

CSUDH
SOUTH BAY
ECONOMICS
INSTITUTE
CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS

INNOVATIVE AND FORWARD-THINKING ECONOMICS RESEARCH AND
TEACHING

Cultivating Entrepreneurship

Problem solvers in society – planners, developers, policy analysts, administrators, Economic Development officers, entrepreneurs – are similar to gardeners.

- Gardeners get their hands dirty, get digging.
- Use knowledge – tradition and science.
- Focus on small problems – weeding.
- Trial and error, hard-hearted culling of the weak.



Research Findings: So. California Cities

Geographic Area: 215 cities, 8 Counties

- Largest: County of Los Angeles (88 cities) 40.9%
- Smallest: County of Imperial (7 cities) 3.3%
- Others – County of Orange (34 cities)
 - County of Riverside (28 cities)
 - County of San Bernardino (22 cities)
 - County of San Diego (18 cities)
 - County of Ventura (10 cities)
 - County of Santa Barbara (8 cities)



Research Findings: S. California Cities

Cities in Southern California with...		YES		NO	
Economic Development Departments	131	60.9%	84	39.1%	
Economic Development Office culture	167	77.7%	48	22.3%	
Relationships with non-profits, others	212	98.6%	3	1.4%	
Information on unique local events	206	95.8%	9	4.2%	
Tax incentives and subsidies promotion	101	47.0%	114	53.0%	

Research Findings: S. California Cities

Cities in Southern California with...		YES		NO	
Promotional and info websites (e.g. downtown areas, tourism)	155	72.1%	60	27.9%	
SME incubators or accelerators	81	37.7%	134	62.3%	
Downtown and business redevelopment information and projects	176	81.9%	39	18.1%	
New, small business or niche business programs	133	61.9%	82	38.1%	
Programs for minority and foreign/international businesses	40	18.6%	175	81.4%	

Research Findings: Trends

Changing environment

- As the economy is changing – whether real estate values or consumer trends, cities are adjusting their outlook and practices.
- The availability of capital has shifted the ability of some cities to take a proactive versus reactive stance.
- The ability of cities to facilitate vs lead has also been impacted by city factors, economic conditions, and state policy.



Research Findings: Themes

Collaboration or competition?

- We found numerous examples of local Economic Development Offices collaborating with one another. Why? The relationships are mutually beneficial in many ways.
- Who is the real competition? Out-of-state EDOs targeting Californian start-ups and foreign-owned companies?
- The focus for many cities is retention, rather than generation.



Research Findings: Themes

Creativity

- City branding is important.
 - Arts Districts, Downtown Districts
 - Sustainability, tourism
- Creative problem-solving
 - Finding innovative solutions to old and new problems.



Research Findings: Themes

Balance

- Negotiating and representing competing interests, both internal and external to the City:
 - Businesses, Residents, Councilmembers.
 - City managers, Non-profits, Regional actors.
- Blending different economic sectors



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