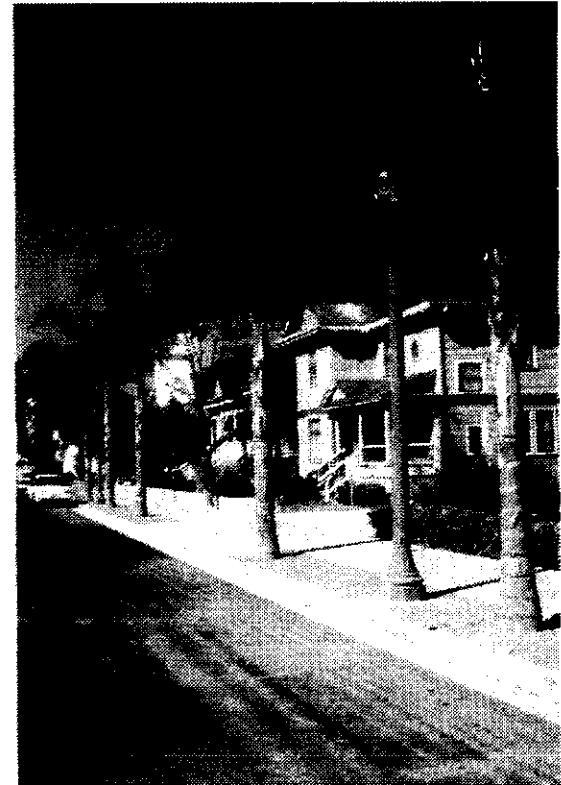
Sound Public Sector Financial Management

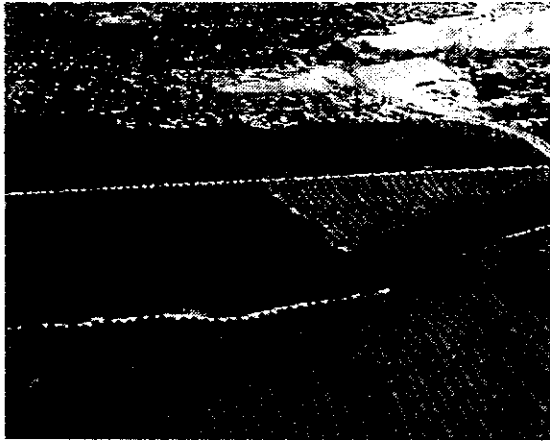
OBJECTIVE: To maintain an efficient system of public fiscal management.

2.23 The city government should continue to partner with appropriate entities to press for changes in state fiscal policies to provide more predictable revenues to local governments.

2.24 Decisions about development of remaining underdeveloped sites should take into account the fiscal cost and benefits to the community.

2.25 Study the costs and benefits of various approaches to providing efficient governmental





services including the potential to consolidate or privatize some services.

Effective Partnering and Public-Private Sector Interaction

OBJECTIVE: To develop strategic partnerships between the public and private sector that draw upon and enhance their mutual strengths to promote a broad range of employment opportunities and overall economic vitality.

See Economic Development Work Program, 1996.

2.26 Consider a “one-stop-shop” for business assistance and city government permitting processes.

2.27 Partner with other jurisdictions within Ventura County to achieve a sustainable regional economy and address economic issues that cross jurisdiction boundaries (such as ways to engage in regional tax/revenue sharing to reduce competition for retail uses).

OUR WELL-PLANNED AND DESIGNED COMMUNITY

Background

Ventura combines the natural beauty of its coastline and hills, a rich cultural heritage, a small-town feel and an eclectic and colorful mix of urban styles and forms. Ventura's residents take pride in the distinct character and style of the community's neighborhoods and sub-areas. One of the most consistent themes in public input into the *Seize the Future* process was the value of Ventura's diverse urban design and a desire to maintain distinctive districts, while raising the overall quality of the community's appearance.

Synopsis of Community Input

The *Seize the Future* process produced a planning and design strategy based on establishing an overall set of land use planning and urban design principles to guide future development in Ventura. In general, these principles call for projects to draw upon the community's natural and cultural assets and to strive towards a high standard of design. The strategy suggests a comprehensive and detailed design review process that ensures that projects contribute to the commu-

nity's aesthetic character. The strategies in this section interrelate with the more specific ideas in Chapter V, Places.

Land Use Planning

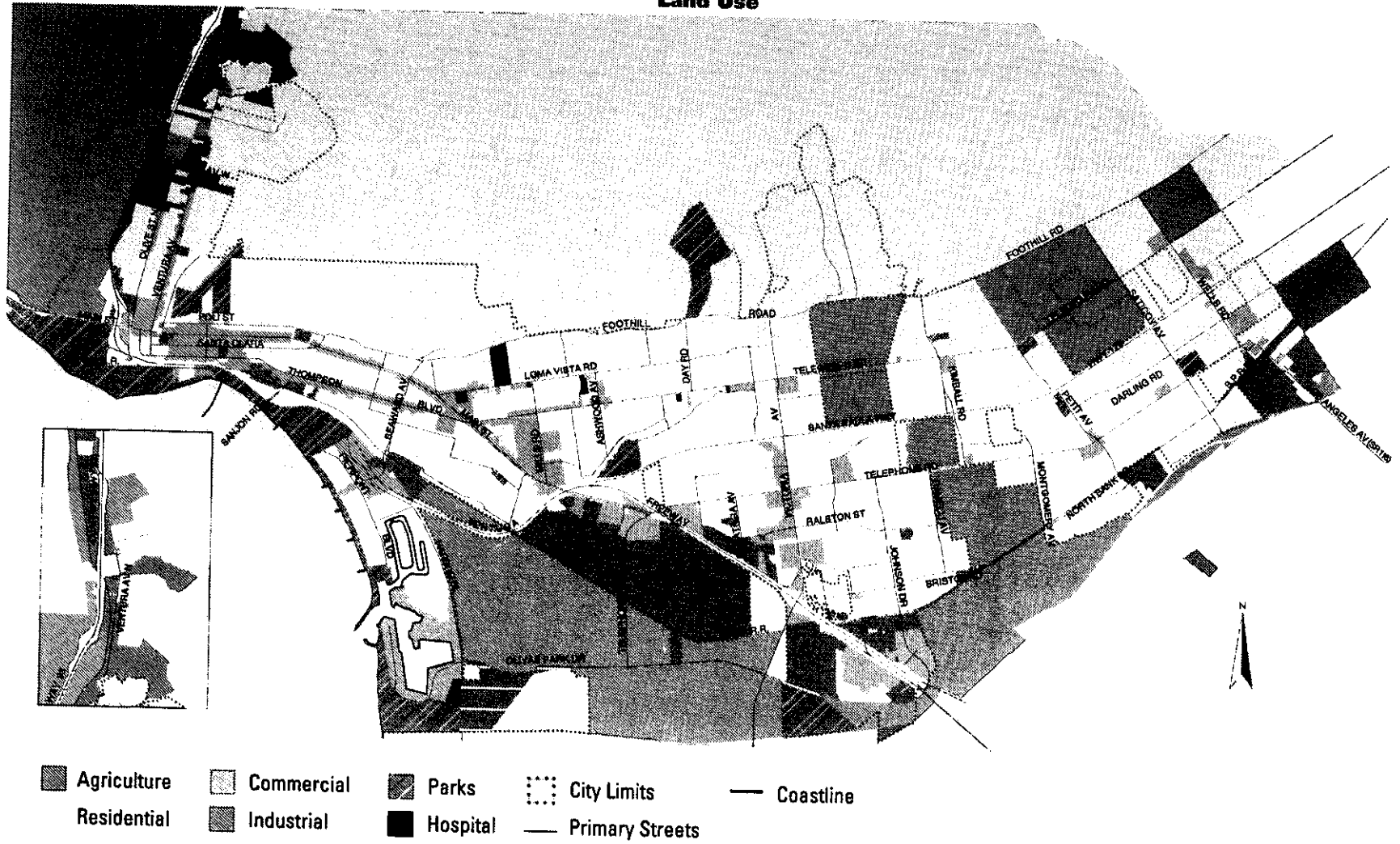
OBJECTIVE: To adopt comprehensive and clear planning policies that will result in realizing the community's vision.

3.1 The broad principles that have emerged from the *Seize the Future* process should guide any revisions or amendments to the City of Ventura's Comprehensive Plan. Examples of these principles are:

- *Land use plans should respect and enhance the community's natural and cultural assets.*
- *Each sub-area should strive for an appropriate mix of land uses and densities.*
- *An efficient city-wide transportation system should connect and unify sectors of the city by allowing for multiple modes of travel.*
- *Commercial and residential "neighborhoods" should be linked by attractive boulevards, streets, or greenbelts, based on a traditional grid.*



Land Use





- *Sub-areas should include usable and attractive spaces for public use including parks, open spaces, and plazas.*

Design Framework

OBJECTIVE: The city government should adhere to a design framework and design guidelines that enhance its character as a Southern California coastal community, yet recognize distinctive sub-areas.

3.2 The design framework should reflect the natural and cultural assets of the community, including:

- *The regional geography and natural features (such as hills, shoreline, ocean, rivers, etc.)*
- *Historical and cultural heritage (the Chumash settlement era, the Spanish and Mexican periods, the late 1800s "boom" period, and the oil and agriculture industries of the early 20th century)*
- *Visual as well as physical access to Ventura's natural features should be preserved and enhanced.*

3.3 Design guidelines for sub-areas of the city should be developed. Existing guidelines for sub-areas should be more consistently applied.

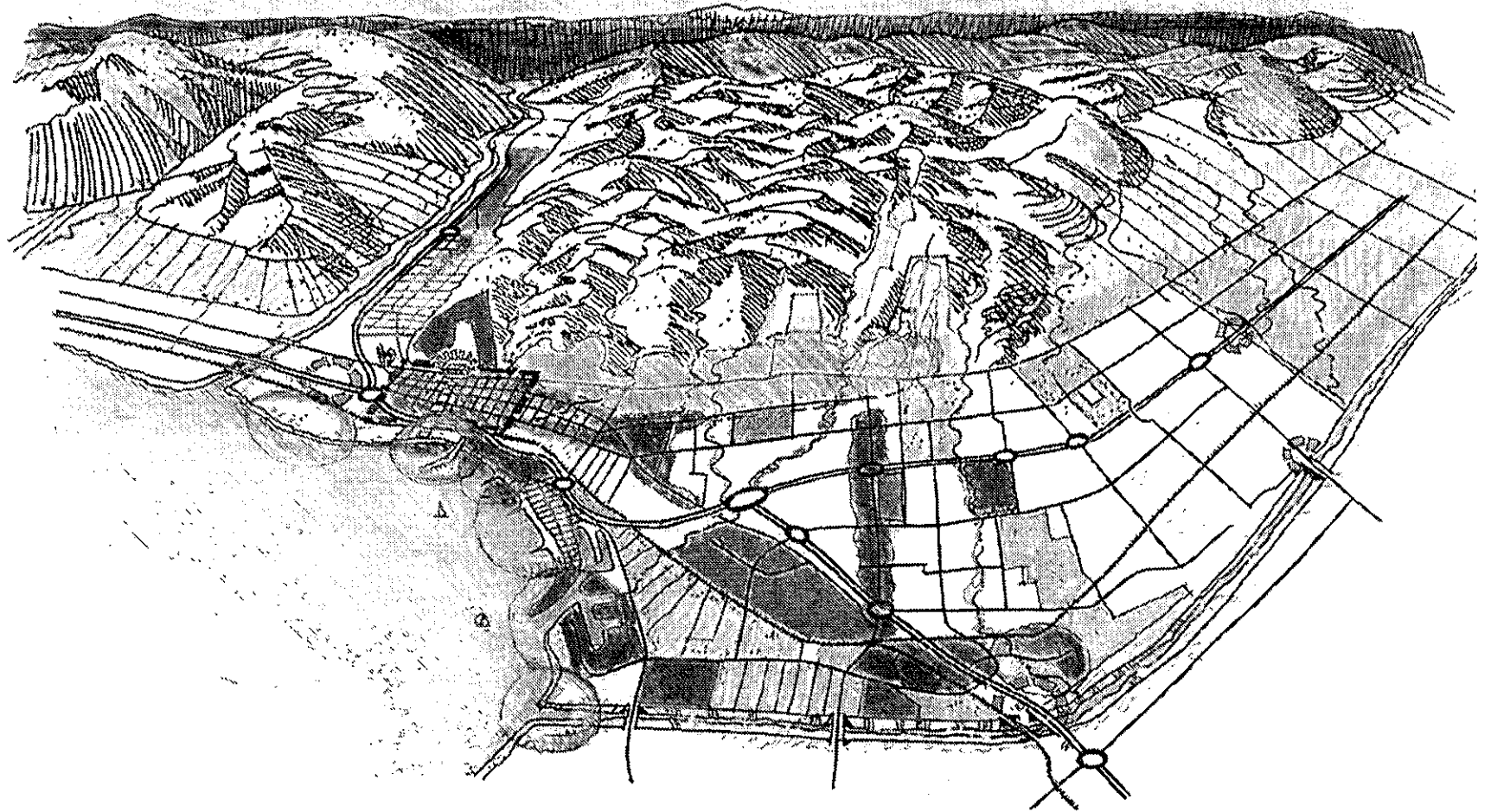
3.4 Sub-area guidelines should be developed (or utilized where already in place) for identified districts in the community.

3.5 Sub-area guidelines should be comprehensive and deal with issues such as height, viewsheds and view corridors, design details, materials, color, signage, etc. The community should have active involvement in developing guidelines.

3.6 The design review process should be thorough and enforced through project completion.

- *Review criteria should include design details, building materials, grading, landscaping, scale, and overall aesthetics.*
- *Design review should include a high standard of community design and sensitivity to local context.*
- *Provide visual techniques (such as digital simulation, models, etc.) to assist in public review.*

A "Bird's Eye View" of Ventura



3.7 Landscape design should strengthen and define the built environment and should be an integral element of design guidelines.

- *Plants should be low-maintenance and water-conserving.*
- *The city government should work with property owners, non-profits and others to enhance and expand the number of street trees throughout the community.*

See Chapter V Places for more specific ideas and recommendations on planning and design for particular areas of the community.



OUR ACCESSIBLE COMMUNITY

Background

Ventura has a long history of offering multiple modes of transportation, although most travel is concentrated along key highways and arterial streets. The city is bisected by four state highways: 101, 126, 33, and 118. The portions of Routes 33 and 126 through the city are four-lane freeways operating with little congestion. Route 101 is a six-lane freeway, operating with occasional congestion in the peak period. A short segment of Route 101 at the Santa Clara River operates at level of service E/F meaning severe congestion and delays during peak periods. Improvements to the Highway 101 bridge to Oxnard are being planned to address this issue. These highways serve the community's transportation needs well, but also result in visual impacts and separation of one area of the city from another.

Ventura is part of the South Coast Area Transit (SCAT) bus system, which provides service on five fixed routes as well as dial-a-ride service to seniors and disabled persons. The number of riders using the SCAT system has increased from

2.9 million passengers in fiscal year 1993 to 3.1 million passengers in fiscal year 1997 and is projected to rise to over 4 million riders in 2003.

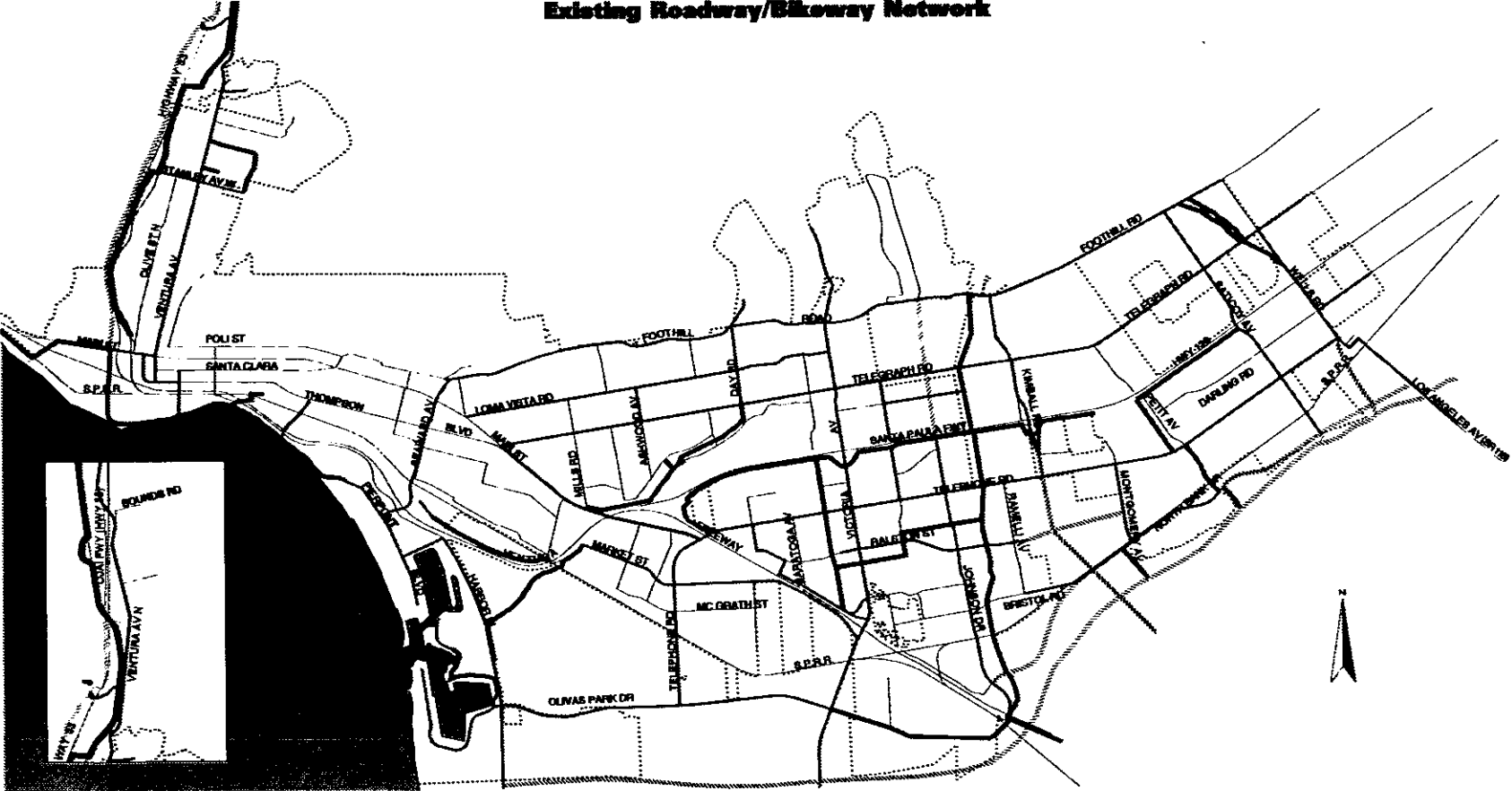
Ventura offers both the level topography and mild climate to support an extensive bikeway system. However, the system is only beginning to connect throughout the community. Ventura's existing pedestrian facilities consist of sidewalks, off-street paths shared with bicyclists and other users, neighborhood and park path systems, as well as pedestrian plazas and a river-to-river shoreline bike and pedestrian pathway.

Union Pacific runs 12 trains a day through Ventura, providing freight service out of Los Angeles. Metrolink, the commuter train that connects Ventura with Los Angeles and other areas in Southern California, has a lay-over facility in Montalvo to serve the west county. At present, there are two Metrolink runs daily with additional runs funded and anticipated to begin in the future.

Synopsis of Community Input

The *Seize the Future* process identified its central transportation goal as moving the city away from

Existing Roadway/Bikeway Network



- Class 1 Bikeway (Bike Path)
- Class 2 Bikeway (Bike Lane)
- Proposed System Extensions
- City Limits

automobile dependence towards an integrated and multi-modal transportation system including bus, rail, bicycle and pedestrian modes. This system is to be structured with routes that connect key use areas and destinations. Congestion is to be reduced by transportation system management (such as mixed use development that reduces trip needs) and strategic new road construction. Parking is to be improved primarily through enhancement of existing facilities.

The top priorities for “Our Accessible Community” included updating the City of Ventura Bicycle Master Plan and developing an interconnected bikeway system throughout the community with more Class 1 bike paths; encouraging mixed-use development to reduce auto trips; and enhancing transit for seniors and the disabled.

Transportation Policy/Institutions

OBJECTIVE: Work toward a transportation system for the city and region that balances access by multiple travel modes.

4.1 The city government should update its Circulation Element to reflect current land use,

traffic, and demand conditions and to take full advantage of bus, rail, pedestrian, bicycle and other modes of transportation.

4.2 The city government should partner with regional transportation entities (such as SCAT and VCTC) to initiate an aggressive funding strategy for state and federal support for alternative transportation (including bus, light/monorail and other options).

4.3 The city government should create a Citizens’ Transportation Commission, which includes representation from public and private transportation service providers in the community and riding groups (such as youth, seniors, disabled).

Transportation System Management

OBJECTIVE: Apply land use modifications and other measures to reduce congestion without additional road construction.

4.4 The city government should develop, adopt, and act upon mixed-use zoning to bring housing, jobs, commercial, and other uses in closer proximity to each other.

4.5 The city government should develop and adopt land use guidelines that provide better access and connections to residential and commercial areas for pedestrians, bicyclists, and transit users.

4.6 The city government should work with the VCTC, area employers, and local environmental organizations to develop and implement a public outreach campaign to encourage car-pooling, transit, and bicycle use as a means of reducing trips.

Transit

OBJECTIVE: Ensure that Ventura has accessible, convenient, and interconnected transit systems.

4.7 The community should work to develop a multi-modal transit center that could integrate Amtrak, Metrolink, Greyhound, SCAT services and other future transit options.

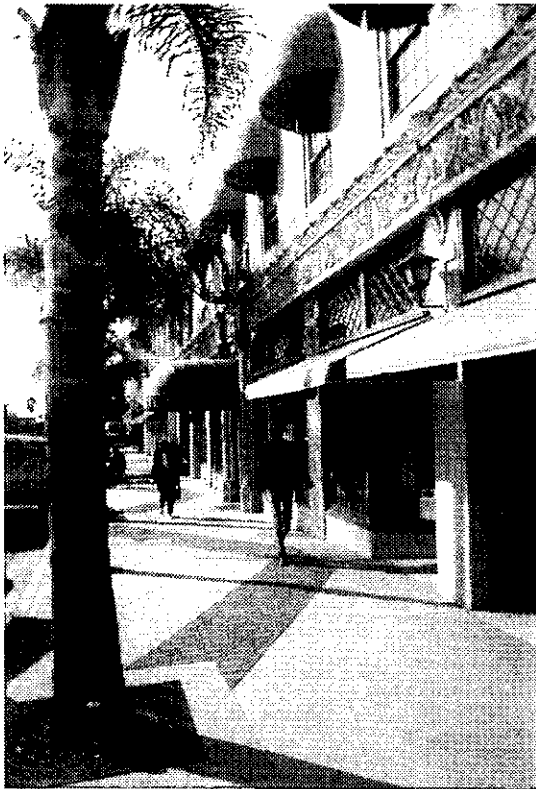
4.8 The community should improve bus and van services in coordination with SCAT and other partners. Potential projects or programs include:

- *More frequent, smaller, and reduced-emissions buses and vans;*

- *Coordinate bus routes and schedules to enhance ability to transfer between buses*
- *Monitor implementation of the coordinated transit services for seniors and disabled program to ensure service improvements are realized;*
- *Ensure bus and other transit routes link major employment centers, children's activity centers, senior/low income services, and destinations such as downtown, the beach, CSUCI and regional airports;*
- *Study the feasibility of offering extended service to downtown Ventura on Friday and Saturday nights; and*
- *Upgrade bus stops with well-designed benches, shelters and other facilities.*

4.9 The city government in cooperation with other agencies should consider various long-term options for intra-city mass transit such as light rail, electric trolley or a monorail loop.

4.10 Work with VCTC to improve Metrolink services to better connect the community to the region. Potential projects might include:



- *Build a Ventura Metrolink station.*
- *Offer more frequent Metrolink service to Ventura.*
- *Offer regular rail service from Ventura to CSUCI.*

Parking

OBJECTIVE: Create a more convenient parking system that serves businesses and residents.

- 4.11** The community should make optimal use of existing parking structures and lots.
- 4.12** The city government should work with local business to increase parking opportunities at key business and recreational destinations including downtown and the pier/beach.
- 4.13** The city government should consider creating a system of preferential parking districts in neighborhoods near the beach to reduce parking impacts on local residents.
- 4.14** The city government should study the potential for a beach/shoreline shuttle with a remote parking structure away from valuable shoreline property.

See Chapter V Shoreline (P1.1 – P1.8) for strategies on shoreline access.

Pedestrians

OBJECTIVE: Ensure that Ventura is a walkable and pedestrian-friendly community.

- 4.15** The city government should study the advantages, disadvantages, and feasibility of narrowing selected segments of a few arterials and collector streets from four to two lanes to make them more pedestrian and bicycle-friendly and calm traffic.
- 4.16** The city government should improve the walkability of major streets with poor pedestrian access (such as Foothill Road near Arroyo Verde Park).
- 4.17** The city government should lengthen pedestrian signal phases in areas where there is considerable pedestrian traffic.
- 4.18** The city government should install additional pedestrian crossings at key intersections, especially in Midtown.

4.19 The city government should develop safe and attractive walkways from downtown to the beachfront.

See Chapter V Shoreline (P1.3).

4.20 The city government should work with developers to ensure that new residential developments include breaks in their subdivision walls for pedestrian travel to adjacent roadways and activity centers.

4.21 The city government should work with property owners and community organizations to develop additional walking trails along the Ventura and Santa Clara Rivers, alongside barrancas, and in the hillsides.

See Our Natural Community (1.19), Our Sustainable Infrastructure (5.13), and Our Active Community (6.4, 6.6) for more detail on the multiple uses of barrancas.

4.22 The city government should work with the VUSD to improve pedestrian facilities adjacent to schools.

See Our Educated Community (8.11).

Bicycles

OBJECTIVE: Create a safe, accessible, and interconnected network of bike paths, lanes, and routes to ensure that Ventura is a bicycle-friendly community.

4.23 The city government should update the Bicycle Master Plan and make it a part of the City of Ventura's Comprehensive Plan, considering the following elements.

- *Connect schools, parks, activity areas (such as beaches), housing areas, and employment centers with bike paths and lanes.*
- *Construct additional off-street (Class I) bicycle paths across the community (such as on Main Street/Loma Vista Road from downtown to Victoria Avenue).*
- *Install additional bicycle parking facilities at appropriate locations.*
- *Identify locations for off-street bike paths along the Ventura and Santa Clara Rivers and along the coast.*
- *Re-evaluate bicycle facility standards to ensure they are designed so that they can be adequately maintained.*





- *Identify and prioritize improvements for major bicycle/automobile conflict points (such as Harmon Barranca trail and Bristol Road).*
- *Establish a bicycle route identification and signage program that is visible and in keeping with the character of the community.*

4.24 The city government should reactivate the Bicycle Technical Advisory for the revisions to the Bicycle Master Plan.

4.25 The community should develop an ongoing bicycle education program aimed at improving bicycle safety and increasing awareness of available routes.

4.26 The city government should establish a "Bicycle Hotline" as part of or in addition to the city's pothole hotline so that residents can report problems on the bike system.

4.27 The city government should include impacts on bicyclists in the review of development projects, new roadways and roadway rehabilitation projects to ensure bicycle lane needs are considered in the final design and in detouring plans during construction.

Road Improvements

Objective: Improve traffic circulation throughout Ventura and the region.

4.28 The city government should update the Circulation Element of the Comprehensive Plan.

- *Study existing and anticipated land use patterns to determine the best congestion reduction strategies.*
- *Revise standard traffic analysis methods to account for pedestrian safety, bicycles, and traffic speeds as well as traffic volumes and level of service.*
- *Identify new and/or improved north-south arterials within Ventura.*
- *Evaluate the impacts and feasibility of constructing a new crossing of the Santa Clara River (such as an extension of Kimball Road).*
- *Consider a new overcrossing of Portola Avenue over Highway 101 and a new overcrossing of Johnson Drive over Highway 126.*
- *Incorporate Ventura's Traffic Calming Program into the Circulation Element.*

4.29 The city government should work with CalTrans to develop and implement a strong and effective freeway signage program on Highway 101 (such as directions to downtown for persons approaching Ventura from the north).

4.30 The Circulation Element should balance Foothill Road's role linking the eastside to westside while maintaining a "country" road feel.

- *Create an off-road bicycle and pedestrian trail along Foothill Road, as feasible (especially leading to Arroyo Park).*
- *Enhance Foothill as a scenic two-lane roadway, limiting alignment changes to those needed to address demonstrated safety problems.*
- *Reduce speed limits.*
- *Improve transit service.*
- *Use contour grading and landscape screening techniques for road repair and design.*

See Chapter V Foothill Corridor/Hillsides.

4.31 The city government should work with CalTrans to improve the aesthetic design of bridges and undercrossings along the freeways.

Road Maintenance/Management

OBJECTIVE: Improve road conditions and operations throughout Ventura.

4.32 The City government should improve road maintenance throughout the community.

- *Develop a public process to prioritize road maintenance projects.*
- *Develop higher standards for road maintenance.*

4.33 The city government should implement innovative street beautification programs as part of regular street maintenance (such as planting vines on block walls along major roadways or updating median landscaping, street trees and sidewalks concurrent with street overlays).

See Our Well-Planned and Designed Community and Chapter V Places.

4.34 The city government should work with Community Councils, local historical societies, and others on the community's street naming program to ensure recognition of local historical figures and to address confusing names (such as Telephone, Telegraph).



4.35 The city government should coordinate projects such as the installation of new fiber-optic cables, water lines with routine road maintenance for greater efficiency.

4.36 The city government should reduce speed limits on selected residential streets and pedestrian-oriented commercial streets as allowed by statute.

Airport Transportation

OBJECTIVE: Improve Ventura's access to air transportation.

4.37 The city government should work with neighboring communities and appropriate agencies to expand air service to Ventura County.

4.38 The city government should work with regional transportation entities to support expanded ground transportation services to local and regional airports.

OUR SUSTAINABLE INFRASTRUCTURE

BACKGROUND

The City of San Buenaventura is the retail water utility that provides water for all urban uses in the city limits and some nearby unincorporated areas. Ventura's current water supply and demand are in balance at about 20,000 acre feet per year. Due primarily to conservation programs, average per capita water use in Ventura has declined about 40% in the past two decades. Based on the city government's 1998 water report, existing water supply and planned improvements are sufficient to meet the community's water needs for the next decade. However, to ensure adequate drought supply and improve water quality and storage capacity, several improvements are being completed including additional groundwater wells, improved distribution for Ventura River water, and expansion of water treatment capacity.

The City of Ventura provides sewer service for most of the community and some nearby unincorporated areas. The wastewater treatment plant is located in the western portion of Ventura near

the mouth of the Santa Clara River. The plant has a current capacity of 10.3 million gallons per day (mgd) with average daily flows at approximately 9.0 mgd. Significant upgrades are now underway to increase the plant capacity to approximately 14.0 MGD which is sufficient to accommodate build-out under the existing Comprehensive Plan.

The city government provides and maintains the basic storm drain system. Some drains are linked to flood control channels or facilities, some directly to the ocean and rivers. The Ventura County Flood Control District is responsible for flood control within Ventura and has jurisdiction over the natural channels and barrancas, as well as the constructed channels and ditches it maintains. The framing of the city by its two rivers and the steep hillsides and the potential importance of the barrancas for wildlife habitat and recreation, make flood management an important issue in the community.

The city government has implemented several innovative solid waste management efforts including a comprehensive Waste Characterization Study and green waste composting.



Synopsis of Community Input

The community identified infrastructure—especially water-related systems—as being of critical importance to the economic vitality, public health and environmental quality of the community. Ensuring a high quality water supply, improving the treatment and disposal of wastewater, and devising flood control measures that integrate safety, recreation and environmental improvement were all deemed critical by the public.

See Our Natural Community (1.6 – 1.11) for water quality and (1.12 – 1.15) for solid waste; Our Prosperous Community (2.17 – 2.20) for business infrastructure and Our Accessible Community for transportation infrastructure.

Water Supply

OBJECTIVE: To provide a reliable and high quality water supply for the community.

5.1 The city government should continue developing long-range and regional water supply strategies. Strategies should be based on an ongoing analysis of water demand and supply and potentials for desalination, state water, and other potential water sources.

5.2 The city government should update its water master plan currently in place on a continuing basis.

5.3 The city government should upgrade emergency water system supply capability through increased redundancy in facilities and cooperative emergency water supply tie-ins with other entities (such as Oxnard).

5.4 The city government should assess the costs and benefits of higher quality water treatment systems and water sources, especially for eastside well water.

5.5 The city government should develop an informational program for the public in order to raise the public's confidence level in the ability of the water supply system to withstand future droughts.

5.6 The city government should review and, where needed, improve upon the current incentives program of tiered water rates for water conservation.

5.7 The city government should investigate water reuse options at the "user" level (such as agriculture reuse and commercial/ residential gray water). Consider the use of reclaimed water as a means of meeting the demand for additional water supply.

Wastewater

OBJECTIVE: To improve wastewater collection, treatment, and disposal systems for the health and safety of residents and the natural environment.

5.8 The city government should develop a phased plan for sewer system upgrades with emphasis on sewer capacity for any future development and consolidation of other sanitary districts.

5.9 The city government should improve the wastewater system's ability to withstand emergency conditions (such as floods, earthquakes). Incorporate backup systems where possible.

5.10 The city government should improve the aesthetics and screening of the harbor area sewage treatment plant and address odor problems.

Drainage/Flood Control

OBJECTIVE: To provide an efficient, safe, and environmentally sound flood control and drainage system.

5.11 The city government should maintain its existing stormwater infrastructure (drains, curbs, etc.) at a high standard.

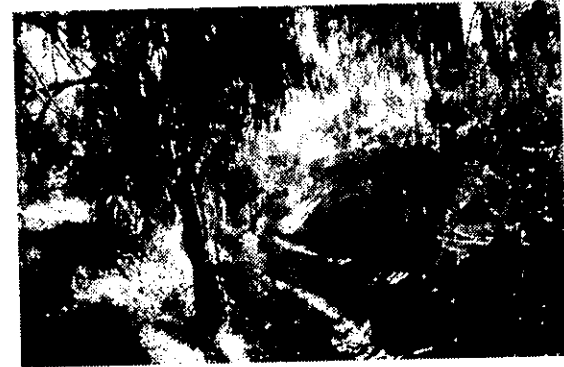
5.12 The city government should work with the Flood Control District to implement "storm water detention" as a means of mitigating drainage deficiencies, especially for any hillside development. Consider methods to achieve the ambitious goal of maintaining runoff into effected drainage systems at pre-development quantities.

5.13 The city government should work with county, state, and federal agencies and the Flood Control District to maintain the remaining unlined barrancas as natural flood channels and seasonal recreational trails. Concrete-lined barrancas should be restored to their natural condition where feasible and safe. Where feasible, natural drainage and flood control systems (e.g., wildlife ponds and wetlands) should be utilized over cement retention basins and lined channels.

See Our Natural Community (1.19), Our Accessible Community (4.21) and Our Active Community (6.4, 6.6) on the multiple uses of barrancas.

5.14 The city government should work with the Flood Control District to continue to mitigate silt/drainage problems in the "Keys."

See Our Natural Community (1.6 – 1.11) for actions and strategies on water pollution.





OUR ACTIVE COMMUNITY

Background

Recreation is an integral part of the Ventura lifestyle. Ventura's beaches, hillsides, parks, and pathways provide excellent opportunities for outdoor activity for the entire community. Public input in the *Seize the Future* process identified recreation, especially in Ventura's natural areas, as one of the community's most valued assets.

Ventura's parks and recreation system encompasses some 28 park sites, 714 acres, and special use facilities like the Albinger Archaeological Museum and the Buenaventura and Olivas Park Golf Courses.

The City of San Buenaventura's Comprehensive Plan Park and Recreation Element recommends a standard of ten acres of parkland per 1,000 population. Currently, Ventura has 7.1 acres per 1,000 population. The community's greatest deficiency area is for regional/active recreational park acreage, particularly soccer fields and other ball fields. Based on Ventura's current population, approximately 200 acres of additional regional/active recreational parkland is needed.

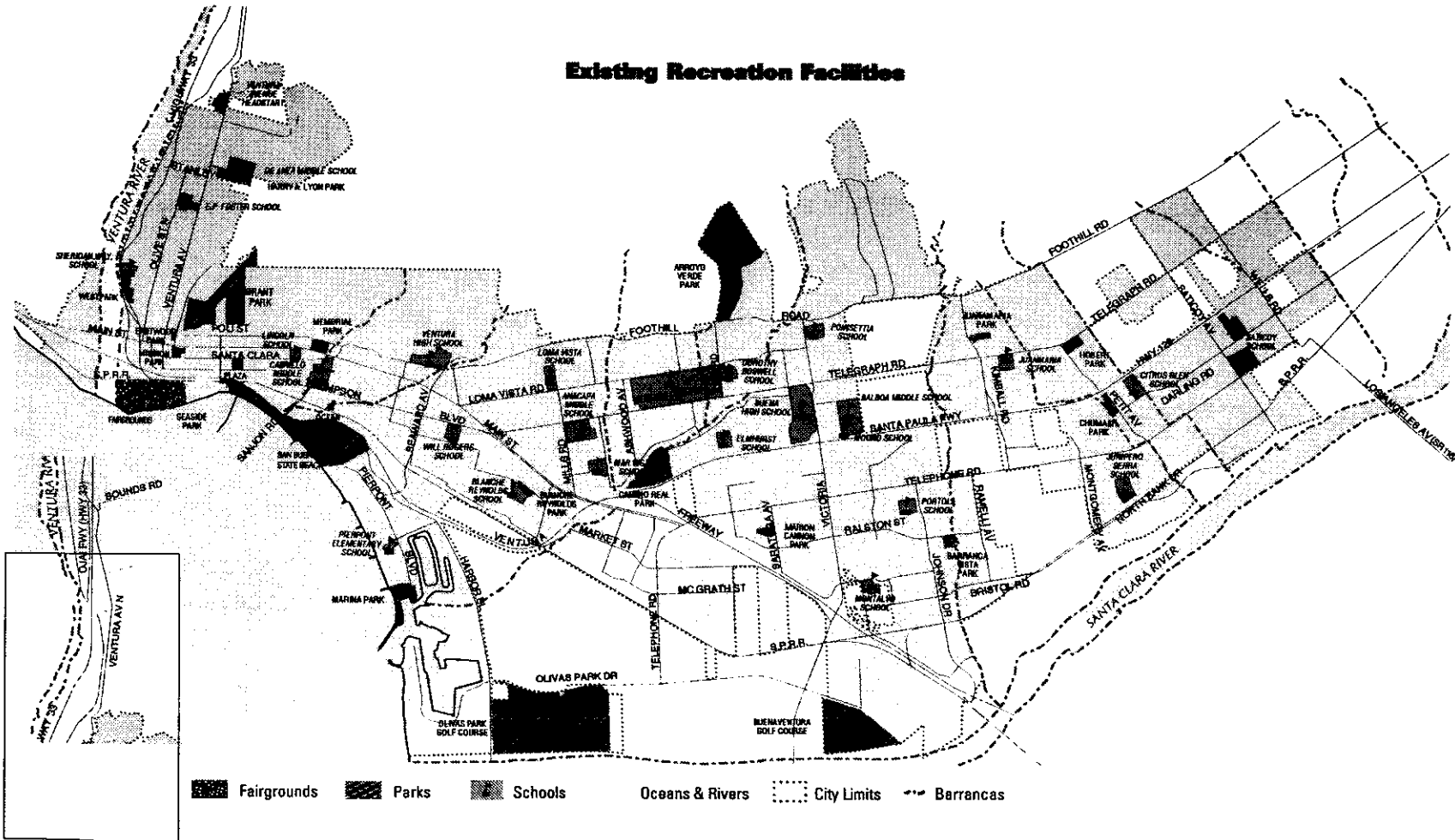
The Comprehensive Plan includes a broad concept of linear parks with two purposes: (1) to preserve natural areas such as barrancas, ridgelines, tree rows, river corridors, and ocean shorelines; and (2) to enhance pedestrian and bicyclist mobility by providing trails and bikeways for community and recreational purposes. The community process strongly endorsed the continued development of those initiatives.

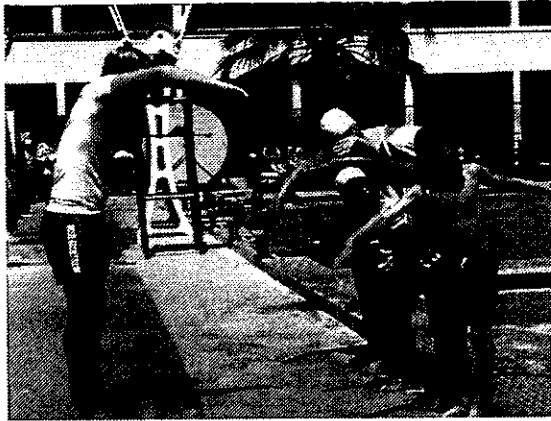
Synopsis of Community Input

The community identified the development of additional sports and recreation facilities throughout the community as the top long-term priority. Improving the funding base for recreation through revenue-generating events and increasing access to existing recreation opportunities were other top priorities. Collaborative relationships with entities such as the Ventura Unified School District and the California Department of Parks was also identified as an important means of expanding the quantity and quality of recreation opportunities.

OUR SUSTAINABLE INFRASTRUCTURE

Existing Recreation Facilities





Recreation Programs And Facilities

OBJECTIVE: To provide a full range of active and passive recreational programs and facilities to meet residents' needs.

6.1 The city government should conduct an updated recreation demand assessment to identify gaps in recreation facilities, open space, parks, and greenway coverage.

- Use study to prioritize funding for recreational programs and facilities;
- Use the study to ensure that recreational programs and facilities are well distributed throughout the community.

6.2 To address the high demand for sports and recreation facilities in Ventura, the city government should develop a large sports and recreation complex and recreational facilities at neighborhood and other parks. These future sports venues should contain a variety of elements, including at a minimum: an aquatics center, outdoor lighted fields and courts, a senior/community center, youth center, pathways and natural areas, adequate parking and other needed facilities.

6.3 The city government should increase the range of recreation programs offered such as the following:

- Recreation activities that draw on the community's natural assets such as fishing, kayaking, rock climbing, birding and wildlife viewing, etc.;
- Gardening and composting classes;
- Recreational programs for seniors;
- Excursions to regional natural areas (in conjunction with the VUSD, senior centers, environmental groups, and others); and
- Intergenerational activities such as oral history/storytelling (in conjunction with libraries and senior centers).

6.4 The city government should update the Comprehensive Plan Parks and Recreation Element that sets priorities for recreation facilities. Facilities should be designed and located to provide a diverse range of recreational opportunities throughout the community.

- Sites for emerging sports such as "Frisbee" golf, inline hockey, indoor soccer;

- *Sailing classes, potentially linked with a new sailing team at the high school, and improved boating facilities at the harbor.*
- *Soccer fields for youth and adult programs;*
- *Equestrian facilities;*
- *Recreational bicycle paths;*
- *Hiking/mountain biking trails on hillsides that highlight views of the ocean;*
- *Swim center for local/regional use and more public pools. Swim classes at public pools and the beach;*
- *All-weather track for community use (possibly at Larabee Stadium/High School);*
- *Community events facility at Seaside Park*
- *Large-scale community center for weddings, reunions, and other events;*
- *Indoor basketball courts;*
- *Dog parks and facilities for dogs in existing parks;*
- *Linear parks throughout the community;*
- *Toddler parks;*
- *Climbing wall for youth;*

- *Strolling gardens of colorful flowers and shrubs; and*
- *Botanical gardens with education programs on native plants and sustainable gardening.*

6.5 The city government should develop an effective approach to skateboarding use (such as provide additional skate parks while enforcing regulations elsewhere).

6.6 The city government, in collaboration with other agencies, non-profits, property owners, and others should create an integrated system of greenbelts that connect the hills to the ocean and provide public access to natural areas throughout the community, while ensuring that recreational impacts are balanced with wildlife needs.

- *Work with the Ventura County Agricultural Land Trust to create a greenbelt along the Santa Clara River;*
- *Develop a river-to-river bikeway along the shoreline;*
- *Link greenways to parks, bicycle paths, and other recreational facilities;*
- *Develop agreements with the Flood Control District to allow use of unchannelized barrancas as natural walking areas;*





- *Work with urban and agricultural landowners to analyze public access constraints and opportunities next to agricultural lands.*

See Our Natural Community (1.19), Our Accessible Community (4.21), and Our Sustainable Infrastructure (5.13) on multiple use of barrancas.

6.7 The community and others should encourage sports organizations and non-profits to hold large regional sport events or fundraisers (such as marathons, triathlons, track meets, Century bike races) at Ventura's parks and open spaces.

6.8 The city government should continue to work with the California Department of Parks to upgrade the conditions at the State Beach. Negotiations with the State should include the creation of a recreation plan for the area between Seaward Avenue and Seaside Park, more city involvement in the state beach, and if deemed necessary, a goal of city ownership and management of the beach.

See Chapter V Shoreline (P1.19) for management arrangements for the state beach.

6.9 The city government should work with the Ventura Community College District and VUSD to develop a master joint-use agreement for school and city parks and recreation facilities.

See Our Educated Community (8.7).

6.10 The city government should expand the park and recreation volunteer program to enhance maintenance and services at city parks.

6.11 The city government should establish kiosks with information about sports and recreation opportunities for visitors and residents throughout Ventura. The city government should continue to publish such information in brochures and catalogues and on the website.

Funding

OBJECTIVE: To secure stable funding for parks and recreation from a number of public and private sources.

6.12 The city government should work with the Ventura County Agricultural Land Trust and others to purchase conservation easements and

fee title to preserve critical open space and natural areas, where appropriate.

6.13 The city government should investigate a comprehensive park bond to fund parks and recreation programs and facilities

6.14 The community should promote private/public partnerships to create revenue-producing destination sports/recreation facilities.

6.15 The city government should seek state and federal funds for parks and open space, providing local dollars for matching funds if necessary.

6.16 The city government should establish a park bequest fund to provide a means for collection of donations for the construction and maintenance of parks.

6.17 In order to ensure that all residents have equal opportunity to participate in recreation programs, the city government should reexamine its fee schedule and strive to provide scholarships or sliding scale fees for fee-based programs.



OUR HEALTHY AND SAFE COMMUNITY

Background

An important part of Ventura's "small town" feel is the perception of the community as a safe place to live and one where people take care of each other. Health and social services and public safety systems are key elements to maintaining this valued community character.

Located in central Ventura, Community Memorial Hospital is a 230-bed hospital providing state-of-the-art healthcare services to Ventura residents. The Ventura Medical Center is a general acute-care hospital managed by the county government. The two hospitals together constitute the core of healthcare services and medical professionals for Ventura and the west county area.

The Ventura Police Department has a staff of 191 personnel (122 sworn police officers) and responds to over 55,000 calls for service per year. The police department operates "store-front" centers in Montalvo, Westside, and the Downtown/Beach areas. These popular store-

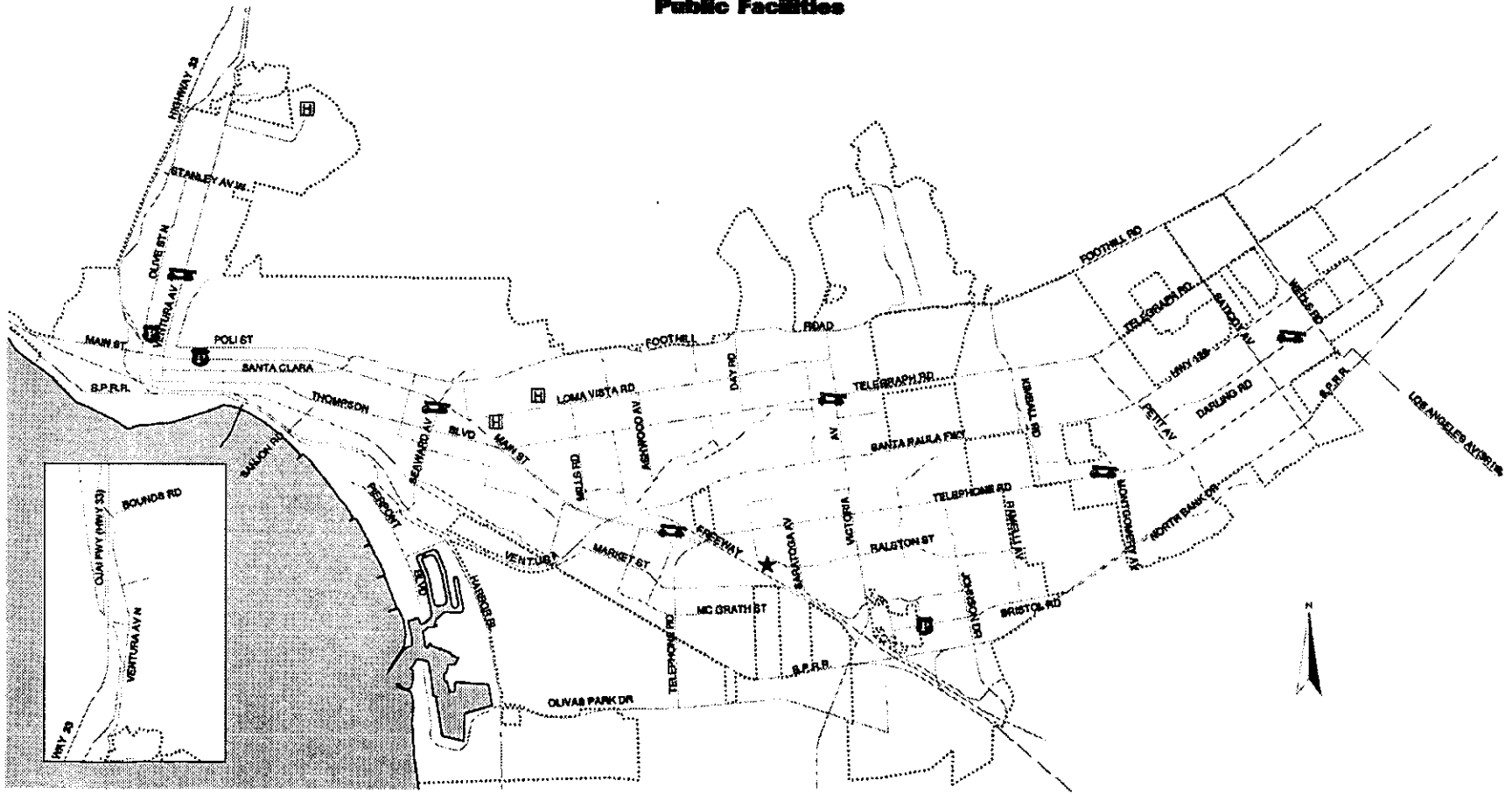
front centers also serve as a catalyst for community policing efforts. The police department oversees a number of neighborhood and business safety programs, including successful graffiti abatement and youth mentoring programs. Crime throughout Ventura County and in the city itself has dropped in recent years.

Ventura's fire department provides fire protection service from six fire stations. The city fire department includes over 70 sworn personnel and responds to calls for fire, emergency medical, hazardous materials and conditions, and public service incidents, receiving approximately 5,500 calls for emergency service per year. A fire station master plan to identify the best location for future fire stations, given Ventura's existing urban form and future growth, is underway.

Synopsis of Community Input

The community identified a number of issues and challenges as key priorities to address including homelessness, the need for comprehensive youth services, potential conflicts in local provision of health care, and continued public safety in all neighborhoods.

Public Facilities



- ★ Police/Fire Headquarters
- Hospitals
- 🛡️ Police Storefronts
- 🚒 Fire Stations
- ⋯ City Limits

CHAPTER IV

Summary of Service Providers in Ventura

Local-Serving Agency/Jurisdiction	Land Use	Police	Fire	Parks & Recreation	Water	Wastewater	Solid Waste	Transportation	Education	Harbor	Social Services	Flood Control	Agricultural Regulation	Libraries	Redevelopment	Affordable Housing	Air Quality	Health Services	Local Courts	Economic Development	Transit	Community Services	Trees/Landscape	Culture & Arts	Electricity	Natural Gas	Local Telephone	Cable
City of Ventura	●	●	●	●	●	●	●	●			X			X	●	X				●	X	●	●	●				X
Ventura County	X						X	X			●	●	●	●		X		●	●	X				X				
Ventura Unified School District				X					●					X														
Ventura County Air Pollution Control District																	●											
Ventura County Transportation Commission								●													●							
Ventura County Community College District Housing Authority				X					●																			
Ventura Port District										●																		
South Coast Area Transit								X													●							
Southern California Association of Governments	X							X								X	X				X							
Ventura Council of Governments	X							X								X	X				X							
California Coastal Commission	X									X																		
Caltrans								●															X					
California Department of Parks & Recreation				●																								
Chamber/Visitors Bureau																				X		X	X					
Southern California Edison*																									●			
Southern California Gas*																									●			
Pacific Bell*																										●		
Century Communications*																											●	
Avenue TV Cable*																											●	
Service Clubs											X							X				X						

The community recommended that the city government actively participate in forums such as the Ventura Council of Governments to devise a regional strategy to deal with homelessness in which each jurisdiction takes on a “fair share” of the effort. Short-term priorities included the city government serving as a focal point for enhancing collaboration and streamlining of health and human service providers in the community and exploring the possibilities for consolidating services to increase efficiency.

The chart on the facing page indicates many of the different agencies and jurisdictions involved in providing the full array of services in the community. This chart emphasizes the critical need for collaboration between services including health, safety, land use, infrastructure, etc.

In addition to those mentioned earlier, recommended strategies included a diverse array of youth support programs (including alcohol, drug, and violence prevention) and enhanced police, fire, and public safety systems. A common theme in all of these actions is the focus on a collaborative mode of problem-solving between service providers, clients, and the broader community.

OBJECTIVE: To improve the coordination of services that enhance efficient and effective health and social service delivery.

7.1 The city government should serve as a facilitator to ensure collaborative working relationships between health and human service providers.

- *The city government should consider establishing a Health and Safety Department to serve as a clearinghouse for all public health and safety services. The department could disseminate information and referrals through a 24-hour information line.*
- *The city government should take an active role in facilitating improved working relationships between the two hospitals operating in the community.*

7.2 The city government should work with the county and non-profit organizations to study various options to improve community health services such as the consolidation of duplicative services.

7.3 The city government should work with the county and local service providers to create a community health evaluation report based on a series of indicators of community health indication.

See Our Natural Community (1.2) and Our Involved Community (10.7) for other indicator strategies.

7.4 The city government should participate with the Ventura Council of Governments in an effort to address homelessness on a regional basis. Cities, the county, and individual neighborhoods should participate in an equitable manner. Facilities should address the diverse profiles of the homeless population and focus on transitioning people into permanent accommodations.

7.5 The city government should work with the county and area non-profit organizations to assess the adequacy of health and social services for seniors and develop a plan to address service gaps.

7.6 The city government should arrange for enhanced training for public officials and staff on working with the homeless, mentally ill, and other special-needs populations.

7.7 The city government should work with the county and CalTrans to provide better access and signage to the hospitals from local roads and highways.

Medical Services

OBJECTIVE: To provide high-quality and affordable medical services for residents.

7.8 The community should help mobilize area businesses to participate in wellness/ community health programs.

7.9 The city government should work with the schools, the county and area non-profit organizations to improve the system of health education for all residents.

7.10 The city government should promote the development of assisted living and hospice facilities through favorable zoning and incentive arrangements.

Youth Support

OBJECTIVE: Enhance programs that promote the well-being of youth and address risks in a proactive and compassionate manner.

7.11 The city government should continue to improve its partnership with the Ventura Unified School District, county agencies, youth-serving non-profit organizations, and other entities to enhance youth services.

See *Our Educated Community* (8.3).

7.12 The city government should work with the County Health Department and other health-promotion entities to coordinate a comprehensive action plan to combat youth smoking.

7.13 The city government should work with the Community Councils and other community organizations to establish a volunteer citizens program to monitor and report areas of heavy graffiti tagging.

7.14 The city government should work with the VUSD and other educational institutions in developing a range of educational programs. Some examples are:

- *Provide training on non-violence for youth and adult staff members, and youth training in peer mediation and conflict resolution.*
- *Provide enhanced youth counseling in the schools.*
- *Expand the "Healthy Start" programs to more schools.*
- *Encourage comprehensive health education programs addressing drug abuse, sexual education, peer relations.*

- *Enhance schools' non-school-year programs, such as summer camps.*
- *Continue support for Community Involvement, Prevention and Accountability, the Youth Activities Program, and the Police Activities League.*

See *Our Educated Community* (8.5 – 8.8) and *Our Creative Community* (9.4) for more about educational programs.

7.15 The city should continue to work with the VUSD and community partners to develop a range of programs and services that address the special needs of at-risk youth.

- *Assist the school district in improving the truancy program to emphasize prevention and support.*
- *Work in a participatory way with youth, parents, and youth-serving organizations in devising programs to address youth violence, gangs, drug use, and other issues of concern.*

7.16 The city government should work with community organizations to develop a range of community-based youth programs.

- *Enhance intergenerational mentoring programs.*





- *Create a pilot youth “nightclub” in the city including late night hours, upper age limits, arcade games, music and performance space, food courts, art walls, midnight hoops, and other late night sports programs.*
- *Provide incentives and eliminate barriers for employment-site and home-based childcare to improve availability of childcare.*
- *Work with the VUSD and community partners to create a gang prevention program.*
- *Contribute to youth empowerment by providing opportunities to get involved in civic bodies and processes.*

Police/Fire

OBJECTIVE: To protect public safety, through effective and innovative police and fire services.

7.17 The city government in collaboration with neighborhood groups and others should enhance Ventura’s police services to maintain the community as a safe place for residents and visitors.

- *Add additional personnel, as appropriate, to meet service needs.*
- *Allocate more patrols to the parks.*

- *Establish more storefront stations, as needed, and distribute them equitably across the city.*
- *Expand the bike patrol beat.*
- *Encourage a greater continuity of beat cop assignments to enhance working relationships with neighborhoods.*
- *Improve community policing and safety volunteers in the schools.*
- *Provide community education on specific topics of concern such as senior-targeted fraud.*
- *Provide more police (and fire) mentoring for youth such as the programs like the Police Activity League.*

7.18 The city government in collaboration with neighborhood groups and others should enhance Ventura’s fire protection services.

- *Expand ambulance service.*
- *Consider the Fire Department assisting in providing inoculations and other public health services.*
- *Develop a Fire Station/EMS Master Plan to account for changing development patterns.*

OUR HEALTHY AND SAFE COMMUNITY

- *Provide an appropriate level of funding for the services required by the community.*
- *Support greater local input into paramedic services.*
- *Enhance the residential fire prevention and safety program.*
- *Upgrade the fire code enforcement program.*
- *Promote use of Community Councils for emergency response.*
- *Create a range of broad, well-trained neighborhood organizations for earthquake preparedness, first aid, and neighborhood watch.*
- *Create a Community Disaster Outreach Plan to educate residents about the city's disaster preparation programs and systems.*

7.19 The city government in collaboration with neighborhood groups and others should establish a Citizen Advisory Board comprised of Community Council representatives and others for police and emergency services.

7.20 The city government in collaboration with neighborhood groups and others should continue to provide cultural diversity and sensitivity training and for police and fire personnel.

Public Safety

OBJECTIVE: To develop a proactive set of public safety systems in the community.

7.21 Develop community-based preparation systems and training for large-scale emergencies (such as floods, wildfires, earthquakes).

7.22 Develop a public safety campaign building on the Fire and Community Policing “Academies” and using public service announcements on the public access cable channels, in the newspapers, on the Internet, and other means.

See Our Involved Community for more public involvement strategies.

OUR EDUCATED COMMUNITY

Background

Ventura places a high value on education and recognizes the critical importance of a skilled and informed citizenry and workforce to the future vitality of the community.

Ventura Unified School District (VUSD) operates 17 public elementary schools, four middle schools, two high schools, and three continuation schools. In June 1999, the District's student enrollment was 16,802. The enrollment projection for 2010 is 20,220. Ventura is also served by 11 private schools.

The VUSD has adopted a long-range facilities plan that recommends 11 school facility projects to meet the District's needs through 2010, at an estimated cost of \$120 million. The VUSD has started a magnet high school and is planning for an additional elementary school. In 1997, the City Council and the School District worked together to pass an \$81 million school bond for improving facilities. The State of California has recognized several of the district's elementary

schools and three of the middle schools with Distinguished School Awards.

Ventura College serves over 12,000 students annually. The University of California, Santa Barbara, has a satellite-campus in Ventura, offering bachelor's and master's degrees in a variety of majors. The Cal State Northridge off-campus center, formerly in Ventura, has moved to Camarillo and has become the new California State University Channel Islands. Both California Lutheran University and Azusa Pacific University offer classes in Ventura.

Synopsis of Community Input

Reflecting the high value placed on education in the community, public input in the *Seize the Future* process emphasized the need for increased efforts to move toward educational excellence. Recommended strategies and actions addressed new collaborations between the VUSD and community partners and a host of innovative programs that ensure basic educational competencies within a broader social mission. The Ventura Vision recognizes that the city

government has a limited direct role in formal education. Many of the ideas noted in this section envision the city government as a catalyst or facilitator for action.

Specific priorities included school-site improvements in discipline and truancy programs and collaboration between the city and VUSD in implementing the Long Range Facilities Plan and the Library Vision for Ventura. Priorities for life-long learning included an innovative workforce education effort to prepare workers for the changing economy, distance learning programs, and programs that reflect and respond to the cultural diversity of the community.

Educational Policies

OBJECTIVE: To promote and maintain educational excellence for all ages.

8.1 The city government should assist and encourage the VUSD to cooperate with other agencies to ensure that core educational competencies are developed within a broad framework that includes non-academic topics, prevention strategies, earlier admission, and more school hours.

8.2 The city government should encourage the VUSD, the County Superintendent of Schools, and the State Department of Education to ensure that resources are distributed appropriately among all schools.

8.3 The city government should encourage the VUSD to continue the implementation of its policies for comprehensive and collaborative youth support such as availability of child-care, after-school, nutrition/health, and other services for children.

- *Regularly evaluate the progress of collaborative efforts and promote new opportunities for community collaboration for youth services.*
- *Advocate local, state, and national policies that enhance coordinated services for children and families.*

See VUSD School Board Policies.

See Our Healthy and Safe Community (7.11 – 7.16), Our Creative Community (9.4), and Our Involved Community (10.10) for strategies and actions about youth programs and services.



8.4 VUSD, Ventura College, UCSB, CSUCI, Cal Lutheran, Azusa Pacific, Ventura County Library, and other educational institutions should be encouraged to expand outreach and publicity to inform residents of life-long educational opportunities.

Educational Programs

OBJECTIVE: To provide high-quality educational programs that meet the needs of Ventura's diverse population, prepare residents to join the modern workforce, and foster a sense of community.

8.5 The city government should promote a variety of community partnerships to increase external staff resources available to schools.

- *Work with the VUSD and community organizations to bring older adults and retirees into the school as mentors and "cross-generational tutors."*
- *Work with the VUSD and community organizations to create an English as a Second Language (ESL) volunteer teacher program for non-English speakers.*

8.6 All educational institutions should provide programs that reflect and serve the city's diverse population.

- *Make appropriate city facilities available to support a range of adult education programs. Examples include adult literacy and ESL programs, evening lectures on topics of community interest, local history programs to engender a sense of local identity, and educational programs geared to seniors.*

8.7 The city government should develop joint use agreements with the VUSD, Ventura Community College, and other institutions to maximize the use of existing facilities for educational purposes.

- *Work with the VUSD, libraries, and area non-profit organizations to offer more after-school programs.*
- *Schools should become community centers during non-school hours.*

See Our Active Community (6.9) on joint use for recreation.

8.8 The city government should work in partnership with the private sector, labor organizations, and educational institutions to develop a range of education and training programs to increase skill-level, productivity, and innovation of the community's workforce for the 21st century.

- *Develop partnerships between the private sector, Ventura College, CSUCI, VUSD, the city, and other entities on apprenticeship and internship programs.*
- *The city government should collaborate with Ventura Community College, private industry, and labor organizations to develop a "community learning center" at the college to prepare students with the necessary skills to successfully enter today's economy.*
- *Work with the VUSD and area businesses to enhance "school to career" programs and technical and science programs in high school.*
- *Work with the VUSD, Ventura Community College, the libraries, and area businesses to improve computer literacy at all age levels.*
- *Encourage distance learning programs (via*

cable, video, and the Internet) for professional development by making city, school, library, and private facilities and resources more available for public use.

- *The city government should work with non-profit organizations, area businesses, and labor organizations to develop work-site education programs.*
- *The city government should work with non-profit organizations, area businesses, and labor organizations to develop a business academy for training in business management and technology skills.*

See Our Prosperous Community for a related objective on Workforce Education.

Educational Institutions

OBJECTIVE: To create new or expanded educational institutions to meet the demands of new educational programming.

8.9 The community should promote the development of one or more institutions of higher education in Ventura with a specific focus (such as technology, arts).



8.10 The community should ensure that libraries are an integral part of the overall educational system.

- *Use school libraries as community facilities during non-school hours.*
- *Ensure funding and staffing for libraries to promote youth and school-oriented outreach programs.*
- *The city government should work collaboratively with all agencies to implement the "Library Vision for Ventura" plan.*
- *Adequate funding and full staffing for libraries should be secured from city, county, and outside sources.*

See Library Vision for Ventura in the Appendix.

See Community Library Needs Assessment and Plan, January 1997.

8.11 The city government and VUSD should continue to work cooperatively in implementing the Long Range Facilities Plan for schools.

- *The city government should assist VUSD in maximizing the value of property assets.*
- *The city government and VUSD should cooperate to ensure the timely completion of educational facilities.*
- *The city government should work with the VUSD to ensure that school-site landscaping and site design promotes a closer visual integration into the surrounding neighborhoods.*

See Our Accessible Community (4.22).

OUR CREATIVE COMMUNITY

Background

One indicator of community vitality is its investment in the arts. Ventura has rich and varied cultural and artistic opportunities. The City of Ventura's Office of Cultural Affairs coordinates numerous programs including the Cultural Funding Program, Arts Access, Children's International Art Festival, Historic Tours, classes, festivals, and the Public Art Program. Other community partners from the Ventura County Museum of History and Art, Ventura College, Chamber Music Festival, and independent visual, performing, and literary artists contribute to the city's colorful lifestyle.

The recent Downtown Cultural District Plan (1998) and the Downtown Specific Plan (1993) identify the downtown as the "heart" of the city's cultural life and propose a range of strategies to further enhance this role. Efforts are also underway to promote cultural facilities and activities throughout the city.

Synopsis of Community Input

The *Seize the Future* process affirmed and expanded upon the goals of the above-mentioned

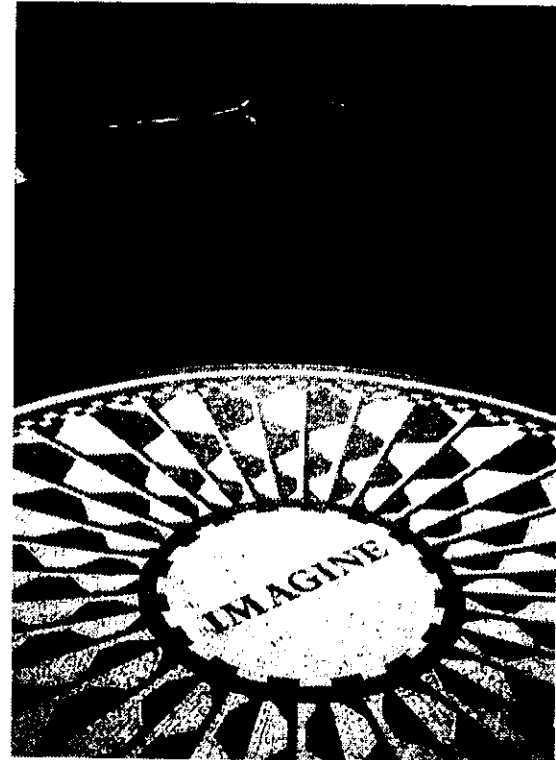
planning documents that focus attention on the continued development of the downtown as a cultural core of the city. Recommended efforts include encouraging cultural and entertainment facilities to locate downtown, increasing the extent and range of outdoor festivals and events held in the area, and renovating key cultural landmarks (e.g., the Mayfair and Ventura Theaters).

Top priority strategies and actions that emerged from the process include developing funding sources for artists and arts organizations; increasing arts programs for youth (particularly those deemed "at-risk"); and developing a community arts center as a site for performances, galleries, arts demonstrations, and classes.

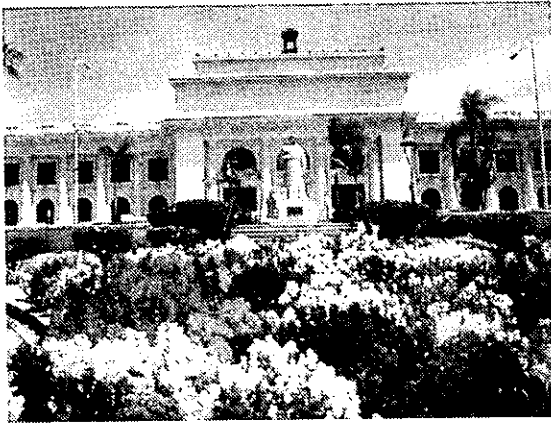
Cultural Policies

OBJECTIVE: To develop policies that support a vibrant arts and cultural sector in Ventura.

9.1 The city government should continue to implement the Downtown Cultural District Plan and the cultural elements of the Downtown Specific Plan. The city government should encourage the further development of cultural and entertainment facilities in downtown Ventura to foster an identity as Ventura's "cultural district." The downtown would be bustling with theatres,



CHAPTER IV



street music, galleries and clubs. Once the 'Cultural District' is established, the city government will foster satellite cultural programs outside the downtown core.

- *Establish a permanent city staff position, knowledgeable in the visual arts, to work with the visual artists and the community to further the visual arts within the city.*
- *Designate a city government staff person to write large block grants for re-granting to the cultural community. Establish grant writing workshops for artists and arts organizations.*
- *Establish a panel or board of visual artists to act as a liaison with the city.*
- *Establish zoning and funding for artists "live/work" spaces within the Cultural District and surrounding areas.*
- *Community acknowledgment program honoring individuals and arts organizations for outstanding contributions to the cultural community.*

See Chapter V Downtown (P4.2, P4.3).

9.2 The city government should work with local property owners, businesses, and artists to

promote local and historic public art and design throughout the community.

See the City of San Buenaventura Public Art Plan.

9.3 The city government (through the Cultural Affairs Commission) should convene quarterly meetings with representatives of the local arts community, including the Buenaventura Artists' Union and Focus on the Masters, to seek input into artists' issues and ways to promote the arts.

Cultural Programs/Events

OBJECTIVE: To offer a range of cultural programs that enrich the community.

9.4 Arts programs for youth should be a community priority.

- *Expand the artists in the schools programs and encourage expansion of other school arts programs such as the VUSD "Artist in the Classroom."*
- *Work with the VUSD and local artists to improve arts education in the schools and as part of community-based programs.*

OUR CREATIVE COMMUNITY

- *Create a series of cultural programs for at-risk youth, and encourage this population to participate in existing programs.*
- *Establish art curriculum as a requirement in public schools to develop and sustain future artists and art appreciation.*

9.5 Draw on local professionals from architectural, historic, and arts organizations as resources for cultural programs.

See Our Involved Community (10.5).

9.6 The city government should work with local artists and businesses to create a range of outdoor performances and festivals, such as:

- *Battle of the Bands;*
- *“Sundays in the Park” event with live performances;*
- *“Downtown Weekend” event, with live performances, vendors, and outdoor dining;*
- *“First Night” celebration;*
- *Story telling programs; and*
- *Outdoor art exhibits.*

9.7 The community should promote additional multi cultural programs and events through arts and educational organizations that celebrate the history and diversity of the community.

9.8 The community should develop improved programming on local cultural history to be integrated into the schools, parks, museums, and tourist attractions.

9.9 The city government should improve outreach and publicity for cultural events.

- *Use cable public access channels, local newspapers and the Internet to promote events.*
- *Continue to produce the “State of the Arts” quarterly report.*
- *Develop a website promoting local cultural programs and events, including an on-line ticket purchasing option and links to related sites.*
- *Create a centralized ticketing, promotion, and events listing organization.*
- *Provide free and subsidized tickets to cultural events to increase public access.*

See The Downtown Cultural District Plan, 1998.



Cultural Facilities

OBJECTIVE: To provide facilities that accommodate a diverse range of cultural programs, both public and private.

9.10 The community should explore ways to use existing facilities more effectively. Examples are:

- *Renovate the Mayfair and Ventura theaters.*
- *Explore a potential partnership with the State to improve Seaside Park as a cultural and arts center.*
- *Use community parks/gardens (such as Grant Park) as outdoor exhibit areas.*
- *Promote the use of the Dudley House and other historic buildings as historical museums.*
- *Improve the use of Ventura Community College, local schools, libraries, and museums as cultural and arts venues.*

9.11 The city government should work with artists, non-profits, and developers to establish a range of new cultural facilities throughout the community. Specific possibilities include:

- *Promote innovative use of existing and new private spaces in order to create additional galleries (such as theater, bank and office lobbies). New downtown development would also include public art and exhibit spaces. Convert the third floor of City Hall into permanent exhibit space.*
- *Develop a Ventura Arts Center for visual artists, performing artists and writers, exhibits, hands-on classes, and art demonstrations.*
- *Develop a concert hall, ballroom, outdoor amphitheater.*
- *Develop facilities that celebrate local cultural heritage such as a Living History Chumash village and an Agricultural History Museum.*
- *Develop venues for all-age music performances.*
- *Create a Ventura arts academy for youth, college-level and adult education classes.*
- *Install colorful murals that celebrate the cultural, historic, and natural character of the community.*

OUR INVOLVED COMMUNITY

Background

Ventura is a community with a strong history of public involvement. In 1997, more than 150 residents served on committees and councils and more than 1000 residents provided more than 70,000 hours of volunteer efforts ranging from beach clean-up to staffing police storefronts. Community Councils for five sub-areas (Westside, Downtown, Eastside, Midtown, and Pierpont) have expanded the forums for direct engagement in public affairs. Community Councils have sponsored events and planning processes and have provided a forum for positive dialogue and action.

Synopsis of Community Input

The extensive amount of community input in the *Seize the Future* process consistently affirmed the value of opportunities for public comment and involvement. Many participants in the public workshops urged that similar visioning processes be run in the future and that residents remain involved in the implementation of the Ventura Vision document.

To guide implementation of the Ventura Vision, the community recommends forming a “Ventura Vision 2020 Partnership”—including city government staff and representatives of key community organizations. The Partnership will help ensure that the Ventura Vision is implemented in a coordinated manner. The Partnership would help monitor the implementation of the Vision and manage an ongoing *Seize the Future* website. Longer-term participation ideas include the development of a Community Resource Center offering services ranging from civic education courses and job counseling to technology training, along with spaces for meetings and public events. The community also suggested that public interaction be placed “on the map” through the design and construction of spaces that facilitate civic interaction such as plazas, promenades, and parks. Together, these and the other actions identified strengthen the emerging civic culture of Ventura.

Participatory Institutions

OBJECTIVE: To create mechanisms that ensure ongoing public involvement in the governance of Ventura. Constructive public participation



should become standard practice in city government processes.

10.1 Create a non-profit, community-wide vision implementation organization called the “Ventura 2020 Partnership” to assure that a wide range of community institutions and organizations, including the city government, participate in implementing the vision.

- *Draw upon the membership of the Citizens Outreach Committee and the participants in the Seize the Future process to formulate and support the development of a Ventura 2020 Partnership.*
- *The Ventura 2020 Partnership implementation organization should include representatives of the city government and key community organizations and implementation.*
- *The City Council should designate a city staff team to collaborate with the Ventura 2020 Partnership.*
- *The Ventura 2020 Partnership should assume responsibility for the Seize the Future website and other community outreach efforts.*

10.2 Develop effective means to implement the Ventura Vision document.

- *The City Council should adopt this document as an advisory tool for all future city government decision-making and strongly encourage other agencies and community organizations to endorse it.*
- *The city government with broad community participation (including coordination with the proposed Ventura 2020 Partnership) should develop a range of implementation plans for the strategies in the Ventura Vision document. These plans should specify measurable goals, responsible entities, costs and fiscal effects, and timelines for completion.*
- *The city government should develop and implement a monitoring process on its progress in shaping municipal programs and budgets to meet the Vision's goals. This process should include regular public meetings and written reports.*

10.3 As budgets allow, designate citizen “ombudsman” functions for key public services and functions to monitor city government

performance (such as arts, environmental management, parks and recreation).

10.4 Encourage collaboration between the city government and the local non-profit and volunteer sector.

- *Encourage city staff participation in community and volunteer activities.*
- *Encourage collaboration between the city government and non-profits on project funding and implementation.*
- *Promote community volunteer efforts (barn raising).*

10.5 Develop a range of programs that engage seniors in civic life and the community, such as:

- *Involving seniors as mentors for youth; and*
- *Involving seniors at historical sites and parks.*

10.6 Conduct focussed outreach efforts to encourage all members of Ventura's diverse population (such as minority groups, youth, non-English speakers, etc.) to participate in public affairs and governance.

Public Communication

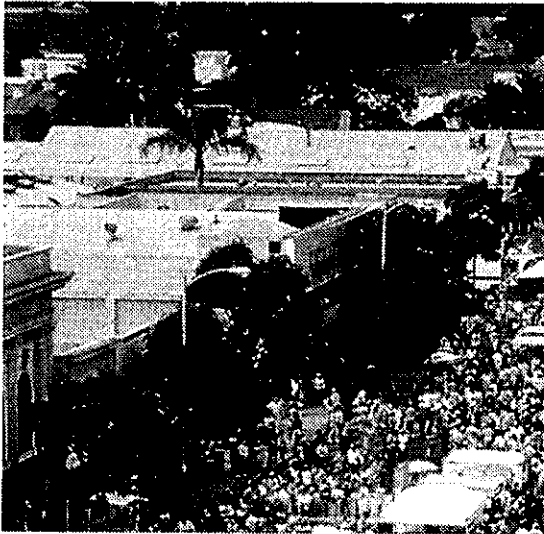
OBJECTIVE: To keep residents informed and aware of issues facing Ventura and to ensure that residents have access to public information so they can engage in informed dialogue.

10.7 Create an annual "indicators report" to evaluate the community's performance in key areas (such as social and health services, the environment, education, economic development, etc.). This could be linked to the Ventura Vision monitoring process.

See Our Natural Community (1.2) and Our Healthy and Safe Community (7.3).

10.8 Encourage continued upgrading of public media, such as the city government's website, cable access channels, newsletters, information kiosks, and billing statements to improve communication within the community. Make the municipal budget and other key public documents accessible on the City of Ventura's website.

10.9 Assure that public outreach materials from the city government, other agencies, and community institutions be written so that they are easily understood by laypersons, including those who do not use English as their primary language.



10.10 Encourage community institutions to work collaboratively to enhance “civic” education and teach youth to be informed, thoughtful, and constructively engaged in governance. Potential activities include:

- *City government internships;*
- *Student “government day” (role playing, meeting with key officials);*
- *Youth representatives on public bodies affecting and serving youth;*
- *Youth leadership training opportunities, in coordination with the VUSD’s youth leadership classes; and*
- *Youth involvement in the evaluation of youth services.*

See Our Natural Community (1.23), Our Healthy and Safe Community (7.11 – 7.16), Our Educated Community (8.3), and Our Creative Community (9.4).

Physical Planning and Facilities

OBJECTIVE: To develop civic gathering places in the community that promote public interaction.

10.11 Work with private developers and property owners to develop spaces that facilitate community interaction, such as:

- *Plazas, green spaces and urban parks;*
- *Mixed-use development with public open spaces;*
- *Pedestrian-friendly streetscapes;*
- *Neighborhood greenbelts and greenways; and*
- *Bikeways and linear parks/trails.*

10.12 Develop a community resource center with extended hours open to all residents. Consider basing the center at a major library or a private institution and include job and career counseling, technology training programs and other services. Consider locating the Public Education and Government (PEG) cable station at this facility and using cable television and on-line computer technology as communication, research and education media. Consider the “Old City Hall” as a potential location for this facility.

Chapter V



P L A C E S

THIS CHAPTER INCLUDES STRATEGIES for key sub-areas or “places” in the city. The places were identified and defined based on the interests expressed by the community at various workshops. In some cases the “place” is an established planning area of Ventura; in other cases, the sub-area is simply a highly recognized part of the city. For example, the “Shoreline,” addressed in the first section of this chapter, includes Seaside Park, Surfer’s Point, the pier, the beaches, the Pierpont neighborhood, and the harbor. Treating these areas together allows for the development of a comprehensive design and planning approach that considers each area in relationship to the others and to the rest of the city.

In addition to the Shoreline, the places addressed are: the Foothill Corridor/Hillsides; the Westside; Downtown; Midtown; the Highway 101 Corridor/Business Park (Johnson Drive and Arundell); the Major Commercial Corridors (Victoria, Telegraph, Telephone); and the Eastside.

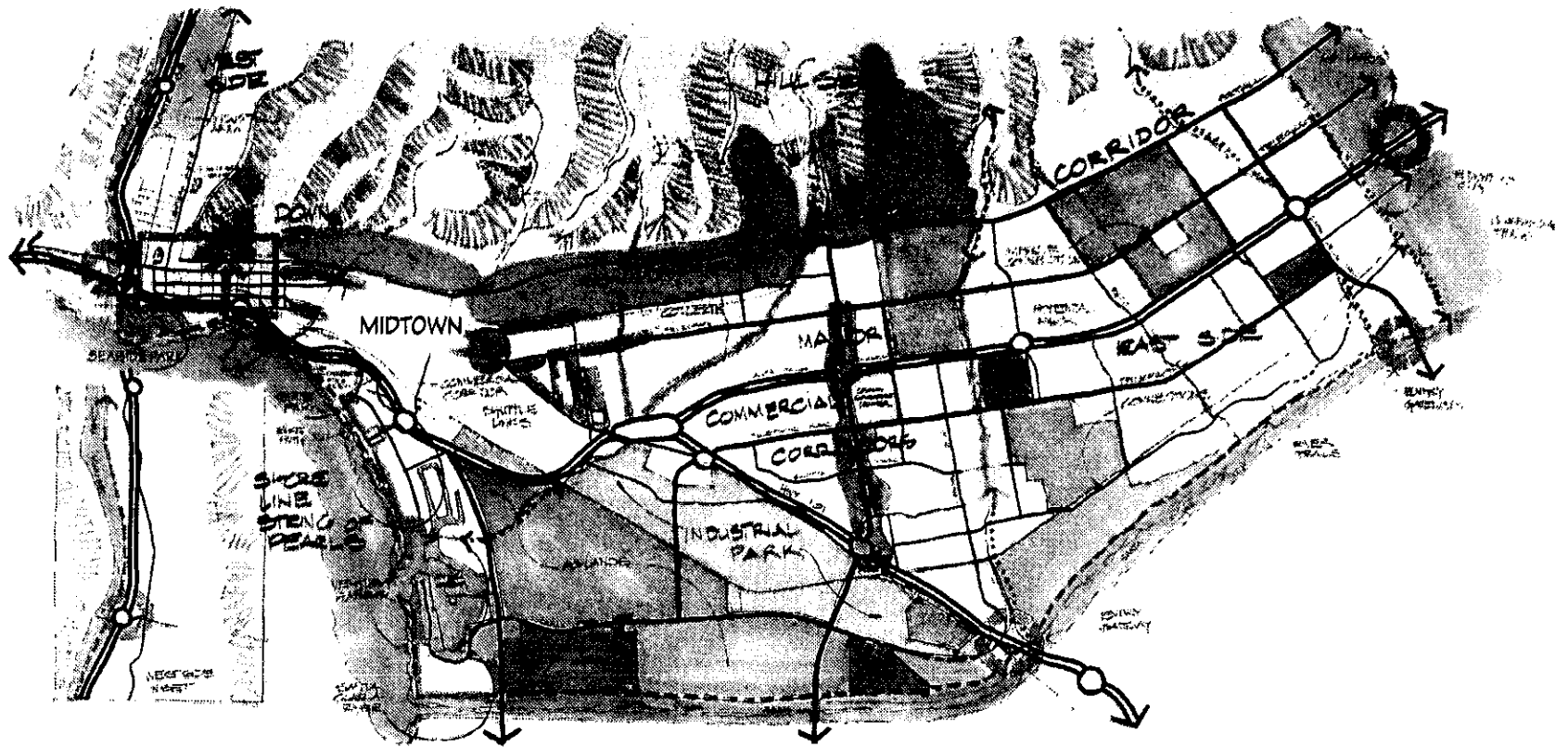
Each section begins with a summary of the area and the community’s vision for its future. This is followed by a series of strategies recommended by the community to achieve these visions. Like the rest of this document, these

visions and strategies have been derived from the community input received throughout the *Seize the Future* process and are meant to guide a variety of future decisions and plans.

While comprehensive in geographic scope, this chapter is not meant to be a formal land use plan or set of design guidelines for the community. However, it is intended to affirm and contribute additional detail to existing planning documents including the 1989 Comprehensive Plan, the 1989 Downtown Specific Plan, the 1998 Midtown Visioning Plan, the 1996 Westside Take Part Visioning Report, and others. To implement the strategies listed here may also require additional analysis and planning. This additional planning may include the following:

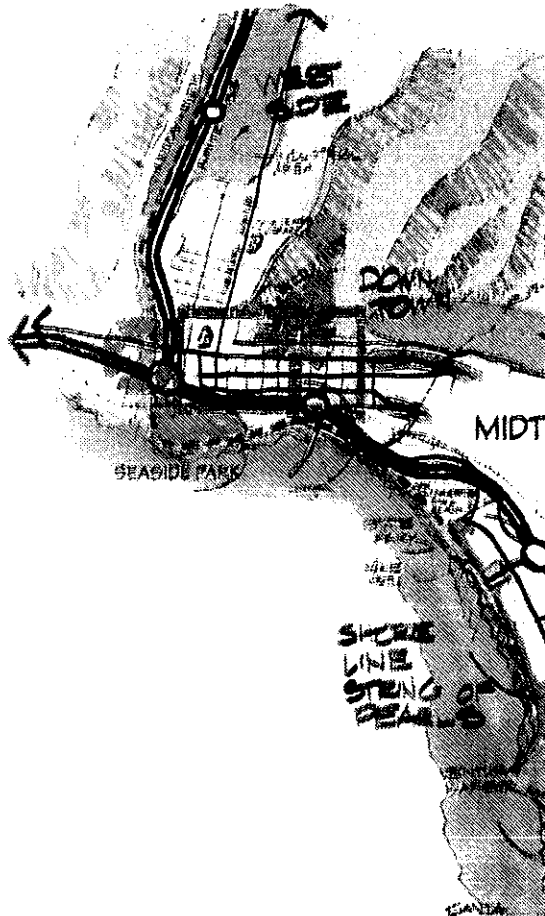
- *A specific plan or master plan process for a sub-area (such as the hillsides);*
- *An amendment or addition to the Comprehensive Plan;*
- *New or revised design guidelines in areas where approved land use is acceptable; and*
- *A strategy for public/private investment in infrastructure or streetscape to complement the existing regulatory framework.*

Places of Ventura



Whichever planning process is followed, it will be important to use the strategies and actions in this section—as reflections of the sentiment of the community—to inform further land use and design recommendations. It is also important that continued public involvement be a part of any future detailed planning efforts.





SHORELINE

Ventura's shoreline begins at the mouth of the Ventura River in the north, stretches south to Surfer's Point and Seaside Park, the pier, the state beach, the Pierpont neighborhood, and the harbor, and ending at the mouth of the Santa Clara River. Community input throughout the *Seize the Future* process identified the shoreline (especially the beach) as one of Ventura's most prized assets, both for quality of life for residents and as an attraction for visitors. At the same time, many participants expressed concern that the shoreline is cut off, physically and visually from the rest of the city, and that key areas of the shoreline are in need of improved maintenance and updated design.

The community's vision for the shoreline is first and foremost a place that is physically and visually connected to the rest of the city. This will ensure that the beach, harbor, parks, and other areas of the shoreline are accessible to residents and visitors alike. It will better showcase the shoreline as an attractive symbol of the city's natural heritage. The shoreline is also envisioned as an area with a high standard of design and maintenance, including both the natural areas such as the beach and built areas such as parking struc-

tures. It is also the site for community events ranging from the county fair to regional sports competitions.

The shoreline has been characterized as a "string of pearls," needing some polishing in places and a comprehensive approach to link them and guide their future development. For example, the existing uses of the harbor should be complemented by attractive and pedestrian-oriented development that combines commercial, office, and residential uses. The Seaside Park can be improved to offer new uses such as park areas, conference or performance centers, upgraded exhibition facilities, landscaping, and access.

Strategies

Shoreline Access

PI.1 The city government, in cooperation with CalTrans, property owners, developers, local artists, and others, should study long-term options for reducing the impact of Highway 101 as a barrier between the city and the shoreline. Options might include: new or enhanced bridges, over-crossings and under-crossings with promenades, street trees and even small-scale

commercial uses; or more ambitious future plans such as of depressing the freeway, or depressing or rerouting the train tracks.

PI.2 The city government, in cooperation with CalTrans, should upgrade the Ash Street pedestrian over-crossing by improving parking, safety, and landscaping.

PI.3 The city, in conjunction with CalTrans, Union Pacific, and the Fair Board, should upgrade and improve pedestrian access on Figueroa Street from the Mission to the ocean and train platform.

PI.4 The city should work with SCAT to expand bus and transit service with links to the remote beach parking areas, transit center, downtown, harbor, Marina Park, and Surfers' Point.

PI.5 The community should look for potential sites for expanded beach parking areas and structures that do not cause negative visual impacts.

PI.6 The city government, in collaboration with public or private entities, should study the feasibility of a water taxi from the pier to the harbor.

PI.7 The community should improve "way-finding" to the beach through better signage and destination points.

PI.8 The community should develop a continuous river-to-river shoreline greenway with trees and a pedestrian and bike path, similar to East Beach in Santa Barbara.

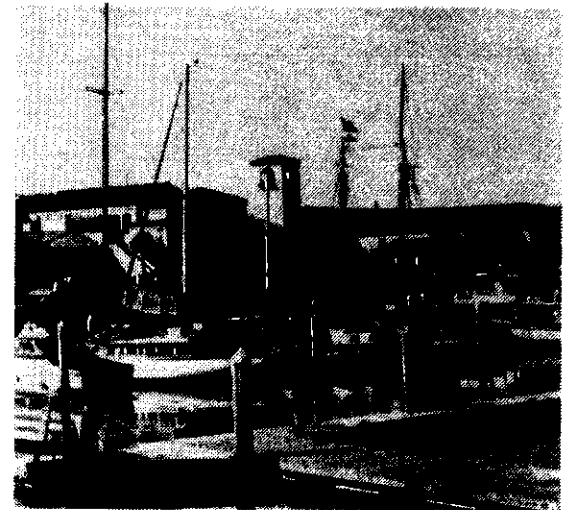
See Our Accessible Community (4.21) and Our Active Community (6.4, 6.6).

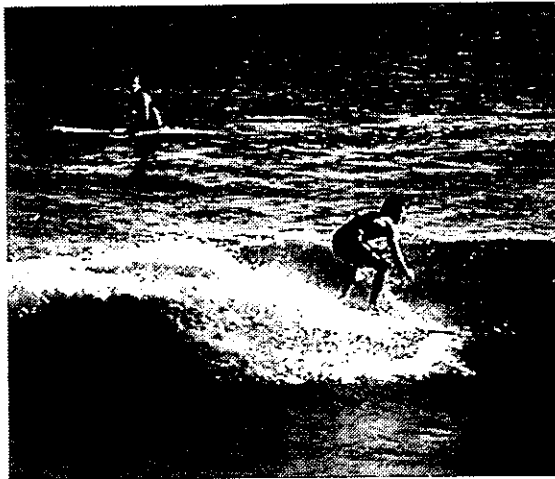
Shoreline Management and Maintenance

PI.9 The city government should consider taking over control of the state beach from the California Department of Parks and Recreation to upgrade the facilities. If that proves infeasible, the city government should work with the State on a coordinated management and maintenance program.

PI.10 The community should promote the existing "adopt a beach" program and other volunteer clean up programs.

PI.11 The city government should work with the California Department of Parks and Recreation to make the beach more dog-friendly (such as providing more "mutt-mitt" dispensers).





PI.12 The city government should work with the California Department of Parks and Recreation to restore the natural dunescape and protect dunes from further degradation.

PI.13 The city government should encourage the addition of a lifeguard at Marina Beach and near the Pierpont area to improve safety.

PI.14 The city government should work with property owners to improve the façade and safety of the Holiday Inn parking structure.

Seaward Area

PI.15 The city government should work with developers and property owners to improve the Seaward corridor design guidelines to develop the area as an integrated unit. For example, the city government should develop strict design quality standards at key nodes along the corridor such as the Seaward and Harbor corner property.

PI.16 The city government should work with the Chamber of Commerce and local tourism providers to create a visitors' center and information kiosk.

PI.17 The city government should work with property owners and developers to attract a high-

quality hotel with a low-scale physical design that does not negatively affect community views.

Shoreline Programs/Facilities

PI.18 The city government should work with the Chamber of Commerce and non-profit organizations to provide more community events along the beach. Examples include putting on kite-flying, beach volleyball, and surfing tournaments.

PI.19 The city government should explore new recreation facilities at the beach and shoreline.

- *Promote the Ojai-to-beach trail for horse-back riding. Put in accessible stables at Seaside Park for horse rental and tours.*
- *Partner with non-profit organizations to develop environmental interpretation at the beach and harbor areas to inform residents and tourists about the natural characteristics and processes of the area.*

PI.20 The city government should improve the beach promenade.

- *Resurface and maintain at a high level.*
- *Provide opportunities for small-scale food shops/stands and beach-oriented items.*

PI.21 The city government should continue to work with the California Coastal Commission, State Department of Parks and Recreation, the Fair Board, and others to establish a permanent pathway at Surfers' Point and to ensure long-term storm protection.

Harbor

PI.22 The city government should work with developers, property owners, and others to encourage more diverse and attractive commercial uses on Harbor Boulevard.

PI.23 The city government should work with the Port District, developers, and property owners to expand and fill in the current harbor-area shopping village. Options might include adding high-quality, mixed-use buildings with office and retail on the bottom floors and housing on upper floors.

PI.24 The city government should work with the Port District, Coastal Commission, and others to develop the "15/18" harbor property in coordination with the harbor village site. Development options should include:

- *Mixed-use, tourist-oriented retail with higher-end multi-family housing or offices on the upper floors;*
- *A pedestrian-oriented, mixed-use design with a shoreline walkway.*

PI.25 The city government should work with the Port District and the Chamber of Commerce to create a business recruitment strategy to attract high-end restaurants and shops to serve as anchor destinations.

PI.26 The city government should work with the Port District and others to study the feasibility of building an aquarium linked thematically and programmatically to the Channel Islands National Park.

PI.27 The city government should work with the Port District and developers to encourage the development of high-end corporate headquarters near the harbor.

PI.28 The city government should improve the connection between the harbor and Marina Park.



PI.29 The city government should study options for a direct access route from Highway 101 to the harbor to accommodate future development.

PI.30 The city government should work with the Port District and county and state agencies to develop an improved plan for sand transfer and harbor dredging. Options include:

- *Work with the State to transfer harbor sands/silt onto the State beach, to the Ventura River or for upcoast beach replenishment.*

Seaside Park

PI.31 Enhance the partnership between the city government and the Fair Board to improve Seaside Park. Two possible courses of action have been discussed by the community.

- *Seaside Park Option 1: Consider moving the fairgrounds to another site and make better use of the valuable shoreline area. Possible new uses of the site are a conference center and resort, a cultural/performance center, high-end housing, a regional park with recreation and open space use, and a multi-modal transportation station.*

- *Seaside Park Option 2: Maintain the fairgrounds use in its current location, but upgrade the grounds, buildings, landscaping, uses, and access based on the Seaside Park Master Plan.*

At a minimum, either option should consider the following:

- *Enhance the County Fair facilities, buildings and grounds.*
- *Better connect the Seaside Park to the downtown, beach and future Ventura River bike trail.*
- *Build an off-ramp from Highway 101 or Highway 33.*
- *Add ecologically-oriented facilities such as a botanical garden or an environmental education center.*
- *Build permanent and architecturally interesting buildings.*
- *Protect and restore the natural character of the adjacent beach and dunes.*
- *Reduce light and noise pollution.*

The Pier

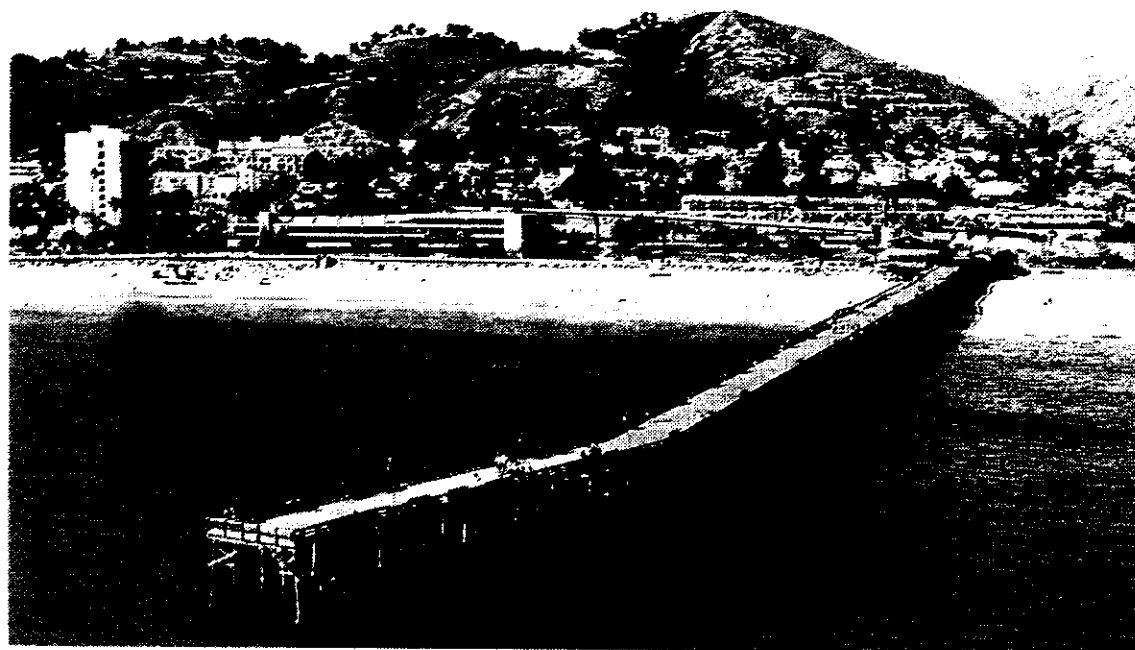
PI.32 The city government should work with a non-profit organization to improve lighting on the pier.

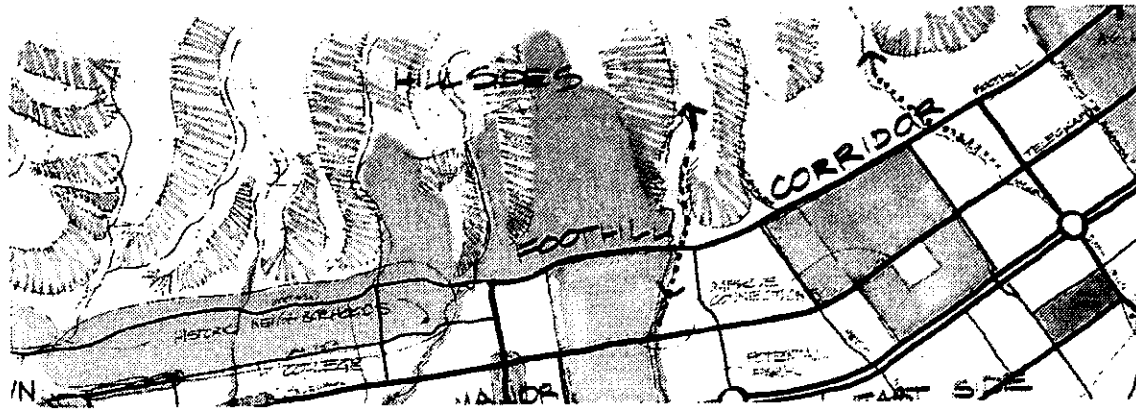
PI.33 The city government should create a separate fishing zone on the pier.

PI.34 The city government should work with the California Department of Parks and Recreation to study options for improved boat and swimming access.

PI.35 The city government should encourage the creation of a seafood, flower, and vegetable market modeled after a scaled-down Pike's Market in Seattle.

PI.36 The city government should work with CalTrans to enhance parking areas for the pier. Options include the area under the Chestnut Street on-ramp and the city-owned property at Ash Street.





FOOTHILL CORRIDOR/HILLSIDES

The hillsides, barrancas, and valleys form a dramatic backdrop for Ventura. Views from the city towards the hills and from the hills out to the ocean are a fundamental part of Ventura's visual character. The barrancas channel flood flows and offer unique wildlife and open space corridors and hiking opportunities. Foothill Road is a winding "country road" along the base of the hills from which residential development extends into the hillsides.

The community has identified restoration and habitat protection, wildland recreation, and high-quality housing as three possible uses in this area that must be balanced in a sustainable fashion. A comprehensive plan for the hillsides has been called for as a framework for any future uses of the hillsides, including resource protection, recreation, or housing. As a community-wide resource, the hillsides should be planned with input and involvement by the entire community.

The future envisioned for the Hillsides and the Foothill Road corridor is as a place where visual qualities are protected and enhanced. This is to be achieved by requiring all developments and other uses to be designed and managed with

minimizing visual impacts and using the natural topography as the guiding pattern.

Foothill Road will serve as a safe and efficient east-west collector while maintaining its walkable and rural feel. Hiking and biking trails with access points along Foothill Road will weave through the area, highlighting the expansive views and avoiding sensitive wildlife habitat areas. New facilities such as a neighborhood and regional park, conference center, or university satellite campus—all designed to minimize visual and ecological impacts—might help the community benefit from one of its most valuable assets. A comprehensive restoration effort focused on improving hillslope stability and erosion control will enhance the ecological values of the area.

Strategies

Hillside Comprehensive Plan

P 2.1 The community agreed strongly that natural resource protection; recreational trails, bike-ways and open spaces; and preservation of views to and from the hillsides are important elements of future treatment of the hillside areas. The community further agreed that a comprehensive

approach to planning the future of the hillsides is necessary. However, there was significant disagreement about whether developing any housing (even upscale low profile and low intensity) is acceptable in the hillsides in the future. The following represent points of agreement:

- *Before considering any proposals for housing development in the hillside areas, the city government should require a comprehensive plan for the major hillside properties. The boundaries of this study area should encompass the entire hillside ecological/ watershed area. (Small individual hillside parcels already inside the city limits are not intended to be subject to this comprehensive planning requirement.)*
- *Hillside planning (including any revisions to the Hillside Management Program) should involve broad community input to achieve a consensus about hillside land uses, open spaces, restoration and other elements.*
- *Any planned future uses need to protect views to and from the hills, respective sensitive ecological values, protect habitats and drainages, create trail and open spaces,*



access opportunities, and address costs and impacts of utilities and infrastructure.

P 2.2 Ensure that any housing development in the area includes a range of styles and price levels and has a naturalized and low-density appearance.

Transportation

P 2.3 The Circulation Element of the Comprehensive Plan should provide for Foothill Road's role as an east-west connector, while maintaining it as a two-lane road with a "country road" feeling.

See Chapter IV Our Accessible Community (4.30).

New Facilities

P 2.4 As part of an overall specific plan, the city government should work with public and private sector partners to explore the possibility of developing a conference center, university, resort/spa, or other destination at the Taylor Ranch or other appropriate sites in the hillsides (such as the Poinsettia Pavilion).

P 2.5 If planned development uses are allowed, the city government should consider allowing small-scale retail uses in support of local neighborhoods.

Parks/Open Space

P 2.6 The city government should create an Open Space Preservation Plan for the hillsides. This plan should balance recreation use with natural hillside protection.

P 2.7 Hiking, mountain bike, and equestrian trails should be built in conjunction with any development. Explore the use of oil field access roads and fire roads as recreation trails.

P 2.8 The city government should work with the Flood Control District to develop an integrated greenbelt system that incorporates canyons and barrancas for use as hiking and mountain biking trails.

See Chapter IV Our Natural Community (1.19), Our Accessible Community (4.21), Our Sustainable Infrastructure (5.13), and Our Active Community (6.6) on the multiple use of barrancas.

P 2.9 Consider creating hiking trails that connect to Ojai as part of an overall eco-tourism plan. The city should collaborate with the county, neighboring jurisdictions, property owners, and land management agencies with jurisdiction over the hillsides.

P 2.10 Consider creating a park along the ridge-line (such as modeled after the East Bay Regional Parks in Berkeley/Oakland hills).

P 2.11 The city government should improve and upgrade Grant Park.

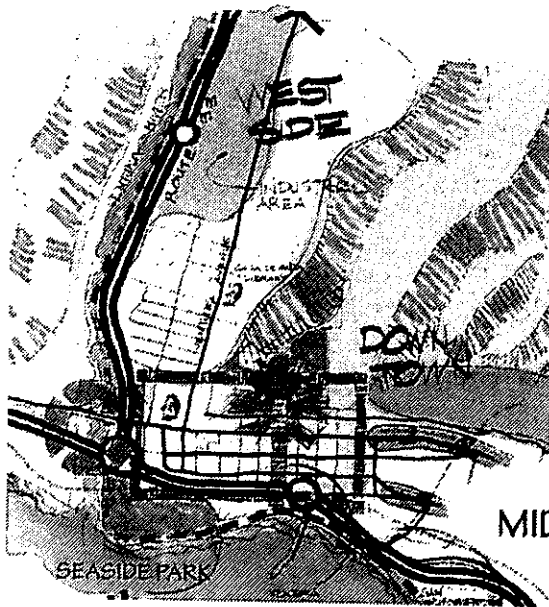
- *Improve trails and seating areas.*
- *Consider a restaurant or other visitor-serving use.*

Restoration

P 2.12 The city government should work with property owners (including ranchers) and non-profit organizations to initiate restoration projects that reduce erosion, improve hillside stability and restore grasslands, chaparral and other native habitats where appropriate.

See Our Natural Community (P1.18).





WESTSIDE

Forming a narrow corridor centered on “the Avenue” (Ventura Avenue) between Route 33 and the hillsides, the westside is a mix of residential, commercial, and industrial uses, still making a transition from the decline of the oil industry. Residents take pride in its historical roots (as Ventura’s first settlement area) and its cultural diversity (including its vibrant Latino community) but seek enhancement of its economic sector and aesthetic character.

Westside residents have identified a range of challenges facing their area. For example, the westside has a greater concentration of residential care facilities, social service centers, and rental properties than the other areas of the city. It also has a much greater concentration of hazardous material sites (largely a legacy of the oil industry) than other areas of the city. Community improvement efforts have included streetscape enhancements and a mixed-use neighborhood library/affordable housing development in the newly renovated Casa de Anza building.

The “Take Part” Westside Visioning framework, developed in 1996, emphasized transitioning from the oil industry to new economic activities and land uses and building on the historical and cultural resources of the area. The priorities identified in the

“Take Part” Visioning document were largely affirmed by the input from the *Seize the Future* process. Following are some of the key elements of the 1996 “Take Part” Visioning document.

Strategies

Circulation

- *The city government should improve circulation through and within the neighborhood through enhanced public transit along Ventura Avenue, improvements to Stanley Avenue, calming traffic on residential streets, developing a neighborhood bike path, and providing access to the planned regional bike path. Make the Avenue more pedestrian friendly. Work with CalTrans to improve dangerous Route 33 entrances and exits.*

Community Identity

- *The city government should work with the Westside Community Council and other organizations to celebrate the neighborhood with street fairs, public art, farmers’ markets, and other events.*
- *The city government should work with developers and property owners to retain the*

historical character of the neighborhood by considering more historic districts, putting in historic street lights; cobble stones, public art, preserving historical structures and using a variety of styles of high quality architecture for new buildings. Encourage home modification to allow seniors to age in place. Provide livelwork spaces for artists.

Parks

- *The city government should enhance access to parks and open space by developing pocket parks through out the area and a large park next to De Anza School. Consider a hillside amphitheater. Provide additional parks in older tract neighborhoods developed with few or no parks.*

Facilities

- *The city government should partner with the VUSD, local non-profit organizations and others to develop new public facilities to serve the neighborhood including a new elementary school, additional day care and adult education centers, and a new community pool at the Sheridan Way school. Make better use of existing facilities.*

Economic Development

- *The city government should work with the Chamber of Commerce and others to enhance business and commercial opportunities with upgraded commercial areas along Stanley, Ventura, and Main, and revitalization of industrial sites for high technology industries.*

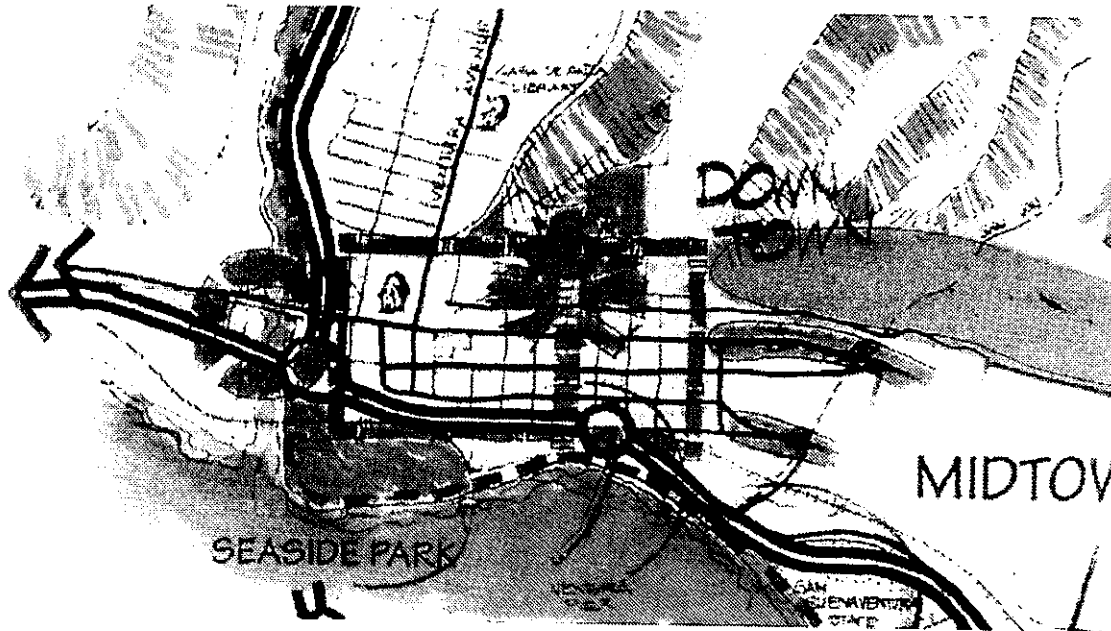
Additional Strategies

In addition to the strategies identified by the 1996 Take Part Vision framework, the *Seize the Future* process also provided the following strategies.

Planning

- P3.1** Support the active role of the Westside Community Council, the Westside Business Association, and other civic groups in revitalization and other community planning efforts.
- P3.2** Consider extending the City of Ventura's sphere of influence boundaries and/or annexing the North Avenue area and Cañada Larga to allow more comprehensive planning of the westside.





DOWNTOWN

Downtown Ventura, often referred to as the “Heart of the City,” serves as the community’s civic, cultural, and tourist center. Notable landmarks such as City Hall, the Ventura Theater, the Mission, Ventura County Museum of History and Art, and the Buena Ventura Art Gallery grace the area.

Recent efforts have initiated a renaissance for the district, led by renovations of a number of cultural facilities, new streetscape design, and mixed-use residential development. Residents and visitors increasingly view the downtown area as a destination for strolling, dining out, and evening entertainment.

Events such as the ArtWalk draw upon and contribute to this cultural vitality. California Street, with its restored historic buildings and colorful shops running south from City Hall, forms one of the key links between the beach and the rest of Ventura.

The Downtown Specific Plan, completed in 1993, laid out a strategy to increase downtown’s vitality as a civic center for the community with more housing, cultural facilities, and a closer

visual and physical connection with the beach and shoreline.

The *Seize the Future* process indicated strong support and confirmation for these principles. The following are some key elements from the 1993 Downtown Specific Plan that were confirmed during the community process.

Strategies

Urban Design Concept

- All new development, infill, and renovation should aim towards enhancing the distinctive identity of the area.
- The downtown core should be prioritized as Ventura's central business district.
- Encourage a pedestrian-oriented design with crosswalks, slow speed limits, and colorful and inviting building facades.
- Revitalize Main and California streets as central shopping streets.
- Connect downtown to the beach and shoreline at key points (such as California Street, Figueroa Street, and Ash Street).

- Highlight California Street as the flagship in downtown revitalization and as a critical link between Main Street and the oceanfront promenade.
- Encourage mid-density and mixed-use developments combining commercial and residential uses.
- Encourage the development of spaces that promote civic life (such as plazas, parks, promenades, wide sidewalks etc.).
- Enhance existing landmarks (such as City Hall), and build new ones.

Parking

- Improve the visibility of existing parking lots.
- Consider the development of new parking structures.

Circulation/Transportation

- Focus through-traffic on perimeter streets such as Thompson and Poli.
- Improve freeway access into the downtown core.





- Provide shuttle bus service from the downtown to other key locations in the city.
- Improve bicycle access to the downtown using new Class II bikeways, enhancing existing Class III bike routes, and providing bike storage facilities.

Additional Strategies

Input from the *Seize the Future* process contributed these additional complementary strategies and actions.

Visual Character

P 4.1 Maintain and augment the area's eclectic and historical style using building materials, architectural styling, streetscape, and other design features.

- Prevent degradation of downtown's distinct identity by franchise development and generic architectural and signage styles.
- Improve the aesthetics of alleyways and backs of buildings.
- Maintain and improve the views to the ocean.

Cultural Facilities/Events

P 4.2 The city government should work with local artists and local businesses to promote the downtown as the cultural center of the community.

- Enhance existing cultural facilities and develop new ones (such as theaters, galleries, music venues).
- Promote the installation of public art throughout the area.
- Hold more outdoor cultural festivals and events.

See Chapter IV Our Creative Community (9.1).

P 4.3 Continue to enhance the area's attractions for residents and visitors. Develop more "family destinations" downtown. For example, improve the access between downtown and the revitalized Seaside Park and the shoreline.

See Shoreline (P1.1- P1.5).

See the Downtown Cultural District Plan, 1998 for more detail on cultural facilities in the downtown area.

MIDTOWN

Ventura's midtown contains a mix of uses including commercial, government, and residential. It extends from the edge of downtown on the west to the Mills Road area.

The first phase of the Midtown Vision Plan, completed in 1998 by the Midtown Ventura Community Council, identified an overall strategy of developing a mix of commercial, public, and residential uses to guide conservation and investment in the area. The Midtown Vision will be revised and improved in future phases. The input from *Seize the Future* generally supported and affirmed the Midtown Vision.

Together, these processes identified a desired future for the area centered on protection of established neighborhoods, an enhanced visual identity including highlighting historic structures; a streetscape that balances convenient circulation with pedestrian use of the streetscapes (such as improved landscaping, slower traffic), and additional community facilities such as parks, neighborhood centers, and schools. Efforts to increase community pride and investment range from street fairs to programs for encouraging home

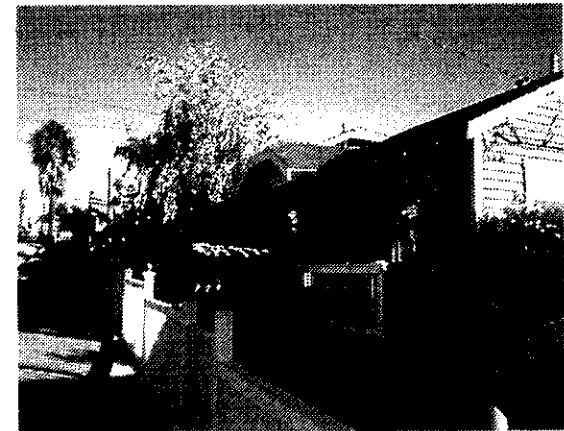
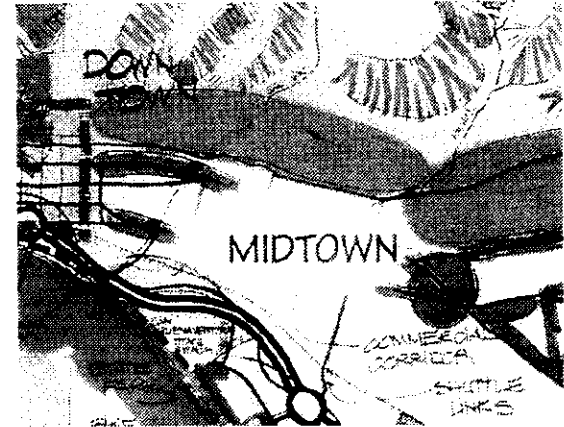
ownership to a greater role for the Community Council in planning issues in the area.

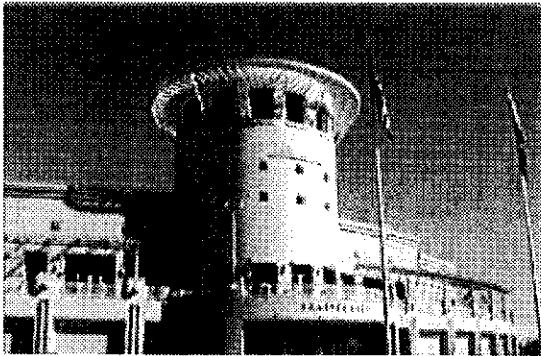
Strategies

Visual Identity

P 5.1 The city government should work with area businesses, residents, and others to improve the visual identity of the area.

- *Enhance Thompson Boulevard with additional street trees, streetscape design elements, and potentially architectural design guidelines.*
- *Improve the "5-Points Center" to serve as a node or "gateway."*
- *Construct streetscape improvements such as streetlights, pavers on crosswalks, and other features for safety and aesthetics.*
- *Maintain and improve access and views to the beach and coastline.*
- *Improve tree planting and maintenance by planting in all empty tree wells.*
- *Improve the appearance of car lots with landscaping, or encourage relocation.*





- *Encourage a physical design with businesses fronting the street and parking behind the buildings.*
- *Improve the appearance and maintenance of alley ways and public parking lots.*
- *Improve access to the shoreline for bicycles and pedestrians.*

P 5.2 The city government should work with developers and property owners to enhance the commercial areas at strategic nodes.

Transportation

P 5.3 The city government should work with property owners, businesses, and the Community Council to consider ways to improve circulation in the area.

- *Make Main Street more pedestrian-friendly and neighborhood-serving.*

- *Slow traffic through midtown: consider using diagonal parking, widening sidewalks, pavers at intersections and crosswalks, additional pedestrian crosswalks, re-timing traffic signals, and adding in median strips.*
- *Address the circulation problem presented by Poli Street being closed during school hours.*
- *Consider one-way streets to strategically channel auto traffic.*

See Chapter IV Our Accessible Community.

P 5.4 The city should work with the Midtown Community Council, non-profit organizations, and others to improve public involvement and input in land use planning and economic development in the area.

See Chapter IV Our Involved Community.

HIGHWAY 101/BUSINESS PARK AREAS

The business park areas along Highway 101 (including both the Johnson Drive and Arundell areas) are the primary industrial sectors in Ventura, as well as prominent visual “gateways” into the community. There are large vacant parcels slated for future development that offer significant infill opportunities and city revenue potential.

In addition to the economic development strategies associated with the areas—described in Chapter IV: Our Prosperous Community—the community has identified potential improvements to the built form of these industrial areas. In particular, these areas are envisioned as a “community” of economic uses with an identity attractive to investors and workers in area businesses. The industrial areas should match the anticipated future economic trends in the region, (such as providing appropriate spaces for the research and development, multi media, and high technology).

In addition to serving as employment centers, these areas can become full-service places by integrating commercial uses such as restaurants, enhanced transit, pedestrian and bike areas,

parks and other community facilities, and possibly live/work residential sites. The area will also benefit from improved circulation patterns that minimize conflicts between heavy industrial trucks and other machinery and the commuters traveling to and from their jobs.

Strategies

Overall Physical Character

- P 6.1** The city government should work with developers and property owners to develop an attractive identity for the area through higher quality architectural and landscaping standards.
- P 6.2** Design guidelines for the area should emphasize visual diversity and human scale.
- P 6.3** The city government should work with CalTrans and businesses to improve signage from the highway and within the area for “wayfinding.”
- P 6.4** The city government should work with property owners and developers to ensure that the design and layout of the area provides an attractive visual appearance from Highway 101.





P 6.5 The city government should encourage open areas and work with developers and property owners to create common spaces (e.g., plazas) for employees and visitors.

P 6.6 The city government should partner with local artists to install public art in the area.

P 6.7 The city government should work with developers and property owners to emphasize views to the ocean.

P 6.8 The city government should explore ways to protect commuter, bike, and pedestrian traffic from industrial (truck) traffic.

- *Create pedestrian pathways through the area.*
- *Put in crosswalks on busy intersections.*
- *Put in sidewalks.*

Arundell Business Park

P 6.9 The city government should review the Comprehensive Plan for the business park area.

- *Zoning should encourage an integration of uses including industrial, R&D, commercial, as well as residential and live/work.*

Johnson Drive Area

P 6.10 The city government should update and expand the Specific Plan for the area to allow for high-quality, mid-rise office buildings that will provide economic uses and a visual gateway and identity for the area.

P 6.11 The city government should encourage a mix of uses in this area such as child care services, restaurants, offices, light industrial, etc. to provide needed services and reduce the need for work day trips.

P 6.12 The city government should update and expand the Auto Center Specific Plan to account for changes in local circulation and land uses, and economic conditions.

P 6.13 The community should create a distinctive gateway to the city using signage, building placement, and design elements.

MAJOR COMMERCIAL CORRIDORS

The three major corridors (Victoria, Telegraph, and Telephone) are characterized by a variety of commercial and service uses. They serve as key thoroughfares, linking Ventura east to west and north to south. While generally built out, there are focus areas and nodes where opportunities exist for land use or design improvements that could provide benefits to the city as a whole. In particular, these corridors would be appropriate sites for the development of “gateways” announcing arrival into the city through architectural structures and details, landscaping, and public art.

The community identified a range of circulation issues as important challenges to be addressed by future planning in this area. These include improved bicycle and pedestrian access; enhanced signage and landmarks for “way-finding”; and upgraded and more varied street landscaping.

The desired vision for these corridors is one of “grand boulevards.” Specific improvements are to provide enticing gateways for residents and visitors into the city and balancing efficient circulation through the area with a design that encour-

ages patronage of businesses along the corridors themselves.

Strategies

Visual Identity

P7.1 The city government should work with property owners and businesses to develop visual gateways that “make a statement” from the south on Victoria and on Johnson from the east with signs, public art, banners, new development, and other features.

P7.2 The city government should work with developers and businesses to improve streetscapes. Develop a style of “grand boulevards” with broad medians, signage standards, architectural design guidelines, public art or fountains, and street trees.

P7.3 The city government should work with developers and businesses to encourage distinctive “urban village” identity for selected commercial developments.

P7.4 The city government should create design standards for the area. Examples of guidelines include:



- *Add interconnections between buildings (such as archways).*
- *Orient buildings towards the street with parking behind.*
- *Screen parking areas with berms and landscaping.*
- *Discourage auto-dependent and franchise architecture.*

P7.5 The city government should use public works projects as opportunities for beautification such as enhancing landscaping and roadway design during bridge expansion.

P7.6 The city government should work with developers and businesses to create a unified streetscape design theme for Victoria Avenue.

Land Use

P7.7 The city government should revise its zoning to encourage more mixed-use development along Victoria.

P7.8 The city government should focus infill development on sites with high enhancement potential (such as the “Mound” and the reuse property of the Paradise Chevrolet site).

Transportation

P7.9 The city government should improve circulation along the major corridors. Examples of strategies are:

- *Enhance the Victoria and Telegraph intersection.*
- *Channel traffic to Johnson and Kimball to relieve pressure on Victoria.*

P7.10 The city government should make the corridors more pedestrian- and bike-friendly using techniques such as reducing speed limits, automatic walk lights, pedestrian crosswalks, or curb pop-outs.

P7.11 The city government should work with CalTrans to consider improving the connection between Route 126 and Highway 101 (including a southbound ramp from Route 126 to Highway 101).

P7.12 The city government should work with CalTrans to improve signage and orientation from freeway exits.

See Chapter IV Our Accessible Community.

EASTSIDE

The eastside stretches from the Foothill corridor in the north to the Santa Clara River and from roughly the Victoria Avenue corridor to the eastern city limits near Wells Road. The area is characterized by a mix of neighborhoods with single family and multi-family housing developed around local shopping centers, parks and schools, coupled with substantial agricultural areas covered by the City of Ventura's Save Our Agricultural Resources (SOAR) Initiative.

The community identified the quiet and safe residential environment of the eastside as one of its most important assets. Increasing traffic congestion and the need for improved circulation within the eastside and linkages with the rest of the city are key issues facing the area. The significant parcels of agricultural land protected by SOAR that run through the eastside provide the challenge of incorporating these lands into the urban context and creating sustainable relationships between urban and agricultural uses.

The future envisioned by the community for the eastside emphasizes strengthening the neighborhood-scale of residential and commercial clus-

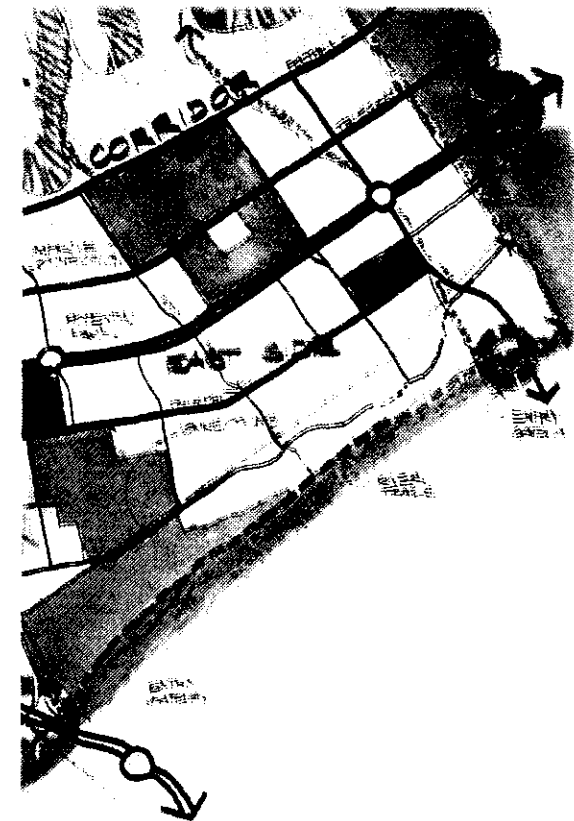
ters. Commercial areas will be arranged in urban village settings. Residential areas will be improved with enhanced landscaping, sidewalks, and bikeways and an appropriate mix of housing densities, affordability, and styles. Community design will promote a distinct visual identity to set it off from the neighboring areas of the city. Multiple modes of transportation (bus, bicycle, pedestrian, automobile) will facilitate the convenient flow of residents and visitors throughout the area. New parklands will be developed such as along the Santa Clara River and throughout the residential neighborhoods. Agriculture will continue in the area and methods will be developed to enhance the interface between agriculture and the urban fabric of the community.

Strategies

Visual Character

P8.1 The city government should establish land use patterns and design guidelines that encourage distinct "urban village" commercial areas.

P8.2 The city government should develop design standards for street design and





streetscapes to make neighborhoods more attractive (such as narrower streets, median landscaping, sidewalks, etc.).

P8.3 The city government should encourage the use of alternatives to sound walls (such as berms, landscaping) and work with landowners and developers to enhance existing sound walls.

P8.4 The city government should work with business owners to improve the landscaping along Telegraph and Telephone Roads and other major corridors.

P8.5 The city government should address visual blight in front yards (such as RVs, boats, chain link fences) through improved code enforcement and working with the private sector to provide centralized storage options.

P8.6 The city government should work with private developers and property owners to update the look of the area's shopping centers.

Housing

P8.7 Create a "sense of place" in existing and future neighborhoods through the City of Ventura's housing design standards and land use planning.

- *The city government should adjust residential land use and zoning to allow a mix of housing densities based on high-quality design in appropriate locations (such as along main roads near transit).*
- *The city government should develop prototypical neighborhood land use plans for new growth areas, with public input. These plans should consider a mix of uses and densities, linkages between parks, schools, housing, and neighborhood shopping and use of public green spaces, greenbelts, and open space.*
- *Create a centralized, public gathering place (either plaza or park) for events, activities and informal use.*

P8.8 The city government should allow for senior independent housing units and other specialized housing that are accessible to services and integrated into the overall neighborhood.

P8.9 The community should consider development of "interior" SOAR lands only for projects with strong community consensus. Use these projects as opportunities for infill development to avoid pressure on agricultural lands surrounding Ventura.

Transportation

P8.10 The city government should work with SCAT to revise bus routes to better serve key commercial, residential, and employment destinations in the area.

P8.11 The city government should work with developers and property owners to improve the walkability and connectivity of the area by linking bike and walking paths to schools, shopping, and other community facilities. Possible projects include:

- *Complete bike path/walk ways from Foothill Road to Johnson Drive along the barranca, and from Saticoy to Johnson Drive along the rail road tracks. Ensure that the design addresses safety needs.*
- *Consider developing a pedestrian and bicycle overpass at Petit over Route 126.*
- *Improve bicycle routes from the eastside to the beach, Camino Real Park and Arroyo Verde Park.*

See Chapter IV Our Accessible Community.

Parks/Open Space/Community Facilities

P8.12 The city government should acquire and develop parklands along the Santa Clara River.

P8.13 The city government should complete linear parks and linkages with existing and planned parks on the eastside.

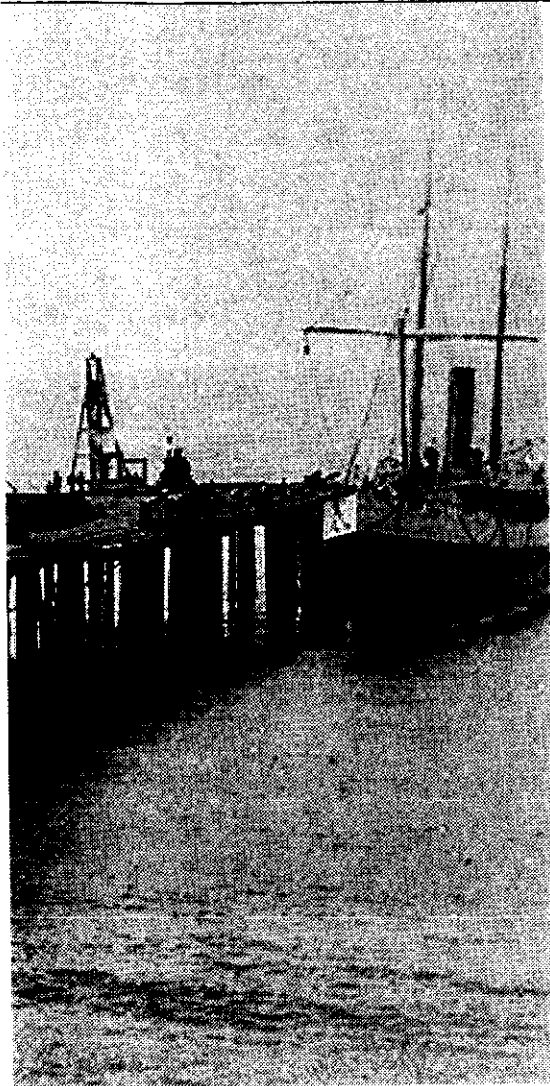
See Chapter IV Our Active Community (6.4 and 6.6).

P8.14 The city government should develop community centers for all ages and incomes to provide spaces for recreation, community events, classes, etc.

- *Develop a senior center to serve the eastside and adjacent areas.*
- *Include an emergency supply storage and shelter function at community centers.*
- *Consider integrating community centers with commercial centers or with schools.*

Planning

P8.15 The city government should consider ways to encourage greater input into future planning and design decisions by Saticoy residents. Options include working more closely with the Saticoy Community Council and potentially annexing the area.



A P P E N D I C E S

- A. Strategy Summary Tables**
- B. *Seize the Future* Milestones**
- C. Master Calendar**
- D. Library Vision**
- E. Additional Views**
- F. Glossary**
- G. References**

**APPENDIX A: STRATEGY
SUMMARY TABLES**

THE FOLLOWING TABLES SUMMARIZE the strategies from each category in Chapter 4: (such as Our Natural Community, Our Prosperous Community, etc.). The tables list which agent or actor is most likely to be responsible (at least for initiating action), and provides a time frame for action and an indication of the level of priority the community has placed on the action. These summary tables can be used to track the progress of the plan over time.

The priorities are coded by number (i.e., 1* are the highest priorities, 1 are high priorities, 2 are medium priorities, and 3 are low priorities.) It is important to note that all of the strategies and actions have been identified as important by the community. Priority "3" items should be viewed as "low" only relative to the other higher priority items. A key to the abbreviations used in the "Implementation Responsibility and Potential Funding Sources" column can be found in the Glossary. The funding sources listed are examples only. They are not meant to be all inclusive.

OUR NATURAL COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Public Sector Greening					
1.1, 1.2 Best Management Practices and Monitoring	1*	1-5 years, ongoing	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ Environmental Protection Agency (EPA) : Environmental Monitoring for Public Access and Comments Tracking 	
1.3 Interagency Coordination	3	Immediate, ongoing	<ul style="list-style-type: none"> ■ City, county, state, federal agencies 	<ul style="list-style-type: none"> ■ NA 	
Maintaining the City's Natural Character					
1.4 Natural Assets Inventory	1*	1-5 years	<ul style="list-style-type: none"> ■ City ■ County ■ CSUC/UCSB 	<ul style="list-style-type: none"> ■ California Dept. of Fish and Game (DFG) ■ US Fish and Wildlife Service (USFWS) ■ EPA: Clean Water Act [CWA] 205(i),319(h) 	
1.5 Design Review and Enforcement	1*	Ongoing	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ Application Fees 	See Our Well-Planned and Designed Community (3.1-3.7)
Pollution Prevention/Reduction					
1.6 Meet Air and Water Pollution Standards	3	5-15 years	<ul style="list-style-type: none"> ■ City ■ Flood Control District 	<ul style="list-style-type: none"> ■ RWQCB ■ EPA: Non-point Source Pollution Funds; Clean Water State Revolving Fund 	
1.7 Reduce Harbor/Estuary Pollution	3	1-5 years	<ul style="list-style-type: none"> ■ City ■ Port District 	<ul style="list-style-type: none"> ■ RWQCB ■ EPA: Non-point Source Water Quality Imp. Grant, CWA 319(h) 	
1.8 Permanent Hazardous Waste Collection Sites	1*	1-5 years	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ Enterprise Charges 	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 1 CONTINUED

OUR NATURAL COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
1.9 Community-based Pollution Monitoring/Management	3	1-5 years	<ul style="list-style-type: none"> ■ City ■ Flood Control District ■ Non-profits 	<ul style="list-style-type: none"> ■ EPA: Sustainable Communities Grants; Pollution Prevention Leadership Grants 	
1.10 Public Awareness	2	Immediate	<ul style="list-style-type: none"> ■ City ■ Flood Control District 	<ul style="list-style-type: none"> ■ EPA: Environmental Education Grants 	
1.11 Westside Toxic "Hotspots"	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ County ■ EPA 	<ul style="list-style-type: none"> ■ EPA: Superfund Technical Assistance Grants; Brownfields Assessment Demonstration Pilots ■ Property owners/ developers 	See Our Sustainable Infrastructure for drainage, flood control and other water management strategies.
Solid Waste					
1.12 Integrated Solid Waste Management	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ County 	<ul style="list-style-type: none"> ■ EPA: Solid Waste Management Assistance; Climate Change Solid Waste Funding 	
1.13 Expand Greenwaste Biomass/Compost	3	Immediate	<ul style="list-style-type: none"> ■ City ■ County 	<ul style="list-style-type: none"> ■ EPA: Solid Waste Management Assistance 	
1.14 Purchase Recycled Materials	2	Immediate, ongoing	<ul style="list-style-type: none"> ■ City ■ Chamber of Commerce 	<ul style="list-style-type: none"> ■ NA 	
1.15 Apply Waste Characterization Study	2	Immediate, ongoing	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ NA 	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR NATURAL COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Restoration					
1.16 Restore Santa Clara and Ventura Rivers	2	5-15 years	<ul style="list-style-type: none"> ■ City ■ County ■ CSUC/UCSB ■ State ■ Private Property Owners ■ Non-profits 	<ul style="list-style-type: none"> ■ EPA (5 Star Challenge Grant) ■ Coastal Conservancy (Resource Enhancement Program) ■ Army Corps (Ecosystem Restoration, Section 1135) ■ CA Resources Agency (Coastal Resources Grants) ■ USFWS (National Coastal Wetland Conservation Grant) ■ DWR (CA Dept. of Water Resources) 	
1.17 Shoreline Restoration/Management Plan	1*	1-5 years	<ul style="list-style-type: none"> ■ City ■ County ■ State ■ CA Coastal Commission 	<ul style="list-style-type: none"> ■ CA Parks and Rec ■ CA Agricultural District ■ CA Coastal Conservancy 	See Chapter V Shoreline
1.18 Hillside Restoration	2	5-15 years	<ul style="list-style-type: none"> ■ City ■ County ■ Non-profits ■ Private Owners 	<ul style="list-style-type: none"> ■ Development Impact Fees ■ CA Parks and Rec. ■ DWR ■ CWA (Clean Water Act) 205(I) 	See Chapter V Hillsides
Wildlife Habitat					
1.19 Wildlife Corridors	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ County ■ Flood Control 	<ul style="list-style-type: none"> ■ DFG ■ National Fish & Wildlife Foundation ■ DWR 	See Our Accessible Community (4.21), Our Sustainable Infrastructure (5.13), Our Active Community (6.4, 6.6) and Chapter V Foothill Corridor/Hillsides (P2.8)

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 1 CONTINUED

OUR NATURAL COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
1.20, 1.21 Native Plants	3	Immediate	<ul style="list-style-type: none"> ▪ City ▪ VUSD ▪ Non-profits 	<ul style="list-style-type: none"> ▪ CA Native Plant Society ▪ Private foundations 	
Sustainable Agriculture					
1.22 Incentives	2	1-5 years	<ul style="list-style-type: none"> ▪ City ▪ County ▪ State 	<ul style="list-style-type: none"> ▪ EPA: Pesticide Management Alliance Program; IPM Initiatives; Pesticide Environmental Stewardship program ▪ Natural Resource Conservation Service [NRCS] (EQIP) [Environmental Quality Incentives Program] 	See Our Prosperous Community (2.13-2.16)
1.23 Community/School Gardens	3	Immediate	<ul style="list-style-type: none"> ▪ City ▪ VUSD ▪ Non-profits ▪ Local farmers 	<ul style="list-style-type: none"> ▪ Private Foundations ▪ VUSD ▪ EPA (Environmental Education Grants) 	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR PROSPEROUS COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Business/Industrial Sectors					
2.1, 2.2, 2.3, 2.4 Business Recruitment/Retention	1*	Immediate, ongoing	<ul style="list-style-type: none"> ■ City ■ Chamber of Commerce 	<ul style="list-style-type: none"> ■ City ■ Chamber of Commerce 	See Economic Development Work Program, 1996 See DCDP, 1998
Special Focus Areas					
2.5 Route 33	1	5-15 years	<ul style="list-style-type: none"> ■ City ■ County ■ Local Businesses 	<ul style="list-style-type: none"> ■ City ■ Chamber of Commerce ■ Private Investment 	See Chapter V Places: Westside
2.6 Highway 101 Corridor	3	1-5 years	<ul style="list-style-type: none"> ■ City ■ Local Businesses 	<ul style="list-style-type: none"> ■ City ■ Chamber of Commerce ■ Private Investment 	See Chapter V Highway 101/ Business Park Areas
2.7 Harbor	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ Port District 	<ul style="list-style-type: none"> ■ City ■ Chamber of Commerce ■ Private investment 	See Chapter V Shoreline
2.8 Older Commercial Districts/Corridors	3	5-15 years	<ul style="list-style-type: none"> ■ City ■ Local Businesses ■ Chamber of Commerce 	<ul style="list-style-type: none"> ■ City ■ Chamber of Commerce ■ Private Investment 	See DCDP, 1998

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 2 CONTINUED

OUR PROSPEROUS COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Tourism					
2.9 Market/Utilize Shoreline	2	Immediate, ongoing	<ul style="list-style-type: none"> ▪ City ▪ State Parks ▪ National Park Service ▪ Visitors and Convention Bureau ▪ Chamber of Commerce ▪ Tourism providers 	<ul style="list-style-type: none"> ▪ National Park Service ▪ Tourism providers ▪ CA Trade and Commerce Agency 	<p>See Tourism Master Plan, 1999</p> <p>See Chapter V Shoreline</p>
2.10 Market Culture/Recreation Opportunities	3	Immediate, ongoing	<ul style="list-style-type: none"> ▪ City ▪ Visitors and Convention Bureau ▪ Chamber of Commerce ▪ Tourism providers ▪ Local Artists 	<ul style="list-style-type: none"> ▪ CA/National Endowment for the Arts ▪ CA Trade and Commerce Agency 	<p>See DCDP, 1998,</p> <p>See Golf Master Plan</p> <p>See Our Active Community and Our Creative Community</p>
2.11 Balance Visitors and Residents' Needs	3	Immediate, ongoing	<ul style="list-style-type: none"> ▪ City 	<ul style="list-style-type: none"> ▪ NA 	
Retail/Sales Revenue					
2.12 Promote Retail Sector	1	1-5 years	<ul style="list-style-type: none"> ▪ City ▪ Chamber of Commerce ▪ Local Businesses 	<ul style="list-style-type: none"> ▪ City ▪ Private Investment 	<p>See Economic Development Work Program, 1996</p> <p>See DCDP, 1998</p>
Agricultural Sector					
2.13 Protect Agricultural Land Base	2	1-5 years	<ul style="list-style-type: none"> ▪ City ▪ County ▪ Farm Bureau ▪ Ventura Land Trust ▪ Local Growers/Land Owners 	<ul style="list-style-type: none"> ▪ CA Resources Agency: California Farmland Conservancy Program ▪ NRCS: Farmland Protection Program 	<p>See Our Natural Community (1.23, 1.24)</p>

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR PROSPEROUS COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
2.14 Agricultural/Urban Interface	2	Immediate	<ul style="list-style-type: none"> ■ City ■ County ■ Farm Bureau ■ Local Growers/Land Owners ■ RCD 	<ul style="list-style-type: none"> ■ NRCS (Environmental Quality Incentives Program) [EQIP] 	See Economic Development Work Program, 1996
2.15 Agricultural Marketing	3	1-5 years	<ul style="list-style-type: none"> ■ City ■ County ■ Farm Bureau ■ Local Growers/Land Owners 	<ul style="list-style-type: none"> ■ City 	
2.16 Recruit Agriculture-Related Industry	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ County 	<ul style="list-style-type: none"> ■ NA 	
Business Infrastructure					See Our Sustainable Infrastructure (80)
2.17 Fiber-Optic/Wireless Technology	1	1-5 years	<ul style="list-style-type: none"> ■ City ■ Service Providers 	<ul style="list-style-type: none"> ■ Private Providers 	
2.18 Utility Undergrounding	1	Immediate, ongoing	<ul style="list-style-type: none"> ■ City ■ Utility Companies 	<ul style="list-style-type: none"> ■ Service Charges 	
2.19 Cable Television	2	Immediate	<ul style="list-style-type: none"> ■ City ■ Cable Companies 	<ul style="list-style-type: none"> ■ Cable Charges 	
2.20 Coordinate Repair	2	Immediate, ongoing	<ul style="list-style-type: none"> ■ City ■ CalTrans 	<ul style="list-style-type: none"> ■ NA 	
Workforce Education					See Our Educated Community (88)

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 2 CONTINUED

OUR PROSPEROUS COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Quality Housing					
2.21 Land Use/Residential Zoning	2	1-5 years	■ City	■ NA	See Our Well Planned and Designed Community (3.0)
2.22 Housing Types/Styles	1	1-5 years	■ City	■ CDBG ■ Low Income Housing Tax Credits ■ Local Banks: Community Reinvestment Act	
Sound Public Sector Financial Management					
2.23 State Fiscal Policy	1*	5-15 years	■ City ■ County ■ State Legislature	■ NA	
2.24 Cost/Benefit of Development	2	Immediate, ongoing	■ City	■ NA	
2.25 Service Efficiency	2	1-5 years	■ City		
Effective Partnering & Public-Private Interaction					
2.26 "One-Stop-Shop" permitting	2	1-5 years	■ City	■ NA	
2.27 Regional Economic Strategy/Coordination	2	5-15 years	■ City ■ County ■ Neighboring Cities	■ NA	See Economic Development Work Program, 1996

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR WELL-PLANNED AND DESIGNED COMMUNITY

Land Use Planning					See Chapter V: Places
3.1 Guide Comprehensive Plan	1*	Immediate, ongoing	■ City	■ NA	
Community Design					See Chapter V: Places
3.2 Reflect Natural/Cultural Assets	1	Immediate, ongoing	■ City	■ NA	
3.3, 3.4, 3.5 Sub-Area Guidelines	2	1-5 years	■ City	■ NA	
3.6 Design Review	1*	Immediate, ongoing	■ City	■ NA	
3.7 Landscape Design	2	Immediate, ongoing	■ City ■ Local Businesses/ Property Owners	■ NA	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 4

OUR ACCESSIBLE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Transportation Policy/Institutions					
4.1 Update Circulation Plan	1*	1-5 years	■ City	■ NA	
4.2 Funding for Alternative Transportation	2	5-15 years	■ City ■ SCAT ■ VCTC ■ CalTran	■ TEA-21: Congestion Mitigation and Air Quality Improvement Program (CMAQ) Transportation Enhancement Activities (TEA) ■ Federal Transit Act, Sec. 5307, 5309 ■ Surface Transportation Program (STA) ■ Clean Fuel Bus Program ■ Regional Improvement Program (RIP) ■ Bicycle Transportation Account (BTA) ■ Transportation Development Act (TDA) Article 4 ■ Transportation Fund for Clean Air (TCFA)	
4.3 Citizen's Transportation Commission	2	Immediate	■ City	■ NA	
Transportation System Management					
4.4 Mixed Use Zoning	1*	1-5 years	■ City	■ Transportation Community and System Preservation Pilot Program	
4.5 Pedestrian, Bicycle, Transit Access	1	1-5 years	■ City	■ NA	
4.6 Public Outreach	2	1-5 years	■ City ■ Local Businesses	■ TCFA ■ BTA ■ Bicycle Clubs	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR ACCESSIBLE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Transit					
4.7 Multimodal Transit Center	1	1-5 years	<ul style="list-style-type: none"> ■ City ■ VCTC ■ SCAT ● Amtrak ■ Metrolink ■ Commercial Bus Lines 	<ul style="list-style-type: none"> ■ STP ■ RIP ■ TCFA 	
4.8 Bus/Van Services	1*	1-5 years	<ul style="list-style-type: none"> ■ City ■ SCAT 	<ul style="list-style-type: none"> ■ Federal Transit Act, Sec. 5307, 5310 ■ CMAQ 	
4.9 Intra-City Rail	2	5-15 years	<ul style="list-style-type: none"> ■ City ■ VCTC 	<ul style="list-style-type: none"> ■ Federal Transit Act, Sec. 5309 ■ CMA 	
4.10 Metrolink	2	5-15 years	<ul style="list-style-type: none"> ■ City ■ VCTC 	<ul style="list-style-type: none"> ■ Federal Transit Act, Sec. 5309 ■ STP ■ RIP 	
Parking					
4.11 Optimize Existing Structures	3	1-5 years	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ Parking Charges 	
4.12 Key Destinations	3	1-5 years	<ul style="list-style-type: none"> ■ City ■ Local Businesses/Property Owners 	<ul style="list-style-type: none"> ■ Parking Charges 	
4.13 Preferential Parking	3	1-5 years	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ Parking Permit Fees 	
4.14 Shoreline Shuttle	3	1-5 years	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ CMAQ 	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 4 CONTINUED

OUR ACCESSIBLE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Pedestrians					
4.15 Narrow Streets	2	5-15 years	▪ City	▪ NA	
4.16 Pedestrian Access	1	1-5 years	▪ City	▪ TEA-21: Environmental Enhancement and Mitigation Program (EEMP) ▪ TEA	
4.17 Lengthen Signals	2	Immediate	▪ City	▪ NA	
4.18 Additional Crossings	2	1-5 years	▪ City	▪ Special assessment districts	See Chapter V Shoreline (P1.3)
4.19 Downtown to Shoreline Walkways	2	1-5 years	▪ City	▪ TEA ▪ Special assessment district	
4.20 Subdivision Wall Cut-Throughs	1	Immediate	▪ City ▪ Developers	▪ Developer impact fees	
4.21 River-Bank and Hillside Trails	3	1-5 years	▪ City ▪ County ▪ Property Owners	▪ Recreational Trails Program (RTP) ▪ CMAQ ▪ TEA ▪ EEMP	See Our Natural Community (1.19), Our Sustainable Infrastructure (5.13); Our Active Community (6.6)
4.22 School-site Walkways	1	1-5 years	▪ City ▪ VUSD	▪ City ▪ VUSD	See Our Educated Community (8.11)
Bicycles					
4.23 Bicycle Master Plan	1*	1-5 years	▪ City	▪ BTA ▪ CMAQ ▪ TEA	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR ACCESSIBLE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
4.24 Bicycle Technical Advisory	1	Immediate	■ City	■ NA	
4.25 Bicycle Education	2	1-5 years	■ Bike Shops and Clubs ■ Service Clubs	■ BTA ■ TCFA	
4.26 Bicycle Hotline	3	Immediate	■ City	■ BTA	
4.27 Consider Bicycle Impacts	1	1-5 years, ongoing	■ City	■ NA	
Road Improvement					
4.28 Update Circulation Element	1*	1-5 years	■ City	■ NA	
4.29 Freeway Signage	2	1-5 years	■ City ■ CalTrans	■ CalTrans	
4.30 Foothill Road	1	1-5 years	■ City	■ BTA ■ TEA ■ EEMP	See Chapter V Foothill Corridor/Hillsides (P2.3)
4.31 Bridge/Undercrossing Design	2	Ongoing	■ City ■ CalTrans	■ TEA	
Road Maintenance and Beautification					
4.32 Improve Road Maintenance	2	Immediate, ongoing	■ City ■ CalTrans	■ TDA Article 4 ■ RIP	
4.33 Street Beautification	2	Immediate, ongoing	■ City	■ EEMP ■ TEA	See Our Well-Planned and Designed Community and Chapter V Places

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 4 CONTINUED

OUR ACCESSIBLE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
4.35 Street Naming	3	1-5 years	<ul style="list-style-type: none"> ▪ City ▪ Community Councils ▪ Historical Societies 	▪ NA	
4.34 Coordinated Repair/ Installation	2	Immediate, ongoing	▪ City	▪ NA	
4.36 Reduce Speed Limits	2	1-5 years	▪ City	▪ NA	
Airports					
4.37 Improve Air Service to Ventura County	2	5-15 years	<ul style="list-style-type: none"> ▪ City ▪ Neighboring Cities ▪ Ventura County 	<ul style="list-style-type: none"> ▪ FAA ▪ State Department of Airports 	
4.38 Ground Transportation to Airports	2	1-5 years	<ul style="list-style-type: none"> ▪ City ▪ Regional Transportation Entities 	▪ STP	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR SUSTAINABLE INFRASTRUCTURE

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Water Supply					
5.1 Long-range/Regional Water Supply	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ Casitas Water District ■ United Water District 	<ul style="list-style-type: none"> ■ Enterprise Charges ■ EPA (Clean Water State Revolving Fund; Safe Drinking Water State Revolving Fund) 	See Our Natural Community (1.6–1.11) for water quality; (1.12–1.15) for solid waste; Our Prosperous Community (2.17–2.20) for business infrastructure; and Our Accessible Community for transportation infrastructure.
5.2 Update Water Master Plan	3	1-5 years	<ul style="list-style-type: none"> ■ City 	■ NA	
5.3 Upgrade Emergency Supply System	1	5-15 years	<ul style="list-style-type: none"> ■ City ■ Water Districts 	■ Enterprise Charges	
5.4 Higher Water Quality Costs/Benefits	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ Water Districts 	■ NA	
5.5 Public Education	1*	Immediate	<ul style="list-style-type: none"> ■ City 	■ Enterprise Charges	
5.6 Water Conservation Incentives	3	Immediate	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ Enterprise Charges ■ DWR Grants/Loans 	
5.7 Water Re-use	1	1-5 years	<ul style="list-style-type: none"> ■ City 	■ Enterprise Charges	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 5 CONTINUED

OUR SUSTAINABLE INFRASTRUCTURE

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Wastewater					
5.8 Sewer Upgrades	3	1-5 years	▪ City	▪ Enterprise Charges ▪ RWQCB ▪ EPA	
5.9 Emergency Capacity	1	1-5 years	▪ City	▪ Enterprise Charges ▪ RWQCB	
5.10 Sewage Treatment Plant	2	1-5 years	▪ City	▪ Enterprise Charges	
Drainage/Flood Control					
5.11 Maintain Storm Water System	2	Immediate	▪ City	▪ EPA ▪ RWQCB	
5.12 Storm Water Detention	2	5-15 years	▪ City ▪ Flood Control District ▪ RWQCB	▪ RWQCB ▪ CWA 319(h) ▪ EPA	
5.13 Barrancas	2	1-5 years	▪ City ▪ Flood Control District	▪ Private Foundations ▪ Flood Control District	See Our Natural Community (1.19), Our Active Community (4.21), and Our Active Community (6.4, 6.6)
5.14 Keys Siltation	3	5-15 years	▪ City ▪ Flood Control District ▪ CalTrans	▪ CalTrans ▪ CWA 319(h) ▪ EPA	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR ACTIVE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Recreation Programs and Facilities					
6.1 Recreation Demand Assessment	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ Rec. User Groups 	<ul style="list-style-type: none"> ■ Local universities/colleges (in-kind) 	
6.2 Sports Facilities	1*	1-5 years	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ Development fees ■ Regional sports teams 	
6.3 New Programs	1	Immediate, ongoing	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ User fees ■ CA Dept. of Education (DOE) ■ Special assessment districts ■ CA Resources Agency (EEMP) 	
6.4 Updated Parks and Rec. Element	1*	1-5 years	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ User fees ■ Special assessment districts 	
6.5 Skateboarding Policies	3	Immediate	<ul style="list-style-type: none"> ■ City ■ Youth Organizations 	<ul style="list-style-type: none"> ■ NA 	
6.6 Interconnected Greenways	1	5-15 years	<ul style="list-style-type: none"> ■ City ■ Flood Control District ■ County ■ Non-profits ■ Private Owners 	<ul style="list-style-type: none"> ■ Development fees ■ TEA-21 (Rec. Trails Program; Conservation Lands Program) ■ CA Resources Agency (Environmental Enhancement and Mitigation Program) 	See Our Natural Community (1.19), Our Active Community (4.21), and Our Sustainable Community Infrastructure (5.13)
6.7 Regional Sports Events	1	1-5 years	<ul style="list-style-type: none"> ■ City ■ Chamber of Commerce ■ Non-profits 	<ul style="list-style-type: none"> ■ Sports Clubs/ Organizations ■ Sports/Rec. Vendors (sponsorships) 	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 6 CONTINUED

OUR ACTIVE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
6.8 State Beach	1	1-5 years	<ul style="list-style-type: none"> ▪ City ▪ CA Parks and Recreation 	<ul style="list-style-type: none"> ▪ CA Parks and Rec. ▪ CA Coastal Conservancy 	See Chapter V (P1.9)
6.9 Joint Use Agreements	1	Immediate	<ul style="list-style-type: none"> ▪ City ▪ VUSD ▪ VCCD 	<ul style="list-style-type: none"> ▪ NA 	See Our Educated Community (8.7)
6.10 Volunteer Program	3	Immediate	<ul style="list-style-type: none"> ▪ City ▪ Community Councils ▪ Non-profits 	<ul style="list-style-type: none"> ▪ Private Foundations ▪ Community fundraising 	
6.11 Information Kiosks	2	1-5 years	<ul style="list-style-type: none"> ▪ City 	<ul style="list-style-type: none"> ▪ Recreation/ Sports Providers (advertising, sponsorships) 	
Funding					
6.12 Open Space Acquisition	1	Ongoing	<ul style="list-style-type: none"> ▪ City ▪ Non-profits 	<ul style="list-style-type: none"> ▪ Development fees ▪ TEA-21 (Rec. Trails Program; Conservation Lands Program; TEA) ▪ CA Resources Agency (Environmental Enhancement and Mitigation Program) 	See 6.6
6.13 Park Bond	2	1-5 years	<ul style="list-style-type: none"> ▪ City 	<ul style="list-style-type: none"> ▪ NA 	
6.14 Public/Private Partnerships	2	Ongoing	<ul style="list-style-type: none"> ▪ City ▪ Private Businesses ▪ State and Federal Agencies 	<ul style="list-style-type: none"> ▪ Local Businesses ▪ Private Investment 	
6.15 State and Federal Funds	2	1-5 years	<ul style="list-style-type: none"> ▪ City 	<ul style="list-style-type: none"> ▪ TEA-21 ▪ CA Resources Agency ▪ DWR ▪ Land and Water Conservation Fund 	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR ACTIVE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
6.16 Park Bequest Fund	3	1-5 years	■City	■NA	
6.17 Sliding Scale Fees	2	Immediate	■City	■NA	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 7

OUR HEALTHY AND SAFE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Service Delivery					
7.1 Service Provider Collaboration	1	Immediate, ongoing	<ul style="list-style-type: none"> ■ City ■ County ■ Service Providers 	■ NA	
7.2 Consolidation/Efficiency	1	5-15 years	<ul style="list-style-type: none"> ■ City ■ County ■ Service Providers 	■ NA	
7.3 Community Health Assessment	3	1-5 years	<ul style="list-style-type: none"> ■ City ■ County 	<ul style="list-style-type: none"> ■ California Endowment ■ CA Wellness Foundation 	See Our Natural Community (1.2) and Our Involved Community
7.4 Homelessness	1*	1-5 years	<ul style="list-style-type: none"> ■ City ■ County ■ Ventura Council of Gov'ts (VCOG) ■ Non-profits 	■ California Health and Welfare	<ul style="list-style-type: none"> ■ CDBG ■ Private Foundations
7.5 Senior Services	1	1-5 years	<ul style="list-style-type: none"> ■ City ■ County ■ VCOG ■ Non-profits 	<ul style="list-style-type: none"> ■ Private Foundations ■ CA Department of Health Services 	
7.6 Training	1	1-5 years	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ City ■ Private Foundations 	
7.7 Access/Signage to Hospitals	1	1-5 years	<ul style="list-style-type: none"> ■ City ■ County ■ CalTrans 	■ CalTrans	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR HEALTHY AND SAFE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Medical Services					
7.8 Businesses Support Wellness Programs	3	1-5 years	<ul style="list-style-type: none"> ■ City ■ County 	<ul style="list-style-type: none"> ■ Local Businesses 	
7.9 Health Education	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ County ■ VUSD ■ Service Providers 	<ul style="list-style-type: none"> ■ CA Wellness Foundation 	
7.10 Assisted Living/Hospice	1	5-15 years	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ Private Foundations 	
Youth Support					
7.11 Collaboration	3	Immediate, ongoing	<ul style="list-style-type: none"> ■ City ■ County ■ VUSD ■ Service Providers ■ Non-profits 	<ul style="list-style-type: none"> ■ NA 	
7.12 Youth Smoking	3	1-5 years	<ul style="list-style-type: none"> ■ City ■ County ■ VUSD ■ Service Providers 	<ul style="list-style-type: none"> ■ CA Department of Health Services ■ Tobacco Tax Funds ■ CA Wellness Foundation 	
7.13 Graffiti	2	Immediate	<ul style="list-style-type: none"> ■ City ■ Community Councils 	<ul style="list-style-type: none"> ■ Local Businesses ■ Chamber of Commerce 	
7.14 Educational Programs	3	1-5 years	<ul style="list-style-type: none"> ■ City ■ VUSD 	<ul style="list-style-type: none"> ■ Private Foundations ■ CA, US DOE 	See Our Educated Community (8.5-8.8) and Our Creative Community (9.4)

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 7 CONTINUED

OUR HEALTHY AND SAFE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
7.15 At-Risk Youth	2	1-5 years	<ul style="list-style-type: none"> ▪ City ▪ VUSD ▪ Non-profits ▪ Local Artists 	<ul style="list-style-type: none"> ▪ CDBG ▪ Private Foundations 	
7.16 Community-based programs	1	1-5 years	<ul style="list-style-type: none"> ▪ City ▪ VUSD ▪ Non-profits 	<ul style="list-style-type: none"> ▪ Private Foundations ▪ Community Fundraising 	
Police/Fire					
7.17 Police Services	2	1-5 years	<ul style="list-style-type: none"> ▪ City 	<ul style="list-style-type: none"> ▪ General Fund 	
7.18 Fire Services	2	1-5 years	<ul style="list-style-type: none"> ▪ City 	<ul style="list-style-type: none"> ▪ General Fund 	
7.19 Advisory Board	3	Immediate	<ul style="list-style-type: none"> ▪ Community Councils 	<ul style="list-style-type: none"> ▪ NA 	
7.20 Sensitivity Training	1	Immediate	<ul style="list-style-type: none"> ▪ City 	<ul style="list-style-type: none"> ▪ General Fund 	
Public Safety					
7.21 Community Emergency Preparedness	1	1-5 years	<ul style="list-style-type: none"> ▪ Community Councils ▪ City 	<ul style="list-style-type: none"> ▪ General Fund 	
7.22 Public Safety Campaign	2	Immediate, ongoing	<ul style="list-style-type: none"> ▪ City 	<ul style="list-style-type: none"> ▪ General Fund 	See Our Involved Community

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR EDUCATED COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Educational Policies					
8.1 Core Competencies within Broad Mission	1	Immediate, ongoing	<ul style="list-style-type: none"> ■ City ■ VUSD 	<ul style="list-style-type: none"> ■ CA DOE/ US DOE: Special Projects, Grants 	
8.2 Equitable Distribution	3	Immediate, ongoing	<ul style="list-style-type: none"> ■ VUSD ■ County ■ State 	<ul style="list-style-type: none"> ■ NA 	
8.3 Collaborative Youth Support	2	1-5 years	<ul style="list-style-type: none"> ■ VUSD ■ City ■ Non-profits 	<ul style="list-style-type: none"> ■ Private Foundations ■ PTA 	See Our Healthy and Safe Community (7.11-7.16) See VUSD School Board Policy
8.4 Lifelong Learning	1	1-5 years	<ul style="list-style-type: none"> ■ VUSD ■ City ■ Non-profits ■ Ventura College ■ UCSB/CSUCI ■ Private Universities ■ Labor Organizations ■ VCLSA 	<ul style="list-style-type: none"> ■ Private Foundations ■ Local Businesses 	
Educational Programs					
8.5 External Staff Resources	2	1-5 years	<ul style="list-style-type: none"> ■ VUSD ■ Library District ■ Non-profits 	<ul style="list-style-type: none"> ■ Private Foundations ■ CA DOE/ US DOE: Special Projects, Grants ■ PTA 	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 8 CONTINUED

OUR EDUCATED COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Educational Policies					
8.6 Diverse Programs	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ VUSD 	<ul style="list-style-type: none"> ■ DOE (ADA; Special Projects Grants) ■ US DOE (Special Projects Grants, Categorical Programs e.g. Title 1) 	
8.7 Joint Facility Use	1	1-5 years	<ul style="list-style-type: none"> ■ City ■ VUSD ■ VCCD ■ Non-profits 	<ul style="list-style-type: none"> ■ City ■ VUSD ■ VCCD 	See Our Active Community (6.9)
8.8 Workforce Education	1*	1-5 years	<ul style="list-style-type: none"> ■ VUSD ■ City ■ Non-profits ■ Ventura College ■ UCSB/CSUC/CL ■ Chamber of Commerce ■ Local Businesses 	<ul style="list-style-type: none"> ■ Local business ■ Labor organizations ■ Private foundations 	
Educational Institutions					
8.9 New Institution of Higher Education	3	5-15 years	<ul style="list-style-type: none"> ■ Local Businesses ■ Non-profits ■ City ■ County 	<ul style="list-style-type: none"> ■ Private Donors 	
8.10 Libraries	1	1-5 years	<ul style="list-style-type: none"> ■ Library District ■ City ■ County 	<ul style="list-style-type: none"> ■ Library District ■ CA DOE 	See Library Vision for Ventura and Community Needs Assessment and Plan, 1997

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR EDUCATED COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
8.11 Long Range Facilities Plan	1*	5-15 years	<ul style="list-style-type: none"> ▪VUSD ▪City 	▪NA	See Our Accessible Community (4.22)

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 9

OUR CREATIVE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Cultural Policies					
9.1 Implement Downtown District Plan	1*	1-5 years	<ul style="list-style-type: none"> ■ City ■ Local Artists ■ Local Businesses 	<ul style="list-style-type: none"> ■ Private foundations ■ Private sector donations ■ CA/National Endowment for the Arts 	See DCDP, 1998 See Chapter V Downtown (P4.2, P4.3)
9.2 Public Art	2	Immediate, ongoing	<ul style="list-style-type: none"> ■ City ■ Local Artists ■ Local Businesses 	<ul style="list-style-type: none"> ■ Private foundations ■ Private sector donations ■ CA/National Endowment for the Arts 	See Public Art Plan
9.3 Arts Council	2	Immediate, ongoing	<ul style="list-style-type: none"> ■ City ■ Buena Ventura Artists Union ■ Focus on the Masters 	■ NA	
Cultural Programs/Events					
9.4 Youth Arts Programs	1*	1-5 years	<ul style="list-style-type: none"> ■ City ■ Local Artists ■ VUSD 	<ul style="list-style-type: none"> ■ Private Foundations ■ Community fundraising 	See Our Healthy and Safe Community (7.14 - 7.16)
9.5 Local Professionals	3	Immediate	<ul style="list-style-type: none"> ■ City ■ Local Professionals 	■ NA	See Our Involved Community (10.5)
9.6 Outdoor Events	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ Local Artists ■ Local Businesses 	■ Local Businesses	
9.7 Multi-cultural programs	1	Immediate, ongoing	<ul style="list-style-type: none"> ■ City ■ Local Artists 	<ul style="list-style-type: none"> ■ Community fundraising ■ Private foundations ■ CA/National Foundation for the Arts 	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR CREATIVE COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
9.8 Local Diversity/Cultural History	1	1-5 years	<ul style="list-style-type: none"> ■ City ■ Local Artists ■ VUSD ■ Ventura County Museum of History and Art 	<ul style="list-style-type: none"> ■ Community fundraising ■ Private foundations ■ CA/National Foundation for the Arts 	
9.9 Improve Outreach/Publicity	1	1-5 years	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ Local businesses 	See DCDP, 1998
Cultural Facilities					
9.10 Existing Facilities	1*	Immediate	<ul style="list-style-type: none"> ■ City ■ Local Businesses ■ State ■ Ventura College 	<ul style="list-style-type: none"> ■ Private Investment ■ Historic Tax Credit 	See DCDP, 1998
9.11 New Facilities	1*	1-5/15 years	<ul style="list-style-type: none"> ■ City ■ Local Artists ■ Developers 	<ul style="list-style-type: none"> ■ Private Investors ■ Naming Rights 	See DCDP, 1998

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

TABLE 10

OUR INVOLVED COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Participatory Institutions					
10.1 Ventura 2020 Partnership	1*	Immediate, ongoing	<ul style="list-style-type: none"> ■ New non-profits ■ Community 	<ul style="list-style-type: none"> ■ Private Foundations 	"Community" refers to all sectors of Ventura (city government, other agencies, non-profits, private sector, etc.)
10.2 Implement Ventura Vision	1*	Ongoing	<ul style="list-style-type: none"> ■ Community 	<ul style="list-style-type: none"> ■ NA 	
10.3 Ombudsperson	3	1-5 years	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ NA 	
10.4 City government-Community Collaboration	2	Immediate, ongoing	<ul style="list-style-type: none"> ■ Community 	<ul style="list-style-type: none"> ■ NA 	
10.5 Seniors in Civic Life	1	1-5 years	<ul style="list-style-type: none"> ■ City ■ Non-profits 	<ul style="list-style-type: none"> ■ Private Foundations 	
10.6 Outreach/ Participation	1	1-5 years	<ul style="list-style-type: none"> ■ City ■ Community Councils ■ Non-profits 	<ul style="list-style-type: none"> ■ City ■ Community fundraising 	

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

OUR INVOLVED COMMUNITY

Strategy	Priority	Time Frame	Implementation Responsibility	Potential Funding Sources	Cross-References
Public Communication					
10.7 Indicators Reports	2	1-5 years, ongoing	<ul style="list-style-type: none"> ■ City ■ Non-profits 	<ul style="list-style-type: none"> ■ Private Foundations 	See Our Natural Community (1.2) and Our Healthy and Safe Community (7.3)
10.8 Media/Communication	1*	Immediate	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ City 	
10.9 Outreach Materials	2	Immediate	<ul style="list-style-type: none"> ■ City 	<ul style="list-style-type: none"> ■ City 	
10.10 Civic Education	2	1-5 years	<ul style="list-style-type: none"> ■ City ■ VUSD ■ Ventura College ■ Non-profits ■ Labor Organizations 	<ul style="list-style-type: none"> ■ Private Foundations 	See Our Natural Community (1.23), Our Healthy and Safe Community (7.11–7.16), Our Educated Community (8.3), and Our Creative Community (9.4)
Physical Planning and Facilities					
10.11 Public Spaces	1*	Ongoing	<ul style="list-style-type: none"> ■ City ■ Developers 	<ul style="list-style-type: none"> ■ Private Contributions ■ Local Business ■ Chamber of Commerce ■ Park Bonds 	See Our Well-Planned and Designed Community (3.0) and Chapter V Places
10.12 Community Resource Center	1*	1-5 years	<ul style="list-style-type: none"> ■ City ■ Library District ■ VUSD ■ Ventura College ■ Non-profits ■ Local Businesses 	<ul style="list-style-type: none"> ■ Local Businesses ■ Ventura College District ■ Library District 	See Chapter V Eastside (P3.0)

Note: Priority 1* = Highest, 1 = High, 2 = Medium, 3 = Low

APPENDIX B: SEIZE THE FUTURE MILESTONES

THIS SECTION PROVIDES A DETAILED description of the participatory community process used by *Seize the Future*. See Chapter III for more information. On January 23, 1999 *Seize the Future* was launched with a day-long kick-off event "Future Fest", held at Ventura College. Over 1000 participants provided their "big ideas" for Ventura's future, learned about the visioning process, and visited over fifty interactive booths from Ventura's government agencies, non-profit organizations, and others. A report was created summarizing the input received. Several images and messages from Future Fest are reproduced in this document. A full version of the Future Fest report is available from the City's Community Development Department.

Also in January 1999, "Ventura at a Glance: A Citizens Informational Booklet for Charting the Future of Ventura" was produced as project background information. This document provided an overview of Ventura's assets and challenges, including sections on history, economics, and demography, physical and natural environment, and community

facilities and services. Pulling from over two dozen reference documents, *At a Glance* is a compendium of vital statistics on the community and serves as a companion to this Ventura Vision document.

Beginning in February 1999 and continuing through May, members of the Citizens Outreach Committee and others conducted over thirty small group workshops to collect input on participants' current assessments and future visions for Ventura. Workshops were conducted with diverse groups ranging from Community Councils, homeowner associations, environmental, arts and recreation organizations, seniors, Latino groups, the Chamber of Commerce, City staff members, and non-profit organizations. Nearly 400 individuals participated in these small group workshops. Workshop leaders summarized all input and forwarded it to the *Seize the Future* consultants who used it in the formulation of this Ventura Vision document. A list of these workshops can be found in the Appendix. A technique known as "graphic recording" was used to summarize input and highlight points of agreement (see following pages).

Over 1500 youth from six middle and high schools contributed their input to *Seize the Future* through surveys, drawings and other methods conducted

through class projects. Many youth commented that they appreciated this unique opportunity to contribute “a teen perspective” on the current conditions and desired future of their community. In addition to this youth input, several surveys, including one conducted through the *Seize the Future* website and one conducted with area seniors, collected over 1000 additional responses on particular questions. The results of these surveys are summarized in the Appendix.

During March and April, the Citizens Outreach Committee hosted a series of four half-day community workshops during which participants contributed their analysis of Ventura’s current conditions, future visions, and strategies to achieve these visions. The workshops were held in public schools around the city and were divided into four themes: Environment, Economics, Community Facilities and Services and Community Planning and Design. Attended by 50 to 100 participants each, these workshops provided detailed community input for the vision document. Participants’ input was recorded on comment sheets and on graphic wall sheets created during facilitated discussion sessions. Many Citizens Outreach Committee members and other residents contributed their time and efforts as volunteer facilitators and graphic recorders to enable

a maximum amount of community discussion and interaction. Volunteer efforts by various City staff and the Citizens Outreach Committee made these workshops a success. A series of color maps depicting land use, circulation, public facilities, environmental features, and other topics created by the City’s Geographic Information System (GIS) group helped inform and “ground” the discussions. Some of these maps are reproduced in this document.

From May through August, the *Seize the Future* consultants and the Citizens Outreach Committee produced a working draft version of the Ventura Vision document and of the Executive Summary “Gazette” incorporating the community input from the process. Both documents were developed through an iterative review and comment process. In particular, the Citizens Outreach Committee formed ten Action Teams to revise the individual sections of the report (e.g., Our Natural Community, Our Prosperous Community, etc.) and establish a sense of priorities among the many possible future strategies. City and county staff members, and staff from other agencies such as the Ventura Unified School District, were contacted to contribute their time to the work of the Action Teams and to comment on the working drafts during this period.

The Ventura Vision executive summary "gazette" was published as an insert in the *Ventura Star* and the *Star's* free mailer in mid-September and delivered to every household in the city. The full public review draft of the Ventura Vision was released in late September. Thousands of copies were made available to the community at public libraries, City Hall, and by request. Versions of both the gazette and the public review draft were posted on the *Seize the Future* website. For over a month, the Citizens Outreach Committee solicited feedback on the Ventura Vision through multiple methods. On September 25, the Citizens Outreach Committee hosted "Future Fest: The Sequel", an open house in Arroyo Verde park to present and receive community feedback. *Seize the Future* distributed a community survey to gauge the extent of public agreement with the visions and strategies in the public review draft.

Comments at Future Fest: the Sequel and from the community surveys were generally positive. For example, on the surveys, all of the vision categories received an average score of four or higher (with five meaning "agree strongly" and four meaning

"agree"). Six of the ten strategy categories (e.g., Our Natural Community etc.) received an average score of four or higher, and the remaining categories received average scores that were just below four. (We should acknowledge that the surveys cannot be called "representative" given that there were only 51 returned.). Citizens Outreach Committee members held a series of small group meetings with a range of organizations and constituencies throughout the community to provide focused opportunities to comment on the public review draft. The *Seize the Future* organizers received over 50 additional letters, emails, and telephone calls with feedback on the public review draft. All of these comments were documented, analyzed, and carefully considered during the revision of the public review draft.

A final draft of the Ventura Vision was produced in January for consideration by the Planning Commission and the City Council. Implementation will be on-going and will occur through collaboration between city government, other public agencies, neighborhood groups, non-profit organizations, businesses and *you!*

APPENDIX C: SEIZE THE FUTURE MASTER CALENDAR

DATE	TIME	LOCATION	MEETING <i>(ITEMS IN BOLD ARE PUBLIC MEETINGS)</i>
November 4, 1998, Wednesday	6:30 to 9:30 pm	Poinsettia Pavilion; 3451 Foothill Road	Outreach Committee Meeting No. 1
December 8, 1998, Tuesday	11 am to noon	City Hall Conference Room E	MIG briefing with chairs of Outreach Subcommittees
December 8, 1998, Tuesday	1:15 to 3:15 pm	School District Offices; 120 E. Santa Clara Street	MIG briefing with school administration about youth component in schools
December 8, 1998, Tuesday	4 to 5 pm	City Hall Conference Room A	MIG meeting with Technical Subcommittee
December 16, 1998, Wednesday	Noon	City Hall Atrium	Community Based Organizations; preparation for FutureFest (brown bag lunch)
December 30, 1998	10 to 11 am	City Hall Conference Room E	Youth Subcommittee; preparation for FutureFest
January 4, 1999, Monday	Noon	City Hall Atrium	Community Based Organizations; preparation for FutureFest (brown bag lunch)
January 6, 1999, Wednesday	6:30 to 9:00 pm	Poinsettia Pavilion; 3451 Foothill Road	Outreach Committee Meeting No. 2
January 11, 1999, Monday	Noon	City Hall Atrium	Community Based Organizations; preparation for FutureFest (brown bag lunch)
January 23, 1999, Saturday	9 am to 4 pm	Ventura College	FutureFest; public kick off of the <i>Seize the Future</i> visioning process
January 25, 1999, Monday	Noon	City Hall Atrium	Community Based Organizations Subcommittee; debriefing and assignments for further outreach (brown bag lunch)
February 4, 1999, Thursday	5 pm	Pacific Bell Conference Room; 200 East Santa Clara Street, Suite 200	Public Relations Subcommittee; review of public relations and marketing for outreach efforts.

MASTER CALENDAR CONTINUED

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
February 10, 1999, Wednesday	7 to 9:30 pm	Poinsettia Pavilion; 3451 Foothill Road	Outreach Committee Meeting No. 3
February 18, 1999 Thursday	11:30 am to 1 pm	City Hall City Council Chambers	High School and Middle School Leadership Classes; introduction and class project overview by MIG
February 22, 1999, Monday	Noon	City Hall Conference Room D	Community Based Organizations Subcommittee; report on outreach efforts (brown bag lunch)
February 23, 1999, Tuesday	9:30 am	Coalition to End Domestic & Sexual Violence; 2064 Eastman Ave., Suite 104	Coalition to End Domestic & Sexual Violence staff meeting; Overview of visioning process by Everett Millais
February 24, 1999, Wednesday	7 pm	Pierpont Elementary School; 12554 Martha's Vineyard Court	Pierpont Community Council; small group workshop by Lanette McCaslin and Roma Armbrust
March 4, 1999, Thursday	6:30 pm	City Hall conference Room E	Facilitator Training Workshop #2 by Everett Millais and Jenise Wagar
March 5, 1999, Friday	1:30 pm	Silvercrest Apartments; Petit Avenue	Small group workshop by Maxine Culp
March 5, 1999, Friday	2 to 4 pm	City Hall Community Meeting Room	Cal Poly planning studio class presentation; Bill Fulton
March 7, 1999, Saturday	?	Arroyo Verde Park	Latino outreach by the Community Input Mechanisms Subcommittee
March 8, 1999, Monday	Noon	City Hall Conference Room E	Community Based Organizations Subcommittee; report on outreach efforts (brown bag lunch)
March 9, 1999, Tuesday	4:30 to 6 pm	City Hall Community Meeting Room	Workshop Format Subcommittee; community workshop preparation
March 9, 1999, Tuesday	7:30 pm	Poinsettia Pavilion; 3451 Foothill Road	Audubon Society small group workshop by Roma Armbrust
March 10, 1999, Wednesday	11:45 am	Pacific Bell Conference Room; 200 East Santa Clara Street, Suite 200	Public Relations Subcommittee; review of large displays, web site, hot line and public relations for Community Workshops

MASTER CALENDAR CONTINUED

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
March 11, 1999, Thursday	2 pm	St. Catherine By The Sea Convent; 1931 Poli St.	Small group workshop by Maxine Culp
March 11, 1999, Thursday	7 to 9 pm	Holy Cross School; 183 E. Main St.; auditorium	Small group workshop for professional planners and architects by Carl Morehouse & Curtis Cormaine
March 12, 1999, Friday	7:30 am	Country Inn, 3rd floor conference room	Chamber of Commerce Economic Development Committee; small group workshop by Zoe Taylor
March 12, 1999, Friday	10 am	Ventura Avenue Adult Center; 550 N. Ventura Ave.	Ventura Senior Coordinating Council; overview of visioning process by Everett Millais
March 16, 1999, Tuesday	7 to 9pm	Laurel Theater; 1006 E. Main St. (at Laurel)	Downtown & Midtown Community Councils; slide show presentation and open discussion
March 17, 1999, Wednesday	8 am	City Maintenance Yard, 336 Sanjon Road	City Water Division staff meeting; Overview of visioning process by Everett Millais
March 17, 1999, Wednesday	Noon	Pierpont Inn; 500 Sanjon Road	Soroptomist Club; Presentation by Marty Robinson
March 18, 1999, Thursday	Noon to 1:30 pm	City Hall Conference Room E	Workshop Format Subcommittee meeting with MIG: community workshop preparation
March 18, 1999, Thursday	3:30 to 5 pm	City Hall Conference Room E	MIG meeting with community workshop facilitators.
March 18, 1999, Thursday	6:30 to 9:30 pm	Buena High School; 5670 Telegraph Road; cafeteria/multi-purpose room	Community Workshop #1; Environmental Resources
March 18, 1999, Thursday	6:30 to 8 pm	Sheridan Way Elementary School; cafeteria/multi-purpose room	Latino community workshop by Lauri Flack
March 19, 1999, Friday	8 am	City Hall Community Meeting Room	Steering Committee Meeting; update with MIG
March 22, 1999, Monday	9 am on	Anacapa Middle School; 100 Mills Road	Presentation about visioning process to all 6th grade classes by Mary Cook

MASTER CALENDAR CONTINUED

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
March 22, 1999, Monday	6 pm	Cabrillo Village Community Center; 1515 S. Saticoy Avenue	Latino community workshop by City staff
March 22, 1999, Monday	7:30 pm	Betty Sherman's home	League of Women Voters; small group workshop by Betty Sherman
March 23, 1999, Tuesday	1 to 3 pm	Barranca Vista Center; 7000 Ralston St.	Small group workshop for seniors by Maxine Culp
March 23, 1999, Tuesday	6 pm	Buenaventura Golf Course Boardroom; 5882 Olivas Park Drive	Golf interests; small group workshops by Greg Gilmer, Lee Harlow & Russ Clark
March 24, 1999, Wednesday	8:15 to 9:45 am	Candelleria American Indian Council; 3202 E. Main St.	Ventura Area Service Planning meeting; presentation by Everett Millais
March 24, 1999, Wednesday	6 pm	Buenaventura Golf Course Boardroom; 5882 Olivas Park Drive	Golf interests; small group workshops by Greg Gilmer, Lee Harlow & Russ Clark
March 24, 1999, Wednesday	7 to 9:30 pm	City Hall Community Meeting Room	Outreach Committee Meeting #4
March 25, 1999, Thursday	6 pm	Buenaventura Golf Course Boardroom; 5882 Olivas Park Drive	Golf interests; small group workshops by Greg Gilmer, Lee Harlow & Russ Clark
March 27, 1999, Saturday	10 am to 3 pm	Arroyo Verde Park	Cottontail Canyon Day; Seize the Future booth
March 30, 1999, Tuesday	10 am	The Victorian; 5440 Ralston St.	Small group workshop by Maxine Culp
March 30, 1999, Tuesday	6:30 to 9:30 pm	Cabrillo Middle School; 1426 E. Santa Clara Street; cafeteria/multi-purpose room	Community Workshop #2; Economic Activities
March 31, 1999, Wednesday	9 to 10:30 am	City Hall Conference Room E	Workshop Format Subcommittee meeting with MIG; community workshop preparation
April 1, 1999, Thursday	10 am	Senior Recreation Center; 420 E. Santa Clara St.	Small group workshop by Maxine Culp

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
April 5, 1999, Monday	9 am	3922 Telegraph Road	Century 21 Real Estate; Everett Millais, speaker
April 5, 1999, Monday	6:30 to 8 pm	Saticoy Elementary School; 760 Jazmin Ave.; cafeteria/multi-purpose room	Latino community workshop by City staff
April 6, 1999, Tuesday	1 pm	Country Estates Mobile Home Park; 10685 Blackburn Road	Small group workshop by Maxine Culp
April 6, 1999, Tuesday	6 pm	Pierpont Racquet Club; 500 Sanjon Road	Small Group workshop for Racquet Club members by Chris Roberts
April 6, 1999, Tuesday	6:30 pm	Banana Belt Cantina; 362 S. California Street	Surfrider Foundation; small group workshop by Eric Werbalowsky
April 6, 1999, Tuesday	7 to 8:30 pm	Laurel Theater; 1006 E. Main St.	Arts community/Focus on the Masters; small group workshop by Leslie Leavens-Crowe and Glen Morris
April 6, 1999, Tuesday	7 to 9 pm	Salvation Army Community Center; 650 S. Petit Ave.	East Ventura Community Council; slide show presentation and open discussion
April 7, 1999, Wednesday	10 am	Ventura Avenue Adult Center; 550 N. Ventura Ave.	Small group workshop by Maxine Culp
April 7, 1999, Wednesday	7 to 9 pm	Dudley House; Loma Vista Road & Ashwood Avenue.	San Buenaventura Heritage Board of Directors; Councilmember Sandy Smith, speaker
April 8, 1999, Thursday	6:30 to 8:30 pm	West Ventura Job & Career Center; 701 E. Santa Clara Street	Revitalization Committee, Westside Community Council; slide show presentation and open discussion
April 9, 1999, Friday	2 pm	City Council Conference Room	Workshop Format Subcommittee meeting; conference call with MIG; community workshop preparation
April 10, 1999, Saturday	1 to 4:30 pm	Anacapa Middle School; 100 Mills Road; cafeteria/multi-purpose room	Community Workshop #3; Community Services & Facilities

MASTER CALENDAR CONTINUED

DATE	TIME	LOCATION	MEETING <i>(ITEMS IN BOLD ARE PUBLIC MEETINGS)</i>
April 12, 1999, Monday	Noon	Wedgewood Banquet Center; 5880 Olivas Park Drive	Ventura South Rotary Club; Sandy Smith, speaker
April 13, 1999, Tuesday	9 am	1190 S. Victoria Avenue	Coldwell Banker Real Estate (Victoria office); Carl Morehouse, speaker
April 13, 1999, Tuesday	9 am	3805 Telegraph Road	Coldwell Banker Real Estate (Telegraph office); Everett Millais, speaker
April 14, 1999, Wednesday	Noon	Holiday Inn; 450 E. Harbor Blvd.	Rotary Club of Ventura; Sandy Smith, speaker
April 15, 1999, Thursday	9 am	California Oaks Realtors; 298 S. Seaward	California Oaks Realtors; Everett Millais, speaker
April 16, 1999, Friday	1:30 pm	Lemon Wood Mobile Home Park Clubhouse; 7001 Telephone Road	Small group workshop by Carl Morehouse
April 17, 1999, Saturday	9 am to Noon	DeAnza Middle School; 2060 Cameron Street; cafeteria/multi-purpose room	Community Workshop #4; Community Design: Prototypes and Principles
April 20, 1999, Tuesday	8 to 10 am	City Maintenance Yard; 336 Sanjon Road	City Public Works staff workshop
April 20, 1999, Tuesday	Noon	Wedgewood Banquet Center; 5880 Olivas Park Drive	Chamber of Commerce general membership luncheon; <i>Watching the Future Unfold</i>; Bill Fulton, speaker
April 20, 1999, Tuesday	7 to 8:30 pm	City Hall Community Meeting Room	Tourism Industry Leaders hosted by the Visitors and Convention Bureau and the Tourism Commission; Small group workshop by Bill Fulton and Mary Cook
April 20, 1999, Tuesday	7:30 pm	Bible Fellowship Church; 6950 Ralston Street	Parkside Condominium Association Annual Meeting; Everett Millais, speaker
April 21, 1999, Wednesday	1:30 to 3:30 pm	City Maintenance Yard; 336 Sanjon Road	City Public Works staff; workshop
April 24, 1999, Saturday	10 to 11:30 am	Ventura Marina Mobile Home Park Clubhouse; 1215 Anchors Way Drive	Small group workshop by Jim Da Pra
April 26, 1999, Monday	10 am to Noon	City Hall Community Meeting Room	City Hall staff; workshop by Bill Fulton

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
April 28, 1999, Wednesday	3 to 5 pm	Police/Fire Headquarters; 1425 Dowell Drive	City Police/Fire staff; workshop
April 28, 1999, Wednesday	6:30 to 9:30 pm	City Hall Community Meeting Room	Outreach Committee Meeting #5
May 1, 1999, Saturday	10 am to 4 pm	Police/Fire Block Party; Police/Fire Headquarters	Seize the Future booth
May 1, 1999, Saturday	1 to 10 pm	ArtWalk; California & Main Streets	Seize the Future booth
May 5, 1999, Wednesday	7 pm	College United Methodist Church; 4300 Telegraph Road	Workshop by Bill Fulton
May 10, 1999, Monday	8:30 am	Marie Callender's; 1295 S. Victoria Avenue	Century 21 Real Estate; Everett Millais, speaker
May 10, 1999, Monday	Noon	City Hall Conference Room A	Accessible Action Team meeting
May 13, 1999, Thursday	10 am	Café Scoop; 2170 E. Main Street	Natural/Sustainable Action Team meeting
May 14, 1999, Friday	Noon	City Hall Conference Room A	Prosperous Action Team meeting
May 14, 1999, Friday	3 to 6:30 pm	City Hall Community Meeting Room	Citizen Outreach Committee Meeting #6
May 14, 1999, Friday	6:30 to 7:45 pm	City Hall Atrium	Buffet dinner for Citizens Outreach Committee and Steering Committee
May 15, 1999, Saturday	9am to 12:30 pm	City Hall Community Meeting Room	Citizen Outreach Committee Meeting # 6 (continued)
May 18, 1999, Tuesday	6:30 pm	City Hall Community Meeting Room	Well Designed & Planned Action Team meeting
May 19, 1999, Wednesday	Noon	City Hall Conference Room E	Accessible Action Team meeting
May 20, 1999, Thursday	9:30 am	City Hall City Council Conference Room	Prosperous Action Team meeting
May 20, 1999, Thursday	10 am	Café Scoop; 2170 E. Main Street	Natural/Sustainable Action Team meeting

MASTER CALENDAR CONTINUED

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
May 20, 1999, Thursday	1:30 pm	City Hall Conference Room E	Active Action Team meeting
May 26, 1999, Wednesday	8:30 to 10 am	Ventura Unified School District office, 120 E. Santa Clara Street	Educated Action Team meeting
May 26, 1999, Wednesday	10:30 to 11:30 am	City Hall Community Meeting Room	Leadership Ventura; presentation by Everett Millais
May 26, 1999, Wednesday	Noon	City Hall Conference Room E	Accessible Action Team meeting
May 26, 1999, Wednesday	4 pm	City Hall Conference Room E	Creative Action Team meeting
May 27, 1999, Thursday	Noon to 1:30 pm	City Hall Conference Room E	Prosperous Action Team meeting
May 27, 1999, Thursday	7:30 to 9 pm	Temple Beth Torah, 7620 Foothill Road	Jewish League for Environmental Awareness; small group workshop by Everett Millais
May 28, 1999, Friday	10 am	Café Scoop; 2170 E. Main St.	Natural/Sustainable Action Team meeting
May 28, 1999, Friday	11:45 am	Ventura County Government Center; 800 S. Victoria Avenue; Room 311	Prosperous Action Team meeting
June 1, 1999, Tuesday	10 am	Coalition to End Domestic and Sexual Violence; 2064 Eastman Avenue, Suite #104	Safe/Healthy Action Team meeting
June 2, 1999, Wednesday	Noon to 1:30	City Hall Conference Room E	Accessible Action Team meeting
June 2, 1999, Wednesday	6:30 to 9:30 pm	City Hall Community Meeting Room	Citizen Outreach Committee Meeting #7
June 3, 1999, Thursday	Noon to 1:30	City Hall Conference Room E	Prosperous Action Team meeting
June 4, 1999, Friday	10 am	Café Scoop; 2170 E. Main St.	Natural/Sustainable Action Team meeting
June 4, 1999, Friday	Noon	California Planning and Development Report office; 790 E. Santa Clara Street, Suite 102	Involved/Participatory Action Team meeting

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
June 4, 1999, Friday	5 pm	City Hall Community Meeting Room	Well Designed & Planned Action Team meeting
June 7, 1999, Monday	Noon	City Hall Conference Room E	Sustainable Infrastructure Action Team meeting
June 8, 1999, Tuesday	Noon	California Planning and Development Report office; 790 E. Santa Clara Street, Suite 102	Involved/Participatory Action Team meeting
June 9, 1999, Wednesday	8 am	Ventura Unified School District office, 120 E. Santa Clara Street	Our Educated Community Action Team meeting
June 9, 1999, Wednesday	5 pm	City Hall Community Meeting Room	Well Designed & Planned Action Team meeting
June 10, 1999, Thursday	Noon	City Hall Conference Room E	Prosperous Action Team meeting
June 11, 1999, Friday	10 am	Café Scoop; 2170 E. Main Street	Natural/Sustainable Action Team meeting
June 11, 1999, Friday	Noon	City Hall Conference Room E	Sustainable Infrastructure Action Team meeting
June 14, 1999, Monday	Noon	City Hall Conference Room E	Prosperous Action Team meeting
June 15, 1999, Tuesday	5 pm	City Hall Community Meeting Room	Well Designed & Planned Action Team meeting
June 16, 1999, Wednesday	6 to 6:30 pm	City Hall Conference Room A	Prosperous Action Team meeting
June 16, 1999, Wednesday	6:30 to 9:30 pm	City Hall Community Meeting Room	Citizen Outreach Committee Meeting #8
June 18, 1999, Friday	10 am	Café Scoop; 2170 E. Main Street	Natural/Sustainable Action Team meeting
June 22, 1999, Tuesday	5 pm	City Hall Community Meeting Room	Well Designed & Planned Action Team meeting
July 4, 1999, Sunday	11 am to 5 pm	4th of July Street Fair; Intersection of Main and Palm Streets	Seize the Future booth

MASTER CALENDAR CONTINUED

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
July 7, 1999, Wednesday	6:30 to 9:30 pm	City Hall Community Meeting Room	Citizen Outreach Committee Meeting #9
July 9, 1999, Friday	3 pm	Patrician Mobile Home Park; 4700 Aurora Drive	Presentation by Sandy Smith
July 27, 1999, Tuesday	Noon	City Hall Conference Room E	Public Relations Subcommittee meeting
July 29, 1999, Thursday	Noon	City Hall Conference Room E	Community Based Organizations Subcommittee meeting
August 2, 1999, Monday	10 am	Arroyo Verde Park	Public Relations Subcommittee meeting; review of site for Sept. 25 event
August 9, 1999, Monday	Noon	City Hall Conference Room E	Community Based Organizations Subcommittee meeting
August 11, 1999, Wednesday	Noon	Pacific Bell Conference Room; 200 East Santa Clara Street, Suite 200	Public Relations Subcommittee meeting
August 17, 1999, Tuesday	9 am	Pacific Bell Conference Room; 200 East Santa Clara Street, Suite 200	Public Relations Subcommittee meeting
September 1, 1999, Wednesday	4 pm	Pacific Bell Conference Room; 200 East Santa Clara Street, Suite 200	Public Relations Subcommittee meeting
September 2, 1999, Thursday	Noon	City Hall Conference Room E	Community Based Organizations Subcommittee meeting
September 8, 1999, Wednesday	6:30 pm	Private residence	League of Women Voters; presentation by Betty Sherman
September 8, 1999, Wednesday	6:30 to 9:30 pm	Poinsettia Pavilion; 3451 Foothill Road	Citizen Outreach Committee Meeting #10
September 9, 1999, Thursday	7 pm	Grace Baptist Church, 65 S. MacMillan Ave.	Midtown Community Council; presentation by Bill Fulton.
September 13, 1999, Monday	6 pm	City Hall Conference Room E	Public Relations subcommittee meeting

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
September 15, 1999, Wednesday	Noon	Pierpont Inn, 550 Sanjon Road	Soroptimist Club; presentation by Bill Fulton
September 15, 1999, Wednesday	1:30 pm	Ventura Pier entrance	Press Conference to announce release of the Public Review Draft of the Ventura Vision
September 15, 1999, Wednesday	7 pm	Lemon Wood Mobile Home Park Clubhouse; 7001 Telephone Road	American Association of University Women; presentation by Betty Sherman
September 16, 1999, Thursday	NA	NA	Ventura Vision newspaper insert published by Ventura County Star
September 17, 1999, Friday	10 am	Ventura Avenue Adult Center, 550 N. Ventura Avenue	Draft document review presentation by Maxine Culp
September 17, 1999, Friday	12:30 pm	Kinkos, 255 W. Stanley Ave.	Presentation to employees by Councilmember Sandy Smith
September 22, 1999, Wednesday	6:30 pm	City Hall Conference Room A	Library Advisory Commission review of draft document
September 23, 1999, Thursday	10 am	Senior Recreation Center, 420 East Santa Clara Street	Draft document review presentation by Maxine Culp
September 25, 1999, Saturday	10 am to 2 pm	Arroyo Verde Park (grass area near entrance)	Future Fest – The Sequel Community Open House Event
September 28, 1999, Tuesday	12:30 pm	Patagonia, 259 W. Santa Clara St.	Presentation to employees by Councilmember Sandy Smith
September 28, 1999, Tuesday	6:45 pm	City Hall Community Meeting Room	Tree Advisory Committee; review of draft document
September 29, 1999, Wednesday	7 pm	Temple Beth Torah, 7620 Foothill Road	Temple Social Action Committee; presentation by Everett Millais
September 30, 1999, Thursday	5:30 pm	City Hall Conference Room E	Cultural Affairs Commission review of draft document

MASTER CALENDAR CONTINUED

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
October 5, 1999, Tuesday	5:30 pm	City Hall Conference Room E	Public Art Commission review of draft document
October 5, 1999, Tuesday	7 pm	City Hall City Council Chambers	Planning Commission; public comment opportunity on draft document
October 5, 1999, Tuesday	7 pm	Laurel Theater; 1006 E. Main St.	Focus on the Masters; review of draft document
October 7, 1999, Thursday	2 to 7:30 pm (set up from 9:30 to 11:30 am)	Ventura County Fairgrounds, 10 W. Harbor Blvd.; Commercial Building Space # 83	Chamber of Commerce Business Expo; Visioning Booth
October 12, 1999, Tuesday	4 pm	Four Points Sheraton; 1050 Schooner Drive	Visitors & Convention Bureau Board of Directors review of draft document
October 12, 1999, Tuesday	6 to 9 pm	Sheridan Way School cafeteria, 573 Sheridan Way	Community Academy (Spanish language); Review of visioning process by Bill Fulton
October 13, 1999, Wednesday	Noon	Pierpont Inn, 550 Sanjon road	Soroptimist Club review of draft document
October 13, 999, Wednesday	7 pm	City Hall City Council Chambers	Parks & Recreation Commission review of draft document
October 20, 1999, Wednesday	7:30 pm	Laurel Theater; 1006 E. Main St.	Democratic Club; review of draft document by Everett Millais
October 26, 1999, Tuesday	7 pm	Midtown Resource Center, 1700 E. Thompson Blvd.	Midtown Community Council review by Curtis Cormane and John Jones
November 3, 1999, Wednesday	6:30 pm	Sheridan Way School Cafeteria; 573 Sheridan Way	Community Academy (Spanish language) workshop by Lauri Flack & Veronica Alverado
December 1, 1999, Wednesday	6:30 to 9:30 pm	Poinsettia Pavilion; 3451 Foothill Road	Citizen Outreach Committee Meeting # 11
January 18, 2000, Tuesday	6:30 to 9:30 pm	Poinsettia Pavilion; 3451 Foothill Road	Citizen Outreach Committee Meeting # 12
February 11, 2000, Wednesday	Noon	City Hall Conference Room E	Presentation Subcommittee meeting

DATE	TIME	LOCATION	MEETING (ITEMS IN BOLD ARE PUBLIC MEETINGS)
February 15, 2000, Tuesday	5:30 pm	City Hall City Council Chambers	Presentation Subcommittee meeting
February 15, 2000, Tuesday	7 pm	City Hall City Council Chambers	Planning Commission action on final draft document and recommendation to City Council
February 28, 2000, Monday	Noon	City Hall Conference Room A	Presentation Subcommittee meeting
March 6, 2000, Monday	5:30pm	City Hall Atrium	Reception
March 6, 2000, Monday	7 pm	City Hall City Council Chambers	City Council action

APPENDIX D: LIBRARY VISION FOR VENTURA

THE RESIDENTS AND BUSINESSES of the City of Ventura envision the public library as a “symbol of civic pride,” serving as both central information resource and community center, and offering the following amenities and/or services:

Improved Access to Library Services

Service hours would compare favorably with the average of other similarly sized California communities

A strong central facility would be provided, along with satellite branches (including the Avenue Library)

Enhanced Library Services

Current collections in all formats and media

Consumer, business and educational resources

New technology and assistance in the use of such technology

Programming for all ages (literacy programs, homework centers, film reviews, public readings, etc.)

Special place for children and youth

Business and copy center

Volunteer opportunities

Stable Resources

A reasonable likelihood that adequate revenue could be generated for operations

A reasonable likelihood that one-time funding for capital costs could be identified

Cost-effective delivery of services would be tracked and maintained

Is Responsive to Community Needs

Library staff and administration would be readily accessible to users

Changes could be made in hours, services, facilities and programs as community needs change

Knowledgeable and customer service-oriented staffing and administration would be provided

Is Accountable

Increased city input would be provided into decisions about allocation of resources

Increased community input would be provided into hours, facilities, programs services and materials

Is Flexible

The library would incorporate flexible, creative approaches into its governing and administrative systems, to ensure the continuous improvement of access to and/or delivery of services

Adopted by the
San Buenaventura City Council
January 27, 1997

APPENDIX E: ADDITIONAL VIEWS

TO INTEGRATE THE IDEAS OF A BROAD CROSS-SECTION of Ventura's residents, and provide avenues for those not able or comfortable with workshop settings, *Seize the Future* made use of multiple modes of public input. As described in Chapter III (Process), much of *Seize the Future* involved group interactions at community workshops, focus groups, and committee meetings. However, to complement this interactive model of input, *Seize the Future* also drew upon several surveys to pull in individual perspectives on the desired future of the city. These surveys included the following:

- *Several surveys administered by and with youth (over 1500 total participants) as part of a Youth Visioning component;*
- *A survey of 161 senior citizens;*
- *A survey of over 400 residents posted on the Seize the Future website and collected at locations around the city; and*
- *A Community Design Preference Survey of 70 participants in a community workshop.*

Ideas that arose repeatedly throughout the surveys or that were consistent with input received through other elements of the *Seize the Future* process have been incorporated into the body of the document (Chapters III, IV, and V). This chapter describes the methods followed in these surveys and presents some of their specific findings.

YOUTH VISION

The future is for our children. Recognizing this, the Outreach Committee and the city have ensured that the youth of the community are fully integrated into the Ventura Vision. A special Youth Visioning component was developed as a collaboration between the city's youth services supervisor and area schools. Additionally, the community workshops focused on the needs of children and young adults seeking more activities, safer streets, public gathering places, and an active and participatory role in community issues. For example, at Future Fest, a special "Fun Room" was provided for children to engage in creative projects on the theme of Ventura's future. Some of these projects are reproduced in this document.





In January 1999, over 100 middle and senior high school teachers and students came to City Hall to learn about the *Seize the Future* process and to think about project possibilities. During the spring of 1999, six schools participated in the process.

- *Anacapa Middle School*
- *Balboa Middle School*
- *Cabrillo Middle School*
- *Buena High School*
- *Pacific High School*
- *Ventura High School*

In general, the vehicles for student participation were the Leadership and Government Classes at each school, although individual students initiated several projects. Input from over 1500 students was gathered through the youth visioning process.

Students and teachers responded positively to the opportunity to engage in the Visioning process. For example, students from Anacapa Middle School wrote, “[W]e thank you for your time and your consideration of the ideas, hopes and dreams of the students for the future of Ventura.” Students from Pacific High School

wrote, “We hope that this helps you include a ‘teen perspective’ in your long-term community planning effort. We thank you for all the useful information about our city and for the opportunity to have our voice heard.”

Final projects included surveys on youth needs and concerns about their city, colorful drawings and collages illustrating the community’s future, and proposals for new youth facilities.

Survey Findings

While each survey and project used a different methodology, results were fairly consistent across age groups and areas of the city. Youth value the beaches and cultural offerings of the city; they are concerned about crime, gangs, and pollution; and they want more youth-serving facilities and programs. The desire for more “fun things to do” is especially true for high school students who want to avoid driving to other cities for recreation and socializing. Several important themes can be seen in the youth materials.

- **SAFETY.** *Many youth expressed strong concerns about safety and crime. For example, these issues were the top-rated negative issues by Balboa Middle School students. It is*

striking that nearly 30% of the categories of negative elements identified by 13-year-old boys at Balboa Middle School were related to safety (such as crime, gangs, violence, etc.). This focus on safety was seen across the age groups and for boys and girls at Balboa Middle School. In particular "gangs" was the top one- or two-listed negative element in all the student samples at this school. Without a more descriptive component to the survey, it is not possible to assess whether gangs are a current problem or that youth want to prevent gangs from taking hold in their community.

At the same time, Ventura is still considered to be a safe place to grow up—at least by some youth. For example, 83% of respondents from Anacapa Middle School agreed or agreed strongly with the statement, "I feel safe in my neighborhood/home area."

- **SOCIAL.** Many youth highlighted the need to address the problem of homelessness. While a number of youth called for more homeless shelters, they also listed houses (including "cheap tract homes" and "apart-

ments") as things they wanted to see less of in Ventura.

- **ENVIRONMENT.** Many youth sought an end to the destruction of Ventura's orchards and a reduction of industrial pollution. Conversely, many youth identified Ventura's natural environment—its beaches, hills and agricultural areas—as one of the city's most important assets.
- **FACILITIES.** Youth at all age levels called for more facilities for recreation. While some youth echoed the suggestions of the adults for sports facilities (described in Chapter IV: *Our Active Community*), many requested more elaborate facilities such as amusement and theme parks, video arcades, stores for recreational shopping, a zoo, and an under-age club.

In particular, 46% of Ventura High School students surveyed identified an under-age club as their top priority for needed youth facilities. Students at Buena High School supported the same idea. One Pacific High School student initiated an independent



project to explore the development of such a club. Recommended elements in his three-story design included a dance floor, a food court, arcade and table games, and a "tagging wall" for spray paint art. In addition to providing "a place for teens to go and stay out of trouble," this student urged the development of such a facility both as an economic development initiative (youth job training and sales tax generation) and as a gesture to show "that our ideas are being [heard] and acted upon."

SEIZE THE FUTURE WEBSITE SURVEY

The city coordinators of *Seize the Future* in the Department of Community Services developed a survey designed to learn about Venturans' assessment of the strengths and weakness of their city and their highest priority issues for improvement. Surveys were posted on the *Seize the Future* website (www.seizethefuture.com), distributed at "point of purchase" displays about the visioning process in supermarkets and other commonly visited sites around the city. Surveys

were handed out at the small group workshops, and people could call in their responses to the *Seize the Future* telephone hotline. Over 400 responses were received. Following is a summary of some of the findings.

Assets/Strengths

By far, the most common asset identified was Ventura's environment and natural resources, with nearly two thirds of respondents listing this item. Of this group, well over half specifically listed Ventura's weather and climate as the most important element of the city's overall environment. The beaches and ocean and the hillsides were also very common responses.

Ventura's sense of community including its civic involvement, volunteerism, diversity, and overall friendliness was the second most common asset listed (25%).

City and non-city facilities and services were the third most commonly identified assets in the community (approximately 20% for each).

It is striking to note that not one person listed items related to economic development as an asset of the city.

Weaknesses/Challenges

Not surprisingly given the last point above, economic development was one of the most common items identified as a challenge to the community. In particular, job creation and enhancing shopping and dining opportunities were the highest popular priorities in this area.

While it may have been the structure of the survey itself, not one respondent listed improving non-city facilities and services as a challenge while nearly a third of respondents listed improving city services and facilities as a challenge to be addressed. The highest priority city facilities requested were parks, libraries, and a performing arts center.

Issues and Priorities

In addition to the issues identified above, the surveys produced numerous comments on the city's growth policies. The majority of respondents called for a slow/smart/managed approach to growth and the prevention of sprawl. Respondents also called for improvements to Ventura's schools and overall educational outcomes, addressing the problem of homelessness, and improving Ventura's transportation system

(especially reducing traffic congestion). Numerous additional comments encouraged Venturans to be proud of their city while continuing their collective efforts to make it even better.

SENIOR CITIZEN SURVEY

During the spring 1999, several senior representatives distributed a survey at the two senior centers, and 116 senior citizens completed and turned in a survey. The purpose of the survey was to gauge seniors' use and satisfaction with current senior services and recommendations for improved or additional service options.

The great majority of respondents were satisfied with the city's senior services. (Unfortunately only 46 seniors responded to this question out of the 116 total responses.)

Information about available senior services comes most commonly from the City of Ventura recreation guide (44) and from friends (35). Not one senior listed the Internet as a source of information.

Of the seniors who reported not participating in activities (27), "transportation" was listed by all respondents was the reason.

Respondents identified East Ventura as the most desired location for participating in senior activities (59). This response apparently reflects the lack of adequate senior centers in East Ventura.

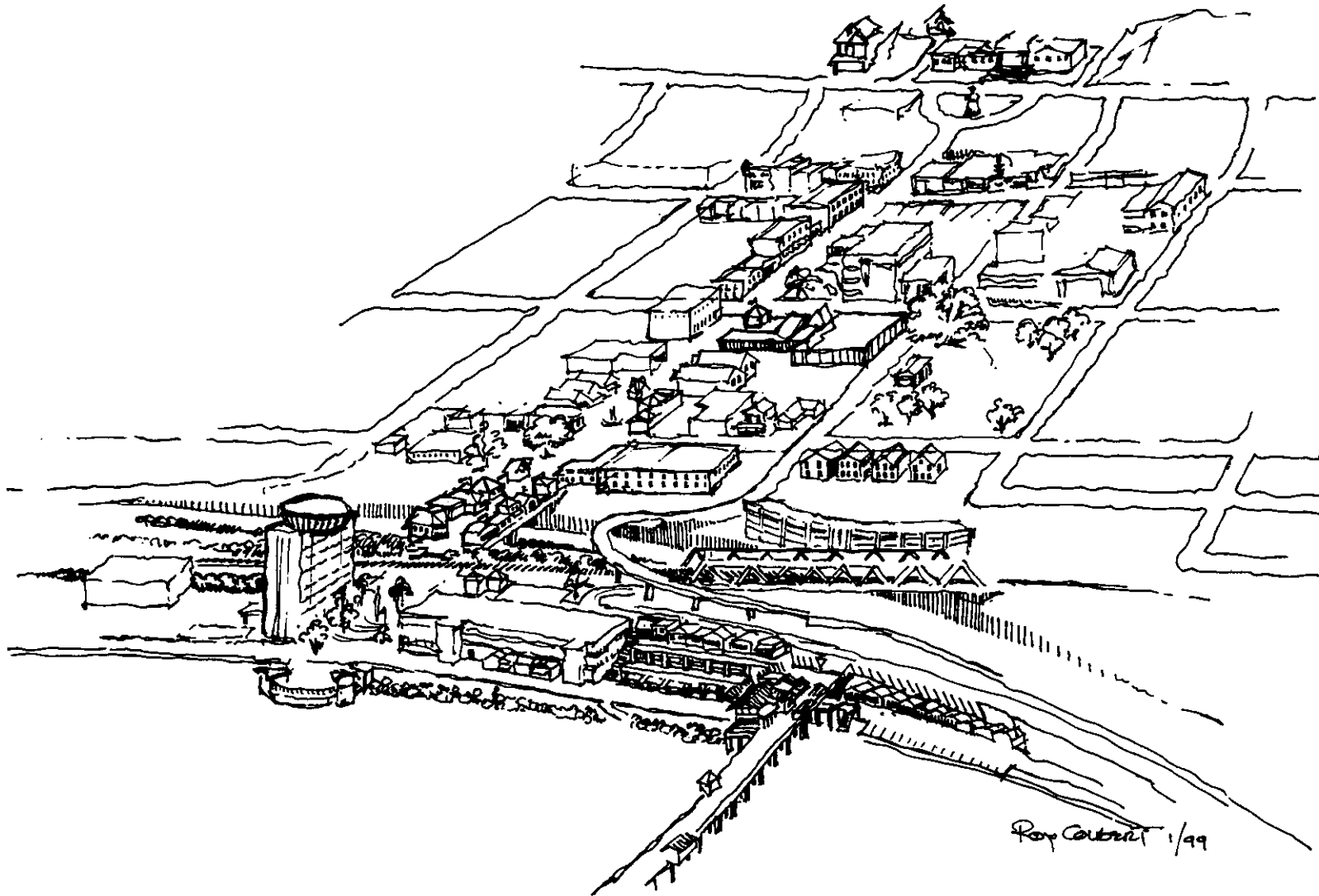
Seniors identified a wide range of programs and services they would like to use. The top five responses were excursions (61), health screening (45), exercise classes (44), health education (43), and enrichment classes (36) in subjects such as computers and arts. Improved transportation was also requested. One striking result was that, in contrast to the suggestions by non-seniors throughout the process for intergenerational programs and volunteer opportunities for seniors, these items were the least requested items by the seniors themselves (13 and 10, respectively).

COMMUNITY DESIGN PREFERENCE SURVEY

A visual image "survey" was conducted as part of the community-wide workshop on April 17, 1999. The survey is a technique to assess the design preferences of the community, as well as to provide community members some images for the discussions about design and planning that took place in April. The method is as follows:

- (1) *A series of slide pairs are shown to a group of participants on a range of topics such as housing, roads, commercial buildings, park spaces, etc.*
- (2) *Participants are asked to rate each slide they see from +5 (very positive) to -5 (very negative). A 0 score would indicate indifference to that image. The slides are paired to highlight particular differences. For example, one slide might show a small building with a very modern architectural façade, while its pair might show a similarly scaled building, but with a historic façade.*
- (3) *The scores of all the participants are added up to determine an average and a variance for each slide. Then the results are analyzed to see if there are tendencies that might suggest community preference for different design types, public or private landscapes or structures, or approaches to community planning and design.*

The results should be interpreted with several limitations and caveats. First, while the meeting



One of the many pieces of community input contributed during Seize the Future: "California Street Beach Access," by Roy E. Colbert, AIA.

was open to all in the community, about 70-80 people were present and about 60 survey cards were completed. This is not a large sample of the community. Second, the survey is not scientific nor quantitative, it indicates tendencies, and general patterns of people's preferences. Third, since design is highly subjective it is difficult to determine precisely what the audience is reacting to positively or negatively. For example, one participant might be responding positively to landscaping in the image, while another member might react negatively to a sound wall behind the landscaping or the scale of the building in the scene. It is difficult to run a "controlled" experiment in a short time-frame with actual images of places. Nonetheless, several general observations can be made from the results of the survey.

- *There is considerable variation in the community's preferences. No one design style or approach is favored.*
- *Landscaping is favored in nearly all cases either to soften buildings, add interest and visual relief along roads, or as a major site feature.*

- *Uniformity is not favored; buildings, landscapes, streets, parks, etc., with visual diversity and articulation are preferred.*
- *Orientation to auto use, parking lots, etc., is discouraged in favor of pedestrian entrances, buildings "on the street," landscaped buffers and setbacks, etc.*

Examples of the average scores associated with paired images can help illustrate these points. A rating above +2.0 is generally a fairly strong positive rating. Similarly, a rating of -2.0 is fairly unfavorable. The term "low" next to the slides, refers to an unusually low amount of agreement, meaning considerable variation in the responses. The term "high" refers to an unusually high level of agreement (or a small variance).

The following are findings from the survey and a few examples from the 112 images in the slide survey and the resulting (average) scores. These examples are not intended to suggest that these are the only or even most important issues. Rather, these represent relatively clear public preferences for the Ventura's community design.

General Images

- Street trees are critical throughout the community. City gateways need enhancing.
- Unbroken agricultural views are highly valued.

Housing: Single Family

- Scale seems important. The smaller homes and cottages are preferred. This might suggest considering a floor area ratio standard.
- Building articulation seems important. Those houses with porches, detailed windows, columns, etc. are preferred.
- Houses that evoke an historical theme or design seem preferred.

Housing: Multi-Family

- Historical or traditional styles are preferred over modern styles.
- Participants opposed uniformity preferring changing rooflines, adding landscaping and decorative fencing, chimneys, porches, etc.
- Densely built single family homes with second units, add-ons, etc., were not preferred.

- Density does not seem to be a major factor until reaching 25-30 units per acre. Anything above that was not preferred no matter what the design. In all cases, landscaping, walkways, patios, and paseos are favored to soften the density and bulk of the structures.

Retail: Neighborhood

- Buildings at or toward the street are preferred over those set within a large expanse of parking.
- Major parking lot areas without adequate landscaping are not favored.
- Articulated retail design that is more “village” in character is strongly preferred over low, simple, “mall” design. Variations in height, color, window patterns, overhangs, facades, entries, and other exterior features are preferred.
- Ample landscaping in the front is favored. Public art, sculpture, and other symbols or landmarks seem favored.

Retail: Downtown

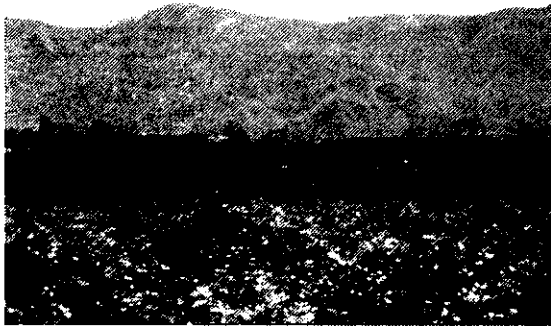
- For a downtown environment, the Spanish/Mediterranean architectural and landscape style is preferred.



Average score: +2.9



Average score: +0.2



Average score: +3.0



Average score: +1.9

- Walkways, plazas, pavers at crosswalks, and other streetscape features are strongly favored.
- Well-articulated, two- or three-story buildings at the sidewalk are preferred. Awnings, detailing, balconies, variable windows, planters, and other detail features are preferred. In short, the historic, walkable downtown streetscape is favored.

Retail: Specialty, Highway, etc.

- Typical franchise highway commercial is not favored. Franchise architecture seems more palatable when it is disguised and incorporated into the design of surrounding buildings.
- Stark, bright signage is not favored.
- Public space, walkways with landscaping, etc. are needed for specialty retail.
- Larger commercial structures like hotels are not preferred, although attention to detail, ample landscaping, variation and historic façade treatments do seem to be more acceptable.

Office and Light Industrial

- Modern two- to three-story light industrial buildings are not preferred strongly, but set-backs, landscaping, and simple styling seems preferred.
- Not surprisingly, abandoned oil fields, and industrial and tank sites do not score high on a visual scale.

Smaller Scale Office

- Historical renovation and reuse seem highly preferred. Well-designed Mediterranean style is favored.
- Quasi-industrial, “warehouse” design does not seem favored.
- Attention to detailing, roofscape, windows, balconies and other features to break up the size of buildings, add visual relief, and improve the pedestrian scale seem to be important.

Institutional Use

- Traditional forms and styles are preferred over modern. City Hall received the highest score

in the survey (with high level of agreement). One can infer a sense of pride and identity in well-designed public buildings and spaces.

- Parking structures are favored over surface parking; considerable attention needs to be paid to design and details.

Streets, Sidewalks, Streetscapes

- Narrower, walkable, well-landscaped streets are visually preferred. Major obstructions such as the freeway overpass are visual problems.

- Attractive walking/biking paths and sidewalks are highly desired. Landscaping seems to be an important element.

- Sound walls are only acceptable if heavily landscaped and “hidden.” Typical bare walls are not favored.

- Park space of all types is highly regarded, although simple, more traditional green spaces seem to be preferred over highly urban, dense elements.

Barrancas Seasonal streams that serve as natural flood channels from the hillsides.

Best Environmental Practices A set of activities recognized to promote sound environmental outcomes.

CalTrans California Department of Transportation.

Citizens Outreach Committee A 39 member committee nominated by community organizations to manage the *Seize the Future* process and develop the Ventura Vision document.

City Government The City Council and all of the city departments and agencies that help govern and manage the City of Ventura.

Community Councils Community organizations representing five neighborhoods of Ventura (Westside, Downtown, Pierpont, Midtown and East Ventura).

Future Fest A community festival held in January 1999 that launched the *Seize the Future* process.

Future Fest...The Sequel A community festival held in September 1999 to celebrate and comment on the Ventura Vision public review draft.

Gazette The summary of the Ventura Vision published in the *Ventura Star*.

General Plan City government planning document that serves as the central guiding policy for all city functions. It typically contains elements on open space/ conservation/natural resources, land use, circulation, housing, safety, noise, parks and recreation, economic development and community design guidelines. The General Plan for the city of Ventura is called the Comprehensive Plan.

Integrated Pest Management (IPM) The application of non-chemical pest control techniques (such as predator or parasitic insects to kill pests) to minimize, but not necessarily replace chemical treatments.

Metrolink A regional rail line.

Moore Iacofano Goitsman, Inc. (MIG) The consulting firm that helped facilitate *Seize the Future* and develop the Ventura Vision document.

Native Plants Plants that naturally occur in a specific area (not exotic or introduced).

Regional Water Quality Control Board (RWQCB) A state agency that regulates water quality.

Seize the Future The community visioning process that provided the input documented in the Ventura Vision.

South Coast Area Transit (SCAT) A regional bus system serving Ventura.

Specific Plan a city government planning document that creates a framework for the infrastructure, roads, and community design for a specific area of a city.

Steering Committee A 7-member committee made up of three City Councilmembers, three Planning Commissioners, and one citizen representative that oversaw the *Seize the Future* process.

Ventura at a Glance A citizens' informational booklet for charting the future of Ventura, published as part of *Seize the Future* in January 1999. Provides an overview of the assets and challenges faced by Ventura.

Ventura County Transportation Commission (VCTC) A regional commission that coordinates transportation in Ventura County.

Ventura Flood Control District A district, overseen by a commission appointed by the Ventura County Board of Supervisors, that oversees flood control (including the management of barrancas.)

Ventura County Library The administrative body that oversees Ventura County libraries.

Ventura Port District A district, directed by a commission appointed by the City Council, that oversees operations and development of the harbor.

Ventura Unified School District (VUSD) The administrative body that oversees Ventura's public schools. The VUSD is overseen by an elected School Board.

Ventura Vision This document, produced from the community input of the *Seize the Future* process.

Vision An inspiring statement describing a desired future state.

ACRONYMS (primarily for the strategy summary table in the Appendix)

BTA Bicycle Transportation Account

DFG (California) Department of Fish and Game

CDBG Community Development Block Grant

CMAQ Congestion Mitigation and Air Quality Improvement Program

CWA Clean Water Act

DCDP Downtown Cultural District Plan

DOE Department of Education

DWR California Department of Water Resources

EEMP Environmental Enhancement and Mitigation Program

EPA Environmental Protection Agency

EQIP Environmental Quality Incentives Program

FAA Federal Aviation Administration

NRCS Natural Resource Conservation Service

RWQCB Regional Water Quality Control Board

RIP Regional Improvement Program

RTP Recreational Trails Program

STA Surface Transportation Program

TDA Transportation Development Act

TEA Transportation Enhancement Activities

TEA-21 Transportation Equity Act for the 21st Century

TCFA Transportation Fund for Clean Air

USFWS United States Fish and Wildlife Service

VCCD Ventura Community College District

VCLSA Ventura County Library Services Agency

VCOG Ventura Council of Governments

VUSD Ventura Unified School District

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INDEX

- Agricultural Sector 37-38
 Agriculture, Sustainable 31
 Bicycles 51-52
 Business Infrastructure 38
 California Department of Parks and Recreation
 36, 58, 62, 66, 91-95
 Caltrans 53, 66-68, 90-91, 95, 107, 110
 Chamber of Commerce/Visitors Bureau
 30, 36, 66, 92-93, 101
 Cultural Facilities 80
 Cultural Policies 77-78
 Cultural Programs/Events 78-79
 Design Framework 43-45
 Downtown 102-104
 Drainage/Flood Control 57
 Eastside 111-113
 Educational Institutions 75-76
 Educational Policies 73-74
 Educational Programs 74-75
 Foothill Corridor/Hillsides 96-99
 Highway 101/Business Park Areas 107-108
 Housing 39
 Land Use Planning 41-43
 Major Commercial Corridors 109-110
 Medical Services 68
 Midtown 105-106
 Parking 50-51
 Participatory Institutions 81-83
 Pedestrians 50
 Physical Planning and Facilities 84
 Police/Fire 70-71
 Pollution Prevention/Reduction 29-30
 Public Communication 83-84
 Public-Private Sector Interaction 40
 Public Safety 71
 Public Sector Greening 28
 Recreation Funding 62-63
 Recreation Programs and Facilities 60-62
 Restoration 30-31
 Retail/Sales Tax Revenue 37
 Road Improvements 52-53
 Road Maintenance/Management 53-54
 Shoreline 90-95
 Solid Waste 30
 Sound Public Sector Financial Management
 39-40
 South Coast Area Transit 46, 48-49, 66, 91,
 113
 Sustainable Agriculture 31
 Tourism 36-37
 Transit 49-50

- Transportation 54
- Transportation Systems Management 48–49
- Ventura Council of Governments 66–68
- Ventura County 28, 40, 64–66
- Ventura County Air Pollution Control District
29, 66
- Ventura County Transportation Commission
48–49, 66
- Ventura Port District 29, 35, 66, 93–94
- Ventura Unified School District 31, 51,
58–60, 62, 66–69, 70–76, 84, 101
- Wastewater 57
- Water Supply 56–57
- Westside 100–101
- Wildlife Habitat 31
- Workforce Education 38
- Youth Support 68–70



City of San Buenaventura ■ Seize the Future Citizens Outreach Committee