

MEMORANDUM			
TO:	Paul Stamper Ventura County	DATE:	January 24, 2017
FROM:	Roger Dale, Managing Principal The Natelson Dale Group, Inc. (TNDG)	FILE:	#4059
SUBJECT:	Summary of Summit #2 – Group Discussion Topics		

On January 20, 2017, The Natelson Dale Group, Inc. (TNDG) led the second of three summit meetings as part of the Ventura County Economic Vitality Strategic Plan process. Summit Meeting #2 accomplished two primary tasks: 1) providing stakeholders with a summary of key findings from the recently completed background reports and an overview of the preliminary strategy elements, and 2) conducting a voting/polling process to assist in prioritizing preliminary strategy elements as part of the Plan.

Approximately 50 stakeholders attended the summit and organized into discussion groups to answer questions in an audience-wide polling format. The audience poll questions were organized under six strategy groups, as listed below:

- Strategy Group A: Maximize Potential of County’s Key Assets for Encouraging Economic Vitality
- Strategy Group B: Maximize workforce readiness
- Strategy Group C: Maximize growth of key industries/clusters with the potential to create high-quality employment opportunities
- Strategy Group D: Focus Marketing/Branding Efforts on Positive Quality of Life Features in the County
- Strategy Group E: Review infrastructure conditions and needs
- Strategy Group F: Address Key Threats to Economic Progress in the County

The audience members were first asked to rank the relative importance of each of the six strategy groups on a scale of 1 to 3 (1 – least important, 2 – moderately important, 3 – most important). In the second round of questions, participants were asked to prioritize individual action items (a total off 24 potential strategies) under each of the six strategy groups, along with identifying the County’s level of involvement in pursuing/implementing the strategies. See Attachment A for detailed list of the questions and a summary of audience responses.

At the end of survey period, stakeholders provided the following additional comments in relation to the poll questions:

- The County should conduct assessments of the impacts of any new regulatory or other policy measure on the relevant constituents, and make this a priority.
- The strategic plan should reflect the participation of collaborating partners (and this is already a component of the strategic plan in its ultimate form).
- County should seek grant funds to help address water issues.

- The entire educational pipeline should be considered along with other education issues, assets, etc.
- strategies addressing quality of life should be broken out from the issue of affordable housing, which is deserving of special attention by itself.
- The County could have a strategy to draw high-tech enterprises, which could include development of a physical location with a special identity, similar to the Research Triangle Park in North Carolina.
- A countywide marketing strategy focused on the arts is needed to accomplish multiple objectives: portray the full scope of County arts-related assets, minimize competition among communities relative to these assets, and make the entire marketing effort more efficient.
- In seeking the expansion/upgrade of broadband services, the issue of digital equity should be at the forefront.
- When marketing issues related to public safety, it's important to have accurate data as part of the process.
- The county has agricultural/biopharmaceutical activity, but does not have a full complement of educational infrastructure to support these activities.
- The County should cultivate a culture of working in partnership with business on permitting issues, from development to agriculture.

ATTACHMENT A
STAKEHOLDER SURVEY POLL RESPONSES

STRATEGY GROUPS

Questions and Response Summary

Strategy Group A: Maximize Potential of County's Key Assets for Encouraging Economic Vitality

Response options	Percent
3-Most important	81.8
2-Moderately important	9.1
1-Least important	9.1

Strategy Group B: Maximize Workforce Readiness

Response options	Percent
3-Most important	57.8
2-Moderately important	37.8
1-Least important	4.4

Strategy Group C: Maximize Growth of Key Industries/Clusters with the Potential to Create High-Quality Employment Opportunities

Response options	Percent
3-Most important	74.4
2-Moderately important	23.3
1-Least important	2.3

Strategy Group D: Focus Marketing/Branding Efforts on Positive Quality of Life Features in the County

Response options	Percent
3-Most important	22.7
2-Moderately important	50.0
1-Least important	27.3

Strategy Group E: Review Infrastructure Conditions and Needs

Response options	Percent
3-Most important	70.5
2-Moderately important	18.2
1-Least important	11.4

Strategy Group F: Address Key Threats to Economic Progress in the County

Response options	Percent
3-Most important	72.7
2-Moderately important	22.7
1-Least important	4.6

STRATEGY GROUP A: MAXIMIZE POTENTIAL OF COUNTY’S KEY ASSETS FOR ENCOURAGING ECONOMIC VITALITY

Questions and Response Summary

A.1 - Promote interaction between education partners and industry (maximize workforce connections)

Response options	Percent
3-High priority	58.1
2-Lower priority, but still include in Plan	39.5
1-Not a priority; drop from the Plan	2.3

A.1 - Promote interaction between education partners and industry (maximize workforce connections)

Response options	Percent
3-Lead role	7.0
2-Support role	72.1
1-No role	20.9

A.2 - Leverage business development/spin-off opportunities of higher educational institutions

Response options	Percent
3-High priority	42.9
2-Lower priority, but still include in Plan	50.0
1-Not a priority; drop from the Plan	7.1

A.2 - Leverage business development/spin-off opportunities of higher educational institutions

Response options	Percent
3-Lead role	7.3
2-Support role	43.9
1-No role	48.8

A.3 - Identify potential spin-off opportunities from naval base and area ports (e.g., free trade zone [FTZ])

Response options	Percent
3-High priority	60.5
2-Lower priority, but still include in Plan	30.2
1-Not a priority; drop from the Plan	9.3

A.3 - Identify potential spin-off opportunities from naval base and area ports (e.g., free trade zone [FTZ])

Response options	Percent
3-Lead role	9.1
2-Support role	65.9
1-No role	25.0

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; genetics; etc.)

Response options	Percent
3-High priority	84.1
2-Lower priority, but still include in Plan	11.4
1-Not a priority; drop from the Plan	4.6

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; genetics; etc.)

Response options	Percent
3-Lead role	34.1
2-Support role	54.6
1-No role	11.4

STRATEGY GROUP B: MAXIMIZE WORKFORCE READINESS

Questions and Response Summary

B.1 - Promote job opportunity awareness among students, unemployed/underemployed residents, and other workers in need of retraining

Response options	Percent
3-High priority	45.5
2-Lower priority, but still include in Plan	45.5
1-Not a priority; drop from the Plan	9.1

B.1 - Promote job opportunity awareness among students, unemployed/underemployed residents, and other workers in need of retraining

Response options	Percent
3-Lead role	8.9
2-Support role	55.6
1-No role	35.6

B.2 - Coordinate local employer needs with education/training

Response options	Percent
3-High priority	70.5
2-Lower priority, but still include in Plan	27.3
1-Not a priority; drop from the Plan	2.3

B.2 - Coordinate local employer needs with education/training

Response options	Percent
3-Lead role	8.9
2-Support role	44.4
1-No role	46.7

B.3 - Coordinate all education levels to ensure seamless path of training to employment

Response options	Percent
3-High priority	57.8
2-Lower priority, but still include in Plan	31.1
1-Not a priority; drop from the Plan	11.1

B.3 - Coordinate all education levels to ensure seamless path of training to employment

Response options	Percent
3-Lead role	4.6
2-Support role	38.6
1-No role	56.8

B.4 - Reach out to key employers to identify key workforce readiness issues

Response options	Percent
3-High priority	61.0
2-Lower priority, but still include in Plan	34.2
1-Not a priority; drop from the Plan	4.9

B.4 - Reach out to key employers to identify key workforce readiness issues

Response options	Percent
3-Lead role	7.0
2-Support role	44.2
1-No role	48.8

STRATEGY GROUP C: MAXIMIZE GROWTH OF KEY INDUSTRIES/CLUSTERS WITH THE POTENTIAL TO CREATE HIGH-QUALITY EMPLOYMENT OPPORTUNITIES

Questions and Response Summary

C.1 - Proactively focus on retention of existing businesses, especially in key clusters identified to be at risk for downsizing or relocation outside Ventura County

Response options	Percent
3-High priority	94.7
2-Lower priority, but still include in Plan	5.3
1-Not a priority; drop from the Plan	0.0

C.1 - Proactively focus on retention of existing businesses, especially in key clusters identified to be at risk for downsizing or relocation outside Ventura County

Response options	Percent
3-Lead role	23.1
2-Support role	71.8
1-No role	5.1

C.2 - Facilitate expansion of existing firms in key clusters

Response options	Percent
3-High priority	80.5
2-Lower priority, but still include in Plan	19.5
1-Not a priority; drop from the Plan	0.0

C.2 - Facilitate expansion of existing firms in key clusters

Response options	Percent
3-Lead role	20.9
2-Support role	69.8
1-No role	9.3

C.3 - Pursue attraction/recruitment of firms from outside Ventura County

Response options	Percent
3-High priority	68.2
2-Lower priority, but still include in Plan	27.3
1-Not a priority; drop from the Plan	4.6

C.3 - Pursue attraction/recruitment of firms from outside Ventura County

Response options	Percent
3-Lead role	16.7
2-Support role	64.3
1-No role	19.1

C.4 - Systematically encourage/support entrepreneurial development in key clusters

Response options	Percent
3-High priority	71.1
2-Lower priority, but still include in Plan	28.9
1-Not a priority; drop from the Plan	0.0

C.4 - Systematically encourage/support entrepreneurial development in key clusters

Response options	Percent
3-Lead role	14.0
2-Support role	65.1
1-No role	20.9

C.5 - Focus on targeting "spillover" opportunities from Los Angeles County (this could apply to recruitment and/or entrepreneurial development)

Response options	Percent
3-High Priority	39.5
2-Lower priority, but still include in Plan	46.5
1-Not a priority; drop from the Plan	14.0

C.5 - Focus on targeting "spillover" opportunities from Los Angeles County (this could apply to recruitment and/or entrepreneurial development)

Response options	Percent
3-Lead role	11.9
2-Support role	54.8
1-No role	33.3

STRATEGY GROUP D: FOCUS MARKETING/BRANDING EFFORTS ON POSITIVE QUALITY OF LIFE FEATURES IN THE COUNTY
Questions and Response Summary

D.1 - Strategic location within regional economy

Response options	Percent
3-High priority	58.7
2-Lower priority, but still include in Plan	21.7
1-Not a priority; drop from the Plan	19.6

D.2 - Favorable geography – beaches and mountains provide for numerous recreational activities (positive for tourism as well) and natural beauty – and favorable climate

Response options	Percent
3-High priority	67.4
2-Lower priority, but still include in Plan	27.9
1-Not a priority; drop from the Plan	4.7

D.3 - Relatively low crime rate

Response options	Percent
3-High priority	32.6
2-Lower priority, but still include in Plan	39.5
1-Not a priority; drop from the Plan	27.9

D.4 - Presence of higher education institutions with a variety of assets relating to economic development

Response options	Percent
3-High priority	46.7
2-Lower priority, but still include in Plan	40.0
1-Not a priority; drop from the Plan	13.3

D.5 - Overall quality of life and housing affordability (relative to other coastal Southern California locations)

Response options	Percent
3-High Priority	48.9
2-Lower priority, but still include in Plan	28.9
1-Not a priority; drop from the Plan	22.2

STRATEGY GROUP E: REVIEW INFRASTRUCTURE CONDITIONS AND NEEDS

Questions and Response Summary

E.1 - Prioritize investment in infrastructure improvements to ensure water availability/quality (for agriculture and other activities)

Response options	Percent
3-High priority	95.2
2-Lower priority, but still include in Plan	4.8
1-Not a priority; drop from the Plan	0.0

E.1 - Prioritize investment in infrastructure improvements to ensure water availability/quality (for agriculture and other activities)

Response options	Percent
3-Lead role	54.6
2-Support role	43.2
1-No role	2.3

E.2 - Continue to monitor and seek improvements to transportation infrastructure in order to minimize the cost and inconvenience of traffic congestion, recognizing that the adoption of autonomous vehicles will potentially be a "game changer" in terms of roadway requirements

Response options	Percent
3-High priority	77.3
2-Lower priority, but still include in Plan	20.5
1-Not a priority; drop from the Plan	2.3

E.2 - Continue to monitor and seek improvements to transportation infrastructure in order to minimize the cost and inconvenience of traffic congestion, recognizing that the adoption of autonomous vehicles will potentially be a "game changer" in terms of roadway requirements

Response options	Percent
3-Lead role	56.8
2-Support role	40.9
1-No role	2.3

E.3 - Continue to improve and develop technology/broadband-related infrastructure

Response options	Percent
3-High priority	74.4
2-Lower priority, but still include in Plan	18.6
1-Not a priority; drop from the Plan	7.0

E.3 - Continue to improve and develop technology/broadband-related infrastructure

Response options	Percent
3-Lead role	42.2
2-Support role	53.3
1-No role	4.4

STRATEGY GROUP F: ADDRESS KEY THREATS TO ECONOMIC PROGRESS IN THE COUNTY

Questions and Response Summary

F.1 - Address housing affordability – a potential constraint to retaining/attracting residents; given the widespread nature of this problem (which is actually worse in other Southern California coastal locations), take advantage of best practices as they develop around the state and nation

Response options	Percent
3-High priority	77.3
2-Lower priority, but still include in Plan	22.7
1-Not a priority; drop from the Plan	0.0

F.1 - Address housing affordability – a potential constraint to retaining/attracting residents; given the widespread nature of this problem (which is actually worse in other Southern California coastal locations), take advantage of best practices as they develop around the state and nation

Response options	Percent
3-Lead role	43.2
2-Support role	52.3
1-No role	4.6

F.2 - Continue to streamline regulatory framework/permitting process to make County more "business friendly"

Response options	Percent
3-High priority	97.7
2-Lower priority, but still include in Plan	2.3
1-Not a priority; drop from the Plan	0.0

F.2 - Continue to streamline regulatory framework/permitting process to make County more "business friendly"

Response options	Percent
3-Lead role	84.4
2-Support role	15.6
1-No role	0.0

F.3 - Continue to work toward balanced resolution of business/development concerns related to SOAR measures (at the County level and also the community level as appropriate), while fully recognizing the public's strong support for these measures

Response options	Percent
3-High priority	74.4
2-Lower priority, but still include in Plan	11.6
1-Not a priority; drop from the Plan	14.0

F.3 - Continue to work toward balanced resolution of business/development concerns related to SOAR measures (at the County level and also the community level as appropriate), while fully recognizing the public's strong support for these measures

Response options	Percent
3-Lead role	51.1
2-Support role	37.8
1-No role	11.1