

## Handout 1: Who should be involved in implementation of action items?

Action Item	Other Entities?
<b>Strategy Group A: Maximize potential of County’s key assets for encouraging economic vitality</b>	
A.1 Convene a countywide Economic Vitality Consortium to coordinate implementation of the EVSP and, as an initial priority, determine what organizations or organizational arrangements may need to be established to implement strategic actions that are not currently addressed by the County or the partner entities, or which require more coordination, etc.	<ul style="list-style-type: none"> <li>• VCEDA</li> <li>• Oxnard Harbor District</li> <li>• Major employers</li> <li>• P-20/Education</li> <li>• TBID (Ventura County Coast)</li> <li>• CVBs (Simi Valley, Conejo, Camarillo, Ojai)</li> </ul>
A.2 In connection with other related action items that imply the need for expanded development capacity, establish framework and policies for maximizing future use of Ventura County’s remaining developable (or re-developable) land	<ul style="list-style-type: none"> <li>• SOAR</li> <li>• Farm Bureau Realtors</li> <li>• COLAB</li> <li>• Agricultural Cultural Community Representatives</li> <li>• Land use consultants</li> <li>• EDC-VC Vitality Consortium</li> <li>• VCAA</li> <li>• BIA</li> </ul>
A.3 Continue to prioritize investment in infrastructure, County services and other assets that are recognized strengths within Ventura County and critical to future economic vitality, including public safety, healthcare, library services, environmental assets, and other quality of life / business climate conditions	<ul style="list-style-type: none"> <li>• Chamber Alliance</li> <li>• VCTC</li> <li>• Oxnard Harbor District</li> <li>• EDC-VC</li> <li>• Transportation/Public Works</li> <li>• Media (notifications, recruitment)</li> </ul>
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.)	<ul style="list-style-type: none"> <li>• Farm Bureau</li> <li>• So Cal Gas</li> <li>• Water Districts/Agencies</li> <li>• Totally Local VC</li> <li>• VC Lodging Assoc/Visitors’ Bureaus</li> <li>• VCAA</li> <li>• Port of Hueneme/OHD</li> <li>• Cattlemen’s Association</li> <li>• COLAB</li> <li>• Ventura County Coast</li> <li>• CAUSE</li> </ul>

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	<ul style="list-style-type: none"> <li>• SOAR</li> <li>• Cattlemen’s Association</li> <li>• SEEAG</li> </ul>
<p>A.5 Establish countywide Arts and Culture Collaborative to define and coordinate economic vitality strategies focused on the local creative economy</p>	<ul style="list-style-type: none"> <li>• Ventura County Arts Council</li> <li>• Arts Guilds</li> <li>• City Cultural Affairs Dept.</li> <li>• Museums</li> <li>• VC Lodging Association</li> <li>• Bird Museum</li> <li>• Alliance of the Library</li> </ul>
<p>A.6 Identify potential spin-off opportunities from Naval Base Ventura County</p>	<ul style="list-style-type: none"> <li>• CSUCI</li> <li>• EDC-VC</li> <li>• Port of Hueneme</li> <li>• Oxnard COC</li> <li>• Local Arts Councils</li> <li>• Hoteliers (TBIDs)</li> <li>• Federal elected officials/Congressional representatives</li> <li>• City Economic Development Departments</li> </ul>
<p>A.7 Identify potential spin-off opportunities from the general aviation airports, the Port of Hueneme (including the free trade zone [FTZ]) and Channel Islands Harbor</p>	<ul style="list-style-type: none"> <li>• World Trade Center</li> <li>• City of Oxnard</li> <li>• City of Camarillo</li> <li>• Oxnard COC</li> <li>• DEC</li> <li>• OHD/Port of Hueneme</li> <li>• Developers</li> <li>• Real Estate brokers</li> </ul>
<p>A.8 Leverage business development/spin-off opportunities of higher educational institutions</p>	<ul style="list-style-type: none"> <li>• ACE Charter</li> <li>• UCSB</li> <li>• HUB 101/Incubators</li> <li>• 805 startups</li> <li>• VC Innovates</li> <li>• COCs</li> <li>• Media</li> </ul>

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	<ul style="list-style-type: none"> <li>• City Economic Development Departments</li> <li>• CI Business and Technology Partnership</li> </ul>
A.9 Promote interaction between education partners and industry (maximize workforce connections)	<ul style="list-style-type: none"> <li>• VCOE</li> <li>• CSUCI</li> <li>• Naval Base</li> <li>• EDC-VC</li> <li>• Other COCs</li> <li>• Ventura County Coast</li> <li>• VC Innovates</li> <li>• Utilities</li> </ul>
<b>Strategy Group B: Maximize workforce readiness</b>	
B.1 Promote job opportunity awareness among students, unemployed/underemployed residents, and other workers in need of retraining	<ul style="list-style-type: none"> <li>• Ventura County Continuum of Care</li> <li>• Chamber Alliance</li> <li>• Ventura County Community Foundation</li> <li>• Naval Base</li> <li>• Libraries</li> <li>• VC Innovates</li> <li>• COLAB</li> <li>• NAVSEAR</li> <li>• NBVC/NAWC-WD's Stem Initiatives</li> <li>• Other COCs</li> <li>• EDC-VC</li> <li>• VCCCD – Econ Workforce Dev. Division</li> <li>• VCOE</li> <li>• City Econ Development Departments</li> <li>• Utilities</li> </ul>
B.2 Coordinate local employer needs with education/training	<ul style="list-style-type: none"> <li>• Habitat for Humanity</li> <li>• Naval Base</li> <li>• MRVC</li> <li>• EDC-VC</li> <li>• COLAB</li> <li>• VC Innovates</li> <li>• VCCCD – Econ Workforce Dev. Division</li> <li>• All COCs</li> <li>• Utilities</li> </ul>

<b>Action Item</b>	<b>Other Entities?</b>
B.3 Coordinate all education levels to ensure seamless path of training to employment	<ul style="list-style-type: none"> <li>• VC Innovates</li> <li>• Linked Learning – Ventura County Civic Alliance</li> <li>• COLAB</li> <li>• EDC-VC</li> <li>• Incubators</li> <li>• Cal Lutheran Start ups</li> <li>• Utilities</li> </ul>
B.4 Reach out to key employers to identify key workforce readiness issues	<ul style="list-style-type: none"> <li>• Naval Base</li> <li>• Other COCs</li> <li>• Civic Alliance</li> <li>• COLAB</li> <li>• VCCCD – Econ Workforce Dev. Division</li> <li>• City Econ Development Departments</li> </ul>
B.5 Leverage County (government) status as the second-largest employer in the county to pursue best practices aimed at maximizing local hiring, in coordination with education/training providers	<ul style="list-style-type: none"> <li>• Military</li> <li>• Fire Departments</li> <li>• County Law Enforcement</li> <li>• Board of Realtors</li> </ul>
<b>Strategy Group C: Maximize growth of key industries/clusters with the potential to create high-quality employment opportunities</b>	
C.1 In conjunction with EDC-VC and other interested partners, review materials in the EVSP pertaining to potential target industries, and establish consensus to the extent possible on initial target industry focus throughout Ventura County	<ul style="list-style-type: none"> <li>• Economists at Cal Lutheran and CSUCI</li> <li>• VCEDA</li> <li>• WDB</li> <li>• EDC-VC: Small Business Development Center</li> <li>• Cities</li> <li>• Manufacturers Roundtable</li> <li>• Media</li> <li>• Energy utilities</li> </ul>
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	<ul style="list-style-type: none"> <li>• So Cal Gas</li> <li>• Biotech Network</li> <li>• Community Foundation</li> <li>• Economic Development Roundtable</li> <li>• Housing Authorities and Organizations</li> <li>• Film industry</li> <li>• Oil and Gas industry</li> <li>• City Econ Development Departments</li> </ul>

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	<ul style="list-style-type: none"> <li>• COLAB</li> <li>• VCEDA</li> <li>• VCAA</li> <li>• Farm Bureau</li> </ul>
C.3 Facilitate expansion of existing firms in key clusters	<ul style="list-style-type: none"> <li>• MRVC</li> <li>• City Planners</li> <li>• Cal Competes Program</li> <li>• City Econ Development Departments</li> <li>• COLAB</li> </ul>
C.4 Pursue attraction/recruitment of firms from outside Ventura County	<ul style="list-style-type: none"> <li>• Economic Development Roundtable</li> <li>• Tourist Bureaus</li> <li>• Film Commission</li> <li>• City Econ Development Departments</li> <li>• Leasing Agents and Real Estate Brokers</li> <li>• Foreign Direct Investors and their consultants</li> <li>• PUC/Utilities</li> <li>• COCs</li> </ul>
C.5 Systematically encourage/support entrepreneurial development in key clusters	<ul style="list-style-type: none"> <li>• Economic Development Roundtable</li> <li>• HUB 101</li> <li>• Aspire 3</li> <li>• 805 Startups (incubators)</li> <li>• Economic Gardening</li> <li>• Non-employer businesses</li> <li>• COLAB</li> <li>• COCs</li> <li>• City Econ Development Departments</li> </ul>
C.6 Focus on targeting “spillover” opportunities from Los Angeles County (this could apply to recruitment and/or entrepreneurial development)	<ul style="list-style-type: none"> <li>• Oxnard Harbor District</li> <li>• COCs</li> <li>• Cities</li> <li>• Santa Barbara County</li> <li>• Film Commission</li> <li>• TBIDs</li> <li>• City Econ Development Departments</li> <li>• WEV</li> </ul>
<b>Strategy Group D: Focus marketing/branding efforts on economic vitality</b>	

<b>Action Item</b>	<b>Other Entities?</b>
D.1 Establish countywide Marketing Collaborative focused on economic development, to ensure consistency of marketing efforts with countywide themes/priorities identified in the EVSP	<ul style="list-style-type: none"> <li>• Real Estate Brokers/Board of Realtors</li> <li>• TBIDs</li> <li>• Central Coast Tourism Council</li> <li>• Film Commission</li> <li>• VCLA</li> </ul>
D.2 In conjunction with Marketing Collaborative partners, identify opportunities for implementing specialized marketing campaigns (i.e., marketing initiatives focused on special topics such as the arts, recreation, quality of life, etc.)	<ul style="list-style-type: none"> <li>• Ventura County Arts Council</li> <li>• Guilds</li> <li>• TBIDs (Ventura County Coast)</li> <li>• VCLA</li> </ul>
<b>Strategy Group E: Review infrastructure conditions and needs</b>	
E.1 Prioritize investment in infrastructure improvements to ensure water availability/quality	<ul style="list-style-type: none"> <li>• Utilities – SCE, So Cal Gas</li> <li>• COLAB</li> <li>• AWA</li> <li>• Association of Water Agencies</li> <li>• Port</li> <li>• City Managers – countywide</li> <li>• City Public Works Departments</li> <li>• City Planning Departments</li> <li>• VCAA</li> <li>• WSPA</li> </ul>
E.2 Continue to monitor and seek improvements to transportation infrastructure involving roads/systems within city and county jurisdiction, in order to minimize the cost and inconvenience of traffic congestion, while continuing to seek funding through lobbying, grant writing, and similar means, for transportation infrastructure under federal and state jurisdiction	<ul style="list-style-type: none"> <li>• Oxnard Harbor District</li> <li>• Port of Hueneme/OHD</li> <li>• NBVC</li> <li>• COCs</li> <li>• City Public Works Departments</li> <li>• Ventura County Tax Payers Association</li> </ul>
E.3 Continue to improve and develop technology/broadband-related infrastructure	<ul style="list-style-type: none"> <li>• BIA</li> <li>• City Planning Departments</li> <li>• City IT Departments</li> </ul>
<b>Strategy Group F: Address key threats to economic progress in the County</b>	
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	<ul style="list-style-type: none"> <li>• VCEDA</li> <li>• BIA</li> <li>• HOME</li> <li>• Habitat for Humanity</li> <li>• Housing Trust Fund</li> </ul>

Action Item	Other Entities?
	<ul style="list-style-type: none"> <li>• City Planning Departments</li> <li>• COCs</li> <li>• Board of Realtors/VCCAR</li> <li>• Many Mansions</li> </ul>
<p>F.2 Continue to address homelessness, as both a social and business-impact issue, throughout Ventura County</p>	<ul style="list-style-type: none"> <li>• Faith based organizations</li> <li>• County Mental Health</li> <li>• Project Understanding (other non-profits)</li> <li>• Project Hope</li> <li>• County Services Agency</li> <li>• Law enforcement</li> <li>• City Managers</li> </ul>
<p>F.3 Continue to promote business-friendliness in the regulatory/permitting environment throughout Ventura County, through collaboration, exchange of ideas and best practices, and promoting consistency in policy and practice, among cities and the County</p>	<ul style="list-style-type: none"> <li>• SCE</li> <li>• So Cal Gas</li> <li>• VCEDA</li> <li>• City Planning Departments</li> <li>• COLAB</li> <li>• Developers</li> <li>• VCOG</li> <li>• WSPA</li> </ul>
<p>F.4 Define and document conditions related to the way in which SOAR generally influences the supply and other conditions related to developable land in the cities and the County, and prepare materials for clarifying these conditions for use by the general public</p>	<ul style="list-style-type: none"> <li>• CLU / Economics Dept / Matthew Fienup (economist)</li> <li>• City Planning Agencies</li> <li>• VCEDA</li> <li>• EDC-VC</li> <li>• COLAB</li> <li>• COCs</li> <li>• Farm Bureau</li> <li>• Cattlemen’s Association</li> </ul>
<p>F.5 Respecting the principles of SOAR measures supported by Ventura County citizens, review and inventory developable land under SOAR, including appropriate development characteristics, at the County level and for the individual cities, with the intent of maintaining this database and facilitating the potential for maximizing the use of available commercial/industrial properties for targeted activities</p>	<ul style="list-style-type: none"> <li>• COLAB</li> <li>• VCEDA</li> <li>• EDV-VC</li> <li>• COCs</li> <li>• Cattlemen’s Association</li> <li>• Farm Bureau</li> <li>• Board of Realtors</li> </ul>

## **Acronym Key**

ACE = Architecture, Construction & Engineering High School  
AWA = Association of Water Agencies, Ventura County  
BIA = Building Industry Association  
CAUSE = Central Coast Alliance United for a Sustainable Economy  
CLU = California Lutheran University  
COC = Chamber of Commerce  
COLAB = Ventura County Coalition of Labor, Agriculture and Business  
CSUCI = California State University Channel Islands  
CVB = Convention and Visitors Bureau  
DEC = District Export Council  
EDC-VC = Economic Development Collaborative-Ventura County  
HOME = Housing Opportunities Made Easier  
IT = Information Technology  
MRVC = Manufacturing Roundtable Ventura County  
NBVC = Naval Base Ventura County  
NAWC-WD = Naval Air Warfare Center – Weapons Division  
OHD = Oxnard Harbor District  
PUC = Public Utilities Commission  
SEEAG = Students for Eco-Education and Agriculture  
SOAR = Save Open Space and Agricultural Resources  
TBID = Tourism Business Improvement District  
UCSB = University of California, Santa Barbara  
VC = Ventura County  
VCAA = Ventura County Agricultural Association  
VCCAR = Ventura County Coastal Association of Realtors  
VCCCD = Ventura County Community College District  
VCEDA = Ventura County Economic Development Association  
VCLA = Ventura County Lodging Association  
VCOE = Ventura County Office of Education  
VCOG = Ventura County Council of Governments  
VCTC = Ventura County Transportation Commission  
WEV = Women’s Economic Ventures  
WSPA = Western States Petroleum Association