

Mayor's Economic Development Task Force Meeting Agenda



May 6, 2014
4:00 p.m.
City of Turlock Yosemite Room
156 S. Broadway, Turlock, California



Chair
Sharon Silva

Vice-Chair
Mike Brem

Council Representatives
John Lazar, Mayor
Amy Bublak, Councilmember
(Alternate Member)

Task Force Members

Rich Borba
Chris Borovansky
Michael Camara
Jeff Chapman
Mathew Davoodian
Jaskaran Dhesi
Eric Gonsalves
Julio Hallack
Benjamin Hector
Jennifer Helzer
Diana Lynn Kaysen
Kris Klair

Yates McCallum
Richard Mowery
Jessie Orosco
Gil Perez
Jim Reape
Ram Saini
Jim Shade
Larry Smith
Jan Tucker
Anokeen Varani
Ed Yonan

City Manager
Roy W. Wasden

City Attorney
Phaedra A. Norton

Assistant to the City Manager for
Economic Development/Housing
Maryn Pitt

Task Force Secretary
Stacey Tonarelli

Other Representatives

Gokce Soydemir
Kim Whitcomb

CSUS
Alliance

NOTICE REGARDING NON-ENGLISH SPEAKERS: The Mayor's Economic Development Task Force meetings are conducted in English and translation to other languages is not provided. Please make arrangements for an interpreter if necessary.

EQUAL ACCESS POLICY: If you have a disability which affects your access to public facilities or services, please contact the Secretary at (209) 668-5540. The City is committed to taking all reasonable measures to provide access to its facilities and services. Please allow sufficient time for the City to process and respond to your request.

NOTICE: Pursuant to California Government Code Section 54954.3, any member of the public may directly address the Task Force on any item appearing on the agenda, including Consent Calendar and Public Hearing items, before or during consideration of the item.

AGENDA PACKETS: Prior to the Mayor's Economic Development Task Force meeting, a complete Agenda Packet is available for review on the City's website at www.cityofturlock.org and in the City's Administrative Office at 156 S. Broadway, Suite 230, Turlock, during normal business hours. Materials related to an item on this Agenda submitted to the Task Force after distribution of the Agenda Packet are also available for public inspection in the City's Administrative Office. Such documents may be available on the City's website subject to staff's ability to post the documents before the meeting.

1. CALL TO ORDER

2. CITIZEN PARTICIPATION:

This is the time set aside for members of the public to directly address the Task Force on any item of interest to the public, before or during consideration of the item, that is within the subject matter jurisdiction of the Mayor's Economic Development Task Force. You will be allowed three (3) minutes for your comments. If you wish to speak regarding an item on the agenda, you may be asked to defer your remarks until the Task Force addresses the matter.

No action or discussion may be undertaken on any item not appearing on the posted agenda, except that Task Force may refer the matter to staff or request it be placed on a future agenda.

3. STAFF UPDATE:

- A. Economic Development Update (*Pitt*)

4. DECLARATION OF CONFLICTS OF INTEREST AND DISQUALIFICATIONS:

5. CONSENT CALENDAR:

Information concerning the consent items listed hereinbelow has been forwarded to each Task Force Member prior to this meeting for study. Unless the Chairman, a Task Force Member or member of the audience has questions concerning the Consent Calendar, the items are approved at one time by the Task Force. The action taken by the Task Force in approving the consent items is set forth in the explanation of the individual items.

- A. Motion: Accepting Minutes of Regular Meeting of April 1, 2014

6. SCHEDULED MATTERS:

- A. Stanislaus Business Alliance – Business Retention Survey Program (*Dave Shite, CEO, Stanislaus Alliance*)
- B. Review of 2014 Economic Development Strategic Plan Draft (attached)(*Pitt*)
- Please be prepared to provide feedback and comment.

7. TASK FORCE ITEMS FOR FUTURE CONSIDERATION:

8. ADJOURNMENT:

APRIL 1, 2014
4:00 p.m.
City of Turlock, Yosemite Room
156 S. Broadway, Turlock, California

MINUTES
Regular Meeting
Mayor's Economic Development
Task Force

1. **CALL TO ORDER** – Vice Chair Mike Brem called the meeting to order at 4:10 p.m.
PRESENT: Task Force Members: Amy Bublak (*Alternate Member*), Michael Camara, Jeff Chapman, Matthew Davoodian, Benjamin Hector, Jennifer Helzer, Diana Lynn Kaysen, Kris Klair, John Lazar, Mayor, Richard Mowery, Jessie Orosco, Jim Reap, Larry Smith, Sharon Silva, Chairperson,

ABSENT: Task Force Members: Rich Borba, Chris Borovansky, Jaskaran Dhesi, Eric Gonsalves, Benjamin Hector, Yates McCallum, Gil Perez, Ram Saini, Jim Shade, Jan Tucker, Anokeen Varani, Ed Yonan
California State University Stanislaus Representative: Gokce Soydemir
Alliance Representative: Kayla Whitcomb
2. **CITIZEN PARTICIPATION:** None
3. **STAFF UPDATES:**
 - A. International Council of shopping Centers Conference (*Pitt*)

Ms. Pitt updated the Task Force members that she attended the International Council of Shopping Centers. She shared new ideas addressed at the conference, opportunities for cities, retailers, site locators, and brokers. Ms. Pitt indicated she was able to schedule various meetings with brokers, retailers, and developers. Ms. Pitt indicated the last day of the conference was targeted towards retailers to solicit various shopping centers and cities if they are looking to expand locations along with their specific needs.
4. **DECLARATION OF CONFLICTS OF INTEREST AND DISQUALIFICATION:** None
5. **CONSENT CALENDAR:**
Action: Motion by Task Force Member Hallack, seconded by Task Force Member Chapman, and unanimously carried to adopt the consent calendar as follows:
 - A. Motion: Accepting Minutes of Regular Meeting of March 4, 2014
6. **SCHEDULED MATTERS:**
 - A. Review of 2014 Economic Development Strategic Plan Draft (*Pitt*)

Ms. Pitt reviewed the draft 2014 Economic Development Strategic Plan which was compiled from sub group comments regarding the revised strengths and weaknesses. She indicated the document will continue to evolve based on future meetings and comment from sub groups along with partners such as the Alliance, Chamber of Commerce and the City.

Task force members requested to review the draft plan and present comments at the next Task Force meeting, scheduled for May 6, 2014.

B. County-Wide Vocational Education Project (*Alice Pollard*)

Ms. Alice Pollard presented to the Task Force the County Wide Vocational Education Project. She highlighted the various programs offered to students seeking vocational jobs as well as technical jobs. Ms. Pollard reported on various subjects students can attend at the high school level earning certifications and some college units to advance into such career fields.

7. TASK FORCE ITEMS FOR FUTURE CONSIDERATION:

8. ADJOURNMENT:

Chairperson Silva adjourned the meeting at 4:59 p.m.

RESPECTFULLY SUBMITTED

Stacey Tonarelli
Task Force Secretary/
Deputy City Clerk

2014 Economic Development Strategic Plan

City of Turlock



March 2014

Acknowledgements

City Council

Mayor John S. Lazar

Vice Mayor Forrest White

Councilmember Amy Bublak

Councilmember Bill DeHart

Councilmember Steven Nascimento



Mayor's Economic Development Task Force

Sharon Silva (Chair) Mike Brem (Vice-Chair)

Rich Borba, Chris Borovansky, Michael Camara, Jeff Chapman, Mathew Davoodian, Jaskaran Dhesi, Eric Gonsalves, Julio Hallack, Benjamin Hector, Jennifer Helzer, Diana Lynn Kaysen, Kris Klair, Yates McCallum, Richard Mowery, Jessie Orosco, Gil Perez, Jim Reape, Ram Saini, Jim Shade, Larry Smith, Jan Tucker, Anokeen Varani, Ed Yonan

Special Representatives - Dr. Gokce Soydemir, CSU Stanislaus, Rey Campaur, Stanislaus Alliance

City of Turlock Staff

Roy Wasden, City Manager

Phaedra Norton, City Attorney

Maryn Pitt, Assistant to the City Manager for Economic Development and Housing

Stacey Tonarelli, Deputy City Clerk

A special thanks to the Interns who assisted on this project:

Karuna Kapula, Rafael Vega,

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A Message from the Mayor

A new day is dawning in Turlock. Our City has awakened with the hope that surrounds a new morning and the opportunities it brings. There is a new attitude at City Hall. Bold new ideas are emerging. Old divisions are being bridged. The City's growth and development are being reinvigorated. Turlock is a City on the Move.



Economic development is more than just infrastructure, jobs, and buildings. It is a pathway to self-sufficient neighborhoods and a fiscally sound City. As the economy continues to improve in the coming years, it is essential that Turlock is recognized for its assets and is known as a welcoming and effective city in which to conduct business. Our Turlock Regional Industrial Park is a unique asset with which we can uniquely market ourselves as the Silicon Valley of Food processing.

This Economic Development Strategic Plan is a purposeful, concentrated effort to achieve this vision with a focused use of the City's resources. The Plan's activities will result in strategic projects that are intended to have a catalytic effect on Turlock's overall economy and City revenues. At the same time, the workforce development partnerships and the community events will help to ensure that economic growth is leveraged to create opportunities and lifestyle improvements for Turlock's residents, and to develop quality, good-paying jobs available to a well-prepared and educated workforce.

Economic Development is the responsibility of our Turlock City Council, staff and our community partners. It is truly a team sport. In order to have the strong presence needed to leverage the economic rebound, all of us must embrace an economic development perspective in all that we do, and be willing to proactively coordinate efforts efficiently and effectively across organizations.

I want to thank the Mayor's Economic Development Task Force for its dedication and tireless efforts over this nine month period. I would like to recognize Turlock Chamber of Commerce CEO Sharon Silva for her leadership in chairing the task force as well as to express my appreciation to Planning Commission Chair Mike Brem for serving as the Vice Chair.

We look forward to working with all of our partners to make this Plan a reality, and to achieving a model outcome for others to emulate.

Mayor John Lazar

Executive Summary

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Mayor's Economic Development Task Force

The purpose of the Mayor's Economic Development Task Force was to identify strategies to make Turlock a stronger economic competitor. The Task Force was a collaborative effort involving private citizens, local government, the business community, and economic professionals.

This effort was intended to combine the latest research and practices on successful approaches to economic vitality with strategies focusing on business retention, business expansion, and business recruitment. By committing to economic growth and competitiveness, the community is sending a clear message of support for sustainable job creation and improved quality of life for all residents. Ultimately, we envision a community that remains a highly desirable place to live, work, and play.

The Task Force was comprised of key stakeholders who provide leadership and direction by identifying best practices and policy considerations for the public and private sectors and monitoring the effectiveness of the effort. The Task Force fills a critical role in representing the interests of various community stakeholders; it is also a deliberate effort to involve them in mapping the needs, strategies, and impact of the work that is done.

Background

Turlock's economy has traditionally been based on agriculture, agriculture-related industries (primarily food processing), and other manufacturing. Its location in the heart of the San Joaquin Valley, home to some of the most fertile farmland in the world naturally led to Turlock's agricultural heritage and employment base.

Over the past 50 years, Turlock's population has grown from 9,000 in 1960 to 70,000 today. The economy has shifted to focus on schools, government, and service businesses to serve the population. The largest single employer is now the Turlock Unified School District. The largest industry sectors are state and local government (15 percent), retail (14 percent), manufacturing (14 percent), health care and social assistant (12 percent) and accommodation and food services (10 percent). These activities will likely remain the strongest components of the city's job base as the population continues to grow.

Insert language coming from Alliance

Assessment

The 2014 Economic Development Strategic Plan builds upon the 2003 Plan which was a project undertaken by the City of Turlock, Stanislaus Alliance (then known as the Economic Development and Workforce Alliance) using ESI Corporation as Consultants and funded by a grant from the California Department of Housing and Community Development, Jobs to Housing Balance Improvement Grant Program.

The new 2014 has been driven by community involvement and support. The last task force has assessed the best parts of the 2003 plan and has made changes based on where the City of Turlock's Economic Development is today.

Strengths to Leverage

- Competitive power costs
- Unique and inviting downtown
- Regionals serving parks, including the Turlock Regional Sports Complex and Pedretti Park
- Proximity to Highway 99
- Mainline rail service
- Water availability
- Wastewater capacity
- Skilled outbound commuting population that could be employed locally
- Labor availability is above average (except skilled)
- Quality of life
- **CSU Stanislaus**, a four-year public university campus with approximately 6,800 full time equivalent students. Disciplines seeing the most significant growth include business, health sciences and services, psychology, security and protective services, agriculture, and biomedical sciences. Similarly, Turlock has a well-educated workforce, with education levels exceeding those of Stanislaus County overall (23 percent of Turlock residents had a bachelor's degree or higher in 2007, versus 16 percent countywide).
- **Strong existing food processing sector**, including such large employers as Foster Farms, Blue Diamond Almond Growers, Sensient Flavors, Supherb Farms, and Mid-Valley Dairy.

These businesses form an “anchor” and may help attract similar establishments by appearing as a long-time successful industrial node.

- **Emanuel Medical Center**, with its 209-bed acute care hospital, 145-bed skilled nursing facility, 49-bed assisted living facility, and outpatient medical offices for primary care on Colorado Avenue and Monte Vista Avenue, is both a community and a regional asset and a source of high paying, high-skilled jobs.
- **Downtown Turlock**, anchored by City Hall, is home to historic building stock, recently implemented streetscape and public realm improvements, and a number of restaurants and specialty shops. The Downtown Property Owners Association is actively involved in the betterment and continued development of Downtown and works closely with the City. Additionally, in 2008 a Branding, Development, and Marketing Action Plan was completed for the Downtown that posed the idea of bridal shopping and wedding planning
- **Youth Sports**. Particularly with the completion of the Regional Sport Park, Turlock has become a center for youth sports competitions attracting teams from across the State. This activity has had noticeable positive “spin-off” impacts, providing business for hotels and restaurants. With the establishment of more community parks through 2030, as well as increased utilization of the County Fairgrounds, Turlock can further establish itself as a youth and amateur sports destination.
- **Competitively priced electricity**. Turlock’s homes and businesses receive electric power from the Turlock Irrigation District (TID), which offers power at significantly lower rates than many other providers. For many industrial users with large power needs, such as cold storage facilities this is a significant asset .
- **An active Chamber of Commerce**. The Turlock Chamber of Commerce, comprised of over 500 members, plays an active role in advocating for business interest and a strong local economy. The Chamber facilitates networking and business opportunities amongst its members, and it maintains a strong working relationship with the City.
- **Available water and wastewater treatment capacity**. With the development and recent upgrade of the Turlock Regional Water Quality Control Facility (TRWQCF), Turlock is well

positioned to accommodate future growth in the residential, commercial and industrial sectors. The TRWQCF now produces recycled water suitable for reuse in city landscaping and in industrial processes. The current and planned treatment facilities will occupy less than half of the facility's 140 acre site, allowing for ample future expansion.

- **Land available at low cost.** Not only does the TRIP enable significant industrial development in Turlock, but the specific plan area has ample developable land. Land costs in Turlock are significantly lower than those in coastal California or even the outer edges of the Bay Area; this is the case for both industrial/commercial as well as residential land.
- **Presence of County Fairgrounds.** Turlock hosts the Stanislaus County Fairgrounds, a major asset for business generation and tourist attraction. The Fairgrounds are used not only for the annual County Fair but also for other regional events throughout the year. The County has also expressed interest in expanding the fairgrounds.

Weakness to Overcome

- Distance to Interstate 5
- Few available buildings
- Lack of basic skills and employability
- **Location.** While Turlock is ideally location for distribution to west coast market, particularly the San Francisco Bay Area, other nearby cities enjoy this same advantage, including Modesto, Manteca, and Lodi. Moreover, Turlock has excellent access to Highway 99 but limited access to Interstate 5. They City cannot change its location, but it can direct its efforts toward economic development that benefits from the City's location but is not entirely dependent upon it. Additionally, planning efforts are underway with Stanislaus County and the City of Patterson to develop West Main Street as an east-west expressway that would connect Turlock more efficiently to I-5.
- **Downtown Turlock.** The deep recession that has affected the entire nation has also impacted Downtown Turlock, raising vacancy rates and turnover in the past few years. The existing stores and the presence of City Hall create activity during the day, but the area experiences less activity at night. More people living close to Downtown, and more active uses in Downtown buildings (or new buildings) would be of great benefit.

- **Lack of linked economic activities.** While Turlock has numerous economic assets and several employers with over 1,000 jobs, they have not attracted a significant amount of linked economic activities – either because they take care of their needs in-house, or because they rely on suppliers and other business outside of Turlock or even the State. Some examples of linked activities and economic synergies do exist such as between the hospital and the university’s nursing program but more horizontal and vertical linkages could be made.
- **Social Issues and Public Safety.** Turlock struggles with a number of social issues such as homelessness. While the majority of Turlock’s neighborhoods are safe and secure, the persistence of some of these social and public safety issues may affect the city’s image.
- **Perception of Permit Process for Small Businesses.** Some involved in Turlock’s economic development voice concern over the perception of the City’s practices as not being sufficiently easy and welcoming to attract new employers. Rigid code enforcement for small businesses and renovations were cited as potential problem areas.
- **Transportation and Infrastructure Maintenance.** The City has struggled to maintain the quality of existing city streets that are seeing heavy industrial truck traffic, and those in the western neighborhoods. Much of this is attributable to fiscal issues. Investment in infrastructure is critical to attracting businesses, but at the same time, the City must maintain a fee structure that requires major users to help pay the way.
- **County Islands.** Turlock has several areas of unincorporated county land surrounded on all sides by the incorporated city, creating “county islands.” Because they county islands are not served by the city infrastructure, the lack of improvements and the quality of development is generally below the City’s standards and therefore negatively impacts Turlock’s image. The City is engaged in developing a strategy with Stanislaus County to incorporate and upgrade these areas.

Listed below are policies that have been suggested for implementation in the City of Turlock. It should be noted that some of these policies overlap with the 2003 Goals. Overlapping goals have been noted in parenthesis.

Guiding Policies

1. **Support existing businesses.** Retain, improve, and promote existing businesses in Turlock and foster local start-up businesses. (Goal 5)
2. **Attract businesses to serve local residents and regional shoppers.** Attract community-serving retail, and basic industrial and service activities to meet the needs of our residents, while continuing to promote and develop Turlock as a regional shopping destination.
3. **Facilitate new development.** Define clear development standards and process development applications expeditiously. (Goal 5)
4. **Support and maintain Downtown Turlock.** Support and contribute to a clean, safe, pedestrian-friendly, and well-maintained Downtown. (Goal 3)
5. **Strengthen the City's image.** Create an image for Turlock that will help attract and retain economic activity, and proactively market that image regionally and statewide.
6. **Sustain fiscal health.** Ensure the continued economic sustainability of the community and fiscal health of the City government.
7. **Maintain the jobs-workers balance.** Maintain a balance between jobs and the number of employed residents. (Goal 2)
8. **Recognize and promote strength in the food processing sector.** Even as Turlock pursues jobs in new industries, continue to recognize and promote the City's current strength as a food processing center, with a workforce highly skilled in this industry. (Goal 2)

Implementing Policies

Industry Targeting and Recruitment

9. **Monitor new industrial trends.** Monitor regional, state, and national economic trends in order to identify new and emerging industries suitable for Turlock.

Among others, industries to watch include agricultural and food sciences, clean technology manufacturing, and health care.

10. **Engage in strategic planning.** Every five years, complete a citywide economic development strategic plan that focuses on industry targeting, job creation, marketing, and local business support. Evaluate progress, accomplishments, and challenges every year in an annual report that will help guide subsequent efforts.
11. **Increase linked activities and businesses.** Work with large existing employers to identify and recruit related businesses and those that provide goods and services to meet their business needs.
12. **Attract jobs for local residents.** Set economic development target and implementation measures to increase the percentage of employed residents who work in the City to 60 percent of the total by 2020. (Goal 2)

As of 2000, 49 percent of employed Turlock residents worked in the city.

13. **Bolster sports tournament industry.** Incorporate sports facilities suitable for tournaments into the design of new community parks and recreation area. Encourage local hotels and other traveler-supported businesses to sponsor sports tournaments and contribute to the upkeep of the facilities in exchange for advertising and marketing rights. (Goal 4)

Promoting and Facilitate Industrial Development

14. **Direct industrial users to the TRIP.** Direct new industrial users to the TRIP and continue to implement the WISP.
15. **Advertise available land.** Continue to market the availability of development sites by routinely updating the City's database of available vacant and underutilized parcels and making it available on the City's website. These can include both large industrial and business park parcels in the TRIP as well as smaller office or retail sites in shopping centers, along major roads, and Downtown.
16. **Promote the TRIP.** Develop and implement a marketing strategy aimed at potential large industrial, R&D, and business park employers in order to attract more development and jobs to the TRIP.
17. **Continue to review permit streamlining.** Ensure that the City's permitting procedures are streamlined through the continuing review of the system by the Development

Collaborative to solicit input from the business community and work with the City to improve business processes. (Goal 5)

18. **Continue to offer economic incentives.** To the extent possible, continue to offer economic development incentives to specific economic zones. (Goal 5)

At present, this includes the Enterprise Zone 40. All of the TRIP is included in this zone. The zone makes available a number of beneficial tax deductions, credits, and incentives that reduce the cost of development, hiring, and capital investment.

19. **Re-evaluate fees.** Continue the current effort to update the City's building permit fees to better reflect actual costs to the city. Periodically reevaluate development impact fees to reflect any adjustments in the cost of construction, any outside grant funding awarded to the City, and any other appropriate adjustments. (Goal 5)
20. **Improve connection to Interstate 5.** Work with Stanislaus County and City of Patterson to establish West Main Street as an expressway connecting Turlock to I-5.
21. **Encourage land assembly.** Continue to encourage landowners of small parcels to assemble their properties to better facilitate commercial or industrial development. Strategies can include hosting informational meeting at the City, contacting property owners directly, developing financial incentives for land assembly, and promoting new graduated density zoning amendment.

Fostering Partnerships

22. **Engage business organizations.** Maintain a strong working relationship between the City and the Turlock Chamber of Commerce, as well as other local and regional business groups such as the Downtown Property Owners Association and the Stanislaus County Workforce Alliance. (Goal 5)
23. **Continue to participate in annual meetings with Chamber of Commerce and the Workforce Alliance.** Continue to participate in the annual summits and business conferences sponsored by the Chamber of Commerce and the Stanislaus County Workforce Alliance in order to identify how the City can best assist them or improve City services. (Goal 2 & 5)
24. **Continue to participate in local business organizations' meetings.** Continue to attend and participate in all meeting of the Chamber of Commerce and the Downtown Property Owners Association. (Goal 5)

25. **Support business outreach strategies.** Continue to support the business outreach strategies of the Development Collaborative Advisory Committee to solicit input on how the City can improve its services. (Goal 5)
26. **Foster ongoing and new partnerships with CSUS.** Maintain the City's relationship with CSUS, and continue to pursue new opportunities to work with the university on workforce training, community services, sharing of facilities and employer recruitment, among others.
27. **Provide a City resource for regional events management.** Establish a "go-to" person at the City who will be a source of information on upcoming regional events, such as youth sports tournaments. This City resource will be someone that businesses, such as hotels, can contact for information on when large groups of visitors will be coming to Turlock and pursue business opportunities accordingly. Also establish a monthly calendar on the City's website that shows local events. (Goal 4 & 7)
28. **County Fairgrounds Strategy.** Work with the Stanislaus County Fair Board to either expand the County Fairgrounds at its current site, or to identify a new site west of State Route 99 for relocation.

Workforce Training and Local Start-up Support

29. **Partner with CSU-Stanislaus in workforce training.** Coordinate with CSU-Stanislaus to publicize available educational and training programs by using the City's website and making information available through the library and City Hall.
30. **Support new start-ups.** Continue to support the assistance program for local start-up businesses. (Goal 5)

Continue to work with the Stanislaus Economic Development and Workforce Alliance and CSU-Stanislaus to establish a branch of the Central California Small Business Development Center (SBDC) in Turlock. SBDCs offer classes in starting and operation a small business.

Supporting Downtown and Neighborhood Commercial Centers.

Enable renovation of Downtown buildings. Work with the Building Division and a structural engineer to identify less expensive seismic retrofit, fire safety, and ADA compliance options for older building Downtown in order to encourage their renovation. (Goal 1)

31. **Market the Downtown Turlock commercial district.** Continue working with the Chamber of Commerce and the Downtown Property Owners Association to support marketing, promotions, and events that bring people Downtown. (Goal 3)

In particular, the focus should be on establishing ongoing events (weekly, monthly) that will bring people Downtown on a regular basis. Examples include an additional farmer's market or craft market, children's activities, or an outdoor performing arts/concert series.

Fostering a Positive Image.

32. **Pursue beautification projects.** Continue implementation of the Downtown Design Guidelines, and begin implementation of the Turlock Beautification Master Plan.
33. **Market Turlock's assets.** Market information about Turlock's livability, great schools and parks, relative affordability, and other features to prospective employers to help encourage businesses to locate in the city.
34. **Educate users about the improved permitting process.** Work to diffuse any lingering negative perceptions about Turlock's permitting process by showcasing improvements that have been made in recent years, as well as any future improvements.
35. **Promote Turlock's workforce.** In addition to marketing Turlock as a desirable destination for new employees, strongly promote the quality of Turlock's existing workforce (high educational attainment, specific skill sets, etc.) to potential employers. Similarly, promote the City's capacity for additional workforce training through partnerships with CSUS. (Goal 6)
36. **Master Wayfinding Program.** Continue to implement Turlock's Master Wayfinding Sign Program, aimed at improving signage and wayfinding throughout the City, improving visitors' experiences in Turlock, and promoting the City's assets.

2014 Vision

We will support an economically and socially diverse population, and a vibrant and strong business community through partnerships and by fostering development that offers people the ability to live and work in Turlock.

Overall Goal	<i>Continue to develop Turlock as a great place to live and work.</i>
<i>Site Preparedness</i>	Goal 1 – Fully improved sites and buildings will be available for businesses to start up, expand and relocate in Turlock.
<i>Business Development</i>	Goal 2 - The Turlock economic development partners will work in a coordinated manner to increase job opportunities in the city through the agriculture, manufacturing, logistics and medical services cluster. Goal 3 – Downtown Turlock will be the business, cultural and civic center of the city. Goal 4 – The community will host of wide variety of tourism and community events. Goal 5 – The City of Turlock will support entrepreneurial and small business activities.
<i>Education</i>	Goal 6 – Our educational system will build a citizenry which is prepared for the 21 st century workforce.
<i>Quality of Life</i>	Goal 7 –Turlock will be a leader in the Central Valley in access to art, music and other cultural events.

Goal 1 – Fully improved sites and buildings will be available for businesses to start up, expand and relocate in Turlock.

1. (a) Draft a brief annual report which demonstrates how infrastructure investments over the past year linked to the City's business development goals.

(b) Conduct an annual development impact fee review/cost of service analysis.

2. (a) Encourage owners of small adjacent parcels to offer their land as a single unit to large user through assistance with marketing and parcel aggregation.

(b) Facilitate the application to merge small parcels with funds from the Economic Development Bank.

Goal 2 – The Turlock economic development partners will work in a coordinated manner to increase job opportunities in the city through agriculture, manufacturing, logistics and medical services cluster.

1. (a) Define the roles and relationships between the City, the Alliance, the Turlock Chamber of Commerce and Turlock Convention and Visitors Bureau.

(b) Continue to support the Alliance's efforts, based on the defined relationships, through funding and active participation on committees and the organizations' governance.

2. Identify and develop retention efforts by the City, the Chamber of Commerce, and the Alliance to ensure that an effective business retention plan is in place. Efforts will be coordinated and refined through a framework developed in cooperation with the Alliance.

3. Develop and strengthen the marketing materials and activities of the City, the Alliance and CVB.

4. Develop a protocol with the Alliance for potential leads and encourage those which cannot be accommodated in Turlock to locate in other communities in the County.

5. Participate in efforts by the Alliance to create a common core of economic development data, including documentation of permitting process, identification of zoned and served land a, utilities and other information as needed.

Goal 3 – Downtown will be the business and cultural center of the City.

1. Work with Downtown Property Owners Association (DTPOA) to develop a mechanism to ensure adequate maintenance of downtown .

2. Develop a walking map of downtown that shows parking, public venues, shopping, etc.

3. *Continue the Commercial Building Improvement program.*

4. *Encourage business owners to have employees and customers to park in the rear.*

Goal 4 – The community will host of wide variety of tourism and community events.

1. *Continue to facilitate the location of restaurants, full service hotels and other visitor serving amenities.*

2. *Conduct a retail market study to measure the size for the Turlock market area, shifts in the community's demographics, implications of existing and potential tourism and overall demand for retail, restaurants and services.*

3. *Maintain current vehicle trip counts on critical retail corridors to be able to provide timely data for potential commercial enterprises.*

4. *Continue to participate in the Travel and Tourism Roundtable.*

5. *Market the City's soccer fields to regional and statewide organizations for tournaments.*

6. *Bring together local leaders to identify a plan for the marketing and promotion of current venues. (e.g. Pedretti Fields, Fairgrounds, etc.)*

7. *Streamline and coordinate processes for such requirements as street closures and police department assistance.*

Goal 5 – The City of Turlock will support entrepreneurial and small business activities.

1. *Work with the Alliance/ Small Business Development Center (SBDC) to identify types of entrepreneurs and their space requirements.*

2. *Work with large and mid-size employers in the area to identify the suppliers of their products. Focus on those suppliers and users which could be small businesses.*

Additional Strategies

-Develop a formal program to support new and expanding businesses with knowledge and resource based problems.

Goal 6 – Our educational system will build a citizenry which is prepared for the 21st century workforce.

1. *Offer regular school day concurrent enrollment with MJC classes at local high schools. These prep courses could include;*
 - a. *College Prep courses such as English 1A*
2. *Encourage MJC to offer evening classes at the District’s high school. Benefits include:*
 - a. *Students would not have to travel outside of the local community to take community college courses which may encourage a greater number of students to pursue post-secondary education.*
 - b. *Existing high school classrooms could be utilized more hours of the day.*
 - c. *Existing Adult School staff could provide some coordination support.*
3. *Utilize internships, job shadowing and other workplace learning activities to expose high school students to employment opportunities which exist in the community. Formal links between high schools and employers should be established to ensure that these opportunities continue.*
4. *Promote Turlock Adult School as a training resource for the business community.*
5. *Provide coordinated job based training opportunities.*

Additional Strategies

-Greater partnership with CSU Stanislaus for vocational direction and planning.

Goal 7 –Turlock will be a leader in the Central Valley in access to art, music and other cultural events.

No strategies were identified.