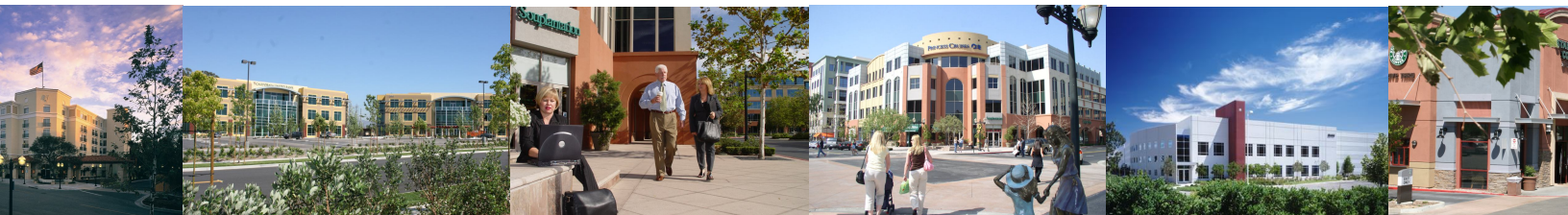


**STRATEGIC PLAN**  
**SANTA CLARITA VALLEY**  
Economic Development Corporation  
September 2010



## PROPOSED STRATEGIC PLAN

### SANTA CLARITA VALLEY

#### Economic Development Corporation

**Mission:** As the driving force for collaborative leadership, the Santa Clarita Valley Economic Development Corporation is dedicated to boosting the economic vitality of the Santa Clarita Valley. Through leveraging public and private partnerships, the SCVEDC is committed to enhancing availability of the financial capital, educational and training as well as the civic, cultural and social elements which support business vitality, quality of life, and opportunities in the Santa Clarita Valley.

#### **Goals to Support the Mission:**

- 1. Retain, Expand and Nurture Existing Businesses.***
- 2. Educate the Public about the Impact of Shopping Locally.***
- 3. Support the Development of an Educated Workforce.***
- 4. Attract Targeted Industries.***
- 5. Draw More Outside Money into the Region.***
- 6. Enhance the Quality of Life in SCV.***
- 7. Promote Adoption of Clear, Reasonable and Predictable Processes for Land Development.***
- 8. Promote and Sustain Economic Development Corporation Programs.***
- 9. Ensure Financial Viability and long Term Success of Santa Clarita Valley Economic Development Corporation.***

## **Goal 1: Retain, Expand and Nurture Existing Businesses**

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### **OBJECTIVES**

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1. Advocate public policies and programs that are conducive to a robust business environment while preserving a high quality of life.
2. Encourage programs which help create, maintain, and improve employment opportunities for Santa Clarita Valley residents and expand the local tax base.
3. Provide greater opportunities for increased financing and investments in the business community.
4. Develop, expand, and upgrade the skills of the existing workforce.

### **STRATEGIES**

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1. Forge liaisons with city, county and state officials.
2. Establish strategic alliances with like-minded agencies, such as the College of the Canyons, SBDC, Chamber of Commerce, VIA, GAVEA, & LAEDC.
3. Bring together different industries and sectors of the economy that might not otherwise have considered interaction, collaboration and alliance; object is to leverage common strengths among various industries to foster homegrown innovation.
4. Establish the SCVEDC as the premier source for economic, demographic, and business resource information and stimulation in the region.
5. Recruit cadre of local volunteers willing to conduct business coaching.
6. Encourage workforce development and other training programs for business.
7. Promote entrepreneurialism and innovation to make small businesses thrive.
8. Fast track the needs of business by providing leadership in advocating for business friendly federal, state, regional, and local government policies and streamlined permitting processes, or by linking businesses to other regional resources.
9. Promote business-to-business activity.
10. Facilitate industry cluster groups for idea sharing.

### **WORK PLAN PROGRAMS (Responsible Agency in Parentheses)**

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2010

1. In conjunction with City and County, submit application to establish Santa Clarita Valley Enterprise Zone.  
**(Staff, Consultant, Retention / Community Dev Committee)**
2. Establish and begin implementation of a comprehensive, regional business retention and expansion program.  
**(Staff, Marketing / Outreach Committee)**
3. Conduct fundraising activities to recoup Enterprise Zone consultant fees.  
**(Staff, Organizational Development / Admin Committee)**
4. Conduct detailed business retention and expansion surveys of 20 of the largest employers in SCV.  
**(Staff)**
5. Support and/or conduct two sector-oriented conferences or networking events to identify opportunities for synergies and cooperation.  
**(Staff, Retention / Community Dev Committee)**
6. Pitch the "Dell Concept" to ten of the top twenty companies in the SCV; contact all leads generated.  
**(Staff)**

7. Support and/or conduct business coaching services, seminars, and workshops to complement those offered by other agencies.

**(Staff, Retention / Community Dev Committee)**

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2011

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1. Continue 2010 programs and add:
2. Conduct detailed business retention and expansion surveys of 60 of the largest employers in SCV.  
**(Staff)**
3. Establish a capital access referral / loan service with links to banks, private investors, angel groups, and other lenders/investors.  
**(Staff, Retention / Community Dev Committee - Community Lending Committee Subcommittee)**
4. In conjunction with COC, publish local labor market survey.  
**(Staff, COC, Retention / Community Dev Committee)**
5. ICW City of Santa Clarita, Chamber of Commerce, and VIA, publish comprehensive local business directory.  
**(Staff, Chamber, VIA &City)**
6. Explore and support the development of a regional venture capital fund.  
**(Staff, Retention / Community Dev Committee - Community Lending Subcommittee)**
7. ICW Southern California Edison, publish SCV Economic Overview Study.  
**(Contract w/SCE)**
8. Establish a Business Development Service Center, a first-stop resource for business information, assistance and referral.  
**(Staff)**
9. Publish annual business retention report.  
**(Staff)**

*PERFORMANCE MEASURES*

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1. Business retention activity, outreach & service utilization
2. Economic impact estimates
3. Job creation estimates
4. Changes in unemployment statistics
5. Changes in per-capita income
6. Sales tax yield

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## **Goal 2: Educate the Public about the Impact of Shopping Locally**

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### **OBJECTIVES**

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1. Encourage local citizens to spend their money locally to the maximum extent possible.
2. Educate public on conservation measures as a means to avoid "exporting" local funds.

### **STRATEGIES**

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1. Educate business owners and shoppers on multiple tactics to keep money local.
2. Move public's impression of the "Think SCV" campaign from one of awareness to understanding and then to adoption.
3. Enlist business owners as allies through "Think SCV" campaign.
4. Leverage business owners support of the "Think SCV" campaign to collect data for comprehensive business directory.

### **WORK PLAN PROGRAMS (Responsible Agency in Parentheses)**

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2010

1. Evaluate the overall effectiveness of "Think SCV" campaign  
**(Staff, Retention / Community Dev Committee - Think SCV Subcommittee)**
2. Identify and support clear marketing, promotion and information strategies to increase local shopping  
**(Staff, Retention / Community Dev Committee - Think SCV Subcommittee)**

2011

1. Continue 2010 programs and add:
2. Create press releases to support a valley-wide shop local campaign.  
**(Staff, Retention / Community Dev Committee - Think SCV Subcommittee)**
3. Develop Santa Clarita Valley shopping decision matrix; post on website and other media; include provision for business registration.  
**(Staff, Retention / Community Dev Committee - Think SCV Subcommittee)**
4. Explore viability of applying for weatherization/conservation funding grants to increase disposable income and avoid exporting local funds.  
**(Staff)**
5. In conjunction with local utilities companies, launch an incentive based conservation program to avoid exporting local funds.  
**(Staff, SCE, and Gas Company)**
6. Organize a minimum of two public forums touting conservation as a means to avoid exporting local funds.  
**(Staff, SCE, and Gas Company)**
7. In conjunction with Southern California Edison and The Gas Company, implement local home & business weatherization and energy audit programs, preferably grant funded, to avoid exporting local funds.  
**(Staff, SCE, Gas Company)**

### **PERFORMANCE MEASURES**

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1. Number of businesses subscribing to "Think SCV" campaign
2. Number of inquiries on "Think SCV"
3. Change in tax receipts

4. Unemployment rate relative to surrounding areas
5. Public awareness level indicated by survey poll

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### **Goal 3: Support the Development of an Educated Workforce**

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#### **OBJECTIVES**

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1. Create and recruit a suitable educated and degreed workforce.
2. Promote the development of technology infrastructure that attracts businesses.

#### **STRATEGIES**

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1. Improve educational opportunities for college students, high school, vocational/tech and apprenticeships.
2. Retrain mature workers.
3. Align educational investments to meet needs of target industries.

#### **WORK PLAN PROGRAMS (Responsible Agency in Parentheses)**

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2010

1. Coordinate with WorkSource as a means for training the workforce and matching workers to employers.  
**(Staff, WorkSource)**
2. Research, identify and market quality and availability of SCV labor force to current and prospective businesses.  
**(Staff, Marketing / Outreach Committee)**

2011

1. Continue 2010 programs and add:
2. Poll SCV businesses to identify and forecast skill shortfalls and coordinate with local educational institutions to develop customized training programs to meet those needs.  
**(Staff, Retention / Community Dev Committee)**
3. In conjunction with COC, publish local labor market survey.  
**(Staff, COC, Retention / Community Dev Committee)**

#### **PERFORMANCE MEASURES**

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1. Workforce satisfaction rankings
2. Change in number of technology companies
3. Change in employment rate

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## **Goal 4: Attract Target Industries**

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### **OBJECTIVES**

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1. Grow a diversified, globally competitive economy which is supported by a highly-skilled workforce, successful in various economic climates and positioned to capture benefits of current and future high growth industries. Emphasize:
  - o Health Care/ Biomed
  - o Aerospace
  - o Homeland Security
  - o Film/Entertainment
  - o "Green" Technologies
  - o Automotive Technologies
  - o Construction (including infrastructure)
  - o Professional Services
2. Provide marketing outreach to encourage businesses to remain, locate, and develop within the Santa Clarita Valley, with special emphasis on Old Town Newhall and other needy areas.
3. Promote adoption of clear, reasonable and predictable processes for the development of land to facilitate job creation.

### **STRATEGIES**

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1. Encourage large local manufacturers and assemblers to collocate their major suppliers (the "Dell Concept").
2. Provide reliable information about the Santa Clarita Valley's business-friendly climate to executives making location and expansion decisions; emphasize enterprise zone, favorable tax basis, and the type of information site selectors commonly request.
3. Prospect at trade shows touting business friendly locations.
4. Coordinate with Congressman McKeon's office, LA County, City of Santa Clarita, and real estate professionals to identify available prospects and facilities to meet the requirement of new and expanded businesses.
5. Form travelling "Tiger Teams" of reliable industry and community spokespersons to pitch prospects face-to-face.
6. Identify service professionals who daily commute outside SCV and who can easily relocate their offices.

### **WORK PLAN PROGRAMS (Responsible Agency in Parentheses)**

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2010

1. Conduct a basic market assessment and SWOT analysis of SCV.  
**(Staff, Marketing / Outreach Committee)**
2. Develop a detailed target industry analysis of current and future SCV industries.  
**(Staff, Consultant, Marketing / Outreach Committee)**
3. Conduct a minimum of two focus group sessions to generate buy-in and community support for target industry analysis.  
**(Staff, Marketing / Outreach Committee)**
4. Create a prospect list of active site selectors within target industries.  
**(Staff, Marketing / Outreach Committee)**
5. Organize a prospect list of target companies for recruitment.  
**(Staff, Marketing / Outreach Committee)**

6. Develop a regional marketing and branding plan in conjunction with appropriate partners.  
**(Staff, Marketing / Outreach Committee)**
7. Conduct a minimum of two focus group sessions to generate buy-in and community support for marketing plan.  
**(Staff, Marketing / Outreach Committee)**
8. Create a regional, GIS enabled buildings and sites database.  
**(Staff, Marketing / Outreach Committee)**
9. Identify, research and prepare for relocation trade show participation in 2011.  
**(Staff, Marketing / Outreach Committee)**
10. Procure software to model fiscal and economic impacts of current and potential industries.  
**(Staff)**

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2011

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1. Continue 2010 programs and add;
2. Coordinate regional marketing activities identified in marketing plan.  
**(Staff, Marketing / Outreach Committee)**
3. Participate in two relocation trade shows; follow up with prospect contacts.  
**(Staff, Marketing / Outreach Committee)**
4. Meet with C-level executive residents with companies outside the SCV; determine feasibility of relocating their firms into the SCV.  
**(Staff, Marketing / Outreach Committee)**
5. Organize and build regional operating cost comparison models for target industries.  
**(Staff)**
6. Establish a local business relocation assistance service in conjunction with LA County, the City of Santa Clarita, local commercial real estate enterprises, Chamber of Commerce, VIA, and other appropriate agencies.  
**(Staff, Marketing / Outreach Committee)**
7. Promote and lead SCV familiarization tours.  
**(Staff, Marketing / Outreach Committee)**
8. Determine through surveys whether casual visitors have an interest in relocating their businesses to the SCV in conjunction with local hospitality industry.  
**(Staff, Marketing / Outreach Committee)**
9. Conduct on-line survey to identify "malpositioned" service professionals.  
**(Staff, Marketing / Outreach Committee)**
10. Procure software data bases to provide accurate research data on economic development in the region in conjunction with City of Santa Clarita and other SCV communities.  
**(Staff)**

*PERFORMANCE MEASURES*

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1. Business outreach activity & service utilization
2. Economic impact estimates
3. Job creation estimates
4. Change in occupied commercial space

## **Goal 5: Draw More Outside Money into the Region**

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### **OBJECTIVES**

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1. Access federal and state assistance funds and private grant monies.
2. Encourage tourism by promoting local attractions, events, conventions, conferences, and promotions.
3. Promote the establishment of key venues for events and conferences.

### **STRATEGIES**

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1. Develop plan for year-round recreation and visitor attraction.
2. Coordinate with local hospitality industry, LA County, and communities of Santa Clarita Valley to develop cooperative tourism promotions.
3. Form an action coalition for regional tourism.
4. Encourage sports tourism by attracting tournaments and competitions and ensuring the Santa Clarita Valley has the locations and venues to facilitate major sports tourism events.

### **WORK PLAN PROGRAMS (Responsible Agency in Parentheses)**

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2010

1. In conjunction with the communities of Santa Clarita Valley, identify appropriate attractions / activities to fill in "holes" in the annual calendar and approach appropriate organizers to remedy.  
**(Staff, Major Events / Tourism Committee)**
2. Join and/or liaison with Santa Clarita Tourism Board.  
**(Staff)**
3. Begin research and identification of potential grant opportunities.  
**(Staff, Org Dev / Admin Committee - Grant Identification / Writing Sub Committee)**

2011

1. Continue 2010 programs and add:
2. Conduct and/or support one tourism sector-oriented conference with invitations to representatives of local attractions, restaurants, hotels, colleges, government agencies, and others to identify opportunities for synergies and cooperation.  
**(Staff, Major Events / Tourism Committee)**
3. Research, identify and support potential partnership and / or sponsorship opportunities that would lead to the creation of new, major events in the SCV and generate national media attention.  
**(Staff, Major Events / Tourism Committee)**
4. Develop list of tourism-related infrastructure and business conference needs.  
**(Staff, Major Events / Tourism Committee)**
5. Conduct a major business conference featuring the region's most influential economists and business associates.  
**(Staff, Major Events / Tourism Committee)**
6. Support development of a regional destination marketing campaign.  
**(Staff, Major Events / Tourism Committee)**

### **PERFORMANCE MEASURES**

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1. Grants applied for and / or received
2. Change in TOT receipts



## **Goal 6: Enhance the Quality of Life in Santa Clarita Valley**

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### **OBJECTIVES**

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1. Preserve and build upon region's high quality of life as a key enhancer of economic development in the SCV.
2. Promote and assist in providing enrichment activities for valley residents including educational activities relating to work force development.
3. Promote availability of jobs commensurate with the population.
4. Encourage planning that improves mobility and reduces traffic congestion.

### **STRATEGIES**

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1. Advocate for a well-balanced community to support business (Jobs/housing balance, infrastructure support, other QOL issues).
2. Support the arts and other life enriching experiences that enhance the quality of life in the Santa Clarita Valley.
3. Support key local nonprofits (Boys and Girls Club, Child and Family Center, YMCA, etc.)
4. Advocate for strategically located affordable housing to give a hand up to the disadvantaged poor.
5. Link local career tech training with business needs.
6. Form strategic alliances with like-minded agencies to advocate better road infrastructure projects.
7. Support regional infrastructure planning to comply with SB375 and other relevant initiatives.
8. Support local anti-crime initiatives.

### **WORK PLAN PROGRAMS (Responsible Agency in Parentheses)**

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2010

1. Monitor city and county agenda to identify issues related to jobs and schedule economic development advocates for testimony.  
**(Staff)**
2. Advocate through Arts Commission to implement art programs that support economic development.  
**(Staff, Major Events / Tourism Committee)**
3. Encourage and support expansion of cultural and artistic amenities that celebrate the richness of the SCV and attract visitors.  
**(Staff, Major Events / Tourism Committee)**
4. Provide a referral service through which disadvantaged workers can access no-cost or low-cost job training.  
**(Staff)**

2011

1. Continue 2010 programs and add:
2. Support the creation of incentives to encourage construction of all types of housing in the SCV, with particular emphasis on affordable and workforce units.  
**(Staff, Marketing / Outreach Committee)**
3. Seek funding grants to revitalize low income communities.  
**(Staff – Org Dev / Admin Committee – Grant Identification / Writing Sub Committee)**



## **Goal 7: Promote Adoption of Clear, Reasonable and Predictable Processes for Land Development**

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### **OBJECTIVES**

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1. Advocate for proper land use, including infrastructure, for creating an economic balance
2. Pursue 2:1 jobs/housing ratio for all new development.

### **STRATEGIES**

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1. Advocate for creation of eastern SCV employment hubs.
2. Encourage increased density in non-residential projects (Increase height limits and encourage parking structures).
3. Encourage mixed use development and allow multiple economic activities in business and industrial parks.
4. Create villages with employment and retail opportunities.
5. Encourage class A office space.
6. Fast track the needs of business by providing leadership in advocating for business friendly federal, state, regional, and local government policies and streamlined permitting processes, or by linking businesses to other regional resources.

### **WORK PLAN PROGRAMS (Responsible Agency in Parentheses)**

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2010

1. Send appropriate spokesperson to each public hearing (Board of Supervisors, City Council, Planning Commission) on land use issues in the SCV  
**(Board of Directors, Staff)**

2011

1. Continue 2010 programs and add:
2. Publish two articles in local publications educating public on benefits to economic vitality of proper land allocation.  
**(Staff)**
3. Provide archive of land use articles on website.  
**(Staff)**
4. Host an educational public workshop on land use policies and their effect on economic vitality.  
**(Staff, Retention / Comm Dev Committee)**

### **PERFORMANCE MEASURES**

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1. Change in jobs / housing ratio
2. Gains in Class A office space

## **Goal 8: Promote and Sustain Economic Development Corporation Programs**

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### **OBJECTIVES**

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1. Maintain high public awareness of SCVEDC activities and benefits.
2. Promote the strategic advantages of SCV as a profitable business location offering a highly desirable quality of life.
3. Help "brand" Santa Clarita as a creative, progressive and business friendly community.

### **STRATEGIES**

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1. Strive to be a "best practices creator", not merely an "adopter".
2. Conduct an active outreach campaign.
3. Instill confidence in the integrity of our dealings through open transparency.
4. Encourage and facilitate communication among members and interaction among economic development peers.
5. Develop a unique story line with a compelling media "hook," such as why a relatively affluent area such as the SCV needs an EDC.
6. Forge close working relationships with key media representatives, with emphasis on southern California and target market areas.

### **WORK PLAN PROGRAMS (Responsible Agency in Parentheses)**

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2010

1. Prepare six press releases and/or articles highlighting key activities and accomplishments; emphasize the importance of regionalism and business friendly nature of SCV.  
**(Staff)**
2. Begin development of an industry leading, marketing focused website.  
**(Staff)**
3. Post quarterly report and annual report on website and advertise their availability in supporting media.  
**(Staff)**
4. Post minutes of the Board of Director meetings on website, and maintain online meeting minutes archive.  
**(Staff)**

2011

1. Continue 2010 programs and add:
2. Complete website development.  
**(Staff)**
3. Develop a full suite of promotional material.  
**(Staff – Marketing / Outreach Committee)**

### **PERFORMANCE MEASURES**

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1. Number of website visits
2. Change in private contributions to corporation
3. Change in number of volunteers
4. Comparative surveys
5. Earned media placements

## **Goal 9: Ensure the Financial Viability and Long Term Success of SCVEDC**

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### **OBJECTIVES**

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1. Secure multiple streams of funding to insure long-term financial security.
2. Maintain an organization which qualifies for the receipt of tax deductible charitable contributions, grants and other funding, whether from public or private sources, which can be used to mitigate the adverse consequences on workers of declining job opportunities.

### **STRATEGIES**

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1. Maintain loyalty of current benefactors by providing periodic reports to keep them abreast of corporation achievements.
2. Promote value of corporation to broaden the base of supporters
3. Organize and implement fund raising events.
4. Seek grants from corporations and government entities.

### **WORK PLAN PROGRAMS (Responsible Agency in Parentheses)**

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2010

1. Publish quarterly report of activities.  
**(Staff)**
2. Research and identify potential grant opportunities.  
**(Staff – Organizational Development / Admin Committee)**
3. Hire SCVEDC staff  
**(Staff, Organizational Development / Admin Committee – Compensation Subcommittee)**
4. Conduct ongoing fundraising to support SCVEDC programs.  
**(Staff, Organizational Development / Admin Committee)**

2011

1. Continue 2010 programs and add:
2. Conduct two major fundraisers (one business symposia, one recreational event).  
**(Staff, Major Events / Tourism Committee)**
3. Apply for a minimum of six grants.  
**(Staff – Organizational Development / Admin Committee)**
4. Develop a “value-added” promotional packet based on 2010 results.  
**(Staff, Organizational Dev / Admin Committee)**
5. Research and explore feasibility of a fundraising campaign to support SCVEDC programs and services.  
**(Staff, Organization Dev / Admin Committee)**
6. If feasible, conduct a fundraising campaign to support SCVEDC programs and services.  
**(Staff, Organization Dev / Admin Committee)**
7. Create and refine organizational policies and procedures.  
**(Staff)**
6. Establish an SCV Leadership Council as a supporter of the SCVEDC.  
**(Staff, Organization Dev / Admin Committee)**

### **PERFORMANCE MEASURES**

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1. Change in annual revenues

