

## CITY OF SANTA BARBARA WATERFRONT DEPARTMENT

### MEMORANDUM

**Date:** March 19, 2026

**To:** Harbor Commissioners

**From:** Mike Wiltshire, Waterfront Director

**Subject:** **Review Tenant Selection for Upper-Level Restaurant Space Located at 113 Harbor Way #180 (Upstairs) Previously Occupied by Anchor Rose**

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#### **RECOMMENDATION:**

That Harbor Commission review the result of the Request for Proposal and recommend that the City negotiate a lease with On the Land LLC, DBA Harbor Tavern for the 3,527 square-foot restaurant space located at 113 Harbor Way (Upstairs).

#### **BACKGROUND:**

After four years in business, the Anchor Rose Restaurant, located upstairs at 113 Harbor Way, permanently closed its doors on December 31, 2025, after notifying the Waterfront Department they would not be extending their Lease Agreement beyond 2025.

In light of the closure, a Request for Proposal (RFP) was issued on December 12, 2025 for the property. On this instance, the deadline for interested parties to submit a proposal was January 7, 2026. However, by this deadline only one proposal was received. Subsequently, Waterfront Department Staff and the Harbor Commission RFP Workgroup determined it would be appropriate to re-issue the RFP, especially since there was significant interest in the space following wide media coverage. The upstairs space RFP was then re-issued on January 21, 2026, with a submission deadline of February 27, 2026.

The advertising of the available lease space and the resulting RFP included placement on the City website, LoopNet, Craigslist, as well as the Department's website. Staff provided the RFP to existing tenants and the interested parties list who had contacted the Department. A copy of the RFP was also posted at all Marina Gates and outside the vacant building.

#### **DISCUSSION:**

After the second RFP submission deadline only one proposal was received. The proposal for the lease space was submitted by On the Land, LLC, for the Harbor Tavern concept.

Following a review by Waterfront Management and the RFP Workgroup, it was determined that the one proposal for the space be further reviewed and be recommended to the full Harbor Commission.

In addition, this proposal was reviewed by the Waterfront Director, who recommended it be moved forward to the Harbor Commission for a recommendation to begin lease negotiations with City Council.

The recommended proposal is briefly summarized, as follows:

## **Harbor Tavern**

### General Business Plan:

- Harbor Tavern is inspired by classic American harbor restaurants and tavern-style dining rooms places known for warmth, consistency, and a strong sense of welcome. The concept is defined by:
  - Warm, attentive, thoughtful hospitality
  - Comfortable, service-driven dining
  - Timeless, familiar food prepared with care
  - A range of price points to support accessibility
- Principals: Donald Chick, Johnny Black & Ben Goldhirsh — active oversight of concept, operations, and long-term stewardship.
- Investment: \$500,000 – \$700,000 Tenant Improvement Investment
- Projected Performance: \$3.5M annual revenue, providing significant percentage rent to City beyond base minimum.
- Estimated Timeline
  - Design & Permitting: 2–3 months (Likely longer)
  - Construction: 3–4 months
  - Opening: approximately 6–7 months from lease execution

### Management:

The proposal is led by Donald Chick, Jonny Black, and Ben Goldhirsh, hospitality entrepreneurs with experience spanning restaurant ownership, advisory work, and hospitality development.

Donald Chick's background includes prior ownership and operation of successful restaurants in Texas, advisory work with nationally recognized restaurant brands such as Mastro's Steakhouse, the founding and operation of Dudley Market in Venice Beach, and active involvement in boutique hotel development.

Jonny Black brings extensive experience in the adaptive reuse and long-term stewardship of hospitality-adjacent real estate. His work has focused on repositioning underutilized properties into vibrant, community-oriented destinations that support food, beverage, creative, and cultural uses. He has overseen complex renovations, tenant improvements, and ongoing operations with an emphasis on durability, contextual design, and integration with the surrounding neighborhood and coastal environment.

Ben Goldhirsh is an entrepreneur focused on projects that drive returns for individuals, society, and investors. Current projects include a media company (Upworthy - focused

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on highlighting humans being awesome) that you can enjoy on IG, a snack bar company (All In - focused on better ingredients) that you can enjoy at Starbucks, a neuroscience company (Matter - focused on using memory as a therapy) that you can enjoy if you're in a nical study at Stanford and soon as a consumer on your phone, and a hospitality company (On the Land - focused on connecting people with the magic of nature) that you can enjoy in the Catskills and soon in more locations around the Americas.

Financial Information: The proposer's financials are not subject to public records and have not been included in this report, but they have provided financial validity of their ability to fulfill the obligations of entering a commercial lease with the City of Santa Barbara.

### **REQUEST FOR PROPOSAL RECOMMENDATION:**

If the Harbor Commission agrees with the Waterfront Department's recommendation, staff will begin negotiations with On the Land LLC and bring a draft lease agreement back to the Harbor Commission for review and concurrence. If, however, lease negotiations with On the Land LLC, prove unsuccessful, staff will report to the Harbor Commission and return to the RFP Workgroup to reopen the RFP process and select the next best proposal and enter into lease negotiations.

Attachment: Harbor Tavern Proposal

Prepared by: Cesar Barrios, Waterfront Business Manager

# HARBOR TAVERN

*Sania Barbara*

*February 5, 2026*

*Submitted by:*

*Donald Chick, Jonny Black, Ben Goldhirsh*

# HARBOR TAVERN

## Project Description

**Harbor Tavern is a lively coastal California tavern rooted in sustainably sourced seafood, seasonality, and warm hospitality.** Set along the Santa Barbara waterfront, it is designed to feel like it has always belonged there — familiar, relaxed, and fun.

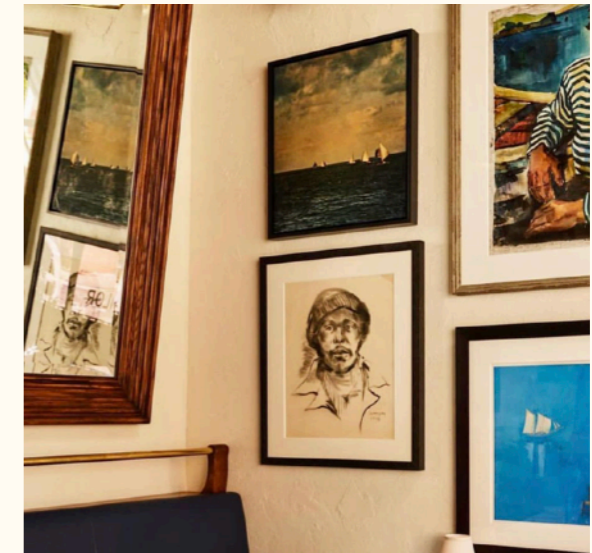
The restaurant draws inspiration from **classic coastal taverns, seafood houses, and great American dining rooms** where the food is honest, the bar is lively, and the room hums from late afternoon into the evening. It is not precious and it is not themed. Harbor Tavern is about good sourcing, good cooking, and a sense of ease — a place you can stop in for a drink and end up staying for dinner.

**The menu focuses on seafood, market-driven produce, and timeless tavern dishes done well.** Oysters, crab, fresh fish, roast chicken, a proper burger — food that feels generous and familiar, but elevated through quality and execution. The cooking is straightforward and confident, with an emphasis on freshness, balance, and restraint.

The bar is a central part of the experience. A full cocktail program highlights classics and coastal originals — crisp martinis, citrus-forward aperitifs, and well-made standards — alongside local beer and a thoughtful wine list. **A daily happy hour** encourages early evening gathering, reinforcing Harbor Tavern as a social anchor for the waterfront.

The design reinforces the spirit of a true tavern: warm woods, classic materials, soft light, and subtle maritime references. The space is welcoming and social without being loud, refined without being formal. Harbor Tavern is intended to serve **locals and visitors alike** — a dependable, well-loved place for lunch, sunset drinks, or a long, easy dinner.

At its core, Harbor Tavern is meant to feel timeless: a restaurant built for repeat visits, shared tables, and lingering conversations — a place that becomes part of the rhythm of the harbor.



# DINNER

## RAW BAR

### POINT BREAK PLATTER

8 oysters, shrimp cocktail, crudo, 2 anchovies on a stick

### PERFECT STORM PLATTER

12 oysters, 4 clams, shrimp cocktail, crudo, mackerel tartare, 4 anchovies on a stick

### OYSTER & BEER SHOOTER

bloody mary cocktail sauce & a shot of beer

### OYSTER & MEZCAL SHOOTER

sour orange, mezcal

### OYSTERS ON THE HALF SHELL

### SHRIMP COCKTAIL

### HALIBUT CRUDO

pickled plum, persimmon, shiso

### MACKEREL TARTARE

caper, dill, wasabi creme fraiche

## APPETIZERS

### SMOKED WHITEFISH DIP

served with saltine crackers

### HUSHPUPPIES

yellow corn, jalapeño, good butter

### GRILLED OAT BAKERY BREAD & GOOD BUTTER

### TUNA TOSTADA

grated tomato, ginger, lime

### SHE CRAB SOUP

tableside sherry

### CLAMS CASINO

breadcrumb, bacon

## SALADS

### TAVERN SALAD

cheddar, honey dates, celery, almonds, sherry vinaigrette

### DEVEILED CRAB LOUIE

jonah crab, spicy remoulade, meyer lemon

### CHICORY CAESAR SALAD

anchovies, breadcrumbs

## SANDWICHES

### HOUSE CHEESEBURGER

6oz. grass fed beef, onions, iceberg lettuce,

### FRIED COD SANDWICH

pickled mayo, shredded lettuce, tomato

### CRISPY TUNA MELT

dijano, dressed lettuces

## FROM THE GRILL

### SPROUTING CAULIFLOWER

tamari, sherry, bonito

### SHRIMP & GRITS

calabrian chili

### BLUEFIN TUNA FRITES

ponzu, chili garlic aioli

### ROAST CHICKEN & FRITES

ponzu, chili garlic aioli

### BROILED CALIFORNIA BLACK COD

casino butter, bacon, brown butter rice

### KNIFE & FORK BARBECUE BEEF RIBS

slow roasted and fall off the bone tender, served with mustardy cabbage

### THE "DUKE" FILET MIGNON

prime center-cut tenderloin

# LUNCH

*(Tuesday - Sunday)*

## RAW BAR

### POINT BREAK PLATTER

8 oysters, shrimp cocktail, crudo, 2 anchovies on a stick

### PERFECT STORM PLATTER

12 oysters, 4 clams, shrimp cocktail, crudo, mackerel tartare, 4 anchovies on a stick

### OYSTER & BEER SHOOTER

bloody mary cocktail sauce & a shot of beer

### OYSTER & MEZCAL SHOOTER

sour orange, mezcal

### OYSTERS ON THE HALF SHELL

### SHRIMP COCKTAIL

### HALIBUT CRUDO

pickled plum, persimmon, shiso

### MACKEREL TARTARE

caper, dill, wasabi creme fraiche

## APPETIZERS

### SMOKED WHITEFISH DIP

served with saltine crackers

### HUSHPUPPIES

yellow corn, jalapeño, good butter

### GRILLED OAT BAKERY BREAD & GOOD BUTTER

### TUNA TOSTADA

grated tomato, ginger, lime

### SHE CRAB SOUP

tableside sherry

### CLAMS CASINO

breadcrumb, bacon

## SALADS

### TAVERN SALAD

cheddar, honey dates, celery, almonds, sherry vinaigrette  
(add roast chicken)

### DEVILED CRAB LOUIE

jonah crab, spicy remoulade, meyer lemon

### CHICORY CAESAR SALAD

anchovies, breadcrumbs

### PAN SEARED TUNA

almond vinaigrette, salad of mango, avo, mac nuts, sesame miso

## SANDWICHES

### HOUSE CHEESEBURGER

6oz. grass fed beef, onions, iceberg lettuce,

### FRIED COD SANDWICH

pickled mayo, shredded lettuce, tomato

### CRISPY GRUYERE TUNA MELT

dijano, dressed lettuces

### AHI TUNA BURGER

pan-seared, served with fries or coleslaw

## FROM THE GRILL

### SPROUTING CAULIFLOWER

tamari, sherry, bonito

### SHRIMP & GRITS

calabrian chili

### BLUE FIN TUNA FRITES

ponzu, chili garlic aioli

### BROILED CALIFORNIA BLACK COD

casino butter, bacon, brown butter rice

# BEVERAGE

## COCKTAILS

### CLASSIC GIN OR VODKA MARTINI

house spirit w. a kiss of dry vermouth  
garnish with olive, onion, lemon peel, or blue cheese olive

### SWASHBUCKLER MARTINI

gin w. our house blend of oyster & olive brine

### ROME WITH A VIEW

campari, dry vermouth, lime, sugar, soda

### YORK SWIZZLE

scotch, chartreuse, lemon, honey, mint

### HOUSE MARGARITA

tequila blanco, apricot liqueur, agave, lime

### DARK & STORMY

gosling rum, ginger, lime, soda

### REGAL SUNSHINE

anejo rum, cognac, lemon, sugar, grapefruit

### LA ROSITA

tequila anejo, campari, sweet & dry vermouth

### NEGRONI

gin, forthave red, sweet vermouth

### VIEUX CARRÉ

rye, cognac, sweet vermouth, benedictine, bitters

### SAILS UP

apple brandy, blanc vermouth, cio chiaro, absinthe

### DOMINICANA

"espresso martini" rum, hand whipped cream, sea salt

## BY THE GLASS

### SPARKLING

NV Veuve Fourny & Fils, 'Grands Terroirs' Brut 1er Cru, Champagne, FR

'19 Maison Bonnard, Chardonnay/Altesse Montagnieu Brut, Bugey, FR

### WHITE

'24 Les Athlètes Du Vin, Sauvignon Blanc, - Touraine, FR

'23 Domaine Des Aubuisieres, 'Cuvee De Silex' Chenin Blanc, Vouvray, FR

'24 Arndorfer, 'Vorgeschmack' Gruner Veltliner/Riesling, Kamptal, Austria

'24 La Morandiere, Melon De Bourgogne Muscadet Sevre Et Maine, FR

### SKIN CONTACT

'23 Bon Jus, Pinot Gris/Riesling, Santa Barbara County, CA

'24 Matt Crutchfield, Chenin Blanc Clarksburg, CA

### ROSÉ

'24 Fabien Jouves, 'A Table' Malbec/Merlot Cahors, FR (Rosado)

### RED

'23 Queen St., Gamay, Beaujolais, FR

'23 Sandlands, Zinfandel/Carignan Cinsault, Lodi, CA

### SAKE

Houou Biden 'Asahi Mai' Junmai Ginjo

CONCEPTUAL  
RENDERS



## **WHY THIS CONCEPT:**

Harbor Tavern is designed to operate as a true harbor amenity—active throughout the day, welcoming to a broad audience, and deeply aligned with the waterfront environment. Its flexible format allows the space to function as a casual **lunch spot**, a social **afternoon gathering place**, and an energetic yet responsible **evening destination**, helping to activate the harbor across multiple day-parts..

The seafood-forward but diverse menu supports local fisheries and regional producers while remaining approachable and accessible to families, boaters, and visitors alike. Expansive patios and a strong bar program encourage outdoor dining and social engagement without relying on amplified entertainment or late-night programming.

Overall, Harbor Tavern strengthens the harbor as a vibrant public destination—one that serves residents, visitors, and the maritime community while respecting the working waterfront and its unique character.

## **ABOUT ON THE LAND**

**On the Land** is a hospitality development and management company dedicated to creating intentional, site-specific destinations. Our approach is rooted in the belief that a great venue should reflect the unique spirit of its environment, prioritizing thoughtful design, operational integrity, and a genuine connection to the local community.

Our team brings a broad range of experience in managing complex properties and diverse landscapes. Current projects under our management and development include a **300-acre, 20-cabin wilderness retreat** in the Santa Ynez mountains and an **intimate, 20-room nature-focused property** in the high desert of CA. These projects demonstrate our ability to handle large-scale operations while maintaining a deep respect for the land and the surrounding ecosystem.

With **Harbor Tavern**, On the Land is committed to creating an approachable, high-quality gathering spot that honors the maritime history of the Santa Barbara harbor. Our goal is to provide a consistent, welcoming experience that remains a reliable resource for the local community and visitors alike.

# TEAM

## **Donald Chick** - *Co-Founder, On the Land, LLC*

Don has over twenty years of experience in hospitality and real estate development. He aims to create timeless places that feel both rooted and transportive.

Don has created and operated acclaimed restaurant concepts such as Park and Bar Celine in Dallas, La Condesa in Austin, Texas and Dudley Market in Venice Beach — projects recognized by *The Wall Street Journal* and *The New York Times*. He has additionally served as a strategic advisor to Mastro's Restaurants and Cafe Gratitude.

Earlier in his career, Don served as Vice President for Ross Perot Jr.'s Hillwood Capital and Urban Partners, where he contributed to award-winning mixed-use projects including Victory Park and West Village in Dallas, 2nd Street District in Austin and the Dairy Block in Denver.

Through *On the Land*, Don continues to build upon this foundation — creating a new generation of nature-based hospitality across California that combine authenticity, craft, and beauty

## **Ben Goldhirsh** - *Co-founder, On the Land, LLC*

Ben is an entrepreneur focused on projects that drive returns for individuals, society, and investors.

Current projects include a media company (**Upworthy** - focused on highlighting humans being awesome) that you can enjoy on IG, a snack bar company (**All In** - focused on better ingredients) that you can enjoy at Starbucks, a neuroscience company (**Matter** - focused on using memory as a therapy) that you can enjoy if you're in a nical study at Stanford and soon as a consumer on your phone, and a hospitality company (**On the Land** - focused on connecting people with the magic of nature) that you can enjoy in the Catskills and soon in more locations around the Americas.

More importantly, Ben lives in Santa Barbara and has a family that he really digs. He also chairs a foundation that invests in people doing cool, additive, work in the world.

## **Johnny Black**, *Partner, On the Land LLC*

Jonny Black brings extensive experience in the adaptive reuse and long-term stewardship of hospitality-adjacent real estate. His work has focused on repositioning underutilized properties into vibrant, community-oriented destinations that support food, beverage, creative, and cultural uses. He has overseen complex renovations, tenant improvements, and ongoing operations with an emphasis on durability, contextual design, and integration with the surrounding neighborhood and coastal environment.

Together, the Principals bring a shared commitment to **warm, attentive, thoughtful hospitality**, operational discipline, and long-term stewardship of place-based projects.

**RFP #5112** – Upstairs Restaurant  
Santa Barbara Harbor Waterfront

Submitted on: January 7, 2025

Submitted by: Jonny Black & Donald Chick

# 1. Executive Summary

This proposal is submitted by **Donald Chick and Johnny Black** in response to **RFP #5112** for the Upstairs restaurant space at 113 Harbor Way.

The proposed restaurant, **Harbor Tavern** (*working title*), is envisioned as a warm, welcoming seafood tavern rooted in familiarity, generosity, and thoughtful hospitality. The goal is to create a place that feels special without being intimidating, refined without being exclusive, and accessible enough to become a regular destination for locals while remaining appealing to visitors.

As Santa Barbara locals with deep respect for the Harbor as a civic and working waterfront, the Principals approach this opportunity with a long-term stewardship mindset. The intent is not only to operate a successful restaurant, but to contribute meaningfully to the Harbor's vitality, public enjoyment, and sense of place.

## 2. Concept & Brand Description

Harbor Tavern is inspired by classic American harbor restaurants and tavern-style dining rooms — places known for warmth, consistency, and a strong sense of welcome.

The concept is defined by:

- **Warm, attentive, thoughtful hospitality**
- **Comfortable, service-driven dining**
- **Timeless, familiar food prepared with care**
- **A range of price points to support accessibility**

While seafood is central to the menu, offerings are intentionally balanced to avoid formality or exclusivity. Harbor Tavern is designed to feel equally appropriate for a casual weekend lunch, an early evening meal, or a celebratory dinner.

The restaurant complements existing Harbor offerings by focusing on a calmer, table-service-oriented experience rather than a high-volume or purely casual seafood model.

### 3. Relationship to the Harbor & Existing Uses

Menu development and service style have been approached thoughtfully to **complement — not compete with — existing Harbor restaurants.**

Harbor Tavern avoids direct duplication of nearby offerings and instead provides an evening-forward, hospitality-driven dining experience that adds depth and variety to the Harbor's restaurant mix. This approach aligns with the City's stated preference for proposals that diversify and strengthen Waterfront uses.

The restaurant also acknowledges its proximity to the **Santa Barbara Maritime Museum**, viewing the shared building as a unique cultural and civic setting and an opportunity to contribute positively to the broader visitor experience.

### 4. Sustainability & Support of Local Fishermen

Sustainability and support of the local fishing community are central pillars of the Seafood Tavern concept.

Whenever possible, seafood will be sourced from **regional, small-scale fishermen**, with a strong preference for **line-caught and low-impact harvesting methods**. Menu offerings will be guided by seasonality and availability, allowing local catch to inform daily and seasonal selections.

This sourcing philosophy reflects respect for the marine environment and for the Harbor as a **working waterfront**, while ensuring exceptional freshness and quality for guests.

## 5. Menu Philosophy & Sample Menus

The menu at **Harbor Tavern** is designed with dinner service as its primary focus, reflecting the restaurant's role as an evening destination at the Harbor. The culinary approach emphasizes **simple, ingredient-driven seafood preparations**, drawing inspiration from classic coastal restaurants while remaining grounded, approachable, and familiar.

Menus balance **raw and chilled seafood, simply prepared fish, and comforting tavern classics**, allowing guests to enjoy either a casual meal or a more expansive dining experience. Pricing is intentionally tiered to support accessibility, repeat visitation, and a broad range of dining occasions, without sacrificing sourcing, quality, or execution.

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### Sample Dinner Menu

*(Daily Dinner Service | 4:00 PM – 9:30 PM)*

#### Raw & Chilled

- Local Oysters, mignonette, lemon (½ dozen, when available) — **\$18–\$24**
- Chilled Shellfish (crab or prawns, seasonal), aioli, herbs — **\$24–\$28**

#### Starters

- Harbor Chowder, bacon, thyme, house-baked sourdough — **\$16**
- Marinated Sardines, olive oil, chili, herbs, grilled bread — **\$16**
- Little Gem Caesar, anchovy, lemon, breadcrumbs — **\$15**

#### Mains

- Market Fish, line-caught and seasonally sourced, olive oil, capers, herbs — **\$25–\$35**
- Grilled Swordfish, citrus, fennel, chili — **\$27**
- Shrimp & Mussels, garlic, white wine, herbs — **\$24**
- Harbor Tavern Burger, aged cheddar, fries — **\$20**
- Grilled Harbor Bar Steak, garlic butter, greens — **\$30–\$35**

#### Sides

- Fries with Aioli — **\$6**
- Seasonal Vegetables, olive oil — **\$8**

#### Dessert

- Soft-Serve Ice Cream — **\$6**
- Soft-Serve Sundae, olive oil & sea salt or seasonal topping — **\$8**

## 6. Beverage Program

The beverage program at **Harbor Tavern** is designed to complement the seafood-forward menu and the Harbor setting, emphasizing **regional wines, classic cocktails, and coastal drinking traditions**. The focus is on balance and familiarity rather than novelty, with drinks that feel appropriate at any hour — from an early evening sunset cocktail to a relaxed dinner by the water.

Pricing is intentionally moderate to encourage repeat visits, shared bottles of wine, and an approachable, welcoming experience for a broad range of guests.

### Cocktail Program

Cocktails draw subtle inspiration from maritime and coastal drinking culture, favoring **citrus, aperitifs, herbs, and clean spirits**. Drinks are classic in structure, quietly nautical in character, and designed to pair naturally with seafood.

#### Signature Cocktails

- **Harbor Martini**  
Gin or Vodka, dry vermouth, lemon twist or olive— **\$14**
- **Salt Air Gimlet**  
Gin, fresh lime, coastal herbs, sea salt — **\$13**
- **Paloma del Puerto**  
Blanco tequila, fresh grapefruit, lime, sea salt— **\$13**
- **Spritz al Mare**  
Aperitivo, sparkling wine, citrus peel— **\$12**
- **Tavern Negroni**  
Gin, sweet vermouth, Campari— **\$14**
- **Shipside Old Fashioned**  
Bourbon or rye, bitters, orange oil— **\$14**

## **Wine Program**

The wine list prioritizes **Santa Barbara County and Central Coast producers**, with an emphasis on fresh, food-friendly wines that pair naturally with seafood. Selections will rotate seasonally and highlight small, quality-driven producers.

### **Sparkling**

- Central Coast Sparkling Wine — **\$13 / \$52**
- Santa Barbara County Sparkling Rosé — **\$14 / \$56**

### **White**

- Santa Barbara County Sauvignon Blanc — **\$13 / \$52**
- Santa Barbara County Chardonnay — **\$14 / \$56**
- Santa Ynez Valley Grüner Veltliner — **\$14 / \$56**

### **Rosé**

- Santa Barbara County Rosé — **\$13 / \$52**

### **Red**

- Santa Barbara County Pinot Noir — **\$15 / \$60**
  - Santa Ynez Valley Syrah — **\$15 / \$60**
  - Central Coast Cabernet Sauvignon — **\$16 / \$64**
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## **Beer & Non-Alcoholic**

### **Draft Beer**

- Local Lager — **\$8**
- Local IPA — **\$9**
- Local Pilsner or Pale Ale — **\$8**

## 7. Hours of Operation

### Lunch Service

**Friday – Sunday:** 12:00 PM – 2:30 PM

Lunch service is focused on peak Harbor activity days, supporting weekend activation while maintaining operational efficiency. Weekday lunch service may be evaluated seasonally in coordination with the Waterfront Department.

### Dinner Service

**Daily:** 4:00 PM – 9:30 PM

*(Friday and Saturday evenings may extend modestly during peak seasons.)*

Opening at 4:00 PM allows guests to enjoy the Harbor's sunset views, particularly during winter months, and encourages broader use of the Waterfront throughout the day.

## 8. Management & Operations Plan

### Principals

- **Donald Chick & Johnny Black** — active oversight of concept, operations, and long-term stewardship

### On-Site Management

- General Manager
- Culinary Lead / Kitchen Manager
- Front-of-House Supervisors

Staffing levels will be scaled thoughtfully to demand, emphasizing hospitality training, efficiency, and cost discipline to support affordability without compromising quality.

## 9. Marketing Plan

Marketing efforts will emphasize:

- Collaboration with Harbor events and organizations
- Seasonal menus and local sourcing stories
- Outreach to local residents as a repeat-visit destination

Estimated annual marketing investment: **60,000–\$80,000**, focused primarily on local and digital channels.

## 10. Financial Overview & Affordability Strategy

**Projected Year-1 Revenue:**

**\$3.5M – \$3.5M**

**Key Assumptions**

- Cost of goods: ~30%
- Labor & benefits: ~34–36%
- Moderate pricing to encourage repeat visits
- Strong weekend and evening performance

Affordability is supported through:

- Seasonal menus
- Flexible sourcing
- Disciplined staffing and scheduling
- Operational efficiencies

## 11. Design Theme & Remodel Timeline

### Design Theme

Warm coastal, nautical materials, wood finishes, subtle maritime references, and comfortable proportions.

### Estimated Timeline

- Design & Permitting: 2–3 months
- Construction: 3–4 months
- Opening: approximately 6–7 months from lease execution

**Estimated Tenant Improvement Investment: \$500,000 – \$700,000**

## 12. Operator Experience & Stewardship

The proposal is led by **Donald Chick and Johnny Black**, hospitality entrepreneurs with experience spanning restaurant ownership, advisory work, and hospitality development.

Donald Chick’s background includes prior ownership and operation of successful restaurants in Texas, advisory work with nationally recognized restaurant brands such as Mastro’s Steakhouse, the founding and operation of Dudley Market in Venice Beach, and active involvement in boutique hotel development.

Jonny Black brings extensive experience in the adaptive reuse and long-term stewardship of hospitality-adjacent real estate. His work has focused on repositioning underutilized properties into vibrant, community-oriented destinations that support food, beverage, creative, and cultural uses. He has overseen complex renovations, tenant improvements, and ongoing operations with an emphasis on durability, contextual design, and integration with the surrounding neighborhood and coastal environment.

Together, the Principals bring a shared commitment to **warm, attentive, thoughtful hospitality**, operational discipline, and long-term stewardship of place-based projects.

Donald Chick is a full-time Santa Barbara resident living on the Mesa, reinforcing a personal investment in the Harbor as a civic asset and daily part of community life.

# Mood Board & Concept Imagery





