Economic Development Ad Hoc Committee Special Meeting Agenda

Friday, January 23, 2015 at 9:00 AM
Oakdale Chamber of Commerce & Visitors Bureau
590 North Yosemite Avenue

1. **CALL TO ORDER: Mary Guardiola, Erich Haidlen, John McCormick, Pat Paul, Donald Petersen, Justin Ribeiro and Bob Taylor**

2. **REVIEW AND APPROVE ECONOMIC DEVELOPMENT AD HOC COMMITTEE MEETING MINUTES FROM NOVEMBER 7, 2014**

3. **REVIEW AND DISCUSS DRAFT CITY OF OAKDALE ECONOMIC DEVELOPMENT STRATEGIC PLAN**

4. **DISCUSS MARKETING AND BRANDING EFFORTS FOR OAKDALE**

5. **DISCUSS VISITS WITH LOCAL BUSINESSES**

6. **CITY SIGN ORDINANCE UPDATE**

7. **OTHER MEMBER IDEAS FOR DISCUSSION**

8. **FUTURE AGENDA ITEMS**

9. **ADJOURNMENT**

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact City Hall, 209-845-3571. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. (28CFR 35.102-35.104 ADA Title II).

DECLARATION OF POSTING

I, Rouzé Roberts, Executive Secretary of the City of Oakdale, certify that I caused to be posted a copy of the City of Oakdale Economic Development Ad Hoc Committee Agenda for the Meeting of Friday, January 23, 2015, at the City Council Chambers, 277 North Second Avenue and at the Oakdale Chamber of Commerce & Visitors Bureau 590 North Yosemite Avenue Oakdale, CA, 95361, on Tuesday, January 20, 2015.

Dated: January 20, 2015

/s/Rouzé Roberts
Rouzé Roberts, Executive Secretary

Economic Development Ad Hoc Committee Minutes

Friday, November 7, 2014 at 9:00 AM
Oakdale Chamber of Commerce & Visitors Bureau
590 North Yosemite Avenue

1. CALL TO ORDER: 9:05 am

Members Present: Mary Guardiola, Erich Haidlen, Farrell Jackson, Justin Ribeiro, Bob Taylor

Members Absent: John McCormick, Donald Peterson

Due to the absence of Don Peterson, Farrell Jackson served as Chair.

2. REVIEW AND APPROVE ECONOMIC DEVELOPMENT AD HOC COMMITTEE SPECIAL MEETING MINUTES FROM OCTOBER 10, 2014 AND OCTOBER 24, 2014

Note: Only members who attended the meeting can make motion and second for approval of minutes; members absent from the meeting may vote on approval of minutes provided they read the minutes.

MOTION: To approve the minutes for October 10.
Moved: Mary Guardiola Second: Farrell Jackson Approved: (5-0)

MOTION: To approve the minutes for October 24.
Moved: Mary Guardiola Second: Farrell Jackson Approved: (5-0)

3. REVIEW AND DISCUSS DRAFT CITY OF OAKDALE ECONOMIC DEVELOPMENT STRATEGIC PLAN

a. Cheryl Straight, Alliance Research Manager, presented a revised draft Economic Development Strategic Plan (attached).
    1. Additional data from Turlock, Patterson, Waterford and California.
    2. Color changes for clarity
    3. Claritas update data to 2015 projections

b. At Committee request, Ms. Straight will
    1. Double check housing data
    2. Attempt to break out Oakdale population trends
    3. Add Riverbank and Patterson in household trends
    4. Double check Manteca data
    5. Double check school data; add East Oakdale B.A. percentages
    6. Show larger area percentage changes, but not in bar graph: Stanislaus County, San Francisco, Los Angeles
    7. Sort commute times: high to low

8. Note whether data is single or multi-year
9. Obtain actual crime rate; calls to dispatch does not tell the story

c. Steven Ames noted that the corridor is the biggest competitor. The Committee did not feel the need to include data for San Joaquin County.

(Committee Member Justin Ribeiro excused himself at 9:50.)

d. Cheryl Straight distributed a map indicating bounds (attached) and RMP data (attached). Some of the RMP data was deemed questionable by the Committee, but these reports are provided "as is" and cannot be revised.

e. Farrell Jackson will meet with Don Peterson to review the draft plan, and summarized the presentation and discussion thus:

1. Median housing is up
2. Higher education is down
3. High School education numbers are good
4. Healthcare and Educational jobs are strong
5. Job creation is up
6. Belief that actual crime rate (not calls to dispatch) is good

4. DISCUSS MARKETING AND BRANDING EFFORTS FOR OAKDALE

A meeting is scheduled on November 12th to include Keith Boggs, Pam Dumas, Don Peterson, Bryan Whitemyer, Mary Guardiola.

5. DISCUSS VISITS WITH LOCAL BUSINESSES

Visits are on hold. Farrell Jackson reminded the Committee that although he would like to continue as a committee member, his tenure on the Council was ending in December.

Steven Ames will provide a list of businesses that the Alliance has assisted and is sending a survey to those businesses. He will work with the City for contacts and business entry.

6. CITY SIGN ORDINANCE

No report.

7. OTHER MEMBER IDEAS FOR DISCUSSION

None.

8. FUTURE AGENDA ITEMS

None.

9. ADJOURNMENT: 10:18 a.m.

Economic Development Strategic Plan

DRAFT DOCUMENT

1. OVERVIEW

The Economic Development Strategic Plan ("EDSP") provides a baseline assessment of the existing conditions that drive our economy in Oakdale, California and is intended to help local stakeholders and city staff implement strategies that contribute to the city's economic progress. This document is also a reference document for the General Plan's land use and development policies. The EDSP includes strategic recommendations to enhance Oakdale's business climate, ensure the fiscal health of the city, and support economic growth in the city in a manner consistent with the city's character.

The EDSP focuses on a shorter time frame than the General Plan given the more constant fluctuations in economic conditions. The goals and objectives included in the EDSP contemplate a five-year time horizon and were derived from an evaluation of issues and opportunities associated with Oakdale's primary economic drivers. As a result, four primary goals emerged.

Primary Goals:

- Support investment in our community that creates new jobs
- Enhance commercial districts to create quality shopping and dining experiences
- Cultivate an entrepreneurial and academic environment that fosters innovation
- Encourage activities that attract visitors and conventioneers

II. APPROACH

In preparing the EDSP, the Oakdale Economic Development Ad Hoc Committee analyzed several key findings from a City Council Strategic Planning Session held in 2011 and again in 2013. In addition, this Strategic Plan was informed by input from various economic data sources, local business representative interviews, and discussions with various city advisory committees, such as the Airport Ad Hoc Committee, Streets and Traffic, The Stanislaus Alliance and others. A review of primary economic, infrastructure, workforce and community assets has helped to shape several guiding values that continued to provide a framework during the preparation of this document.

Guiding Values:

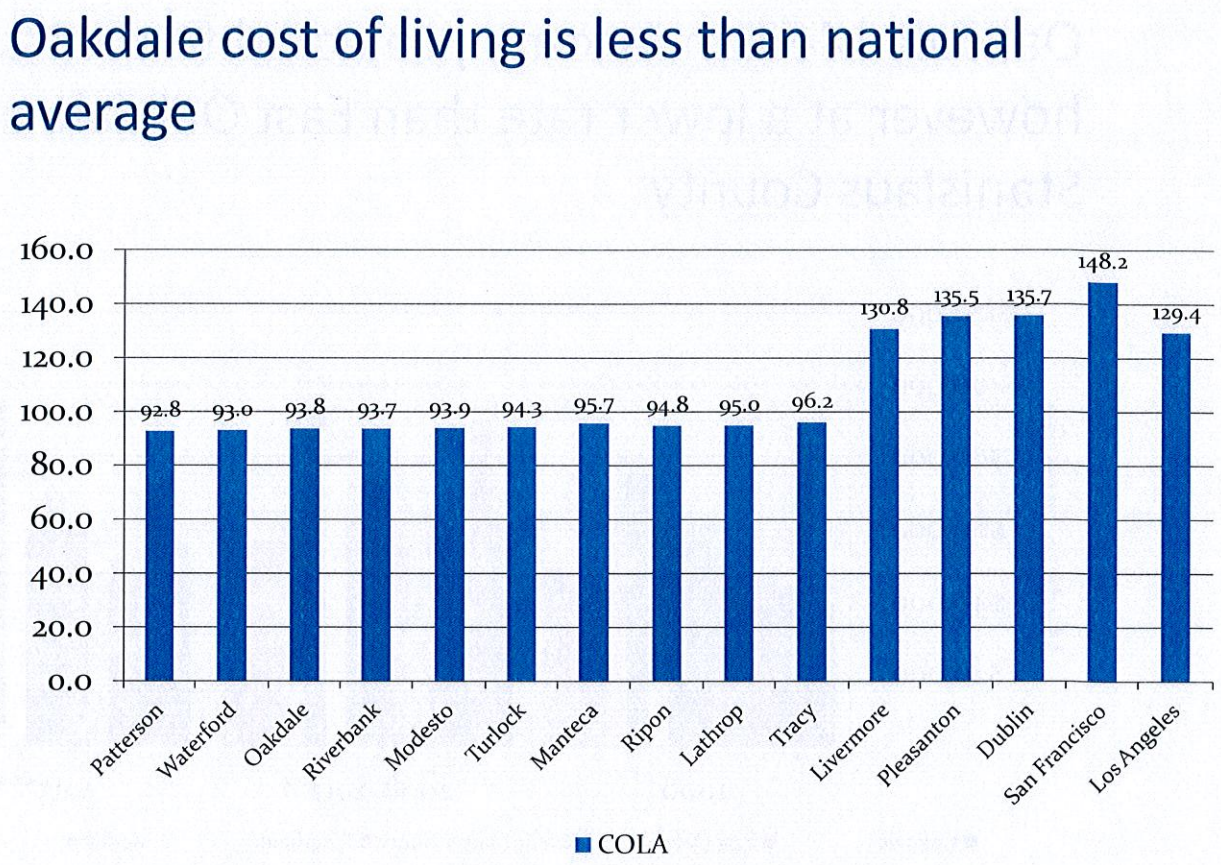
- Ensure broad community benefit from economic growth and prosperity.
- Fully explore training, collaboration with employers, and new innovative programs that increase job opportunities for Oakdale residents. (Contact Columbia College and MJC for ideas)
- Retain successful businesses within the community and allow for expansion and employment growth.

- Build on existing strengths in areas such as a small town feeling, two state highways coming through the core of the city, a recently updated general plan which dedicates 450 acres of additional commercial and industrial development opportunities, a high quality school system, a strong median household income, and its proximity as a Gateway to the Sierra Foothills, low crime rate, a modern, state of the art Senior Center, a fully accredited hospital and a five star skilled nursing facility, access to agricultural enterprises, a strong representation of auto dealers and gas stations. (Could we not benefit more than other communities from an increase in the gas tax?)
- Support neighborhood commercial districts that provide residents with goods and services.
- Recognize the limits of government and establish partnerships to implement economic opportunities.
- Work to balance efficient and effective regulatory requirements while maintaining high quality community standards. (Sign Enforcement!!!!)
- Work to support long term jobs for Oakdale residents and reinforce Oakdale's key role in the regional economy. (What does the Alliance think this role is?)
- Market Oakdale to attract businesses, customers and visitors.
- Reinforce the message that businesses are a vital part of the Oakdale community.
- Support growth of local businesses, both small and large, in technology and non-tech fields.
- Create a Oakdale for the next generation.
- Leverage the assets of higher education to build economic opportunities.

Considerations: - What Makes a City Competitive? (Global city competitiveness indicators utilized by The Economist, Intelligence Unit Limited 2012)

Economic strength

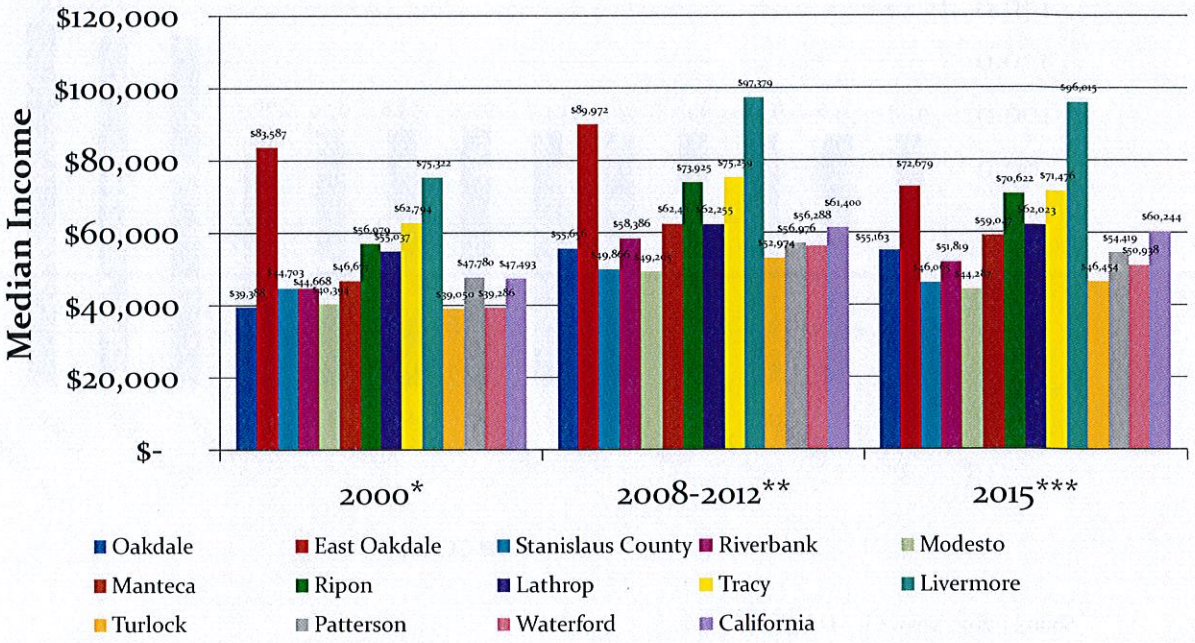
Cost of Living



Source: 2012, www.City-Data.com

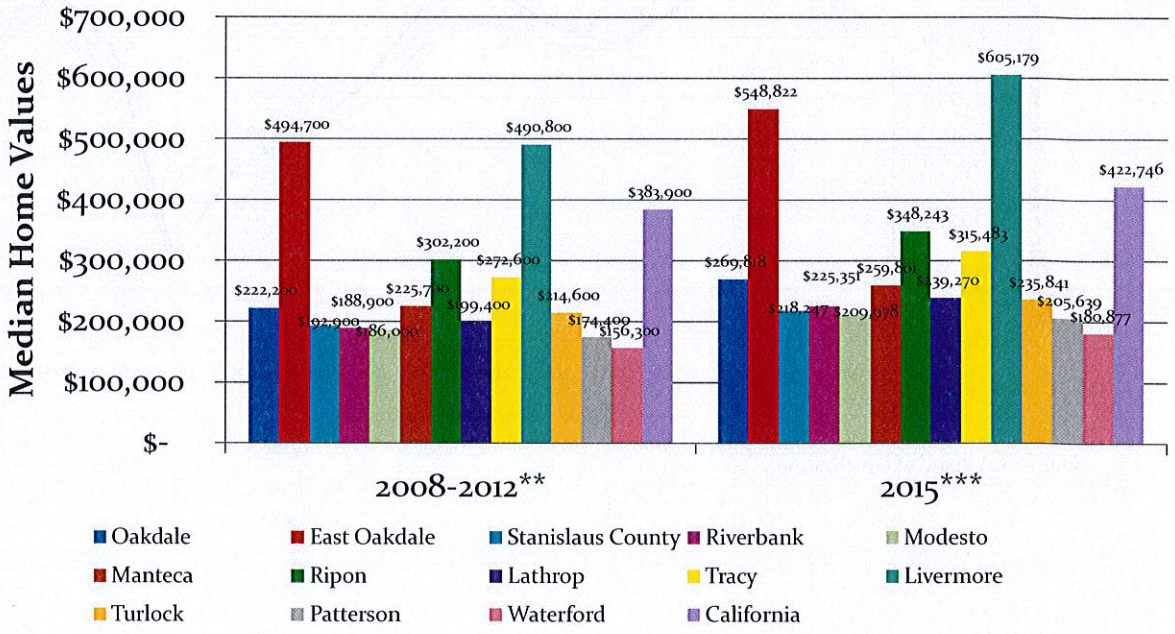
Households spending

Oakdale Median Income projected to contract however at a lower rate than East Oakdale and Stanislaus County



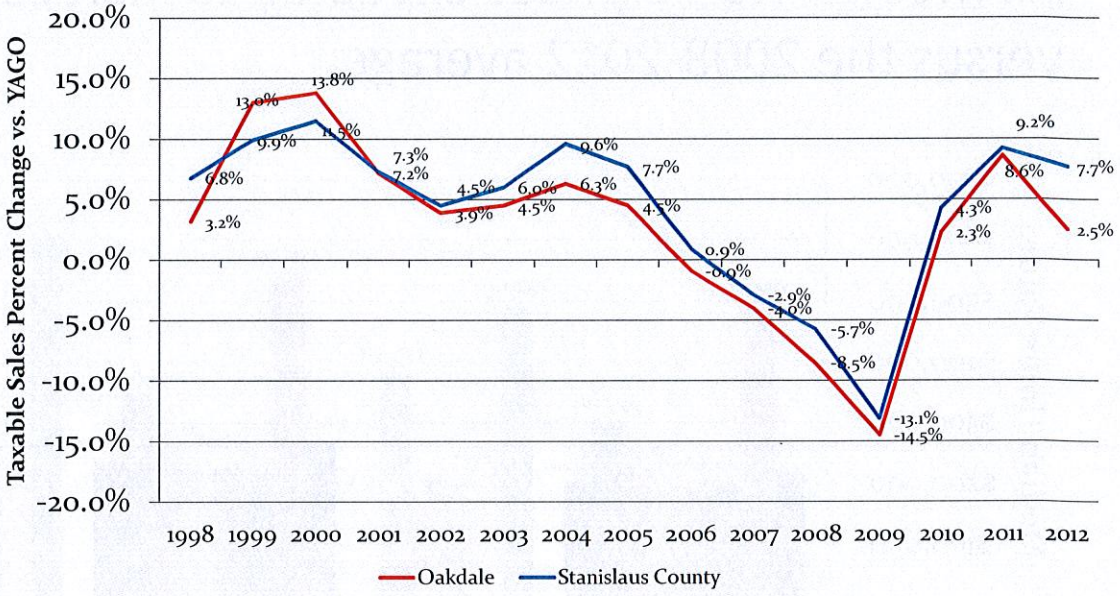
Source: * U.S. Census, ** ACS, *** Claritas

All Median Home prices expected to increase versus the 2008-2012 average



Source: * * ACS, *** Claritas

Overall Oakdale Taxable Sales trends follow those of Stanislaus County however the trend diverges in 2012



Source: CA Board of Equalization

Financial maturity

Breadth and depth of the financial cluster (What is a financial cluster)

Institutional effectiveness

Fair electoral process and pluralism

Local government fiscal autonomy

Taxation

Rule of law

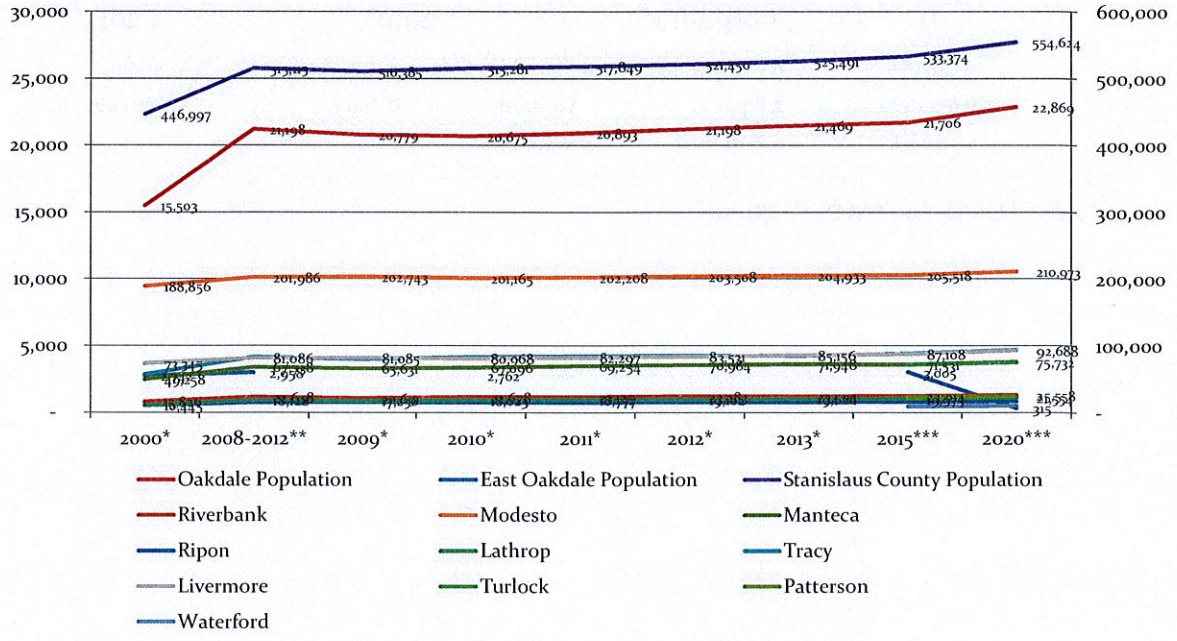
Government effectiveness and transparency

Environmental and natural hazards
Risk of natural disaster
Environmental governance

Social and cultural character
Freedom of expression and human rights
Openness and diversity
Public safety (lack of crime)
Cultural vibrancy

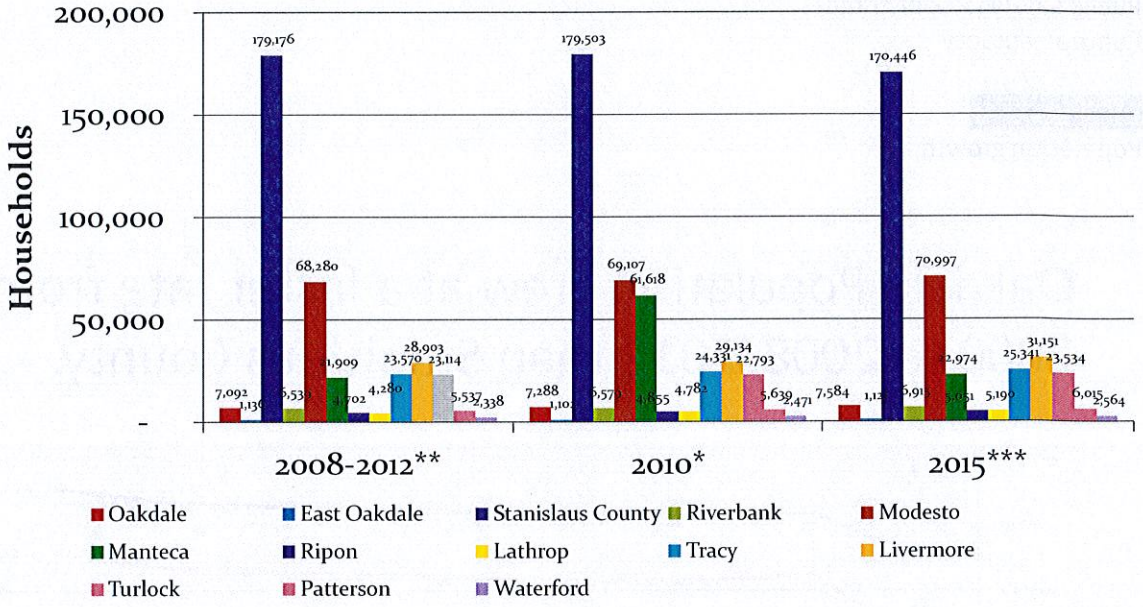
Human capital
Population growth

Oakdale Population grew at a faster rate from 2000 to 2008/2012 than Stanislaus County.



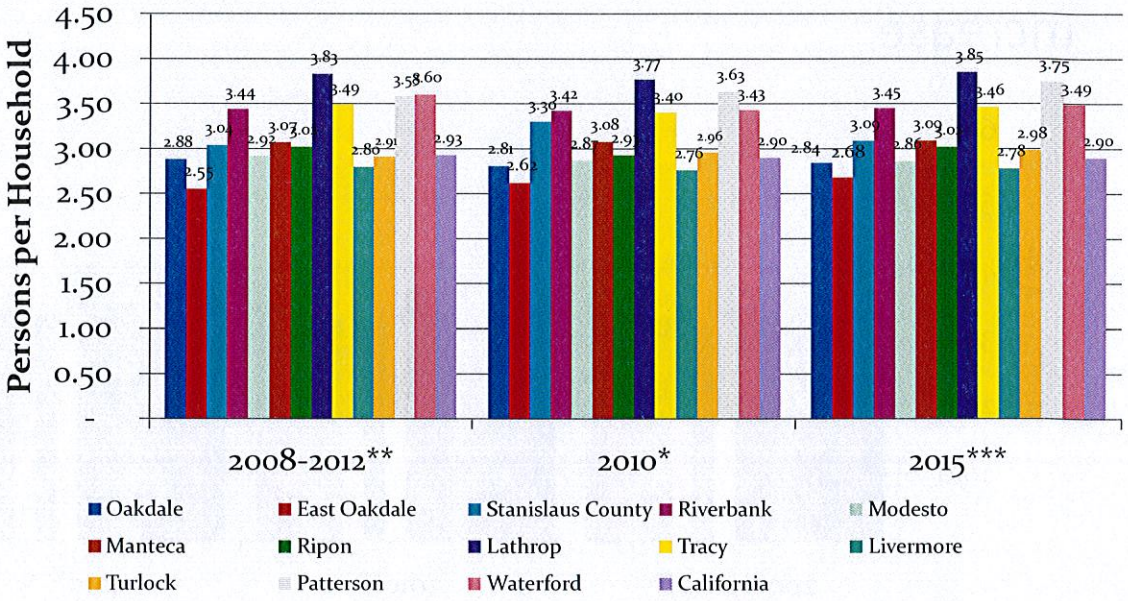
Source: * U.S. Census, ** ACS, *** Claritas

Number of Households continue to grow in Oakdale



Source: * U.S. Census, ** ACS, *** Claritas

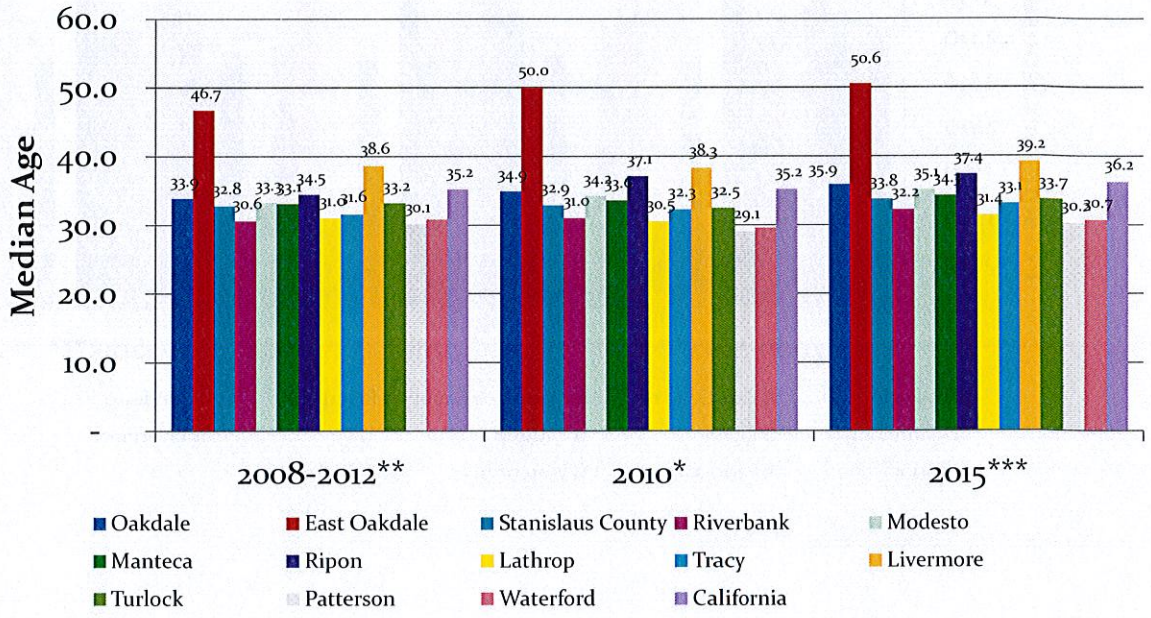
Oakdale Number of Persons per Household projected to be slightly higher in 2015 than 2010



Source: * U.S. Census, ** ACS, *** Claritas

Median Age Population

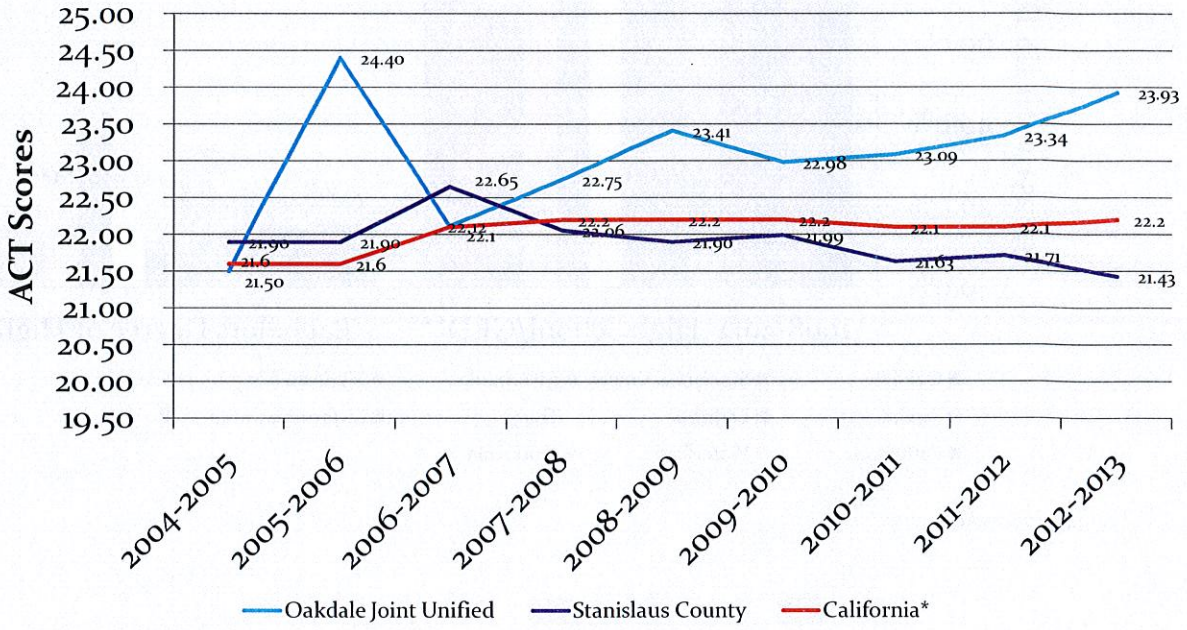
Median Ages in Oakdale and East Oakdale are higher than Stanislaus County and continue to increase



Source: * U.S. Census, ** ACS, *** Claritas

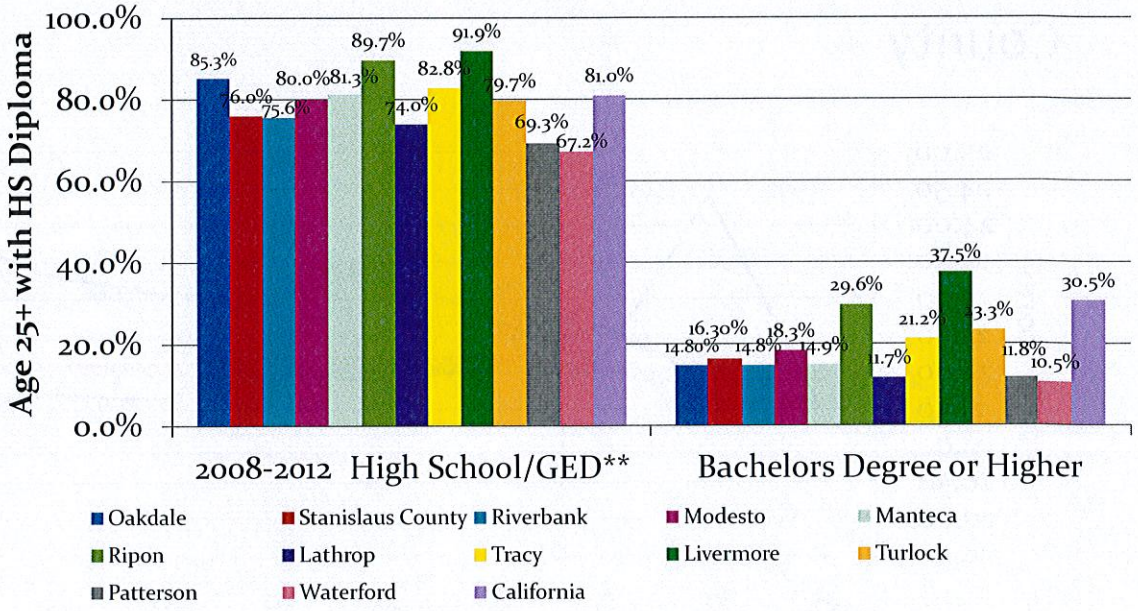
Quality of education

Beginning with 2007-2008 school year, Oakdale Unified ACT scores outperforms Stanislaus County



Source: CA Dept. of Education, * ACT.org

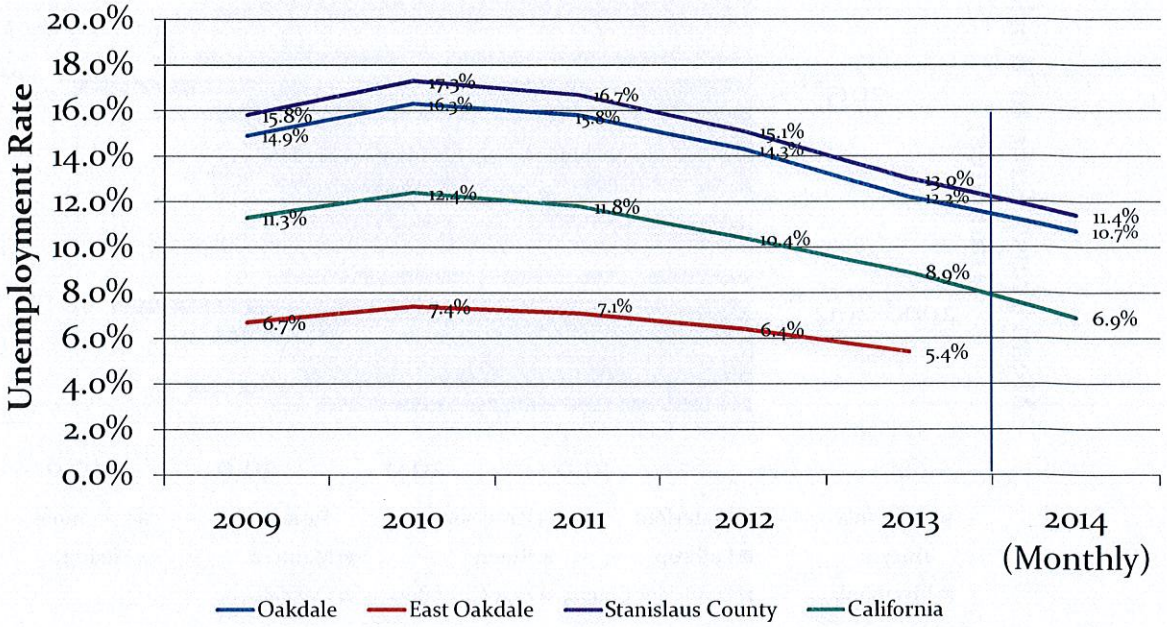
More Oakdale residents 25+ have high school diplomas than Stanislaus County while advanced degrees lag



Source: ** ACS

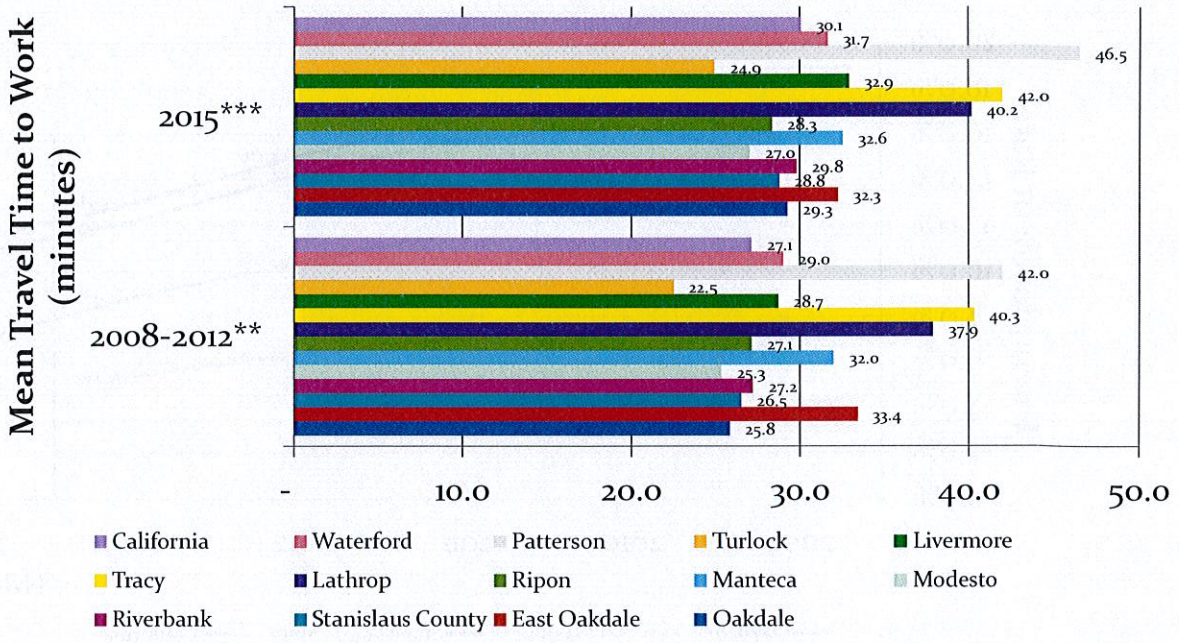
Unemployment and Drive Times

While lower overall, Oakdale Unemployment Rate follows the trend of Stanislaus County



Source: CA EDD

Oakdale and Stanislaus County commute times have increased while East Oakdale commute time has shortened



Source: ** ACS, *** Claritas

Largest percentage (20.4%) of Oakdale residents work in Educational services, and health care, and social assistance

Industry	%
Agriculture, forestry, fishing and hunting, and mining	4.3%
Construction	8.5%
Manufacturing	12.7%
Wholesale trade	3.5%
Retail Trade	13.1%
Transportation and warehousing and utilities	4.2%
Information	1.6%
Finance and insurance, and real estate rental and leasing	2.8%
Professional, scientific, and management, and administrative and waste management services	7.8%
Educational services, and health care and social assistance	20.4%
Arts, entertainment, and recreation, and accommodation and food services	10.6%
Other services, except public administration	5.6%
Public administration	4.9%

Source: ** ACS

Crime rates...

Location	Crime Index (100 is safest)	Violent crime/1,000	Property crime/1,000	Total crime/1,000
National	n/a	3.9	28.6	n/a
California	n/a	4.23	27.59	31.82
Oakdale	10	2.76	44.41	47.17
Modesto	4	7.77	55.10	62.87
Riverbank	19	2.47	32.99	35.46
Turlock	13	6.38	35.65	42.03
Patterson	16	2.55	35.34	37.89
Ripon	43	0.41	20.26	20.67
Livermore	32	3.64	21.80	25.44

Source: www.neighborhoodscour.com

Global Appeal
Agricultural exporting services and ag support business development.

III. ECONOMIC PAST

IV. TODAY'S ECONOMY
2000 Through 2013

V. LOCAL ECONOMIC DRIVERS

Office Users
Issues and Opportunities

Retail Businesses
Issues and Opportunities

Neighborhood Oriented Retail
Issues and Opportunities

Destination Retail
Issues and Opportunities

Auto Sales
Issues and Opportunities

Current Auto Dealers
Chevrolet and Ford

Dealers lost
Dodge

Healthcare
According to the Bureau of Labor, the Healthcare industry will generate 3.2 million new jobs nationwide over the next ten years, due in part to the rapid growth in the elderly population. Oakdale is fortunate to have a fully accredited hospital and a five star skilled nursing facility.

Issues:

- Uncertainties in healthcare policies have hindered certain building investments?
- Growing percentage of patients not covered under a healthcare plan increases strain on emergency facilities treating non-urgent conditions
- Growing shift from inpatient care to outpatient settings, such as medical office buildings, freestanding clinics and home healthcare.

Opportunities:

- Attract secondary industries that support the larger medical facilities and hospitals.
- Continue collaboration between public and private healthcare partners to effectively combine assets and leverage resources
- Encourage collaborations with local education institutions that can link medical research and training in the medical profession
- Maximize the physical assets of the local hospital

Manufacturing:
Issues and Opportunities

Technology:
Issues and Opportunities

Visitors:
Issues and Opportunities

Conventions & Tourism:
Issues & Opportunities

Educational Institutions
Recruit and Assist relocation or branch development

Community Based Organizations
Issues & Opportunities

VI. WORKFORCE

VII. HOUSING

VIII. INFRASTRUCTURE/SERVICES

IX. SWOT

Strengths:
Two state highways pass through the core of the city
New General Plan with 450 additional acres of industrial/commercial development opportunities
Small Town Charm
Strong relationship with Stanislaus Alliance
Auto dealerships and gasoline service stations
Access to agriculture
Median household income is above average for area
Excellent school system for area – However, can we gain distinguished school status
Geography and location of Oakdale – proximity to Sierras, Yosemite, Bay area, rivers and reservoirs
Low crime rate
Higher home values (Strength of Weakness)
Fully accredited Hospital and SNF
Strong current base of industrial employers – Sconza, ConAgra, Ball, and others.
Airport

Dollars are available for economic development efforts.
The Stanislaus River runs right through our city.

Weaknesses

Lack of Retail/Shopping options
Unstable City Financial Condition
North County Corridor Final Route not chosen yet, which delays investment
Vagrancy Problem
Advancing age of infrastructure, repairs and upgrades needed
Tightly stretched Police Department
Lack of retail and grocery shopping on the west side of town
Lack of jobs for local residents
Far removed from Hwy 99
Deferred maintenance on equipment and facilities
Lack of adequate airport facilities & no FBO
Update needed to Capita Facility Fees schedule
Lack of high speed internet in industrial areas
Lack of funding for parks and trail maintenance
Only one bridge over the Stanislaus River.
Very little business activity taking advantage of river recreational opportunities.
Entryways to our city represent us very poorly
Threatened ground water supply

Opportunities

Improve official web site to make it easier for new businesses to determine they should choose Oakdale first.

Lengthen the Airport runway and recruit a FBO operator
Make a decision on the North County Corridor route
River access and trail opportunities
Recruit businesses to cater to river and hiking activities
Pursue recycling of waste water for irrigation purposes
Crane Crossing and Sierra Pointe Specific Plans completed. Get the word out
Kerr Park – RV Park opportunity
Further develop TL Davis with lights and bleachers
Relatively inexpensive land
Further develop and market our proximity to Yosemite and the Foothills
Streamline the Permitting Process
Reinstitute the East F Street Corridor
Make the area between the Rodeo Grounds and 108/120 more pleasing to the eye.
Landscape the four entryways to the city.

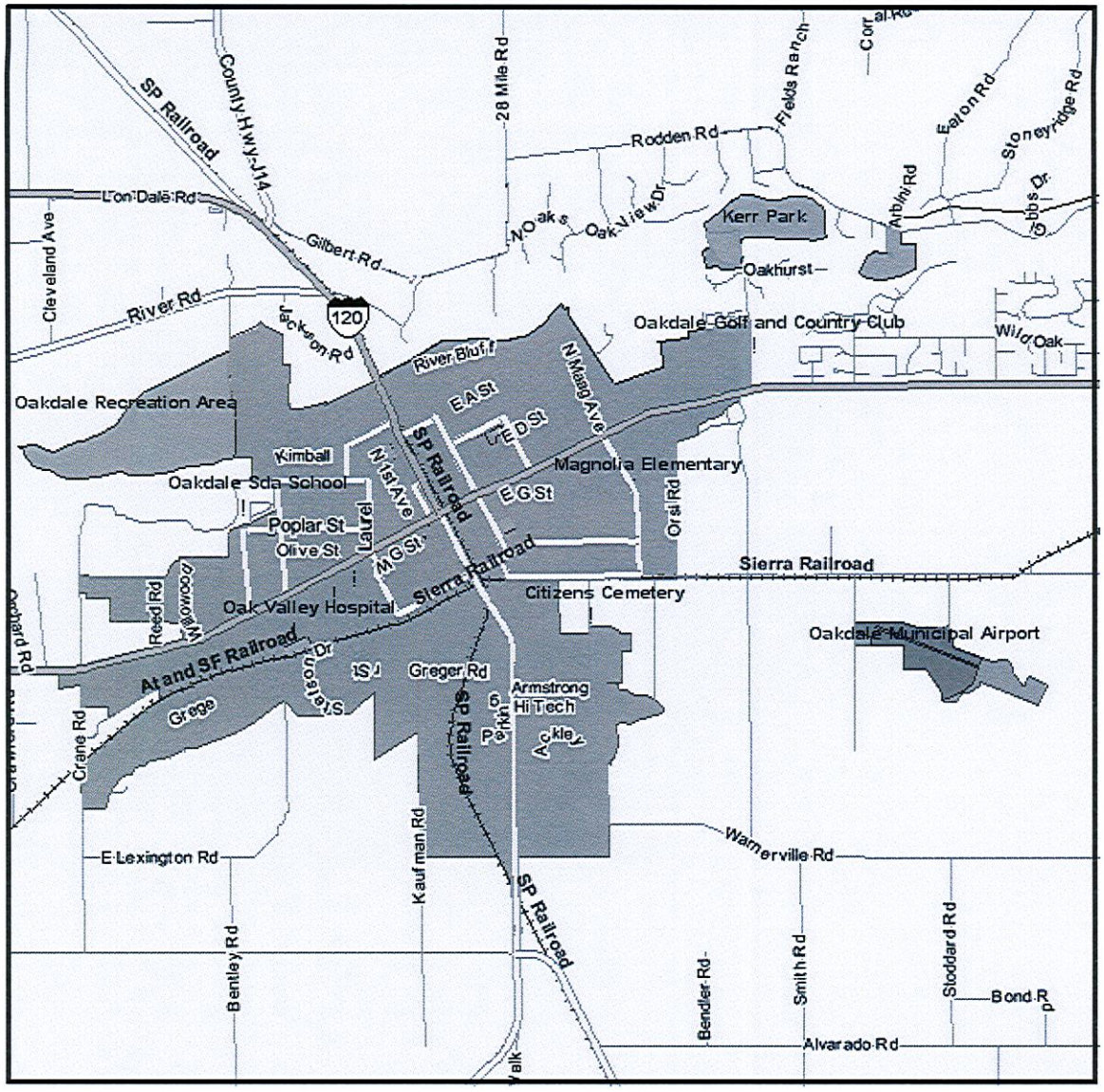
Threats:

Retail competition in Riverbank
State Government

Sharing agreements with County
Water supply
Elimination of Enterprise Zones
Increased possibility of wildfires due to drought
Competition among Stanislaus County cities for jobs
Loss of Ag Diversity – mostly tree based now
Not being a self help County

Attachment 3.d.1

Area Map



Place
See Appendix for Geographies

Legend
- Interstate Highways
- US Highways
- State Highways
- Major Highways
- Major Roads
- Roads
- Railroads
- Landmarks
- Parks
- Hydrography
- Airports
- Places
- State

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Prepared For:

Prepared By:

RMP Opportunity Gap - Retail Stores

Place (see appendix for geographies), Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	327,152,035	272,860,033	54,292,002
Motor Vehicle and Parts Dealers-441	61,137,497	39,371,230	21,766,267
Automotive Dealers-4411	49,215,871	33,521,923	15,693,948
Other Motor Vehicle Dealers-4412	7,168,413	2,017,778	5,150,635
Automotive Parts/Accsrs, Tire Stores-4413	4,753,213	3,831,529	921,684
Furniture and Home Furnishings Stores-442	6,450,225	4,512,146	1,938,079
Furniture Stores-4421	3,366,613	1,353,410	2,013,203
Home Furnishing Stores-4422	3,083,612	3,158,736	(75,124)
Electronics and Appliance Stores-443	6,312,015	15,105,470	(8,793,455)
Appliances, TVs, Electronics Stores-44311	4,664,805	14,003,683	(9,338,878)
Household Appliances Stores-443111	859,061	1,037,097	(178,036)
Radio, Television, Electronics Stores-443112	3,805,744	12,966,586	(9,160,842)
Computer and Software Stores-44312	1,487,433	1,101,787	385,646
Camera and Photographic Equipment Stores-44313	159,777	0	159,777
Building Material, Garden Equip Stores -444	33,721,172	13,237,924	20,483,248
Building Material and Supply Dealers-4441	28,700,108	12,755,077	15,945,031
Home Centers-44411	11,618,783	0	11,618,783
Paint and Wallpaper Stores-44412	464,639	268,289	196,350
Hardware Stores-44413	3,011,710	6,842,659	(3,830,949)
Other Building Materials Dealers-44419	13,604,976	5,644,129	7,960,847
Building Materials, Lumberyards-444191	5,092,024	2,112,225	2,979,799
Lawn, Garden Equipment, Supplies Stores-4442	5,021,064	482,847	4,538,217
Outdoor Power Equipment Stores-44421	1,676,148	323,585	1,352,563
Nursery and Garden Centers-44422	3,344,916	159,262	3,185,654
Food and Beverage Stores-445	41,636,992	23,766,347	17,870,645
Grocery Stores-4451	28,204,734	23,296,012	4,908,722
Supermarkets, Grocery (Ex Conv) Stores-44511	26,392,909	22,377,704	4,015,205
Convenience Stores-44512	1,811,825	918,308	893,517
Specialty Food Stores-4452	3,512,733	44	3,512,689
Beer, Wine and Liquor Stores-4453	9,919,525	470,291	9,449,234
Health and Personal Care Stores-446	16,957,359	22,389,042	(5,431,683)
Pharmacies and Drug Stores-44611	13,448,923	20,446,331	(6,997,408)
Cosmetics, Beauty Supplies, Perfume Stores-44612	1,182,041	129,653	1,052,388
Optical Goods Stores-44613	797,326	0	797,326
Other Health and Personal Care Stores-44619	1,529,069	1,813,058	(283,989)

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RMP Opportunity Gap - Retail Stores

Place (see appendix for geographies), Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	32,232,192	58,062,104	(25,829,912)
Gasoline Stations With Conv Stores-44711	23,577,692	50,119,833	(26,542,141)
Other Gasoline Stations-44719	8,654,500	7,942,271	712,229
Clothing and Clothing Accessories Stores-448	14,976,739	2,305,156	12,671,583
Clothing Stores-4481	8,469,067	1,029,918	7,439,149
Men's Clothing Stores-44811	432,719	0	432,719
Women's Clothing Stores-44812	1,967,618	778,544	1,189,074
Children's, Infants Clothing Stores-44813	558,663	0	558,663
Family Clothing Stores-44814	4,447,578	0	4,447,578
Clothing Accessories Stores-44815	356,317	81,939	274,378
Other Clothing Stores-44819	706,172	169,435	536,737
Shoe Stores-4482	1,274,606	428,064	846,542
Jewelry, Luggage, Leather Goods Stores-4483	5,233,066	847,174	4,385,892
Jewelry Stores-44831	4,616,669	847,174	3,769,495
Luggage and Leather Goods Stores-44832	616,397	0	616,397
Sporting Goods, Hobby, Book, Music Stores-451	6,891,005	2,868,343	4,022,662
Sporting Goods, Hobby, Musical Inst Stores-4511	5,961,066	2,528,164	3,432,902
Sporting Goods Stores-45111	3,076,882	1,955,997	1,120,885
Hobby, Toys and Games Stores-45112	1,673,898	538,055	1,135,843
Sew/Needlework/Piece Goods Stores-45113	648,553	34,112	614,441
Musical Instrument and Supplies Stores-45114	561,733	0	561,733
Book, Periodical and Music Stores-4512	929,939	340,179	589,760
Book Stores and News Dealers-45121	803,115	340,179	462,936
Book Stores-451211	715,063	340,179	374,884
News Dealers and Newsstands-451212	88,052	0	88,052
Prerecorded Tapes, CDs, Record Stores-45122	126,824	0	126,824
General Merchandise Stores-452	40,093,021	30,086,050	10,006,971
Department Stores Excl Leased Depts-4521	17,060,139	26,578,512	(9,518,373)
Other General Merchandise Stores-4529	23,032,882	3,507,538	19,525,344
Miscellaneous Store Retailers-453	8,872,753	3,192,997	5,679,756
Florists-4531	337,587	420,007	(82,420)
Office Supplies, Stationery, Gift Stores-4532	4,208,192	601,834	3,606,358
Office Supplies and Stationery Stores-45321	1,953,043	0	1,953,043
Gift, Novelty and Souvenir Stores-45322	2,255,149	601,834	1,653,315
Used Merchandise Stores-4533	681,826	837,943	(156,117)
Other Miscellaneous Store Retailers-4539	3,645,148	1,333,213	2,311,935
Non-Store Retailers-454	26,690,907	20,972,709	5,718,198
Foodservice and Drinking Places-722	31,180,158	36,990,515	(5,810,357)
Full-Service Restaurants-7221	13,953,724	12,733,266	1,220,458

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RMP Opportunity Gap - Retail Stores

Place (see appendix for geographies), Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Limited-Service Eating Places-7222	12,669,459	22,470,683	(9,801,224)
Special Foodservices-7223	3,400,186	1,123,735	2,276,451
Drinking Places -Alcoholic Beverages-7224	1,156,789	662,831	493,958
GAFO *	78,931,197	55,478,999	23,452,198
General Merchandise Stores-452	40,093,021	30,086,050	10,006,971
Clothing and Clothing Accessories Stores-448	14,976,739	2,305,156	12,671,583
Furniture and Home Furnishings Stores-442	6,450,225	4,512,146	1,938,079
Electronics and Appliance Stores-443	6,312,015	15,105,470	(8,793,455)
Sporting Goods, Hobby, Book, Music Stores-451	6,891,005	2,868,343	4,022,662
Office Supplies, Stationery, Gift Stores-4532	4,208,192	601,834	3,606,358

* GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.

Nielsen' RMP data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT), which is made available by the U.S. Census.Additional data sources are incorporated to create both supply and demand estimates.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet in the specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.

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RMP Opportunity Gap - Retail Stores

Appendix: Area Listing

Area Name:

Type: List - Place Reporting Detail: Aggregate Reporting Level: Place

Geography Code	Geography Name	Geography Code	Geography Name
0652694	Oakdale city		

Project Information:

Site: 1

Order Number: 974409793

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