

OROVILLE OPPORTUNITY STARTS HERE



Marketing and Business Development Roadmap

Industrial | Commercial | Retail



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I. INTRODUCTION

In June 2009, the City of Oroville adopted the Oroville 2014 Economic Development Strategy¹. The Strategy provided strategic direction for key initiatives and identified four “focus areas” for future development — Downtown-Gateway, Airport Business Park, Industrial Units and the Commercial Core.

Prior to the 2014 Economic Development Strategy, the City had been actively pursuing and building an economic development tool box through various federal, state and local programs for infrastructure development and business assistance programs, such as, financing and micro-enterprise assistance as well as state-designated incentive areas, such as, the Oroville Enterprise Zone and Recycling Marketing Development Zone.

The City has been more aggressive and successful in creating programs to assist businesses than most communities its size. The purpose of these efforts is to achieve the City’s Mission and Vision to create and serve a vibrant and thriving community.

The Oroville 2014 Economic Development Strategy set three priority goals for economic development:

- Increase the local job base,
- Create a diversified local economy that capitalizes on the Feather River and other recreational amenities, and
- Increase city revenues for essential services to maintain a high quality of life.

Specific objectives of the 2014 Economic Development Strategy include creation of 500 net new job opportunities by 2014, increase TOT by 4 percent annually and also increase tax and revenue by 4 percent annually.

As follow-on to that economic development strategy planning effort, the City of Oroville applied for and received a State of California, Community Development, Planning and Technical Assistance Grant to create a marketing and business development program to strengthen the City’s retail, commercial and industrial base.

City’s Mission Statement

The City of Oroville is dedicated to serving the public, ensuring the safety and vitality of the community, and promoting prosperity for all.

Vision Statement

The City of Oroville, nestled in the foothills of the Sierra-Nevada, graced by the beauty of the Feather River, will be a vibrant and thriving community with strong economic, recreational and cultural opportunities.

Core Values

Integrity & Honesty,
Professionalism,
Respect for Others,
Customer Service,
Open Communication,
Accountability,
Teamwork/Cooperation

¹ City of Oroville 2014 Economic Development Strategy prepared by RSG, June 3, 2009
<http://cityoforoville.org/Search2.aspx?request=2014+Economic+Development+Strategy&maxFiles=25>

II. PROJECT SCOPE

PROJECT PURPOSE

To continue refining the City's economic development program, the purpose of this Planning & Technical Assistance Grant was to:

- 1) Understand Oroville's competitive position from the perspective of industrial, commercial and retail users, and
- 2) Create a Marketing Roadmap to promote Oroville as a prime location for specific businesses in industrial, commercial and retail markets.

This **Roadmap** will assist the city in implementing strategic actions designed to competitively position the city to attract, expand and retain business ventures resulting in new capital investment, job creation, and achieve the goals and objectives outlined in Oroville's 2014 Economic Development Strategy.

PROJECT APPROACH

Creating a strategic marketing roadmap involves:

- Strategic thinking,
- Creative marketing, and
- Economic development program implementation.

Four consulting firms collaborated on the project to bring specialized expertise to the various elements of the project:

- Audrey Taylor and Vicki Doll, Chabin Concepts, an economic development marketing firm and project lead, coordinated the project, conducted the marketing assessment and prepared the action roadmap.
- Don Schjeldahl, Vice President and Director of Austin Consulting, an international corporate site location consulting firm, conducted the Industrial Market Assessment.
- Mary Bosch, President of Marketek, a retail and downtown business consulting firm conducted the Retail/Commercial Market Assessment.
- Brian Curtis, MC2 Design, prepared the marketing concepts, a brochure and ad design.

The first phase² involved two assessments for two different markets – industrial³ and retail⁴, and a third assessment of the current marketing materials and tactics. These assessments are done to gain insight and provide background on Oroville's competitive market position and value proposition to businesses targeted for attraction.

² Appendix A – Phase I Assessment Findings – Industrial, Retail & Marketing

³ Appendix B – "Corporate Location Assessment" Presentation by Don Schjeldahl, Austin Consulting, Oct 1, 2009

⁴ Appendix C – "Downtown Oroville, Open for Business" presentation by Mary Bosch, Sept 11, 2009

The second phase was the preparation of the Action Roadmap which provides specific objectives, actions and recommendations which are based on the consultants' findings through the assessment process. The Action Roadmap, starting on page 5 focuses on Oroville's ability to compete for new investment in the industrial and retail/commercial markets. The project follows Chabin's strategic community marketing process:



The final phase of the project was creative design – providing a recommended brochure layout to use as the main marketing piece for promoting Oroville to target industry and business segments.

III. ASSESSMENT FINDINGS

Oroville should be proud of its accomplishments and transformational vision. The City has many attributes, unique recreational opportunities that cannot be replicated in other communities and the City has done an incredible job with its numerous community projects and business services.

From an assessment standpoint, Oroville has no **“fatal flaws”**; which means that there are no issues that would constrain the city from being a competitive location for new businesses. However, there are several strategic actions that can be taken to make Oroville a more competitive location for new business investment. Table 1 provides an overview summary of the assessment findings as it relates to industrial, commercial and retail marketing and business development. See [Appendix A for the full Assessment Findings Report](#).

“Amazing accomplishments on community projects, City of Oroville does 10 times more than most cities their size.”

**Don Schjeldahl, Austin Consulting,
Corporation Location Assessment,
Oct. 1, 2009**

TABLE 1 — SUMMARY OF ASSESSMENT FINDINGS

Strengths	Weaknesses (following are missing or inadequate to meet needs of business)
<ul style="list-style-type: none"> • Workforce availability • Wage levels • Training and recruitment programs • Transportation network • Community’s vision for economic development and existing plans • City’s investment in projects and long-term planning • City’s relationship with business community • Quality of life factors • Growing retail markets • Brokers’ positive outlook for Oroville market • Business assistance programs • Local entrepreneurship • Creative Tourism Campaign • Online news feature • Newsletter and e-News sign up on website • Online incentive calculator (EZ hiring tax credit) • City’s ED Programs and services • Workforce investment partnering on specific job creating projects 	<ul style="list-style-type: none"> • Inventory of available sites and buildings (industrial, commercial, and retail) • Shovel-Ready sites • Defined fast-track development process • Cost model documenting fees, development costs, incentives • Detailed documentation of labor and talent pool • Site documentation, specifically utilities servicing sites, capacity, reliability, etc. • Concentrated developments creating a shopping experience • Retail Market Analysis • Targets aligned with product • Business development marketing materials and tools • Depth of data available on website • Stated value proposition and key messages for business development in Oroville • Business development marketing • Cohesive roles economic development organizations – who does what • Many downtown businesses not engaged in solutions

IV. ACTION ROADMAP

If a community is not ready and prepared with the right team, product, tools, targets and value proposition, an investment in marketing may not return the results desired. The Action Roadmap outlines objectives, actions and recommendations which address:

- The weaknesses identified in the assessments that are, or could be, constraining Oroville from being an attractive location for certain markets,
- Proactive strategies to enhance Oroville’s competitiveness for market opportunities in the industrial, commercial, and retail markets, and
- Marketing strategies and targeted business development.

The Action Roadmap tasks and recommendations are based on the three assessments conducted by Austin Consulting, Marketek, and Chabin Concepts. The Action Roadmap has three elements:

1) Industrial

- **Industrial Development Objective 1:** Ready and package the Oroville Airport Business Park for recruiting clean tech businesses.
- **Industrial Development Objective 2:** Document the labor and talent pool.
- **Industrial Development Objective 3:** Launch an Airport Business Park attraction campaign.
- **Industrial Development Objective 4:** Continue an active job retention and expansion program.
- **Industrial Development Objective 5:** Initiate an Oroville “shovel-ready” certification program to demonstrate to perspective users that Oroville is ready and will fast track the location process.

2) Commercial/Retail

- **Commercial/Retail Development Objective 1:** Create an effective platform for organizing and marketing the Retail/Commercial opportunities of Oroville, particularly the Downtown.
- **Commercial/Retail Development Objective 2:** Create an “attention-getting” catalyst project or program, *something out of the box*.
- **Commercial/Retail Development Objective 3:** Prioritize the inventory of commercial and retail space.
- **Commercial/Retail Development Objective 4:** Refine specific retail and commercial targets for the downtown and commercial core properties.
- **Commercial/Retail Development Objective 5:** Engage commercial and retail real estate brokers as a sales team.

3) Marketing & Business Development

- **Marketing & Business Development Objective 1:** Adopt a Business Development key message platform so everyone articulates a consistent message for business.
- **Marketing & Business Development Objective 2:** Create and package collateral materials and tools to market and respond to inquiries effectively.
- **Marketing & Business Development Objective 3:** Enhance existing website with additional electronic tools.
- **Marketing & Business Development Objective 4:** Establish Prospect Sales Team.
- **Marketing & Business Development Objective 5:** Implement strategic marketing campaigns.

Following the Action Roadmap is copy of the *Brochure Conceptual Design* and a section on potential roles for local organizations in implementing the plan.

There are certain projects, such as the Oroville Airport Business Park, Gateway and Downtown, that without the City's leadership, focus and investment, transformational change for creating economic engines will not happen.

The Appendix is a key part of the report as it contains samples and guides for implementing the Action Roadmap.

Economic development for the City of Oroville is a culture, numerous staff and departments⁵ are involved in performing services to encourage economic development throughout the city. To help organize and assign priorities and tasks to various staff, a *30-60-90 day Launch, Task and Marketing Schedule Form are included in Appendix E*⁶. These have been provided as planning tools for staff to organize and further identify specific actions that may be required to accomplish each task and timelines.

⁵ Appendix D – Oroville Economic Development Organizational Chart, 2014 Economic Development Strategy June 2009

⁶ Appendix E – Planning Forms: 30-60-90 Day Launch, Task & Marketing Schedule

ACTION ROADMAP — INDUSTRIAL

Industrial Development Objective 1: Ready and package the Oroville Airport Business Park for recruiting clean tech businesses.

The Oroville Airport Business Park has the best potential for near-term business locations, including entrepreneurial start-ups, business expansions and business attraction. However, even though the City owns the Business Park, they currently cannot sell the property which is a constraint and challenge to attracting investment.

For the Airport Business Park to see its full potential, the city should aggressively plan and package to attract new businesses. Most manufacturers looking for new locations will first look for an existing building that meets their needs, or a building to lease – few want a build-to-suit building that will take 9-14 months.

Action Tasks

- Form an internal city team to create a “shovel-ready”, master-planned development for the remaining property in the Business Park.
- Create site plans that consider buildings in the 25, 50 and 100,000 square foot size to accommodate various business needs and requirements.
- Remove constraints on size of buildings, i.e., FAA.
- Develop pre-engineered and pre-approved shell building plans in sizes above – 25, 50 and 100,000 square feet to ensure fast-track permitting.
- Map all utilities to sites, document locations and capacity sizes.
- Conduct “shovel-ready” certification, see page 16.
- Develop cost and timeline models for each proposed site.
- Test “project scenarios”, similar to the Corporate Location Assessment on this project, to ensure any major constraint has been eliminated and project can be fast-tracked.



Corporate Location Assessment, Oct. 2009
Don Schieldahl, Austin Consulting



- Define the incentive package that would be offered to a job-creating company locating at the Airport Business Park. **Note:** Other areas in California are offering substantial packages to attract business, including property and lease write-downs, owning and leasing buildings, no interest loans and sales tax agreements.
- Enterprise Zone Tax Credits are not enough in the current competitive environment to differentiate Oroville from other areas. Incentives are most important in the early years of the business where the bulk of their expense is incurred and tax credits are of no value.
- When Airport Business Park preparation is complete, begin Industrial Development Objective 3: Launch an Airport Business Park attraction campaign.
- Begin working with adjacent property owners (across Highway 162) to master plan their site(s) to be compatible with the Airport Business Park.

Recommendations

- City should act as a master developer in preparing and building out the park.
- Accelerate this planning and packaging project by contracting part-time with a retired Planning Director, such as, Pam Figge who is not only a former Planning Director, but a Planning Instructor very knowledgeable in large project development, general plans and city-controlled airport park development. Adding experienced staff dedicated to this effort would facilitate accelerating the project to ready the park for marketing and business attraction. This would also help to demonstrate Oroville's reputation and proof of *a proactive and committed business-friendly city*.
- Continue to lobby legislative representative to establish an Enterprise Zone Tax Credit bank similar to the federal Investment Tax Credits where businesses can receive cash in lieu of tax credits.
- Create a 45-day permit program for the Airport Business Park – *a great marketing tool*.
- As noted in Action Tasks, the City should “pre-plan” an Airport Business Park incentive package to be used as part of the Airport Business Park aggressive attraction campaign — *demonstrating the City is serious about being a partner at the Airport Business Park*.
- Coordinate with Private Industry Council on other potential training projects, or investment opportunities, that could occur at the Business Park similar to the Clean Tech Innovation Center which can become a draw for other companies.
- Recommended target industry sectors for Oroville are businesses in the Clean Tech, High Tech, Information Technology and Green Industry clusters. Regulations, such as AB 32 and AB 118, and California Renewable Portfolio Standard (RPS) are driving new market opportunities in these sectors.

Table 2 is a summary classification of Industry Attraction Targets for Oroville. Exact site locations, Business Parks or Industrial Units, will be dependent on the specific business manufacturing process and compatibility with the City's zoning ordinance.

Recommended industry targets for the Airport Business Park are Solar Products and Related Suppliers and Information Technology Sectors, column 1.

TABLE 2 —INDUSTRIAL ATTRACTION TARGET SECTORS	
Solar Products / Related Suppliers <ul style="list-style-type: none"> Plastic material manufacturing Unlaminated plastic film and sheet manufacturing Copper wire drawing Semiconductor and related devices Instrument manufacturing for measuring and testing Switchgear & switchboard apparatus manufacturing Storage batteries Current-carrying wiring device manufacturing Information Technology <ul style="list-style-type: none"> Electronic equipment and components Computer Systems Design Internet Services & Data Processing Packaged Software Publishers Electronics and Computer Mfg 	Green Building & Construction Materials / Services <ul style="list-style-type: none"> Lighting Heating, ventilation, air conditioning (HVAC) Dry wall, windows, insulation, flooring Construction (green building practices) including architecture and design, contractors, installers Remanufacturer Furniture Sheet metal work manufacturing Industrial Processes <ul style="list-style-type: none"> Packaging, components, redesign Materials, chemicals, recycling, waste disposal Remanufacturing Water Filtration / Conservation Agriculture <ul style="list-style-type: none"> Bio-based materials, natural pesticides Farm technologies, irrigation systems
<p>Sources: Chabin Concept research; California Strategy Panel, Regional Economies Project, Oct 2008, Northern California; Next10 California Green Innovation Index 2009; Clean Technology & the Green Economy, Economic Strategy Panel March 2008</p> <p><i>Appendix F⁷ — Detailed NAICS code listings and industry background reports.</i></p>	

- Continue to develop projects at the airport that will grow the clean tech industry cluster, building critical mass, generating attention and creating Oroville's reputation in this industry cluster.

⁷ Appendix F – Industry NAICS Code Listings and Industry Background Reports

Industrial Development Objective 2: Document the labor and talent pool.

Significant information needs to be gathered on the area labor force to “prove” there are sufficient workers available at all skill levels. This was a weakness in the Industrial Assessment.

Action Tasks

- Prepare commute-shed labor force maps.
- Document key labor indicators, such as, opening-to-applicant ratios, specific occupation data aligned with target industry sectors, and wages at three levels — entry, average and advanced.
- Document services and assign a dollar value to services provided by workforce and training agencies, such as, assessments, interviews, employer of record, customized training programs, human resource services, drug testing and on-the-job training.
- Highlight special training or career pathways for occupations aligned with target industries, such as, clean energy training, lean manufacturing, etc.

Labor



Does the community have a labor pool in place that is trained, cost effective, and available?

- Availability – skill levels as required
- Worker/management relations
- COST
- Work ethic
- Training resources
- Recruiting

Labor

Concerns:

- Lack of good documentation on labor demographics, labor shed
- Recruiting management to region
- Industry retention program needs to be stronger

Corporate Location Assessment, Oct. 2009
Don Schjeldahl, Austin Consulting

Recommendations

- This task should be lead by the Private Industry Council.
- To address the assessment concerns of available skilled labor, the labor agencies in Butte County should consider establishing a talent bank where local residents could register their skills and interest in specific occupations.
- Develop training modules or industry driven apprenticeship programs as needed to increase the skill base to match the human resource needs of the target industries.
- Conduct an employer wage and benefit survey to gather information on local employment practices, management, employee turn-over rates, ethics, employee draw, benefits packages and needs/challenges of existing employers in meeting their employment needs.

Industrial Development Objective 3: Launch an Airport Business Park attraction campaign.

When Industrial Development Objective 1, Airport Business Park, is completed prepare a stand-alone marketing piece and launch a focused attraction and business development campaign targeting Clean-Tech businesses.

Actions Tasks

- Prepare stand-alone Oroville Airport Business Park marketing piece. Present as a Business Case – Why should a Clean Tech business be located at the Oroville Airport Business Park?
- The piece should be compatible to Oroville’s main marketing piece, Opportunity Starts Here, see creative design page 41.
- Include site maps, building drawings, cost scenario, timelines, incentives, labor and special programs.
- Include the Clean Tech Innovation Center as a draw for other businesses.
- Using the *NAICS Code List, Appendix F*, create two lists⁸ of businesses to target, supplier-based industries under 100 employees and larger anchor manufacturers, 100+ employees. Target no more than 50 companies at any one time.
- Implement a direct mail series:
 - First introduce Oroville with a personal letter from the Mayor – enclose a simple 8 x 11 Airport Business Park map of the master plan.
 - Send 1-2 mailing pieces, such as “Opportunity Starts Here” ads with success stories of existing businesses.
 - Send formal brochure – Oroville: Opportunity Starts Here.
 - Final piece is Airport Business Park business case – Why your business should be located at the Oroville Airport Business Park.
- Follow-up with personal calls to every business on the mailing list to screen their interest and viability as a business.
- Schedule appointments with interested firms to present the Oroville package.
- Track all mailings and company responses, continue to follow-up with businesses.

⁸ Appendix F – Business List Providers: idEXEC, Hoover’s, Info USA, Marketing Source, Direct Mail, Lead 411, and Whittaker Associates

Recommendations

- Host an event/press conference to announce the completion of the “shovel-ready” Airport Business Master Plan, invite media and businesses from the target list.
- Collaborate marketing with Clean Tech Innovation Center, Private Industry Council and other entities that can provide assistance to new Clean Tech Businesses, such as the University (specific departments), Golden Capital Network. Pacific Gas & Electric, USDA and research and development entities. Request they become sponsors of marketing campaign to attract clean tech industry. List their name on marketing piece.
- Retain a “call firm” to conduct “cold calls” to screen potential business who may be interested in a new location. City is a member of Upstate California Economic Development Corporation, a marketing organization for northern California and could leverage using Upstate’s call firm.

Industrial Development Objective 4: Continue an active job retention and expansion program.

New businesses will evaluate the city on how it serves its existing businesses. The City has excellent programs and services for local businesses, particularly the loan program, Enterprise Zone and small business assistance and the City staff have an excellent reputation with the local businesses they serve and assist. As noted though, during the Corporation Location Assessment conducted by Don Schjeldahl, Appendix B, the Business Retention Program needs to be strengthened.

Action Tasks

- Organize and promote to local businesses a formal Business Retention/Expansion Program. Multiple departments and staff are involved in economic development, those individuals participating in the Business Retention/Expansion (BRE) outreach should be identified as a BRE Team member.
- Increase outreach calls to the existing business base. Staff could be assigned companies to “call” quarterly, building a relationship. Businesses are more comfortable working with an identified person so they know who to call versus just calling city hall. When businesses identify issues and needs, the team member can refer to the appropriate city staff (or outside agency) to handle.
- Annually the Enterprise Zone Manager should contact (mail or personal call) on all manufacturing businesses and leading sales tax generators to review the Enterprise Zone Tax Credit benefits and any tax reporting forms needed.

Recommendations

- Business outreach could be leveraged with the Private Industry Council’s lay-off aversion program and business services call representatives.
- Use a business retention expansion tracking system that could be networked with multiple agencies.
- Leverage the City’s Planning & Technical Assistance grants with other on-going programs, such as:
 - City was recently awarded a grant to work with existing businesses on using “alternative energy sources”. This will be an excellent “service” to add to the City’s business retention and expansion program and will be a valuable resource for the local businesses.
 - This should also be leveraged with other energy efficiency programs being implemented and applied for in the region, specifically, Clean Energy Workforce Training Grant and California Energy Commission Commercial and Municipal Retrofit programs (sponsored by Northern Rural Training & Employment Consortium and Private Industry Council).

- It was noted during the assessment the Enterprise Zone Manager is also the point person for the city's loan program, which is an excellent program and service to businesses. However the EZ Manager is spending considerable time preparing the underwriting, which takes him away from the higher value business assistance and outreach. If feasible, a contractor or part-time staff should be engaged to perform the underwriting tasks which would allow the EZ Manager more time to work directly with businesses.

Industrial Development Objective 5: Initiate an Oroville “shovel-ready” certification program to demonstrate to perspective users that Oroville is ready and will fast track the location process.

As identified in the Corporate Location Assessment, a **“shovel-ready sites” program** should be initiated to ensure sites being promoted are truly “shovel-ready”. A shovel-ready designation is a promotional tool certifying to a potential user the site has gone through a due diligence process and provides documentation and certainty around the due diligence process, infrastructure capability, schedule and cost of property. To date, no other community in northern California is promoting a certified or shovel-ready sites program.

There are privately-held sites in Industrial Units, Highway 162 and north Oroville (proposed industrial) that would benefit from a “shovel-ready” certification program.

The City received a new Planning & Technical Assistance Grant to evaluate the feasibility of forming an Assessment District for infrastructure improvements in Industrial Unit 2 and the City is also working to ensure compatibility between General Plan and Zoning.

The next logical step for property owners is to participate in a “shovel-ready” certification program.



Action Tasks

- Adopt a “shovel-ready program” such as the State of California’s program, www.dre.ca.gov/ind_certified_sites.html or a private third-party site consultant “shovel-ready certified program” (such as, Oregon, Iowa City, New York).
- Certify Airport sites at completion of Industrial Development Objective 1.
- Post certified sites to searchable property database on City website. Promote sites that have been certified.



Recommendations

All other sites, not located at the airport, should be encouraged to participate in the Oroville “shovel-ready” certification.

- “Shovel-ready” certification of privately-held property should be the responsibility of the landowner.
- City might consider an incentive program to assist those property owners requesting to participate in the program, such as, a cash-match to help defer cost for gathering data, or commitment of xx number of hours to assist in completing the documentation and submitting to the certifying agency (no cost for California’s certification).
- Initiate Constant Contact⁹ email news to target lists that are being developed. Send an email blast anytime a site has been certified.

⁹ <http://www.constantcontact.com/index.jsp>

ACTION ROADMAP – COMMERCIAL/RETAIL

Commercial/Retail Development Objective 1: Create an effective platform for organizing and marketing the Retail/Commercial opportunities of Oroville, particularly the Downtown.

Diversifying and strengthening the mix of retail businesses in downtown and throughout Oroville is the ultimate goal. Oroville's ability to capture commercial and retail business opportunities is integrally linked to the consumer market (visitor and local) and the available supply of competitive, leasable space.

Action Tasks

- Update the *2007 Sales Leakage Report, Appendix G*¹⁰ to a full Retail Market Analysis Report to include:
 - Current demand, unmet needs, sales leakage, square footage potential; consider with and without proposed location of Super Wal-Mart.
 - Revise market trade area map to coincide with Super Wal-Mart's trade area which is a broader market reach than currently being used. Wal-Mart works as an anchor to draw more consumers – an advantage for local, smaller businesses.
 - Expand information and market intelligence on new niche and franchise market businesses.
 - Research on specific visitor market impact on Oroville, not just Butte County.
- Conduct an Oroville Shopper Survey to determine interest of residents on types of retailers and services they desire to more fully identify potential targets.

Recommendations

- Downtown, similar to the Airport Business Park, needs the City's leadership to make change. Private investment alone will not be sufficient enough to change or stimulate downtown growth without the City's involvement (and other key partners such as PIC, DBA, Chamber, etc). Until there is sufficient synergy and anchors in the downtown, the area will need the City's participation. It is a unique asset particularly with plans for enhancing opportunities on the Feather River. There is limited active participation from the Downtown Business Association (DBA) with only a few active businesses. The challenge is building capacity and creating a "hook" for more engaged action from the businesses and property owners. There must be a public-private partnership with clearly defined roles to create a vibrant downtown. Recommend:
 - 1) Schedule a day-long facilitated work session with DBA, Chamber, and Tourism Committee. Work session should focus on:
 - Revisiting and updating the downtown vision.

¹⁰ Appendix G – Sales Leakage Numbers updated for Report, October 2009

- Reviewing City’s investment and proposed investments in developments along the river.
 - Reviewing and adopting *Retail Guiding Principles* (see *Appendix H*¹¹).
 - Discussing specific needs to help the small businesses with overall images and visual appeal including signage, storefront appears, window displays, store merchandising, lighting and other elements that collectively send impression about business quality and offerings.
 - Discussing cross promotion strategies with other anchors.
 - Agreeing on short-term strategic planning actions (see *Appendix I*¹² — *Potential Discussion Items for Downtown Work Session*).
 - Defining roles and responsibilities for each partner (see *Appendix K*¹³ — *Roles & Responsibility Guide*).
- 2) Apply for an AmeriCorps service member that could support staff in working on specific projects for the Commercial Core and Downtown Businesses. AmeriCorps State, Appendix K¹⁴ works with Governor-appointed State Service Commissions to provide grants to public and nonprofit organizations that sponsor service programs around the country, including hundreds of faith-based and community organizations, higher education institutions, and public agencies. Grants assist these groups in recruiting, training and placing AmeriCorps members to meet critical community needs in education, public safety, health, and the environment. AmeriCorps Program and Application is included in Appendix K, more information available at http://www.americorps.gov/for_organizations/overview/index.asp.

¹¹ Appendix H – Retail Guiding Principles

¹² Appendix I – Potential Discussion Items for Downtown Work Session

¹³ Appendix J – Roles and Responsibilities Guide

¹⁴ Appendix K – AmeriCorps Application, Volunteer Staff

http://www.americorps.gov/for_organizations/overview/index.asp

Commercial/Retail Development Objective 2: Create an “Attention-getting” Catalyst Project or Program, Something Out of the Box

The City, through its aggressive grant application program, has received two Planning Grants for a feasibility study for the Gateway Project and streetscape study for Huntoon/Lincoln. These will help to envision and promote the opportunities in these areas.

Recommendations

In addition to planning, consider initiating a program or establish a couple of aggressive new programs to demonstrate Oroville’s entrepreneur style for creating jobs and success. For example:

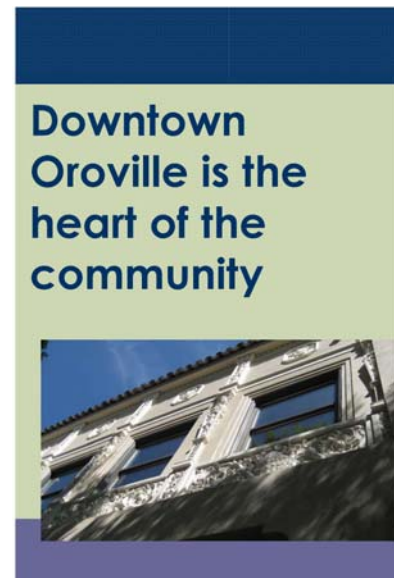
- Initiate an **Artist Recruitment Plan** – Build on the synergy of Oroville’s existing art cluster, particularly if considering loft locations near the downtown and river.
- **Vacant Building Program** – Work with building owners to offer seasonal leases, such as pre-holiday or in summer months. Offer attractive short-term leases to boutique businesses in other downtowns to create more diversity and selection to draw customers during these seasons. Work with the Private Industry Council (PIC) to have trained customer service employees readily available for these businesses.
- **Franchise Fee Free** – Offer to loan funds for the franchise fee that are forgivable with performance. Target desired franchises for the area.
- Implement one of the many downtown construction projects, one that will act as a **catalyst project** for change.

Commercial/Retail Development Objective 3: Prioritize the inventory of commercial and retail space.

Quality business tenants need attractive, appropriately sized commercial properties in the right location to attract customers. Specialty shops generally seek small square footage, usually 500 to 2,500 square feet, whereas national retailers may need several thousand square feet.

Action Tasks

- Form a Property Improvement Team including City redevelopment staff, realtor/broker representatives and one or more business leaders.
- Inventory vacant properties to determine which ones are ready for occupancy. Determine what work needs to be done to make key properties “retail-ready.” Identify historic buildings and related work/incentives provided for updating those buildings.
- Inventory pivotal, influential properties in the downtown retail core—especially ones where a change in occupancy may be desirable. Make a determination regarding the ability to influence the property and/or the tenant for changes. Use *Appendix L¹⁵ — Is Downtown Ready for Company?* as a guide.
- Contact key property owners. Property owners are the lynchpins to the right tenancy as well as property improvements. Identify the best outreach mechanism and person to contact each key property owner to gather specific information and determine interest in leasing or selling space.
- Create a game plan for priority properties. Within the downtown core and other centers several properties are in need of updating. Based on property owner willingness and interest, identify a select number of properties and strategize improvement.
EX: This is occurring with the Oroville Inn property and that effort should be promoted as many are unaware that the City is exploring development options.
- Cross match properties to business targets. Target spaces with specific store types and tenants. This is especially needed downtown to promote clustering.



Retail / Commercial Assessment,
Sept. 2009, Mary Bosch, Marketek

¹⁵ Appendix L – Is Downtown Ready for Company?

Recommendations

- Organize a commercial property improvement recognition program. Any property owner reinvesting and making positive property improvements should be recognized for his efforts and contribution to improving the shopping/commercial environment. There should be an organized effort to ensure that ‘thanks’ are extended.
- Vacant property window program. Many communities activate vacant storefronts with art displays, nonprofit displays, and merchandise reflecting ‘This Business Here.’ Downtown properties in particular could benefit from this help. This is a great student artist project.

Commercial/Retail Development Objective 4: Refine specific retail and commercial targets for the downtown and commercial core properties.

Retail and commercial businesses noted in the “Hot Retailers” table should benefit from Oroville’s market demographics and the region’s assets.

A more refined and targeted list requires updated market demographics and a shopper/ business survey to complement the statistical analysis.

The initial targets prepared for this report, *Appendix M¹⁶ – Potential Retail Targets*, are based on the gaps in the market observed during the assessment process. Examples: boating is a significant part of the Oroville market so a boat-specific store should do very well, such as, Englund Marine Supply, West Marine or Boaters World, are all targeting California for possible expansions.

Usually a city with a strong recreational market like Oroville would also show an oversupply of restaurants, meaning visitors are providing the sales. This is not the case in Oroville. The statistical analysis shows the City to be undersupplied in restaurants, a potential target opportunity.

Action Tasks

- Using the potential list of retailers in *Appendix M and list of Potential Franchise Businesses Appendix N¹⁷* narrow the list of targets by aligning retailers with the market area demographics and the available properties downtown and in the commercial core, such as, middle-Americana restaurant chains for Oro Dam Commercial Core; quality, locally-owned restaurants for downtown.

“Hot Retailers”			
Food & Beverage	Apparel	Convenience	Other
<ul style="list-style-type: none"> • Five Drive In • Froots • Guys Burgers • Sonic Pinkberry • Pollo Campero 	<ul style="list-style-type: none"> • Apricot Lane • Billabong • L.L. Bean 	<ul style="list-style-type: none"> • Fresh & Easy Neighborhood Market 	<ul style="list-style-type: none"> • Ridemakerz • 99 cents Only • Weight Watchers

Research conducted by Marketek

Suitable space size — most are <3,000 SF
<p>SAMPLE square footage</p> <ul style="list-style-type: none"> □ Flower shop 1,200 SF □ Gift/card shop 2,500 SF □ Women's clothing 2,750 SF □ Art galley 2,400 SF □ Bike/sports equipment 3 to 5,000 SF □ Family shoe store 2,700 SF □ Typical boutique 800 to 1,200 SF

Retail / Commercial Assessment, Sept. 2009, Mary Bosch, Marketek

¹⁶ Appendix M – Potential retailers suitable for City of Oroville

¹⁷ Appendix N – Potential Franchise Targets

TABLE 3 — RETAIL / COMMERCIAL ATTRACTION TARGETS

Retail	Commercial
<ul style="list-style-type: none">▪ Apparel▪ Art and Art-related goods▪ Boating gear, gadgets and services▪ Electronics and Home furnishings▪ Restaurants (ethnic, fish & chips, brew pubs)	<ul style="list-style-type: none">▪ Information / Document Processing Centers▪ Hospitality / Lodging▪ Health Care and Related Services

Recommendations

- For additional lists of retail businesses, subscribe to Plan Vanilla Shell's Retail Tenant Directory, <http://plainvanillashell.com/industry.asp>

Commercial/Retail Development Objective 5: Engage commercial and retail real estate brokers as a sales team.

Retail development, different than industrial, is consumer market driven. Retail businesses are only interested if there is a true market opportunity. Commercial/Retail Real Estate brokers can be a key sales team for Oroville's commercial areas.

During interviews real estate brokers were supportive of participating with the City on planning, marketing and attending key tradeshow to attract retail/commercial businesses to Oroville. The local brokers interviewed indicated their need was to have current data, professional marketing tools, and to understand the business assistance tools the city had to help businesses.

Action Tasks

- Host a meeting with brokers to discuss further how to leverage marketing Oroville's Commercial/Retail Opportunities:
 - Review updated sales leakage data, *Appendix G¹⁸ — Updated Sales Leakage Data, October 2009*.
 - Review commercial/retail property inventory and priority sites. Identify properties that need to be revitalized.
 - Review existing and on-going planning grants for commercial/retail properties.
 - Discuss report recommendations for updating the 2007 Sales Leakage Report to a full Retail Market Analysis and conducting an "Oroville Shopper Survey."
 - Review trend information, niche and franchise market opportunity targets, *Appendix O¹⁹ — Retail Trend, Niche & Franchise Market Target List*
 - Review proposed marketing brochure.
 - Review the City's "Business Tool Box" (business assistance and loan programs, as well as tax credits).
 - Discuss other potential tools that could help recruit new commercial/retail businesses, such as, "franchise fee" incentive and one year rent free for a city-owned downtown business building.
- Upload prime vacant properties to a searchable database on the city website (a marketing recommendation).

¹⁸ Appendix G – Updated Sales Leakage Data, 2009

¹⁹ Appendix O – Retail Trend, Niche and Franchise Market Target List

ACTION ROADMAP – MARKETING & BUSINESS DEVELOPMENT

Marketing & Business Development

Marketing is more than producing a brochure; it is a process that requires having the right product ready for the target audience (business sectors), understanding the needs of the audience (target businesses) and articulating the benefits of locating in Oroville on a frequent and consistent basis.

Marketing, often referred to as promotion, is the dissemination of information to target audiences, typically includes advertising, tradeshow, website, direct and electronic mail.

Business development is typically the more face-to-face activities including business networking and continual follow-up with prospective business leads to land a project.

The goal for the marketing and business development action plan was to create a marketing and business development plan that could be easily implemented by City staff.

The marketing and business development plan will review five key objectives for launching an economic development marketing effort:

Objective 1: Marketing Messages

Objective 2: Marketing Materials

Objective 3: Website

Objective 4: Prospect Sales Team

Objective 5: Marketing Implementation

Marketing & Business Development Objective 1: Adopt a Business Development key message platform so everyone articulates a consistent message for business.

A Key Message Platform includes 1) a Positioning Statement, 2) three to four Key Messages – one line statements – that embody the what you want businesses to know about Oroville and 3) Proof Points – facts that demonstrate the Key Messages are true.

The Key Message Platform is an internal tool (for staff and partners) to help guide and manage marketing efforts and sales pitches, creating clarity and continuity in communicating with various audiences. If completed, this tool will be invaluable in drafting future marketing materials and crafting presentations to prospective businesses of ***Why XYZ business should be located in Oroville, California.***

For this objective, a Positioning Statement and three Key Messages have been drafted; see Table 4, Recommended Positioning Statement and Key Messages.

A Key Message Worksheet is included in Appendix P, to be used to document proof points to the key messages.

Table 4 – Recommended Positioning Statement and Key Messages	
Positioning Statement:	
<i>Oroville – Opportunity Starts Here</i>	
Key Messages:	
Oroville is Northern California’s emerging technology hub.	
Oroville is aggressively creating new venues and opportunities for business development.	
Oroville is investing in the next generation of entrepreneurs.	

Action Tasks

- Using the *Key Message Worksheet in Appendix P²⁰*, refine the recommended key messages, complete and add proof points (facts that prove the key message) for each key message.
- Craft a 10-second elevator pitch.
- Gather images, photos, graphics, quotes and testimonials that support the proof points.
- Organize supporting documents in binders or folders for each key message. Continue collecting proof points, stories, articles and photos this will help you be better prepared for executing the marketing tactics.
- Update messages and proof points each year. Add to, or make changes, as the City evolves so new opportunities are promoted.

²⁰ Appendix P — Key Message Platform worksheet and practice exercises

Marketing & Business Development Objective 2: Create and package collateral materials and tools to market and respond to inquiries effectively.

Collateral materials and electronic tools that promote Oroville's opportunities, business value and include a call-to-action are needed to support marketing efforts. These materials will be used to deliver and reinforce Oroville's messages and provide relevant information for marketing campaigns and sales process.

Marketing materials should:

1. Illustrate the city's uniqueness and vision;
2. Promote the opportunities that are valued by business; and
3. Entice the audience to want to learn more about the opportunities.

Action Tasks

Create Basic Collateral for near-term marketing:

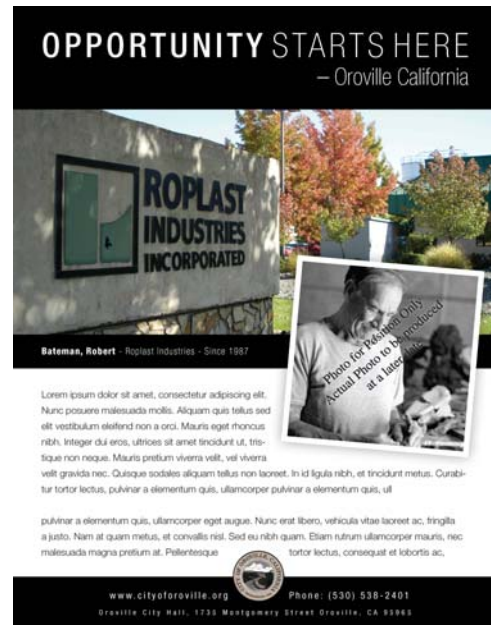
- **Brochure** – As part of this project, a brochure conceptual design, ***Oroville: Opportunity Starts Here***, was created. It is an 18-page brochure using photos and renderings to depict key opportunity areas and Oroville's plans and vision. The ***Oroville: Opportunity Starts Here*** should be used as Oroville's main business marketing piece. It is designed to hold a CD (noted below) as a companion piece to the brochure. Full brochure design layout is included on pages 44-45.



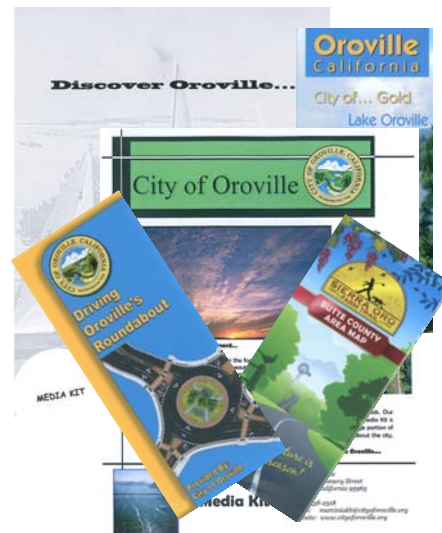
Conceptual Marketing Brochure

- **CD** – Create a companion CD that is inserted with the above-referenced brochure. A CD can contain more information, maps and data, such as, Retail Market Analysis that cannot be put in a brochure. The CD allows the user to download the specific information that is important for their evaluation. The CD supports the brochure with information such as, a digital map denoting the historic downtown, commercial centers, existing businesses, development sites, detailed information on business parks and centers, and market information for commercial / retail or business locations. The brochure's purpose is to convey the vision of an exciting and prosperous community with opportunities. The CD's purpose is to provide the backup information or specific decision-making information for the prospect to evaluate.

- **Ad** – Recommended in Objective 5 Marketing Implementation is an advertising campaign to create awareness of all the great things that Oroville is doing and planning. An ad design layout was created to compliment the brochure. See page 41 for implementation plan and page 43 for full design.
- **Business Tool Box Package** – Oroville has a great set of business assistance programs and services which are promoted in various different brochures. Package all programs in one brochure that describes the programs, entitle the brochure Oroville’s Business Tool Box, Opportunity Starts Here. Package should include all business assistance, financing, counseling, property improvement incentives (e.g., façade improvement program) and Enterprise Zone information. Include success stories of businesses using the programs. Include all other business resources, such as, Golden Capital Network. Package with a consistent design as the main Oroville brochure.
- **PowerPoint Template** – Create a PowerPoint template using the City’s brand to complement the brochure and CD, “**Opportunity Starts Here.**” PowerPoint templates are used for presentations, and companion pieces to the brochure.
- **Annual Report** – The City should publish an annual report that highlights the accomplishments to goals. The City has made significant investment and assisted many businesses, show the financial investment (commitment) the City is making, recognize partner organizations and agencies, showcase business successes, and promote plans for upcoming years. This will help to create a brand and reputation. See [Appendix Q²¹](#), [Sample Annual Report](#).
- **Maps and Aerials** – Ensure there are quality maps and aerials available for clients and presentations, quality makes a point. Also have maps, aerials, photos and renderings available in high resolution.



Conceptual Advertisement



Marketing Assessment, 2009, Chabin Concepts

²¹ Appendix Q – Sample Annual Report

Recommendations

- **Business Tool Box** – Use the Business Tool Box brochure as a leave-behind for meetings with existing businesses and it could easily become a second companion marketing piece to the main brochure (recommend using consistent design features).
- **Postcard or Flyers** – These are effective and efficient tools for sending consistent and frequent messages to a target list, thereby creating awareness of the opportunities, specific location attributes, and can be used for industrial, commercial, and retail recruitment.
- **Business Case Mailers** – A business case mailer is a marketing piece focused on one opportunity or one target industry, such as, one piece on the Airport Business Park or the proposed Gateway – it focuses on promoting why a businesses should be interested in that location. A business case could also be industry focused, such as, clean tech industry should locate in Oroville because of XYZ. These are focused marketing pieces that should be used in very targeted marketing campaigns. Included in the Appendix are samples and tools to assist in developing a Business Case presentation:
 - *Appendix R²² is a Business Case PowerPoint template* (Example: Solar PV Industry) which can be use to help develop other business cases. The key is to answer the question “*Why this industry or business should be located in Oroville?*”
 - List specific assets that the business will value, such as, specialized training courses, reliable power (state number of brown-outs that have occurred over a period of time), etc.
 - List the benefits of the location being as specific as possible, i.e., locating in the Oroville Enterprise Zone can provide a 5 percent cost saving on a company’s bottom line; or, the tax credit earned by locating in the Oroville Enterprise Zone can reduce your state liability tax to the Alternative Minimum of XYZ per year.
 - Identify specific sites or buildings that meet the needs of the audience being targeted with the business case.
- **Oroville Airport Business Park** – The first Business Case to be completed should be the Airport Business Park, information should include the planned development, available buildings, timing, existing tenants, resources, incentives, special offers and the value proposition for the industry being targeted.
- **Commercial Retail “By the Numbers”** – The tourism flyer “By the Numbers” is very clever and could be expanded as a marketing piece for commercial/retail market. It could be used as a cover of an 11 x 17, fold-over brochure that promotes a specific site, downtown or a retail center. The brochure content should present why the location is a “best fit” for the target audience.

²² Appendix R – Creating a Value Proposition PowerPoint template Work Session, Ex: Solar PV Industry

Marketing & Business Development Objective 3: Enhance existing website with additional electronic tools.

Assessment of the city's website ranked low as it relates specifically to economic development information and tools. The economic development section of the website needs to be enhanced.

Action Tasks

- **Searchable property database** – Install an easy to use, searchable site and building property database with a Google search match, use for both industrial, commercial/retail properties. Examples can be seen at:
www.edsuite.com/pages/solutions.php?sub=edsuite2&tool=available-properties-2.
- **Data** – A lot of data is needed by companies during a site search. A good addition to the website would be a Data Section. The Chabin Data Tables, *Appendix S²³ — Sample Data Tables* have over 1,200 data points as identified by the International Economic Development Council Site Selection committee. Data for Oroville needs to include regional data to demonstrate the larger market.
- **Electronic Proposal System** – An online proposal system would assist staff in developing competitive proposals quickly and efficiently and enable staff to electronically deliver proposals to clients via a secure website. Examples can be seen at:
www.edsuite.com/pages/solutions.php.
- **EZ Address Search** – To complement the EZ calculator the City has on it's website, an address search tool, enables users (including the vouchering agent) to quickly verify that a specific address is located within the Oroville Enterprise Zone.
- **Links** – Add links to other key resources such as Private Industry Council, California Business Services (specifically the California Investment Guide), Golden Capital Network, Business Incubation Program, Butte Business Resource, etc.
- **Post** – Setting Up Business in California, July 2009, a PDF document.
- **Search Engine Optimization** – Website should be checked for economic development key word optimization and ranking when key words are used.

Recommendations

- When website is updated and the Airport Business Park planning is completed, considered purchasing Google Ads to promote the Airport Business Park.
- Check linkages with other economic development websites to ensure their websites are current and reliable. Encourage organizations to update their websites. Following is brief comment on three economic development websites for Butte County/Oroville (these sites were not fully assessed). If a prospective new business seeking a location went to one of

²³ Appendix S – Chabin Data Tables

these sites, they would most likely not stay on the site - the information as presented is out-of-date, inconsistent or the site is promoting joining the organization to meet their mission. Links to the city website are not easily found so the business might exit their search without getting to Oroville's website thus being eliminated from further search.

- Butte County EDC²⁴ – data shows Unemployment Rates 1998 and Occupational Data 1990.
- BayTEC Alliance²⁵ – still posting June 18 event, data on website is not directed to business attraction, appears to be focused on local effort regarding forming the alliance: good announcements/coverage on the CleanTech Innovation Center and High Altitude Wind Conference.
- Oroville Economic Development Corporation²⁶ – latest news on front page is December 2008 so data is questionable; link to property locator goes to Butte EDC, search of three different parameters for sites resulted in no search: Enterprise Zone contact is not the Zone Manager and business financing is not referred to city firms. Site should be updated.

²⁴ http://www.butte-edc.com/Economics_And_Statistics/Labor/Labor_Force.asp

²⁵ <http://www.baytecalliance.org/>

²⁶ <http://www.oedco.org/>

Marketing & Business Development Objective 4: Establish Prospect Sales Team

A Prospect Sales Team (sometimes referred to as RED or SWAT Teams) are those individuals who will meet with a prospective business or site location consultant to discuss their specific project and location needs and sell Oroville as the prime location the business should be considering. The Team will vary depending on the prospective client's operation and needs.

Action Tasks

- Identify the key individuals who should participate in client presentations and site tours, specifically industrial. Typical representatives would include City, Redevelopment (if proposed location in Redevelopment Area), Enterprise Zone, Utilities, Labor, Training and Education and two/three key business leaders in a similar industry as the prospective client. Representatives should be top management and should be able to answer tough questions.
- Ask team members to review the key messages platform and proof points. Create "script presentations" outlining what each team member can offer a business, or the service they will provide a prospective business (which may vary depending on client – industrial or commercial/ retail). These scripts need to demonstrate a value proposition to the business and further prove to the client *Why the business should consider locating in Oroville*. Use lessons learned from the solar manufacturing mock site visit of this project to develop schedule and presentation coordination, roles and responsibilities, communication with key team members to ensure they are prepared and understand client needs. Develop scripts, formal and informal presentations with each member of the team. Although the mock visit was 3 days a typically site visit may be only 3-4 hours at least during the first visit.

Recommendations

- New business clients will each have different needs dependent on their industry, size and operations. Presentations will need to be customized to address those needs but should be easily accomplished from the general framework developed above.
- Each member of the team should have a standard framework that they use when called upon to attend a perspective new business presentation or meeting. Staff should completely prepare Team Members with as much information as possible about the client and the project before the visit so each member can customize their presentation.
- Once established, the Team members should meet quarterly (or more often depending on level of inquiries) to review the prospect portfolio and any updates to the Key Messages.

Marketing & Business Development Objective 5: Implement strategic marketing campaigns.

Four short-term marketing efforts are recommended that will create synergy for a long-term business attraction plan:

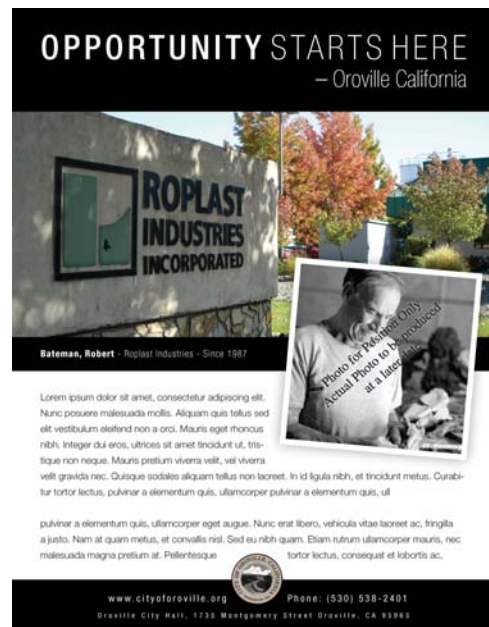
- (1) An internal marketing campaign to build a local reputation, ***“Oroville – Opportunity Starts Here”***.
- (2) Leverage existing partnerships and memberships for industrial marketing.
- (3) Engage active commercial/retail brokers (both local and regional) in retail marketing.
- (4) Implement targeted marketing/sales campaign for the Airport and specific opportunity sites when ready.

Marketing 1: Launch a local “Oroville-Opportunity Starts Here” campaign to stimulate pride within Oroville, create a “can-do” business attitude and grow a reputation in the North State.

Throughout the assessment process and site visits in the community, the consultants were continually impressed with the City’s level of planning and amount of investment. In contrast, during interviews consultants held with local stakeholders, it became evident that few people know about these plans and investments. The city needs to promote itself, tell its story at home and help spread this great message.

Action Tasks

- Launch an ***“Oroville-Opportunity Starts Here”*** local marketing campaign to change/create positive perceptions about the City, the opportunities available and the vision for the future.
- Engage a professional media/design firm to design print ads and electronic scripts for radio and television²⁷.
- Focus ad stories around council members, business owners/managers, and residents to promote their success story and the possibilities they see for the future, and why they believe ***Opportunity Starts Here – in Oroville.***



Conceptual Advertisement

²⁷ MC2 Design, www.mc2design.com provided creative ad concepts for this strategy.

- Target the North State market through a marketing mix:
 - Local television and radio
 - Print Ads in local papers
- Website – Feature the “**Oroville-Opportunity Starts Here**” stories on the front page of the City’s website; provide links to additional information, such as, maps, data or retail market analysis.
- Create a media kit and press releases for all announcements and events.

Recommendations

- To help cover costs of the advertising engage local businesses and organizations to “co-op” on placements. They could also benefit by having their story told.
- City Newsletters – Add an “**Oroville-Opportunity Starts Here**” feature section in the City’s and Chamber newsletters, run the designed print ads or simple quotes from residents and businesses.
- Electronic / Social Media – Use Facebook, Twitter, and other social networking sites to promote Oroville’s opportunities. Facebook is becoming the popular place for many businesses’ marketing efforts because of its’ low cost, broad exposure, and instantaneous connection to the audience.
- Existing Businesses – use the Business Retention and Expansion Call program to request businesses to join the “Oroville-Opportunity Starts Here” campaign. Provide the business with a form/template to help write their story.
- Engage city staff as well as council members to tell stories about current investments and proposed plans, such as, the development plans for the Feather River as a story for editorial placement, newsletter or web.

Marketing 2: Leverage existing memberships with regional and state associations for marketing and tradeshow attendance.

Action Tasks:

- Continue to participate and leverage marketing efforts with Upstate California EDC:
 - Keep information and links updated on Upstate website.
 - Participate in Upstate’s attendance at tradeshows (as scheduled); see [Appendix T for Upstate California 2010 Marketing Calendar](#)²⁸. Upstate is only exhibiting at one show in 2010, Medical Design Manufacturing February, Anaheim, California.
- With businesses from the CleanTech Innovation Center (Living Elements and Recology) attend and walk the Sacramento Green Expo, CalExpo (April 2010)²⁹.

²⁸ Appendix T – Upstate California 2010 Marketing Calendar

²⁹ www.sacramentogreenexpo.com

Recommendations

- Although city is a member of TeamCalifornia through its membership with Upstate California. Recommend to receive the state-wide marketing and lead generation benefits, the city become a direct member of TeamCalifornia, link to their website and attend statewide shows, specifically:
 - Solar Power International, Los Angeles Convention Center (October 2010)³⁰.
 - Participate in other TeamCalifornia events to promote Oroville. Events often include the Lt Governor, Secretary of Labor, Association Leaders and venues provide a direct access to businesses, such as the recent reception for the German-American Chamber of Commerce which hosted major Solar Manufacturing firms from Germany to California.
 - Create a working relationship and host California Business Investment Services (CalBIS) representatives to Oroville to tour sites and buildings. CalBIS works with 60-70% of companies looking for new locations in California.

Marketing 3: With the Commercial/Retail Brokers attend key retail shows.

Action Tasks

- Continue to participate in the principal retail industry association, International Council of Shopping Centers (ICSC)³¹.
 - Attend the spring Convention, Trade Exposition and Leasing Mall, (May 2010), Las Vegas Convention Center. Schedule individual meetings with targeted companies / developers.
 - Attend and/or exhibit at regional events (San Jose, San Diego, and Sacramento).
 - Engage brokers as appropriate.
- Preparation for tradeshow:
 - Ensure market data is completed, put on CD to be packaged with brochure and posted on City's website.
 - Ensure a searchable property database is launched and updated with priority sites.
 - Send letter with brochure to developers and/or companies requesting a meeting (2-3 months before tradeshow).
 - Call two months before show to confirm an appointment at the show.
 - Package to take to show: Brochure, CD with new Retail Market Analysis, any specific building pictures or opportunity site renderings.

³⁰ www.solarpowerinternational.com

³¹ www.icsc.org

Marketing 4: Implement targeted marketing/sales campaign for the Airport and specific opportunity sites when ready.

Recommendations

- Targeted marketing is a long-term strategy and should only begin when everything is ready and time can be committed to ensure follow-up on the direct mail campaign.
- Specific opportunity sites should could include:
 - Airport
 - Downtown (the marketing piece should promote the whole downtown, then specific buildings to be filled. For the small businesses being targeted, outlining programs on how the downtown is promoted will be important).
 - Gateway
 - Commercial Cores
 - Certified heavy industrial sites

Through membership with Upstate, Oroville could leverage contracting with Upstate's "business call" firm, ROI. ROI could initiate a "cold call" program, calling target industries and businesses to present Oroville. The firm has been very successful and has a good track record of generating leads.

Join key target industry associations and attend association meetings to build relationships with businesses. Review listing of potential associations and their industry tradeshows, *Appendix U³² – List of Associations and Industry Targets*.

Target Marketing Strategy – Specific Opportunity Sites

1. Prepare stand-alone marketing piece on opportunity site, such as, Airport, Downtown, Gateway, etc. Piece should be compatible to Oroville's main marketing piece, *Opportunity Starts Here*.
 - Include site maps, building drawings, cost scenario, timelines, incentives, labor and special programs.
2. Buy or create a list of businesses, developers, real estate brokers or site consultants to target. Target no more than 50 companies at any one time.
3. Implement a direct mail series:
 - Personal letter from the Mayor – explain benefits of Oroville and reference website.
 - Send formal brochure – Oroville: Opportunity Starts Here
 - Final mailing piece the specific opportunity site – Why your business should be located at the Oroville ...
4. Follow-up with personal calls to every business on the mailing list to screen their interest and viability as a business.
5. Schedule appointments with interested firms to present the Oroville package.
6. Track all mailings and company responses, continue to follow-up with businesses.

³² Appendix U – List of Associations and Industry Tradeshows

CONCEPTUAL BROCHURE DESIGN

Conceptual Brochure Design Objective 1: Create a brochure which can be used as Oroville main marketing piece for business development which promotes Oroville's vision, current projects and opportunities to both the industrial and commercial/retail markets.

A brochure conceptual design entitled **Oroville: Opportunity Starts Here** is an 18-page brochure depicting Oroville's vision and development opportunities. The title, **Oroville: Opportunity Starts Here** was used to leverage and as a complimentary piece to Oroville's new and exciting Tourism campaign **Oroville Fun Starts Here**.

The brochure focuses on the priority development areas:

- Downtown-Gateway
- Feather River
- Commercial Core
- Airport Business Park
- Industrial Units

The design concept envisions what is being planned for Oroville's future using a mixture of photos and renderings. The brochure is designed to hold a CD which would contain current data for various business decision-makers, such as, Retail Market Analysis, Labor Data, and Enterprise Zone Incentives.

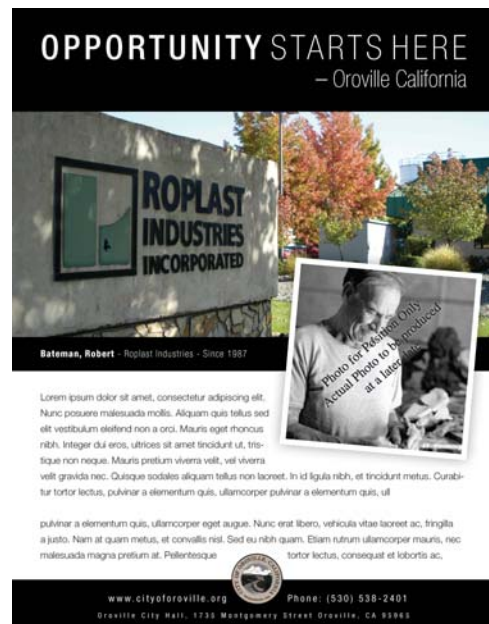
The design is "conceptual" only (as required by the grant) to demonstrate the versatility of one brochure that can be used for the three target markets – industrial, commercial and retail.

The **Opportunity Starts Here** brochure should be used as Oroville's main marketing piece for tradeshow and initial response to business inquiries.

In addition, an **advertisement layout** was designed for promoting Oroville's opportunities to the Sacramento-north market.



Conceptual Marketing Brochure



Conceptual Advertisement

How and When to Use Brochure

- The conceptual brochure is designed to be Oroville's main collateral piece.
- The brochure is designed to hold a CD which is envisioned to contain all the detailed information, such as, demographics, maps, services, programs, etc. that a decision maker needs.
- The brochure should be printed on high-quality recycled paper.
- The brochure when completed (text added and printed) copies should be distributed to real estate brokers for their distribution to businesses and other organizations meeting with businesses.
- The brochure should be:
 - a first response piece to business inquiries (industrial or retail)
 - distributed at local events
 - put on display at the CleanTech Innovation Center
 - used as part of direct mail campaigns to introduce Oroville
 - a marketing piece for tradeshow

“I Believe in Oroville”



Bateman, Robert - Roplast Industries - Since 1987

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www.cityoforoville.org

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Oroville City Hall, 1735 Montgomery Street Oroville, CA 95965

OROVILLE OPPORTUNITY STARTS HERE





OROVILLE OPPORTUNITY STARTS HERE



The Oroville Gateway 04



River Front Beautification 06



Upper Feather River White Water Park 08



Historic Downtown 10



Oroville's Commercial Core 12



Myers St. Rejuvenation 14



Airport Business Park 16



Industrial Parks 18

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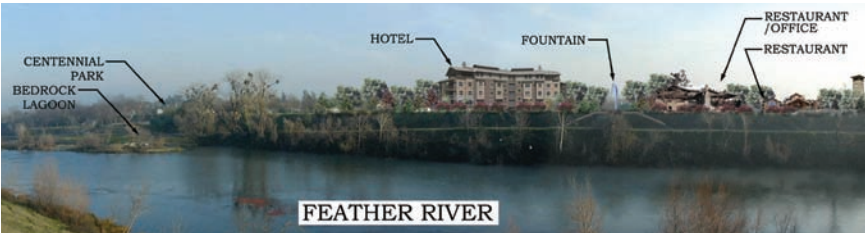


Create The Vision at The Oroville Gateway

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PROJECT COMPLETION

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Proposed Gateway renovation area



Park renovations have already begun

Development and beautification is well underway along the river

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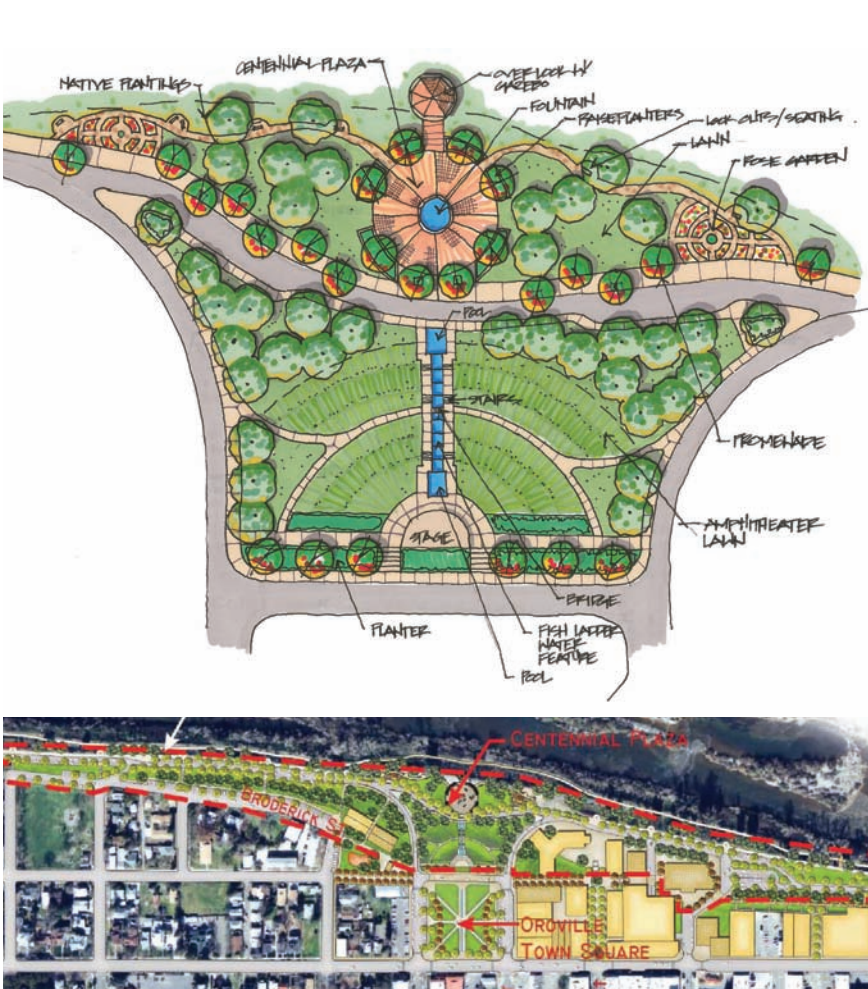


Explore Bountiful Opportunities by Oroville’s Scenic Riverfront

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PROJECT COMPLETION

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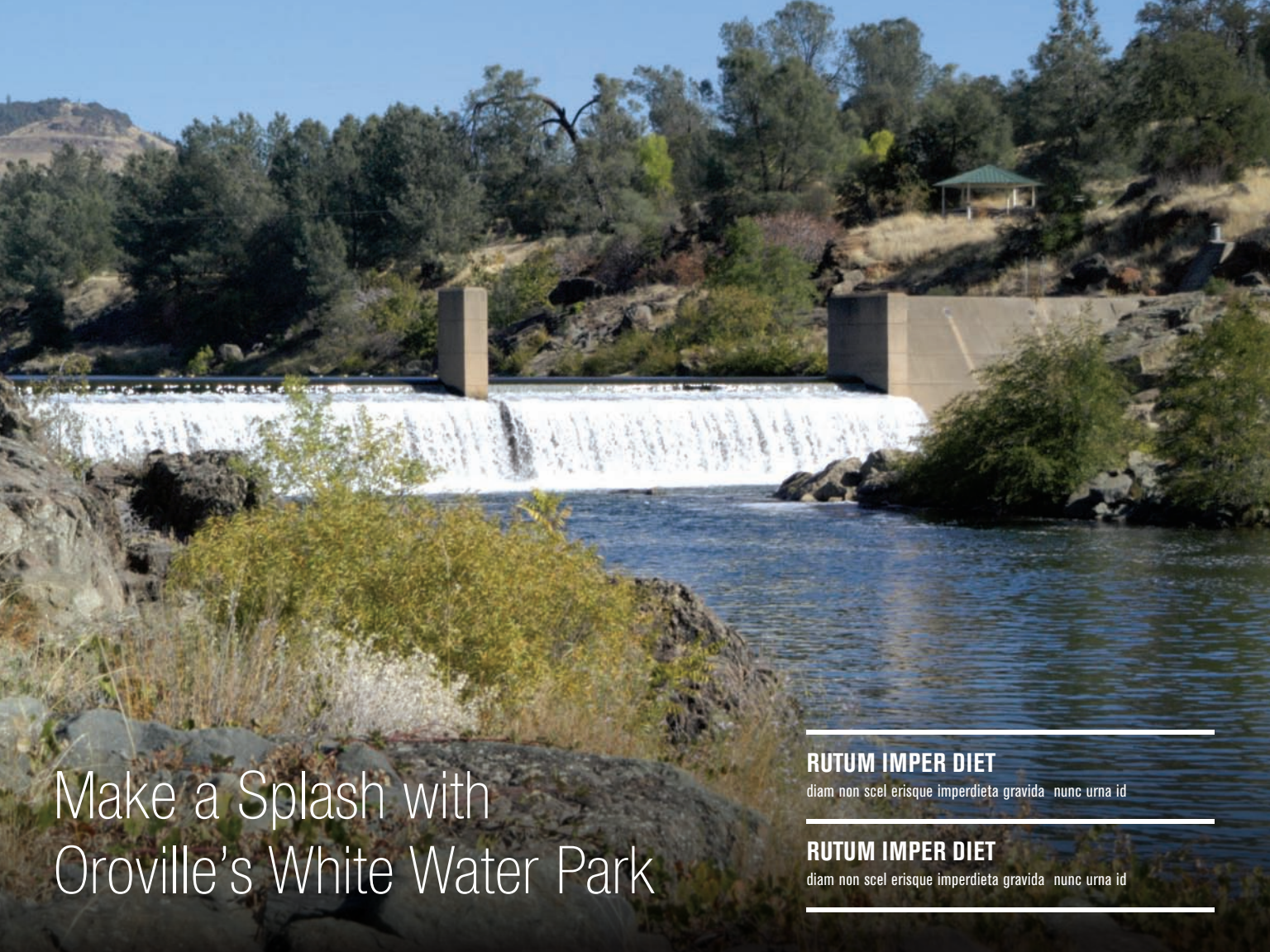
Sculpture in the Centennial Park



Completed Centennial Park

Development and beautification is well underway along the river

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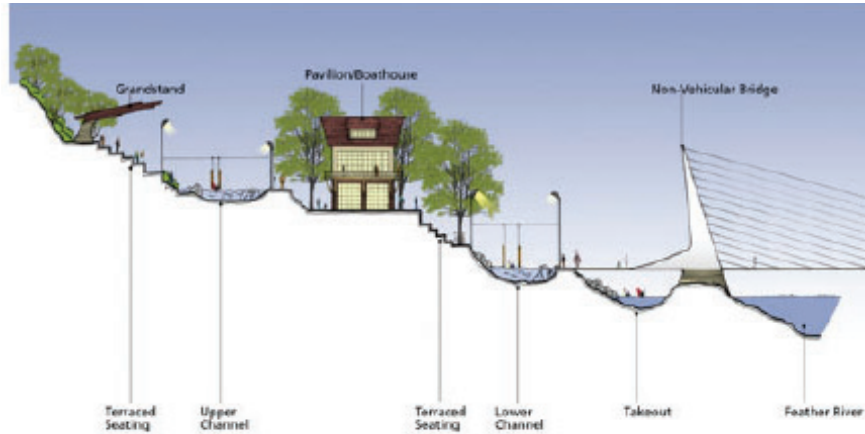
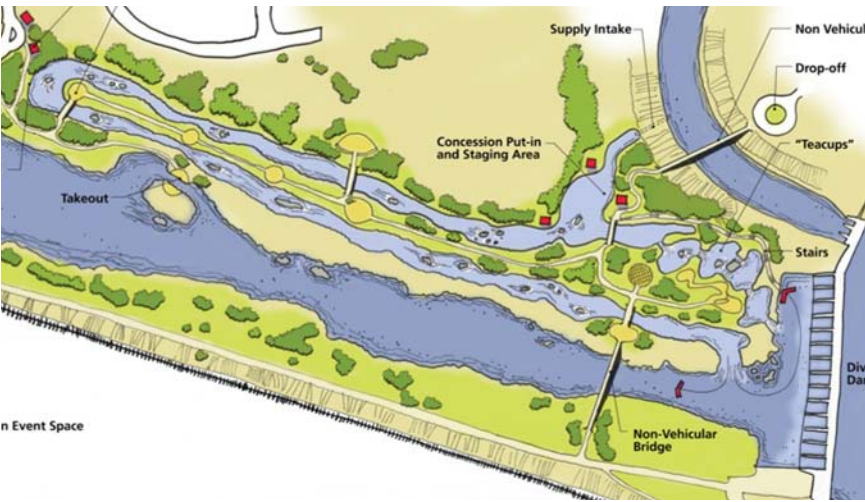


Make a Splash with Oroville’s White Water Park

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PROJECT COMPLETION

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Proposed white water rafting park area



Park renovations have already begun

Development and beautification is well underway along the river

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Be a Part of Oroville's Newly
Renovated Historic Downtown

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Join Oroville's Growing
Commercial Core

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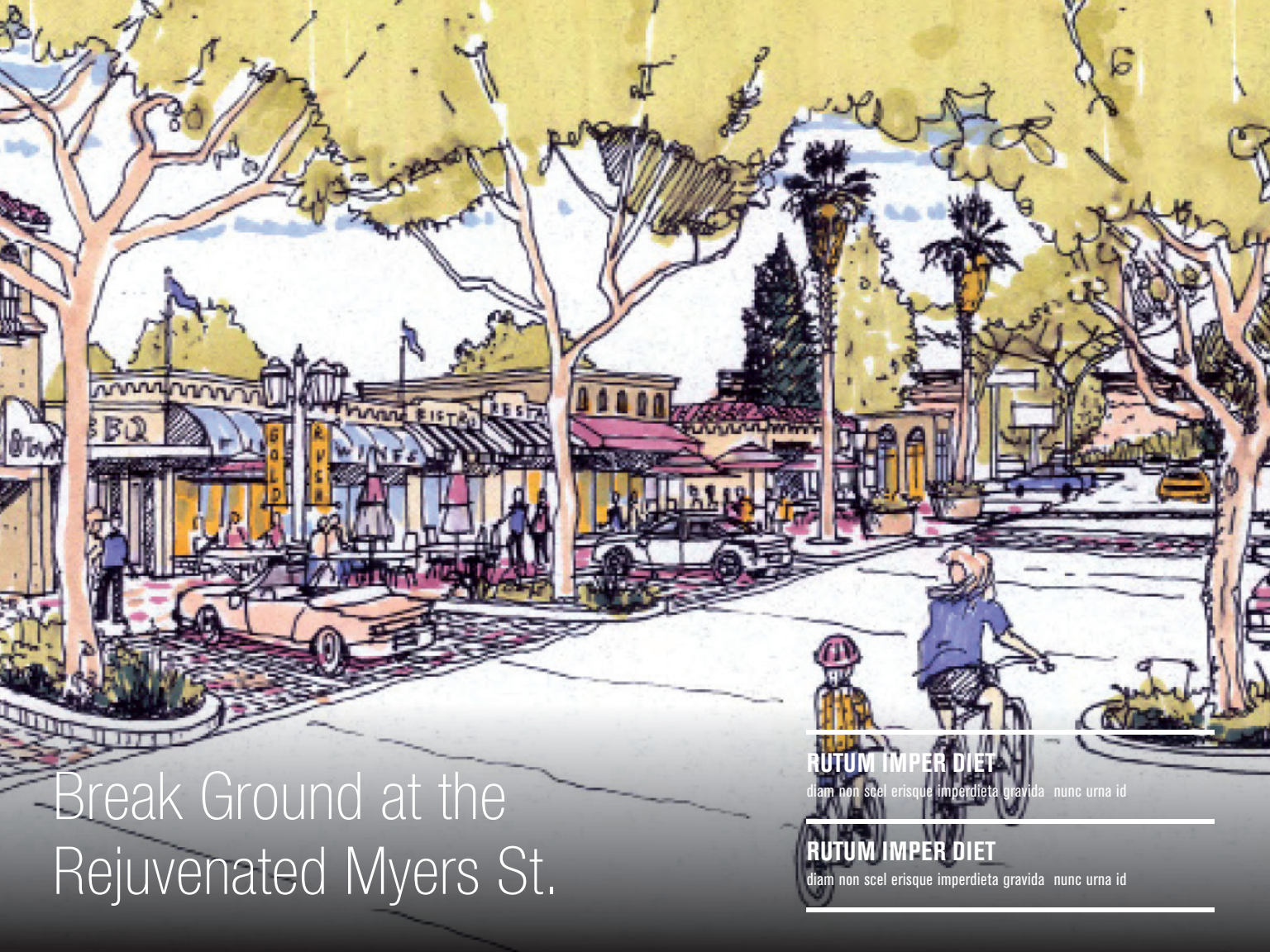
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Break Ground at the Rejuvenated Myers St.

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PROJECT COMPLETION

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Similar light post placed downtown



Roundabout placed at Washington Ave.

Similar projects already accomplished

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Plant Roots at Oroville’s Airport Business Park

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Manufacture Your Future in
Oroville’s Industrial Park

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www.cityoforoville.org

Phone: (530) 538-2401 Or Email: info@cityoforoville.org

Oroville City Hall, 1735 Montgomery Street Oroville, CA 95965

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HOW LOCAL ORGANIZATIONS CAN PARTNER AND PARTICIPATE WITH THE CITY TO IMPLEMENT PLAN

How local organizations can partner and participate with the City to implement plan.

Local organizations may want to participate or assist the City with the Opportunity Starts Here marketing and business development plan. The key questions are:

1. What is their role?
2. Are they partners with the City, supporting and leveraging resources to accomplish common goals and objectives?
3. Can they provide resources or services in a positive, productive and progressive timeline?

During Don Schjeldahl's industrial assessment presentation, he highlighted what he termed the *"maze of organizations touching economic development is complex and distracting"* and he was not sure of the purpose or role of each organization. This assessment was not only based on his tour and meetings in Oroville but also during his preparation for the on-site visit, a web research of Oroville and Butte County.

Key factors that site selectors look for in a community are not only the city's preparedness and professionalism to manage a project but also how all other organizations involved in economic development participate and support the city's economic development efforts and goals.

Recommendations

Below are potential roles for various organizations participating in economic development in Oroville:

- **Private Industry Council** – PIC is already an excellent partner with the city on numerous programs and projects, such as, downtown and Airport. Assistance needed from PIC for this project is leadership in documenting the labor and talent pool.
- **Economic Development Organizations** – Butte County EDC, Oroville Economic Development Corporation, BayTEC Alliance seem to be the three volunteer-based organizations with similar missions. There are several other full-time, staff-based organizations that provide specific services such as financing or small business assistance.

Given comments made by Don Schjeldahl regarding "the complex landscape for the outsider", these economic development organizations should possibly meet together and determine for the County and Oroville:

- 1) Is there a need for three volunteer-based EDC organizations?
- 2) How are the organizations currently functioning – missions, specific goals and objectives, work plans, funding, staff capacity?
- 3) Is there an opportunity to merge efforts?
- 4) Would one organization (or two – one for county, one for Oroville) make a stronger voice for promoting economic development?

- 5) How could these organizations, either as separate organizations or as one, best support and promote efforts by the city?

Recommended roles for private-sector, non-profit organizations working with the city could be:

1. Defining each organization's role in economic development and in Oroville, what specifically will they do and how do they serve businesses.
 2. Updating organizational websites, link to all business resources.
 3. Assist in readying industrial sites:
 - a. Participate and support new Planning & Technical Assistance Grant to evaluate feasibility of forming an Assessment District in Industrial Units.
 - b. Encourage property owners in participating in a "shovel-ready certification program, and assisting those owners with the documentation.
 - c. Post certified sites to a web-based site and building database.
 4. Understanding and support Oroville's key message platform:
 - a. Collect data on regional assets that will benefit businesses, such as, University and Butte College, these should be specific programs that add value to the proposed targets.
 5. Help fund the Oroville-Opportunity Starts Here campaign.
- **Chamber** – Chamber currently has a major role in the tourism marketing and drawing visitors to Oroville. For this effort, the Chamber could work with:
1. Downtown and DBA on moving forward objectives for attracting retail to downtown.
 2. Assist with Shopper Survey.
 3. Collaborate with the City on Oroville-Opportunity Starts Here campaign.
- **Downtown Business Association** – DBA could engage in the recommended facilitated work session to develop strategic actions.
- **Real Estate Brokers** – Commercial/Retail Brokers could engage in assisting the City with implementing the Commercial/Retail objectives:
1. Support shopper survey.
 2. Inventory prime retail sites and buildings.
 3. Align targets to specific sites/buildings.
 4. Upload site and building information to web-based property database.

ACKNOWLEDGMENTS

The Consulting Team of Austin Consulting, Marketek, MC2 Design and Chabin Concepts would like to thank the City staff and all those individuals, organizations and businesses who participated in meetings, site visit and presentation and provided invaluable input and knowledge to this strategic planning project.

The Chabin Concepts Team would like to acknowledge and thank the following people for their participation and contributions to the Oroville Industrial, Commercial, and Retail Marketing Plan:

Rebekah Ahrendes Pacific Gas and Electric Co.	Sharon Atteberry City Administrator	Robert Bateman Roplast Industries
Pam Casner Betty Jean's Shop	Mike Cattuzzo NAIBT Commercial	Randy Chapman Table Mountain Realty
Patricia Clark Bus. Asst./Housing Director	Rick Farley Bus. Assist. Coordinator/ EZ	Bill Finley Private Industry Council
Tom Fitzpatrick Redevelopment Coordinator	Jared Hancock Associate Planner	Kory Hamman Clean Flame
Jamie Hayes Administrative Assistant	Vicki Hightower Sierra Pacific Packaging, Inc.	Charles Hurley Fire Chief
Jamie Johansson Vice Mayor	Claudia Knaus Oroville Area Chamber of Commerce	Diane MacMillan Finance Director
Chris Mann Roplast Industries	Bob Marciniak SBF/RDA Coordinator	Joe Matz Recology
Ken Meiers Butte College	Valerie Navarro Living Elements	Ken Noack Grubb & Ellis
John Peace Oroville EDC (OEDCO)	Dave Pittman RDA Chairperson/City Council	Mike Phulps Metal Works
Annie Rafferty Butte College	Chris Robbins Oroville Area Chamber of Commerce	Steve Seidenglanz Hwy 70 Industrial Park
Jesse Smith GIS Specialist	Jon Stallman Butte College	Bud Tracy Tracy Realty Co
Kirk Trostle Chief of Police	Rick Walls, Sr. Engineer Community Development	Chris Ward Pacific Coast Producers
Erin Wiley AB Glickman	Linda Zorn Butte College	CleanTech Innovation Center , Several Tenants attended a meeting at the CIC and Tour was provided by Valerie Navarro.

APPENDIX

- A. Phase I Assessment Findings – Industrial, Retail & Marketing
- B. “Corporate Location Assessment” Presentation by Don Schjeldahl, Austin Consulting, Oct 1, 2009
- C. “Downtown Oroville, Open for Business” presentation by Mary Bosch, Sept 11, 2009
- D. Oroville Economic Development Organizational Chart, 2014 Economic Development Strategy June 2009
- E. Planning Forms: 30-60-90 Day Launch, Task & Marketing Schedule
- F. Industry NAICS Code Listings, Industry Background Reports and Business List Providers
- G. Sales Leakage Numbers updated for Report, October 2009
- H. Retail Guiding Principles
- I. Potential Discussion Items for Downtown Work Session
- J. Roles and Responsibilities Guide
- K. AmeriCorps Application, Volunteer Staff
- L. Is Downtown Ready for Company?
- M. Potential Retailers Suitable for City of Oroville
- N. Potential Franchise Targets
- O. Retail Trend, Niche and Franchise Market Target List
- P. Key Message Platform Worksheet and Practice Exercises
- Q. Sample Annual Report
- R. Creating a Value Proposition PowerPoint template Work Session, Ex: Solar PV Industry and Sample Business Case and Template
- S. Chabin Data Tables
- T. Upstate California 2010 Marketing Calendar
- U. List of Associations and Industry Tradeshows

ABOUT THE CONSULTING TEAM

Chabin Concepts' core competency is in realistic, achievable and measurable actions.

Our goal is to position cities, counties and states to win new jobs and investment by creating a Roadmap supplemented with a Toolbox to achieve their goals and objectives – **delivering strategic solutions, tactics and tools to accomplish the mission.** The Oroville consulting team included:



Audrey Taylor, President and CEO, Chabin Concepts

With over 30 years experience, Audrey has assisted and represented over 300 communities in California, Colorado, Oregon, Washington, Nevada, New Mexico, Oklahoma, Hawaii, and Alaska. She has worked with companies such as 3M, Sony, Spectra-Physics, Joy Signal, Rio Pluma and NCI Building in strategic location analysis. Governor Schwarzenegger appointed Audrey to the California Workforce Investment Board and she also serves as the Marketing Chair for TeamCalifornia.



Victoria Doll, Principal, Chabin Concepts

Victoria has spent the last 23 years of her career in economic development. She has written and implemented marketing and business attraction plans, business retention programs, market feasibility studies, conducted community assessments, industry research and cluster analysis, and implement Chabin's partner tool EDSuite web.



Don Schjeldahl, Vice President and Director of Renewable Energy Strategies, The Austin Company

For more than 30 years Don has assisted companies in developing and implementing location strategies for office operations, manufacturing plants and distribution facilities. Don has located client facilities in both urban centers and rural areas throughout the United States, Canada, Mexico and Europe.



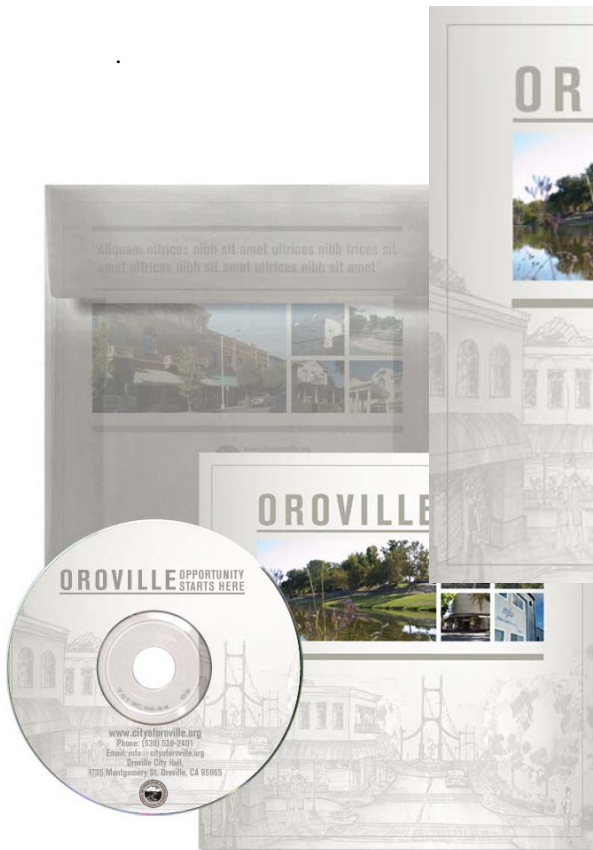
Mary Bosch, President, Marketek

Mary has completed market research, business development and management projects for a wide range of public sector and business clients during her 25 years of experience. Mary's specialty is downtown development where she has conducted assignments for well over 130 communities throughout the United States on various aspects of downtown development including market analysis, business retention and recruitment programming, niche marketing and cluster planning.



Brian Curtis, Principal, MC2 Design Group

Brian is one of the founding partners in MC2 Design Group, Inc. a full service design firm specializing in web development, interactive media, print media and marketing strategies. Through his speaking engagements throughout the country, Brian has learned about many facets of business and the need for continuity in branding and has made it MC2 Design Group's priority to focus on creating marketing that is consistent and effective



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