

EVSP Focus Area – Economic Development

Focus Area Formation Guidelines:

1. Reach out to partners for participation in the sub-committee. Consider diversity and inclusion as you assemble the team.
2. Think meaningful and manageable as you contemplate the scope of work/goals to aim for in the next 12 months. Part of your role is to prioritize. Consider aspects such as timing, opportunity, and urgency. We do not have to identify a near term activity for every action item.
3. Avoid duplication. Part of each sub-committee's initial job will be an assessment or inventory of the current state resources and initiatives already in place. Consider what is already in place with our economic vitality partners and how we can support, expand or better coordinate those efforts, before looking to add or create new initiatives to support the Action Items in your Focus Area.
4. The EVSP was completed before the Thomas Fire. We encourage each sub-committee to call out activities taking place within their Focus Area that relate to Thomas Fire Recovery and have an Economic Vitality element to them. Opportunities to support/expand these efforts or fill an identified need are encouraged.
5. Consider the "Suggested Initial Objectives" for your Focus Area (Listed Below, if identified in the EVSP) as just that, a suggestion. Your sub-committee is empowered to choose the initial objectives and report those back to the Steering Committee.
6. Paul Stamper and Rachel Linares will be your primary contacts at the County if you have questions. We can also help to coordinate participation from the various County agencies on each of your sub-committees, where appropriate.
7. All EVSP reports and resources can be found at our website:
<http://vcevsp.org/>

TABLE 1. SUGGESTED INITIAL OBJECTIVES

Focus Area	Action Items	Key Initial Objectives
Economic Development	A4 A7-A9 C1-C6	<p>Establish target industries/clusters, by inventorying all “target influencers,” and initially evaluating various indications of the most advantageous targets. This evaluation could be based on either additional formal analysis processes or coalescing existing research and observations, recognizing different criteria of:</p> <ul style="list-style-type: none"> a. Timing of opportunity for expanding/capturing targets b. Short-term and/or long-term goals (with respect to any aspect of the EVSP) c. Presence of institutional support for industry d. Economic base support e. Indications of competitive advantage (see EVSP industry cluster analysis) f. Workforce compatibility

For Internal Purposes Only

Focus Area Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	Proposed Lead
A.4 Continue to capitalize on strong agriculture sector by promoting growth of related business opportunities (e.g., agritourism; “farm-to-table” movement [pertaining to restaurants and also household consumption]; irrigation technologies; etc.). Limit additional regulatory burdens on agricultural activity	1	EDC-VC

A.4 Other action items in this Plan address agricultural-infrastructure-related issues such as land and water supply. This action item includes a focus on spinoff activities related to agriculture, which support tourism, agriculturally related technology (which could involve both research and development and production activities in industries such as irrigation technology, the use of plants in pharmaceuticals, etc.), and quality of life enhancements for residents. As such, this action item is less likely to involve formal organizational structuring and more likely to be reflected in operational plans of different entities responsible for supporting specific types of economic activity in the County, such as convention and visitors bureaus, manufacturers’ organizations, business incubators, and the like.

A.4 Potential Partners and Resources:

<p>KEY PARTNERS</p> <p>County Role: Convener</p> <ul style="list-style-type: none"> Ventura County Agencies: <ul style="list-style-type: none"> Agriculture HSA, WDB Resource Management Agency Oxnard Center for International Trade Development (CITD) VCAA Port of Hueneme/Oxnard Harbor District (OHD) CAUSE 	<ul style="list-style-type: none"> SOAR Oxnard Chamber of Commerce S.C.O.R.E. Ventura County Ventura County Community College District VACE Universities: Cal Lutheran and CSUCI VC Lodging Association/Visitors’ Bureaus Cattlemen’s Association CoLAB Ventura County Coast 	<ul style="list-style-type: none"> CalGold & GO-Biz (CA Governor’s Office of Business & ED) Women’s Economic Ventures Southern CA Edison EDC-VC Farm Bureau So Cal Gas Water Districts/Agencies Total Local VC SEEAG
<p>APPLICABLE RESOURCES</p> <ul style="list-style-type: none"> Farm Bureau of Ventura County Ventura County Farm Day (SEEag.org) 	<ul style="list-style-type: none"> Partnership for a Healthy Ventura County Treasure Our Farms 	<ul style="list-style-type: none"> UC Cooperative Extension, Ventura County Watersheds Coalition of Ventura County

Focus Area Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	Proposed Lead
A.7 Identify potential spin-off opportunities from Naval Base Ventura County	2	EDC-VC RDP-21

A.7

Naval Base Ventura County, would be a key actor in both articulating and implementing this activity. The Regional Defense Partnership-21st Century (RDP-21), which advocates for and supports the county’s military facilities and defense contractors, would also be a key partner. Elements of this action item would include relatively simple steps such as ensuring that local businesses are fully aware of procurement activities related to the Base, plus identification and in-depth examinations of industries directly related to Base functions and potential additional cluster relationships that could be enhanced or developed based on these core industries.

A.7 Potential Partners and Resources:

<p>KEY PARTNERS</p> <ul style="list-style-type: none"> • Ventura County • Workforce Development Board of Ventura County • EDC-VC • CSUCI • Oxnard Chamber of Commerce • Hoteliers (TBIDs) 	<ul style="list-style-type: none"> • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Oxnard Center for International Trade Development (CITD) • Hueneme Chamber of Commerce • Port of Hueneme • Federal elected officials/Congressional representatives 	<ul style="list-style-type: none"> • VCEDA • CalGold & GO-Biz (CA Governor’s Office of Business & ED) • Women's Economic Ventures • RDP-21 • Local Arts Council • City Economic Development Departments
<p>APPLICABLE RESOURCES</p>	<ul style="list-style-type: none"> • Naval Base Ventura County • California State Trade and Export Promotion Program (California STEP) (CalGold & Go-Biz) 	<ul style="list-style-type: none"> • California-China Office of Trade and Investment (CTO) (CalGold & Go-Biz) • iDEA Hub

Focus Area Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	Proposed Lead
A.8 Identify potential spin-off opportunities from the general aviation airports, the Port of Hueneme (including the free trade zone [FTZ]) and Channel Islands Harbor	2	Airports Harbor

A.8 The primary facilities associated with this action item, as identified above, would be key actors in both articulating and implementing this activity. As with the preceding action item, elements of this action item would include relatively simple steps such as ensuring that local businesses are fully aware of procurement activities related to these facilities, plus identification and in-depth examinations of industries directly related to their functions and potential additional cluster relationships that could be enhanced or developed based on these core industries.

For both of this action item and the preceding, all of the named facilities should be included within an investigation of economic interrelationships among them, so that the magnitudes of involved industries are fully recognized.

A.8 Potential Partners and Resources:

<p>KEY PARTNERS</p> <ul style="list-style-type: none"> Ventura County <ul style="list-style-type: none"> Airports & Harbor Workforce Development Board of Ventura County EDC-VC DEC World Trade Center 	<ul style="list-style-type: none"> Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) Oxnard Center for International Trade Development (CITD) Hueneme Chamber of Commerce City of Oxnard City of Camarillo 	<ul style="list-style-type: none"> VCEDA CalGold & GO-Biz (CA Governor’s Office of Business & ED) Women's Economic Ventures Oxnard Chamber of Commerce OHD/Port of Hueneme Developers Real Estate brokers
<p>APPLICABLE RESOURCES</p> <ul style="list-style-type: none"> Port of Hueneme Port of Hueneme U.S. Foreign-Trade Zone #205 	<ul style="list-style-type: none"> California State Trade and Export Promotion Program (California STEP) (CalGold & Go-Biz) Camarillo and Oxnard Airports 	<ul style="list-style-type: none"> California-China Office of Trade and Investment (CTO) (CalGold & Go-Biz) iDEA Hub

Focus Area Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	Proposed Lead
A.9 Leverage business development/spin-off opportunities of higher educational institutions	3	EDC-VC

A.9 Leverage business development/spin-off opportunities of higher educational institutions

This action item could be a spinoff activity related to A.1 above. Appendix A, Action Items by Theme/Strategy Group: Suggested Partners and Resources, identifies a number of organizations related to this activity, including business incubators located in both Ventura County and at nearby UC Santa Barbara, Startup Weekend Ventura County, Women's Economic Ventures, EDC-VC/SBDC, and umbrella groups such as VC Innovates and Ventura County Center of Innovation. An understanding of the resources available to these organizations, and any interrelationships, overlap, specific areas of focus, etc. among them, would be a necessary first step to organizing a formal approach to accomplishing this action item.

A.9 Leverage business development/spin-off opportunities of higher educational institutions		
<p>KEY PARTNERS</p> <ul style="list-style-type: none"> • Ventura County • EDC-VC • Advanced Manufacturing Partnership for So. California – Ventura County (AMP SoCal) • ACE Charter • UCSB 	<ul style="list-style-type: none"> • S.C.O.R.E. Ventura County • VCEDA • VACE • Universities: Cal Lutheran, CSUCI, and UCSB • VC Innovates • COCs • Media • City Economic Development Departments 	<ul style="list-style-type: none"> • Ventura County Community College District • CalGold & GO-Biz (CA Governor’s Office of Business & ED) • Women's Economic Ventures • CI Business and Technology Partnership • 805 startups
<p>APPLICABLE RESOURCES</p> <ul style="list-style-type: none"> • CSU Channel Islands (CI) Business & Technology Partnership (B&TP) 	<ul style="list-style-type: none"> • Global Classroom Education Libraries • Ventura BioCenter 	<ul style="list-style-type: none"> • UC Santa Barbara Office of Technology & Industry Alliances • Institutional Research Advisory Committee

Focus Area Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	Proposed Lead
C.1 In conjunction with interested partners, review materials in the EVSP pertaining to potential target industries, and establish consensus on initial target industry focus throughout Ventura County	1	EDC-VC WDB

C.1 The designation of target industries/clusters will draw on the cluster analysis prepared for the EVSP and will also reflect the strategic priorities (e.g., a longstanding focus on further developing an excellent healthcare system; the importance of other well-established industries such as agriculture and biopharmaceuticals; etc.) of the County and other stakeholders directly involved in business/industry development. Other important industries include mining, oil, gas, and the film industry.

C.1 Potential Partners and Resources:

<p>KEY PARTNERS</p> <ul style="list-style-type: none"> • Economists at Cal Lutheran and CSUCI • VCEDA 	<ul style="list-style-type: none"> • WDB • Cities Manufacturers Roundtable 	<ul style="list-style-type: none"> • EDC-VC • Chambers of Commerce (all) • Energy utilities • Media
<p>APPLICABLE RESOURCES</p>	<ul style="list-style-type: none"> • See EVSP and background reports (information on existing targets, etc.) 	

Focus Area Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	Proposed Lead
C.2 Proactively focus on retention of existing businesses, especially in key clusters identified to be at risk for downsizing or relocation outside Ventura County	1	EDC-VC

C.2 Although capturing a major new employer into a region generates headlines, much of the hard work of sustaining economic vitality is the largely unsung activity of helping existing businesses remain viable or expand in the face of changing market conditions that affect their business, regulations, real estate conditions that may affect their ability to remain in some facility or community, or labor market conditions (which may be an indirect effect of changing residential real estate market conditions, an issue in Ventura County). The “retention” and “expansion” functions carried out by economic development professionals are often formally structured using some form of periodically administered survey of employers, as a way of supplementing ad hoc responses to any particular existing firm where unexpected conditions have arisen. Maintaining a formal system of outreach helps to diffuse potential criticism of economic development as a process by which incoming firms might appear to be granted competitive advantages. Outreach combined with industry cluster studies provide an opportunity to identify local business needs that can be addressed through collaboration with community partners (e.g., housing information and resources for employees; career training educational institutions aligning offerings with the needs of the local business community; etc.)

C.2 Potential Partners and Resources:

<p>KEY PARTNERS</p> <ul style="list-style-type: none"> • EDC-VC • Workforce Development Board of Ventura County • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Camarillo Chamber of Commerce • Moorpark Chamber of Commerce 	<ul style="list-style-type: none"> • Oxnard Center for International Trade Development (CITD) • Oxnard Chamber of Commerce • S.C.O.R.E. Ventura County • Simi Valley Chamber of Commerce • Conejo Chamber of Commerce (Serving Thousand Oaks, Westlake Village and Agoura Hills) • Ojai Chamber of Commerce • Women’s Economic Ventures • Southern CA Edison 	<ul style="list-style-type: none"> • Santa Paula Chamber of Commerce • VCEDA • Ventura Chamber of Commerce • Ventura County Community College District • VACE • Universities: Cal Lutheran and CSUCI • CMTA CA Manufacturers & Tech. Assoc.
<p>APPLICABLE RESOURCES</p>	<ul style="list-style-type: none"> • http://www.blanecanada.com/product_synchronist.html 	

Focus Area Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	Proposed Lead
C.3 Facilitate expansion of existing firms in key clusters	1	EDC-VC

C.3

(See action item C.1) Expanding firms are especially desirable within a region and particularly vulnerable to recruitment from areas outside the region; if they need to relocate from an existing facility, incentives offered by some other place may be worth the effort to relocate an additional distance. For these reasons, economic development organizations should treat expanding firms similarly to prime recruitment targets, especially since an expanding firm is already in the region and therefore is presumed to be at least reasonably well accommodated there. Other action items within this Economic Vitality Strategic Plan that pertain to helping ensure the availability of developable land can be important components of providing support to expanding firms.

C.3 Potential Partners and Resources:

<p>KEY PARTNERS</p> <ul style="list-style-type: none"> • Workforce Development Board of Ventura County • EDC-VC • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Camarillo Chamber of Commerce 	<ul style="list-style-type: none"> • Oxnard Center for International Trade Development (CITD) • Oxnard Chamber of Commerce • Moorpark Chamber of Commerce • Simi Valley Chamber of Commerce • Conejo Chamber of Commerce • CMTA CA Manufacturers & Tech. Assoc. • Women’s Economic Ventures • Southern CA Edison 	<ul style="list-style-type: none"> • Ojai Chamber of Commerce • Santa Paula Chamber of Commerce • VCEDA • Ventura Chamber of Commerce • Ventura County Community College District • VACE • Universities: Cal Lutheran and CSUCI
<p>APPLICABLE RESOURCES</p>	<ul style="list-style-type: none"> • (see C.2) 	

Focus Area	Action Item	Recommended Priority Level	Proposed Lead
C.4	Systematically encourage/support entrepreneurial development and startup culture in key clusters, bolstering resources such as incubators and access to investors	2	EDC-VC Chambers of Commerce

C.4 Successful homegrown businesses provide some of the most satisfying stories for local economic developers. Many advantages can accrue from successful entrepreneurial-development programs:

- Such entrepreneurs are more likely to be committed to the region than those nurtured elsewhere.
- Entrepreneurial startups can expand quickly, whether or not they also become major businesses.
- Entrepreneurially minded individuals will leave a region where opportunities to pursue their interests are insufficient. As an attractive location in general, including for entrepreneurs with the means to afford living there, Ventura County may have, or come to have, a disproportionately large proportion of entrepreneurs or individuals with an entrepreneurial disposition.

Establishing meaningful entrepreneurial infrastructure requires a broad understanding of the separate elements involved in successful business startups, including for example business incubator space and services (which cannot always be supplied in the same facility), angel investors and venture capital funds (although ideally other startup funding sources can also be made available that are less burdensome to the entrepreneur), and transitional business space for incubator graduates (ideally, space located, configured, and priced at a lower level than top-tier facilities in premium locations, which could be a challenge in Ventura County except that spaces of this type can sometimes be found in older downtown areas). Expanding and promoting the local startup culture may involve taking an inventory of the available resources, identifying and addressing gaps, improving coordination between existing providers/resources, and improving accessibility for entrepreneurs.

C.4 Potential Partners and Resources:

KEY PARTNERS

- Ventura County
- Workforce Development Board of Ventura County
- EDC-VC
- Chambers of Commerce (all)
- Camarillo Chamber of Commerce/ Startup weekend

- S.C.O.R.E. Ventura County
- Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal)
- Oxnard Center for International Trade Development (CITD)
- Women's Economic Roundtable
- Women's Economic Ventures
- Ventura County Center of Innovation

- Southern CA Edison
- Ventura County Community College District
- VACE
- Universities: Cal Lutheran and CSUCI
- CalGold & GO-Biz (CA Governor's Office of Business & ED)

APPLICABLE RESOURCES

- Aspire 3 (business incubator)

- Ventura Ventures Technology Center
- Hub101 (incubator)

- Ventura BioCenter
- Matter Labs

Focus Area Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	Proposed Lead
C.5 Maintain/expand access to capital investment funding sources	2	EDC-VC

C.5 This Action Item includes the County’s continued support of the EDC-VC’s small business lending program.

C.5 Potential Partners and Resources:

KEY PARTNERS	<ul style="list-style-type: none"> • EDC-VC 	
<ul style="list-style-type: none"> • Ventura County 		
APPLICABLE RESOURCES	Ventura County’s ongoing support of EDC-VC’s small business lending program	

Focus Area Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	Proposed Lead
C.6 Focus on targeting “spillover” opportunities from Los Angeles County (this could apply to recruitment and/or entrepreneurial development)	3	EDC-VC

C.6 This action item represents a distinct, very focused function within the general economic vitality function of attraction/recruitment. Some level of analysis would be required to identify logical industry targets, if not actual firms, in Los Angeles County in which spillover opportunities are likely. These opportunities would be screened for compatibility with selected industry targets for Ventura County, along with other compatibility criteria such as the level of demand on resources and other environmental implications.

C.6 Potential Partners and Resources:

KEY PARTNERS	<ul style="list-style-type: none"> • EDC-VC 	
<ul style="list-style-type: none"> • Ventura County 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • See background reports for this EVSP 	