

A photograph of an orange grove. A gravel path leads through rows of mature orange trees. The trees are lush green and heavily laden with ripe, orange-colored fruit. The path is made of light-colored gravel and is flanked by the trees on both sides. In the distance, a clear sky and some distant hills are visible.

# **ECONOMIC DEVELOPMENT STRATEGY**

**Orange Cove, California**

**September 2014**

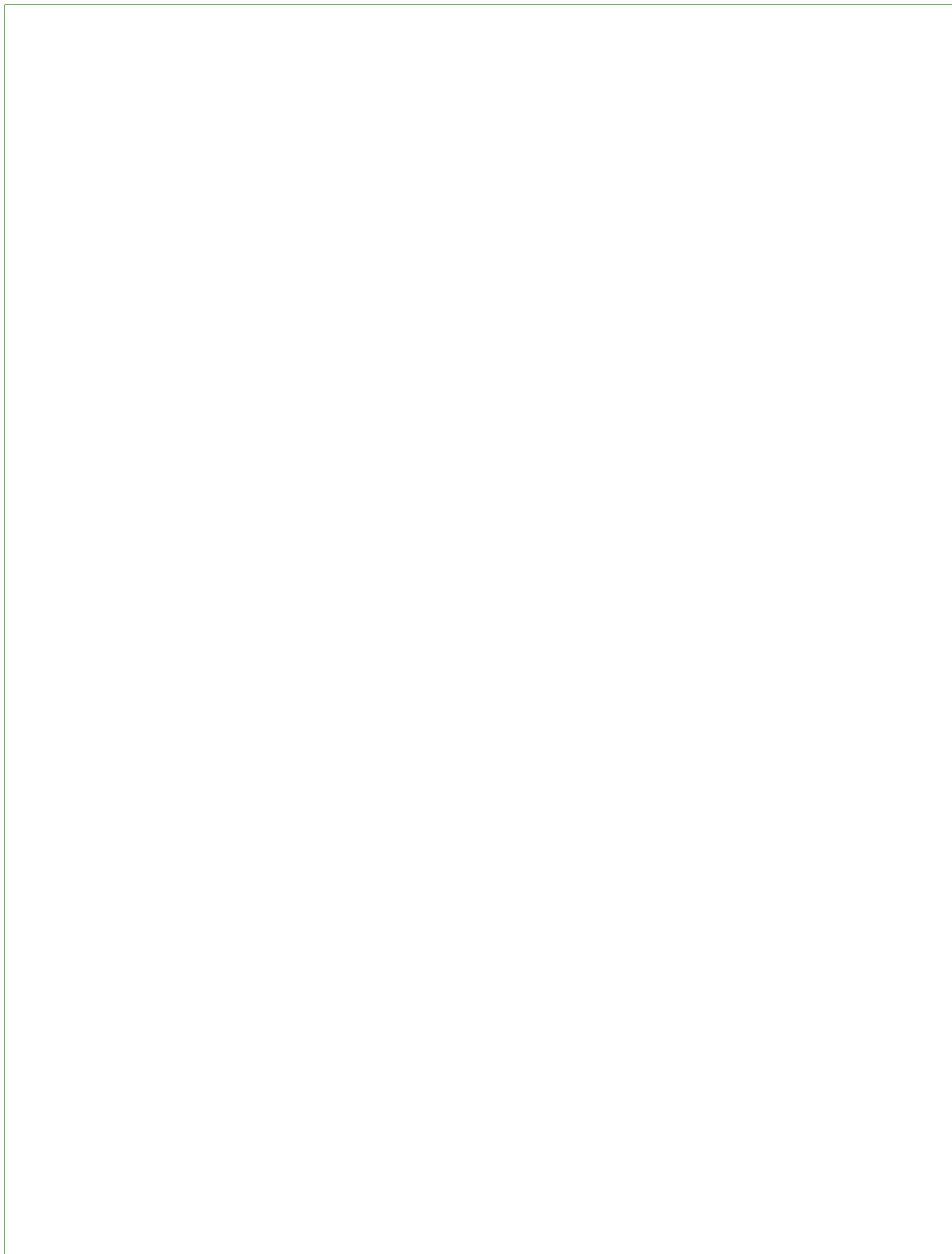
**Office of Community & Economic Development  
Fresno State**



# **ECONOMIC DEVELOPMENT STRATEGY**

**Orange Cove, California**

**September 2014**



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# **City of Orange Cove**





## Advisory Committee

<b>Junior Alvarez</b>	Boys and Girls Club
<b>Ralph Alvarez</b>	Pizza Planet, Orange Cove
<b>Rev. Rick Applegarth</b>	Planning Commissioner
<b>Victor Bribiesca</b>	Economic Development Corporation <i>serving</i> Fresno County
<b>Erica Cabrera</b>	Office of Assemblymember Henry T. Perea
<b>Sandra Caldwell</b>	Reedley College
<b>Clara Camarena</b>	City of Orange Cove
<b>Bertha Del Bosque</b>	Orange Cove City Council
<b>Sam Escobar</b>	City of Orange Cove
<b>Manuel Ferreira</b>	American Legion, Orange Cove Chamber of Commerce
<b>Tom Greenwood</b>	Orange Cove Fire Protection District
<b>Robert Gutierrez</b>	Orange Cove High School
<b>Betty Harris</b>	Planning Commissioner
<b>Alejandro Hernandez</b>	Student, Orange Cove High School
<b>Derryl Hofer</b>	D H Machine, Inc.
<b>Matt Leedy</b>	Fresno Regional Workforce Investment Board
<b>Ruben Madrid</b>	Madrid's Team Realty
<b>Fergus Morrissey</b>	Orange Cove Irrigation District
<b>Tom Mulholland</b>	Mulholland Citrus, Orange Cove
<b>Kerry O'Keefe</b>	Resident of Orange Cove
<b>Ralph Pardo</b>	Orange Cove City Council
<b>Meisa Rashid</b>	Primo Market, Orange Cove
<b>Sally Tripp</b>	U.S. Department of Agriculture
<b>Brittney Watson</b>	Office of State Senator Jim Vidak
<b>Gene Welch</b>	Orange Cove Chamber of Commerce
<b>Coy Weldon</b>	Planning Commissioner
<b>Romelia Yamat</b>	Union Bank, Orange Cove

# Introduction



# Introduction

The **City of Orange Cove** entered into a contract in January 2013 with the Office of Community and Economic at Fresno State (OCED), to facilitate a community-based Economic Development Strategy (Strategy) for the City of Orange Cove. The process for developing the Strategy included the following:

1. An Advisory Committee (See Members List in preceding section) was appointed with representation from the following: large retail, small retail, large industrial, small industrial, local K-12 school district, Reedley Community College, Orange Cove Chamber of Commerce, local financial institutions, Fresno Regional Workforce Investment Board, Economic Development Corporation serving Fresno County, senior citizen, high school student, nonprofit, and five at large (one per councilmember).
2. 12 meetings (See Appendix, Meeting Schedule) of the Advisory Committee were held over eight months.
  - Meetings were two hours in length and held twice a month.
  - The first nine meetings were informational and educational, providing a background for committee members to understand the tools of economic development.
  - Meetings 10 and 11 were dedicated to SWOT Analysis and goal setting.
  - The final meeting was a presentation to the Orange Cove City Council for adoption of the Strategy.
3. Meetings were all held at the Orange Cove Community Center, 725 Anchor Blvd., Orange Cove.

Subject matter experts from around the state, region and county made presentations to the Advisory Committee for the first nine meetings. Those experts include:

- Mike Dozier, Executive Director, Office of Community & Economic Development, Fresno State
- Sam Escobar, City Manager, City of Orange Cove
- Marty Rivera, Police Chief, City of Orange Cove
- Lan Dui, Finance Director, City of Orange Cove
- Ray Haak, Public Works/Planning, City of Orange Cove
- Esther Cuevas, Vice President, Business Development, Economic Development Corporation serving Fresno County
- Victor Bribiesca, Director, Business Expansion & Retention, Economic Development Corporation serving Fresno County
- Eric Nasalroad, Business Instructor, Reedley College



Photo/Mike Dozier

# Introduction

- Matt Leedy, Government Affairs Analyst, Fresno Regional Workforce Investment Board
- Dr. Sandra Caldwell, President, Reedley College
- Robert Gutierrez, Principal, Orange Cove High School
- Jeff Macon, Fresno State Small Business Development Center
- Sally Tripp, U.S. Department of Agriculture
- Carlos Mendoza, U.S. Small Business Administration
- Ethan Smith, Newmark Grubb Pearson Commercial Realty
- Phil Souza, Newmark Grubb Pearson Commercial Realty
- Michael Artsten, Newmark Grubb Pearson Commercial Realty
- Richard Kalashian, San Joaquin Valley Agriculture Industry Cluster
- Sarge Green, International Center for Water Technology, Fresno State
- Layla Forstedt, Fresno-Clovis Convention & Visitors Bureau
- Shawn Miller, City of Clovis

The economic development effort of the City of Orange Cove is a critical element to the city's overall goals. A strong foundation of collaboration, cooperation and support from all sectors of the community working for a common mission is necessary. Partnership and quality customer service are vital to fully develop the best economic development program for the community.



Orange Cove Community Center/ Eduardo Gonzalez

# Collaboration





# Collaboration

**“One hand washes the other, and both wash the face.”** -Spanish saying

The Economic Development Strategy development process is intended to identify the strengths and weaknesses of the community and identify steps to address the weaknesses by accentuating the strengths and developing implementation steps to meet a shared vision. In developing this process with Orange Cove the one weakness that stood out like a beacon in the night was the lack of collaboration. There are fragmented groups that “go at it” alone and don’t seek out others or won’t seek out others in the community to share in the work and the celebration. If Orange Cove is to meet its potential and overcome the minor weaknesses it has, it needs to build a collaborative community. “A house divided against itself cannot stand,” President Lincoln. Therefore, before any implementation steps identified in this Strategy are considered, Orange Cove should bring together representatives of all factions of the community to discuss the vision addressed in this strategy. The Office of Community and Economic Development at Fresno State has offered to mediate the discussion as part of the contract to develop the Strategy and find common ground for implantation and collaboration moving forward.

## What is Collaboration?

Community-based collaboration refers to the process by which citizens, agencies, organizations, and businesses make formal work together to share information and resources in order to accomplish a shared vision. The Orange Cove Economic Development Strategy is a collaborative effort. It was developed by a group of concerned and involved citizens appointed by the City Council to represent the entire community. It is only the beginning of collaboration for Orange Cove. The process revealed a need for additional collaboration to bring the entire community together for a common purpose, and a common good - namely a better and more robust economy and quality of life.

Key components of the collaborations are **sharing** both information and resources freely as well as **having a shared vision**. In times of increasing demands and limited resources it is almost impossible to accomplish tasks or goals by only relying on one's own resources. Therefore collaboration offers possibilities for maximizing what they can accomplish. Collaboration requires communication and a healthy attitude of abundance rather than scarcity.

The goal of collaboration is to bring individuals and members of communities, agencies, and organizations together in an atmosphere of support to systematically solve existing and emerging problems that could not easily be solved by one group alone. Collaboration provides shared decisions and opportunities to examine efficient ways to address common issues, and reduce duplication of cost and effort. Collaboration is building a bigger pie for all to share rather than hoarding. Think of collaboration as a “potluck” party where everyone brings a dish and there is always more food left over.

## Advantages of Collaboration

Collaboration has been found to have immediate and long-term effects as well as direct and indirect effects (Iowa State University Extension, 1992). While some of the benefits may not be seen right away, some benefits may appear later. Potential benefits from collaboration include:

- Effective and efficient program delivery
- Improved professional development



# Collaboration

- Improved communication (which leads to more consistent and reliable information to clients, an increased use of programs, more public support, better understanding of policy and legislative issues, better direction given to clients, and improved evaluation of programs)
- Elimination of duplication
- Increased use of programs
- Improved public image
- Better need assessment
- Consistency of information
- Increased availability of resources (new staff, new knowledge, new equipment and facilities, and new services)

## Obstacles to Collaboration

- Egos won't allow for sharing.
- Participants or groups may not be receptive to new ideas or to sharing resources.
- Decision-making processes. The need to determine how decisions will be made such as consensus, majority rule, or some other method.
- Limited Resources-groups may feel restricted within their collaboration because of limited funding and the inability to obtain new resources.
- Dropping out. Group members may feel compelled to resign from the collaboration if conflict over policy occurs.
- Reduced participation. Group members of organizations that are going through a crisis may reduce collaborative involvement.
- Broad representation. Groups should work to gain an appropriate cross-section of partners within the community that are interested in the issue.
- Poor communication. Groups should maintain open and frequent communication so that all individuals and organizations feel included.
- Weak leadership. Groups that engage a facilitator or maintain strong leadership have a greater likelihood of success.

## Successful Collaborations

- Partners have clearly and specifically defined outcomes and benchmarks
- Partners are committed to improving one or more conditions within the community for the long run
- Partners are willing to define their commitment and specific role
- Partners are willing to ask for information, resources, skills, and authority
- Partners support each other and acknowledge (give credit to) citizens and systems outside the group that support and help the collaboration
- Partners are open to and accepting of change and adjustment.
- Partners acknowledge, understand, and share in risk taking
- Partners do not come to the table with preconceived notions of the "right way to solve a problem"
- Partners monitor and evaluate the effectiveness of the collaboration



# Collaboration

## Principles for Successful Collaboration

- **Start with a unifying purpose.** The purpose may need to be broad enough to bring in enough people with energy, imagination, commitment, resources, and creativity, to generate success. Sometimes the purpose may also be very specific and narrow when the energy, imagination, commitment, and creativity, are sufficient. Start with two or three or a small group of people who have passion for the purpose.
- **Create and maintain community visioning.** Create short and concise mission and vision statements, and possibly a strategic plan. Be willing to update and change as the need arises.
- **Set goals and objectives.** Goals are where you want to go. Objectives are how you are going to get there. Goals should be specific, measurable, observable and achievable.
- **Leadership.** Someone needs to be responsible for facilitating, moderating, and managing the meeting and discussion. Strive to promote inclusive and shared leadership.
- **Coordination/organization.** Strive to increase communication among collaboration partners. Hold regular, consistent mutually beneficial, constructive, profitable, informative, and brief meetings. Disseminate information to everyone in the collaboration. Maintain strong and consistent communication with stakeholders outside of the coalition/collaboration.
- **Consider logistical needs.** Consider parking, transportation, acoustics, and childcare, when required. Access and comfort should also be considered. Accommodate needs of individuals with disabilities. Be sure there are adequate restrooms, water.
- **Encourage shared ownership.** Create and encourage participation of everyone in the collaborations. Motivate and give credits for success. Promote and value diversity of views, promote democratic process of resolving conflict.
- **Celebrate success.** Recognize, acknowledge and reward success.
- **Consider Robert's Rules of Order.** Underlying these rules are three fundamental principles:
  - Everyone needs to be treated with dignity and respect
  - Everyone needs to be heard
  - All of the information need to be clear to everyone

## Mission Statement

**Develop and implement** policies, programs and activities that will stimulate business startup, facilitate the expansion of existing businesses, and encourage the location of new businesses in order to create new jobs, expand the City of Orange Cove's economic base and enhance the quality of life for the citizens of Orange Cove.

# Collaboration

## Implementation

To meet the vision of the Mission Statement, the Advisory Committee recommends the following implementation steps, champions, and completion goals:

KEY AREAS OF FOCUS	ACTION STEPS	CHAMPION(S)	COMPLETION
1.1 Partner with Orange Cove Chamber of Commerce, Orange Cove Service Clubs, Kings Canyon Unified School District, and other community groups to initiate efforts for on-going collaboration of community events and activities.		City of Orange Cove, Orange Cove Chamber of Commerce, OCED at Fresno State	Initiate a meeting of all community groups within 60 days of adoption of the Strategy. The meeting should be co-sponsored by the City and Chamber and facilitated by OCED.
2.1 Provide customer service training for all staff that interacts with the public.	2.1.1 Assign a City of Orange Cove staff member to be primary contact for businesses that need assistance, which will include planning, permitting, and general questions regarding operations.	City of Orange Cove working with Merced College for training	Personnel assignment should occur within 60 days of Plan adoption. Customer service training to be completed within 1 year of Strategy adoption.
3.1 Partner with Kings Canyon School District, Reedley College, Fresno Regional Workforce Investment Board to address skill gaps and workforce needs of area businesses.	3.1.1 Market the programs offered by these partners to Orange Cove businesses.	City of Orange Cove, Reedley College, Fresno Regional Workforce Investment Board	Initiate meeting of all parties within 60 days of Strategy adoption. Develop a plan and partnership to work together throughout the year on workforce issues identified by Orange Cove businesses (ongoing partnership). Number of meetings will depend on need identified at the initial meeting.



# **What is Economic Development?**



# What is Economic Development?

**Community Development** is a process for making a community a better place to live and work. **Economic Development** is purely and simply the creation of wealth for the benefit of the community. Economic development provides the revenue for community development. Economic developers are strategists and facilitators able to meet the needs of business, elected officials and the residents they serve. Their goal is to increase economic viability in their community. Service is a pleasure, duty, and obligation.

Business and government both have roles in economic development. Business marshals and mobilizes human, financial, physical and natural resources to create marketable goods and services. Business motivation is profit. Government influences business investment and location decisions with taxes, revenue spending and investment policies, such as regulations, incentives, services and marketing. Government's motives are: jobs (employment), revenues (increased taxes and reduced social services expenditures), a healthy community and quality of life. Government does not create jobs. Businesses do. Government is either a facilitator or an obstacle to the economic development process.

## Why is Local Economic Development Important?

1. Business Retention - Businesses that feel appreciated and, in turn, feel they are contributing to the economy will stay in town.
2. Job Development - To provide better wages, benefits and employment opportunities.
3. Increased Tax Base - Additional revenue to support, maintain and improve local services such as roads, parks, libraries and emergency medical services.
4. Economic Diversification - Helps expand the economy and reduces a community's vulnerability to a single business sector.
5. Self-sufficiency - Public services would be less dependent on intergovernmental transfers that change with each election.
6. Productive Use of Property - Property used for its "highest and best use" maximizes the productivity of that property.
7. Quality of Life - More local tax dollars and jobs raise the economic tide for the community, which generally increases the overall standard of living of the residents.
8. Recognition of Local Products - Often times, successful economic development will occur when locally produced goods are consumed to a greater degree in the local market.

Exporting goods and services outside of the region is the key to economic growth. Export businesses supply more goods and services than the local economy can use. Exports are sold to customers outside the community and bring new dollars into the community. Proceeds from the sale of exports are spent on local labor, secondary industries (supplies, services, restaurants, etc.). One dollar received from exports circulates around the community three-and-a-half times.

There are six ways to create new wealth:

1. Attract new exporters
2. Expand existing exporters
3. Create local exporters by increasing local purchases
4. Reduce outside purchases



# What is Economic Development?

5. Attract new household income
6. Increase worker and/or business productivity

Economic developers are facilitators. There are several “partners” needed to aid in that facilitation, such as:

- Education Community and Training Institutions
- Public Sector (Local, State, Federal)
- Business Associations
- Service Sector (Banks, Utilities, Brokers, Hospitals)
- Private Sector
- Regional Economic Development and Workforce Training Organizations
- Technology Providers
- Networking Groups
- Venture Capitalists/Angel Investors
- Specialized Law Firms, Accounting Firms and Other Service Providers
- Higher Education
- Municipal Planning Organizations
- Air Pollution Control District
- Residents
- Commercial Brokers
- Government Staff
- Nonprofit Organizations
- Elected Officials

The partners identified above ensure that there is financing available for new development and expansions, a trained workforce to attract or retain business and business organizations to nurture a prosperous business climate. Economic development uses any tool available to make sure that there is a friendly environment for business growth and prosperity.

## An Economic Development Strategy

- Provides Direction: Which industrial/commercial exporters do we target?
- Sets Overall Framework: How will we target them?
- Links Future to Present: How will we recognize success?
- Builds Consensus: Gets everyone with the program
- Is a Foundation for Change: What is our first step?
- Shows Action vs. Reaction: We are in charge of our fate.
- Helps Focus on the Right Things: Spending resources wisely
- Harnesses Creativity: “You want me to do what? OK!”

# Community Assessment

# Community Assessment

The **City of Orange Cove** is a Federal Renewal Community.<sup>1</sup> The City of Orange Cove is a rural community of 9,078 located in the heart of the San Joaquin Valley in the eastern foothills of the Sierra Nevada Mountains, east of Fresno. The regional agricultural area enjoys a year-round growing season for hundreds of acres of orange and lemon citrus fruit. Elmer M. Sheridan founded the city in 1914, and named it prior to large scale citrus growing. The first post office opened in 1914. The city incorporated in 1948. Orange Cove features a shovel-ready industrial park complete with all the amenities in a business-friendly environment with major packing house operations, surrounding the community. In 2009, Orange Cove established the Orange Cove Police Department, making public safety, economic development and infrastructure development a local community priority for Orange Cove. Orange Cove is a destination site for the annual spring Fresno County Blossom Trail event that kicks off the agricultural growing season.

## Geography

The City of Orange Cove is located in Fresno County on the eastern foothills of the Sierra Nevada Mountains in the San Joaquin Valley. Orange Cove lies 35 miles southeast of Fresno and is a 30-minute drive east of Highway 99. Orange Cove is 1.9 square miles total, located a four-hour drive to San Francisco in the north, a four-hour drive to the Los Angeles Basin areas in the south. Visitors can drive an hour to reach Kings Canyon-Sequoia National Park areas for fishing, hiking, and family recreation.

## Population

### Total Population

According to the U.S. Census Bureau, the City of Orange Cove experienced a slight increase in population (17.5 percent) between 2000 and 2010. As of July 2014, its current population is increasing with an estimated 9,576 residents.

Table 1. TOTAL POPULATION

Area Name	2000*	2010*	Difference (%)	2014^	Difference (%)
California	33,871,648	37,253,956	+ 9.9	38,332,521	+ 2.8
Fresno County	799,407	930,450	+ 16.3	955,272	+ 2.6
City of Orange Cove	7,722	9,078	+ 17.5	9,576	+5.4

Sources:

\*U.S. Census Bureau. Reports from 2000 and 2010 U.S. Census (as of April 1).

^U.S. Census Bureau. Population Estimates (as of July 1).

<sup>1</sup> Strategic Visions for Change, Community-Based Partnerships, Economic Opportunities, and Sustainable Community Development. Communities selected to participate in this program embraced these principles and led projects that promoted economic development in their distressed communities.

# Community Assessment

## Racial Composition

The City of Orange Cove's population has experienced minor changes in racial composition since 2000. Most notably are the increase White population and the increasing Hispanic or Latino population, which grew 9.8 and 2.1 percentages between 2000 and 2010.

Table 2. RACIAL COMPOSITION, PERCENTAGE OF POPULATION

	City of Orange Cove	Fresno County	California
White, 2000	33.6	54.3	59.5
White, 2010	43.4	55.4	57.6
White, Difference	+9.8	-1.1	-1.9
Black or African American, 2000	0.3	5.3	6.7
Black or African American, 2010	0.8	5.3	6.2
Black or African American, Difference	+0.5	0.0	-0.5
American Indian and Alaska Native, 2000	2.4	1.6	1.0
American Indian and Alaska Native, 2010	1.4	1.7	1.0
American Indian and Alaska Native, Difference	-1.0	+0.1	0.0
Asian, 2000	1.5	8.1	10.9
Asian, 2010	1.1	9.6	13.0
Asian, Difference	-0.4	+1.5	+3.9
Native Hawaiian - Other Pacific Islander, 2000	0.0	0.1	0.3
Native Hawaiian - Other Pacific Islander, 2010	0.0	0.2	0.4
Native Hawaiian - Other Pacific Islander, Difference	0.0	+ 0.1	+0.1
Some Other Race, 2000	58.8	25.9	16.8
Some Other Race, 2010	49.4	23.3	17.0
Some Other Race, Difference	-9.4	-2.6	+0.2
Two or More Races, 2000	3.4	4.7	4.7
Two or More Races, 2010	3.9	4.5	4.9
Two or More Races, Difference	+0.5	-0.2	+0.2
Hispanic or Latino (of any race), 2000	90.6	44.0	32.4
Hispanic or Latino (of any race), 2010	92.7	50.3	37.6
Hispanic or Latino (of any race), Difference	+2.1	+6.3	+5.2

Sources: U.S. Census Bureau. Reports from 2000 and 2010 U.S. Census (as of April 1).



# Community Assessment

## Employment

### Labor Force

As of June 2014, the City of Orange Cove had an unemployment rate of 29.0 percent, which is nearly three times more than Fresno County, four times more than the State.

Table 3. LABOR FORCE

Area Name	Labor Force*	Employed	Unemployed	Rate
California	18,618,600	17,240,700	1,378,000	7.4%
Fresno County	455,400	407,900	47,500	10.4%
City of Orange Cove	4,000	2,900	1,200	29.0%

Source: State of California, Employment Development Department, Labor Market Information Division. July 19, 2014.

Note: Monthly Labor Force Data for Cities and Census Designated Places (CDP). June 2014-Preliminary. Data Not Seasonally Adjusted.

\*Civilian labor force 16 years and over

### Occupations

The majority of Orange Cove's labor force (39.7 percent) is employed in occupations related to natural resources, construction and maintenance. Agricultural workers including supervisors make up 48 percent of the region's labor force, construction 15% and manufacturing 8%.

Table 4. TYPES OF OCCUPATIONS

Type of Occupation	City of Orange Cove	Fresno County	California
Civilian employed population, 16+ years	2,920	364,567	16,614,362
Management, business, science and arts occupations	406	104,191	6,099,725
Service occupations	406	69,499	3,048,332
Sales and office occupations	322	86,986	4,102,112
Natural resources, construction and maintenance occupations	1,162	58,070	1,552,809
Production, transportation and material moving occupations	624	45,821	1,811,384

Source: U.S. Census Bureau, 2008-2012 American Community Survey, 5-year estimates.



# Community Assessment

## Education

The City of Orange Cove is served by Kings Canyon Unified School District (KCUSD), a K-12 public school system that serves the cities of Reedley and Orange Cove and the foothill and mountain communities of Navelencia, Squaw Valley, Dunlap and Miramonte. The District covers approximately 600-square miles and has a student population approaching 10,000.

KCUSD operates 19 schools in configurations that include K-5, K-8, middle school, and high school. The Kings Canyon Unified School District offers a robust selection of programs that include Adult, Alternative, Vocational, Special Education and an Online Leadership Academy that meet a broad spectrum of student needs.

KCUSD offers a variety of programs to develop unique educational opportunities for students in Orange Cove's Schools who have been identified as gifted and talented. It is Kings Canyon Unified School District's intent that special efforts be made to ensure that students from economically disadvantaged and varying cultural backgrounds are provided with full participation in higher education opportunities.

The City of Orange Cove houses five KCUSD schools; Al Conner Elementary School, Sheridan Elementary School, McCord Elementary School, Citrus Middle School and Orange Cove High School. The City's high school graduation rate has increased 9.0 percent since 2000 and almost tripled its college graduate rate to 4.4 percent from its 2000 rate of 1.7 percent.

Orange Cove high school students have the opportunity to participate in the prestigious Valley Regional Occupational Program (Valley ROP). Valley Regional Occupational Program serves six Central Valley high schools and offers a wide variety of courses. Kingsburg, Orange Cove, Parlier, Reedley, Sanger and Selma high schools work together with Valley ROP to offer these opportunities to students.

Valley ROP helps promote, support, and provide exemplary career technical education, career development, and workforce preparation that contributes to Orange Cove high school students' with academic and career success. In turn this program helps economic development in Orange Cove.

City residents access Reedley College, approximately 9 miles from Orange Cove. Reedley College is an educational hub for

Orange Cove Public Library/  
Courtesy Fresno County Public Library



# Community Assessment

higher education and has been helping Orange Cove's students achieve their life goals and dreams through four-year academic transfer preparation, career technical education, and upgrading life and job skills. The college offers over 100 associate degree and certificate programs that help students reach their next step in life. Reedley College was established in May, 1926, as Reedley Junior College. Institutional doors were opened in September 1926, with a total of 30 students and six course offerings. In fall 2013, more than 14,919 students registered at Reedley College (RC campus, South Centers and North Centers). The college offers associate degree programs, the first two years of a transfer program, and short-term career training programs.

**Table 5. EDUCATIONAL ATTAINMENT**

Area Name	% High School Graduate or Higher	% High School Graduate or Higher	Difference (%)	% Bachelor's Degree or Higher	% Bachelor's Degree or Higher	Difference (%)
	2000*	2008-2012^		2000*	2008-2012	
United States	80.4	85.4	+5.0	24.4	28.2	+3.8
California	76.8	80.8	+4.0	26.6	30.2	+3.6
Fresno County	67.5	72.8	+5.3	17.5	19.4	+1.9
City of Orange Cove	24.8	33.8	+9.0	1.7	4.4	+2.7

Sources:

\*U.S. Census Bureau. Reports from 2000 and 2010 U.S. Census (as of April 1).

^U.S. Census Bureau, 2008-2012 American Community Survey 5-year Estimates



Orange Cove High School/ Eduardo Gonzalez

# Community Assessment

## Economics

### Median Household Income

The City of Orange Cove has experienced a 19.62 percent increase in its Median Household Income (MHI) since 1999. Orange Cove's MHI grew at a lesser rate than the county, state and national percentages.

### Per Capita Income

Orange Cove's Per Capita Income (PCI) increased by 28.61 percent since 1999. It continues to be below county, state and national percentages.

### Poverty Levels

Since 1999, the percentage of Orange Cove's population living below poverty level has had a slight increase of 1.8%. Orange Cove's below-poverty levels are twice county levels, three times state and national.

Table 6. MEDIAN HOUSEHOLD INCOME, PER CAPITA INCOME, POVERTY LEVELS

	United States	California	Fresno County	City of Orange Cove
Median Household Income, 1999 (\$)*	41,994	47,493	34,725	22,525
Median Household Income, 2008	53,046	61,400	45,741	26,945
Difference (%)	+26.31	+29.28	+31.72	+19.62
Per Capita Income, 1999 (\$)*	21,587	22,711	15,495	7,126
Per Capita Income, 2008-2012 (\$) ^	28,051	29,551	20,391	9,165
Difference (%)	+29.94	+30.11	+31.59	+28.61
% Total Population Below Poverty Level, 1999*	12.4	14.2	22.9	44.5
% Total Population Below Poverty Level, 2008-2012 ^	14.9	15.3	24.8	46.3
Difference (%)	+2.5	+1.1	+1.9	+1.8

Sources:

\*U.S. Census Bureau. Reports from 2000 and 2010 U.S. Census (as of April 1).

^U.S. Census Bureau, 2008-2012 American Community Survey 5-year Estimates.

# Target Industry Analysis



# Target Industry Analysis

**“Shoot at everything that flies and claim anything that falls.”**

Strategic economic development is more efficient and hopefully more effective than the “shot gun” approach attributed to many economic development programs, as indicated in the quote above. To be more strategic, a community must limit its focus to industry that meets its strengths, weaknesses, opportunities and threats (SWOT). Without knowing its community’s characteristics and narrowing its focus, a community becomes lost to the whims of the uninformed and will not meet its full potential. City staff of such a community has no direction; their attention is scattered to the four winds. Conversely, the community that understands its characteristics and knows what industry fits that characteristic becomes focused, which makes it much easier to run an attractive program. Time, both for the community and its businesses, is not wasted trying to fit the square peg in the round hole.

For the reason stated above, the City of Orange Cove understands the importance of a targeted industry approach. This approach consists of conducting an honest assessment of the community’s characteristics through a SWOT analysis, identifying growth industry based on clusters within the area, and matching the best fit cluster to the characteristics of the community.

As an exercise of updating the Economic Development Strategy, the Advisory Committee completed a SWOT analysis, reviewed the San Joaquin Valley Regional Industry Clusters Analysis (Analysis) prepared by the California Partnership for the San Joaquin Valley, and identified a list of targeted industry clusters that will be favorable to Orange Cove. (See following page for SWOT.)



Orange Cove City Hall

# Target Industry Analysis

## STRENGTHS • WEAKNESSES • OPPORTUNITIES • THREATS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Small and caring community</li> <li>• Accessible, open and cooperative City Hall</li> <li>• Safe and affordable housing</li> <li>• Hard working, conscientious workforce</li> <li>• Good school system; new high school</li> <li>• Safe place to live</li> <li>• Available property for future development</li> <li>• Good water quality, straight from the mountains</li> <li>• Accessibility to Fresno Regional Workforce Investment Board; space available at the Community Center</li> <li>• Fresh air, nice smell</li> <li>• Excellent recreational services and local parks</li> <li>• Proximity to national parks</li> <li>• Agriculture-based economy</li> <li>• Bilingual community</li> <li>• Various service clubs that offer community service and collaboration</li> <li>• Authentic Mexican food</li> <li>• Close proximity to higher education, Reedley College, Fresno State</li> </ul>	<ul style="list-style-type: none"> <li>• Low incomes (\$27K household); limits retail market</li> <li>• Water alternatives, surface water from the canal is the only source of water</li> <li>• Growth limitations, surrounded by agriculture</li> <li>• Distance to major transportation corridors</li> <li>• High drug use</li> <li>• Work skills, high work ethic but low skill levels</li> <li>• Lack of adult educational opportunities</li> <li>• Blight, much of downtown is in need of building remodeling; numerous vacant buildings and properties</li> <li>• Lack of downtown design Guidelines</li> <li>• Retail leakage to area communities with more established commercial centers, Dinuba and Reedley</li> <li>• Lack of communication to residents and outside of the community</li> <li>• Community divisiveness – factions need to come together for the benefit of all</li> <li>• Perceptions – those not familiar with Orange Cove have a negative perception of the community</li> <li>• General Plan/Zoning map inconsistencies – Planning needed to align the two documents</li> <li>• Lack of Diversity (Income, Business, Ethnicity) – largely low income Hispanic community</li> <li>• Gangs and homeless</li> </ul>	<ul style="list-style-type: none"> <li>• Retail/tourism</li> <li>• City-owned property to attract business</li> <li>• Farmer's Market</li> <li>• Orange Blossom Festival</li> <li>• Community collaboration</li> <li>• Marketing through Visitor's Bureau</li> <li>• Better quality of life</li> <li>• Retail/business development</li> <li>• Brand Orange Cove as open for business</li> <li>• Ag tourism/tour bus stop</li> <li>• Ag museum</li> <li>• Entrepreneurship training through Reedley College</li> <li>• High School Entrepreneurship/-CTE/NEFTY programs</li> <li>• Recreation alternatives</li> <li>• Remote location for product development</li> </ul>	<ul style="list-style-type: none"> <li>• Drought impact</li> <li>• Community sustainability, lack of funds for public safety and other public service needs</li> <li>• Neighboring communities</li> <li>• Gangs and homeless</li> <li>• Unemployment</li> <li>• Public infrastructure</li> <li>• Community divisiveness</li> <li>• Education/skill level of residents</li> <li>• Homogenous population</li> <li>• Ag pests</li> </ul>





# Target Industry Analysis

## San Joaquin Valley Regional Industry Clusters Analysis

In September 2012, the Office of Community and Economic Development (OCED), Fresno State on behalf of the California Partnership for the San Joaquin Valley (Partnership) had a San Joaquin Valley-wide economic clusters analysis and a regional strategy prepared to catalyze the growth of priority clusters. The goal of the San Joaquin Valley Regional Clusters Analysis (Analysis) was to support improved regional economic performance, sustainability, and opportunity for San Joaquin Valley residents, businesses and communities.

The clusters have been a touchstone for the work of the New Valley; in particular, for the economic development, education and workforce development partners that serve as champions for several of the Partnership work groups. Much progress has been made in terms of regional collaboration around demand-driven sector strategies. However, a Valley-wide regional clusters analysis had not been prepared since 2004; and updated “market intelligence” was needed to help guide the next stage of the New Valley cluster implementation.

This project addresses a number of concerns and issues:

- The Valley has been severely impacted by the “Great Recession” more than most other California regions and needs to reposition itself for economic recovery.
- The global economy is experiencing structural changes, and new opportunities are emerging which demand new responses at the regional level.
- Local budget challenges constrain the ability of many jurisdictions, partners and business champions, to manage, implement and support county and regional cluster initiatives.







# Target Industry Analysis

- There are areas of opportunity that can best be leveraged through collaboration at the regional level, bringing efforts to scale for increased competitiveness. These areas include renewable energy and water technology innovations, and regional food systems.

The San Joaquin Valley is an economic powerhouse. Based on an analysis derived from an input-output model, Applied Development Economics (ADE) estimates that the economic output of the Valley's economy was \$228.6 billion in 2010.

ADE analyzed the Valley's major economic sectors and validated that the five original clusters continue to be the shared priorities across the region, although they have been adapted or expanded upon through the value chain concept. Each cluster contains several "components," each with sets of industries that comprise the value chain. For example, the Agriculture Cluster includes production, processing and packaging, distribution and diverse support activities. The health cluster now incorporates dimensions of wellness. Two clusters have been added – water technology and public sector infrastructure, based on current and emerging importance and potential for each in the Valley.

Priority clusters of the San Joaquin Valley Regional Industry Clusters Action Plan are:

- Agriculture
- Energy
- Health & Wellness
- Logistics
- Manufacturing (which is connected to all of the clusters)
- Water Technology
- Public Sector Infrastructure (Construction)

The Analysis indicates that as of 2010 these clusters (with the exception of public sector infrastructure, for which information was provided in a separate analysis sponsored by the Central California Workforce Collaborative) represent about 41 percent of total employment in the region; but during the 2001-2010 period were responsible for 73 percent of private sector job growth.

The Analysis identified areas of potential growth based on trends in size of the clusters, rates of employment growth, concentration in the Valley (compared to the state), and rate of growth compared to that of the state. This information provides insight into the region's areas of comparative advantage. The Analysis also identified trade flows indicators - output of goods and services produced by the each cluster, and leakage outside of the Valley based on business-to-business supplier inputs of goods and services in 2010. Regional demand for each cluster's goods and services by non-cluster-related consumers (households, institutions and other businesses) also was estimated.

The leakage analysis was conducted for individual clusters, resulting in a potential list of economic development targets for business expansion and attraction and startups to meet these gaps.

The table on the following page summarizes the potential economic development targets for expansion and attraction and startups, and marketing by type of commodity supplied from outside the region and the estimated level of "leakage"- and therefore market support - for these new or expanded businesses. The gaps are very large in some commodity areas.

# Target Industry Analysis

## AGGREGATED ECONOMIC DEVELOPMENT LEAKAGE TARGETS

Description	Market Support
Lessors of nonfinancial intangible assets	\$712,684,902
Scientific research and development services	\$699,203,194
Paper mills	\$611,657,224
Oilseed farming	\$457,939,735
Other basic organic chemical manufacturing	\$395,251,263
Petrochemical manufacturing	\$388,307,767
Artificial and synthetic fibers and filaments manufacturing	\$385,174,775
Software publishers	\$375,381,255
Plastics material and resin manufacturing	\$363,583,853
Automotive equipment rental and leasing	\$336,797,184
Plastics bottle manufacturing	\$336,106,827
Management, scientific, and technical consulting services	\$323,596,782
Aluminum product manufacturing from purchased aluminum	\$303,463,414
Advertising and related services	\$284,775,137
Paperboard Mills	\$257,933,907
Other plastics product manufacturing	\$244,701,794
Semiconductor and related device manufacturing	\$241,774,577
Metal can, box, and other metal container (light gauge) manufacturing	\$222,663,225
Plastics packaging materials and non-laminated film and sheet manufacturing	\$220,030,995
Motor vehicle parts manufacturing	\$212,772,162
All other chemical product and preparation manufacturing	\$169,215,313
All other basic inorganic chemical manufacturing	\$166,138,528
Architectural, engineering, and related services	\$165,780,479

Source: IMPLAN3 I-O Model, ADE

“Lessors of nonfinancial intangible assets” was the largest category shown. Activities in this industry include brand name licensing; franchising agreements, leasing, selling or licensing; oil royalty companies; oil royalty leasing; industrial design licensing; patent buying and licensing; patent leasing; and trademark licensing. This industry represents specialization of business services, including legal expertise, which is sought outside of the Valley.



# Target Industry Analysis

Scientific research and development services was the next largest market gap. Combined with management, scientific and consulting services, these industries provide another professional services target for developing specialized expertise within the Valley. Research and scientific consulting services are a growth opportunity in both the Energy and Health & Wellness clusters. Oilseed farming was the fourth largest gap and also relates to the Energy Cluster as an input for biofuels. Most of the other potential targets are in manufacturing industries. The architectural, engineering, and related services industry is another potential growth area, especially with opportunities related to planned public sector infrastructure construction (estimated at more than \$36 billion from 2010-2020 across several infrastructure categories).

## Orange Cove Target Industry Focus

After reviewing the Orange Cove SWOT, the Advisory Committee recommends the City of Orange focus on the manufacturing, alternative energy, public infrastructure, and health and wellness industries:

### Manufacturing

Ag Value Chain (including Food Processing) - California's Ag production receipts total \$37.5 billion, more than the total GDP of one hundred countries. And that's only production receipts, before including the estimated 1.85 multiplier as you go up the value chain. Additionally, the Ag Value Chain is a major contributor to California exports (\$12.8 billion in 2010). In spite of the significant economic diversification taking place in the San Joaquin Valley, the Ag value chain remains the principal economic engine of the region, generating a GDP of \$26 billion – more than half of California's Ag Value Chain output. The Ag value chain offers significant near-term job creation opportunities. It's true that farm employment will continue to decline as production agriculture continues its history of innovation and mechanization. But the opportunities for adding value in the chain are substantial. Research conducted by the state's Centers of Excellence projects that California's Ag Value chain could create 182,000 jobs in the next five years. And the increased technification of agriculture coupled with the addition of value up the chain, means that these will be significantly higher wage jobs than the Valley has historically experienced.

Orange Cove is surrounded by agricultural. However, many food processors have gone or are located elsewhere. Orange Cove should consider ways to attract established processors as well as entrepreneurs looking to take advantage of opportunities to create businesses within the growing area of value added agriculture.

### Alternative Energy

Next 10's new green economy report *Many Shades of Green 2012* provides a profile of the San Joaquin Valley "Green Economy." Alternative energy generation was the largest segment of the Valley's employment in the "core green economy" in 2010. This segment has increased by 126 percent since 1995. Solar and wind generation accounted for the majority of the jobs. Even with a contraction of jobs by four percent in 2010 reflecting the trends in the overall regional economy, employment by energy generation increased by three percent from 2009 to 2010, adding almost 100 new jobs.

Orange Cove has abundant year-round sunshine, an isolated location, and good access to the power grid. Opportunities in solar energy should be considered as a potential economic opportunity. Additionally,

# Target Industry Analysis

availability of Ag waste may create opportunities for bio fuels and energy. The farm should be considered as a resource not just for food and produce but for the ever-growing alternative energy field.

## Public Infrastructure

The major infrastructure categories covered in the 2012 Central California Workforce Collaborative analysis are: transportation (not rail); rail transit including high-speed rail; infrastructure including water and wastewater systems, flood control, and other public works; buildings/community assets including hospitals, educational facilities, and correctional facilities; broadband infrastructure; and energy facilities, including solar farms and wind energy projects and transmission. When aggregated across these infrastructure categories, major construction projects budgeted by the public sector, utilities and institutional entities for the San Joaquin Valley region totaled an estimated \$36.6 billion between 2010 and 2020.

SUMMARY OF PROJECTED MAJOR INFRASTRUCTURE EXPENDITURES IN CCWC REGION: 2010-2020		
Infrastructure Category	Planned Expenditures	Percent
Transportation (not rail)	\$10,457,203,451	28.56%
Rail transit (including high-speed rail)	\$6,089,203,834	16.63%
Infrastructure (including water and wastewater)	\$7,533,342,809	20.57%
Buildings/community assets	\$3,148,636,173	8.60%
Broadband	\$131,080,305	0.36%
Energy	\$9,256,119,026	25.28%
TOTAL	\$36,615,585,598	100%

Most of these projects are planned for the first three to five years of this period, since the information for local government Capital Improvement Programs (CIPs) - a primary data source - is not yet available beyond that time frame. Regional projects with longer time frames include the California High Speed Rail at \$6 billion and the Delta Conveyance at \$6-\$10 billion. Non-rail transportation projects comprise 30 percent of expenditures, and alternative energy/broadband projects totaled approximately 25 percent. Projected expenditures in public buildings/community facilities such as schools, colleges, hospitals, and prisons were estimated at \$3.1 billion or almost nine percent, and "other infrastructure" estimated at about \$863 million.

Orange Cove will not receive much of the funding identified above. However, Fresno County will see a large portion of these improvements. Orange Cove officials should stay in contact and up-to-date of activities and opportunities through Economic Development Corporation serving Fresno County, Fresno Regional Workforce Investment Board and the Fresno Councils of Government to be aware of opportunities for employment in this sector for its residents and opportunities for its businesses. High speed rail is an opportunity that officials should stay current as it has immediate opportunities. This is another opportunity for collaboration between various Orange Cove groups such as the city, chamber of commerce and service clubs.

## Health and Wellness

According to the California Community Colleges Centers of Excellence (COE) 2012 Healthcare Sector Profile, "The Healthcare sector plays a critical role in maintaining the health and well-being of a population as well as



# Target Industry Analysis

contributing to the economic development of communities in California.” To reflect new trends and opportunities in this sector, the definition of the cluster is expanded to include wellness-related activities. The Health and Wellness Cluster is the second largest industry cluster in the Valley and was the source of most of the region’s net job growth over the past decade. In the Profile, COE listed some of the major drivers affecting the Cluster’s future growth:

- The implementation of the Affordable Care Act (ACA), which will “create more demand for health care services and change the way services are delivered. This will expand the need for primary care workers – nurses and medical assistants as well as medical doctors and nurse practitioners.”
- Technology innovations in health information, e-health and telemedicine, which are changing the delivery of health care services and requiring new skills in the allied health occupations.
- An aging health care workforce that may cause severe shortages upon retirement of this large cohort. For example, more than one-third of California’s nursing workforce is older than 50 and over half are expected to retire in the next decade.
- Other major trends are shaping the future of the health care sector that will provide economic and employment opportunities for the Valley, as well as improved health outcomes for Valley residents and communities.

With escalating health care costs and a health crisis related to an expanding population of those who are obese/overweight and unhealthy, there is a major health care sector focus at all levels on a food and disease prevention approach (especially chronic disease). And an increased interest in promoting healthy eating/lifestyles. There is a growing policy intersect between health and food, including development of local



Eduardo Espinoza Center/Eduardo Gonzalez

# Target Industry Analysis

and regional food systems and health and land use, community design and sustainability to support active transportation (e.g., biking and walking), and better access to parks, safe neighborhoods, recreation, and cleaner air and water.

The health care challenges of the Valley have been well documented over the years, including the poor health status of Valley residents and communities and limited access to health care services, especially in rural areas. Each of the Valley's counties has Medically Underserved Areas and Populations (MUA/P). Strong health disparities exist across racial and ethnic groups, and the Valley lags behind the state in many health indicators, including those related to obesity/overweight and poor air quality. Many residents suffer from food insecurity and inadequate nutrition. There has been a chronic health care workforce shortage and gaps in the scope and timeliness of information related to these gaps from an employer demand perspective, making it an ongoing challenge to meet these needs.

All of this provides great opportunity for the community, as well as concerns about adequate care facilities for Orange Cove residents. The community should work together with regional health care facilities to ensure that residents are afforded health and wellness services. This also is an area in which officials can work with the Fresno Regional Workforce Investment Board, Reedley Community College and Fresno State to provide training and educational opportunities to residents. Orange Cove cannot play a large role in influencing decision makers on locating health facilities in town; but they can work to get clinics and pharmacies that fit the town's immediate needs.



Orange Cove High School/Mike Dozier

# Industrial Development Strategy



# Industrial Development Strategy

As described in the **Target Industry Analysis**, the Advisory Committee compared the strengths, weaknesses, opportunities and threats of the community to industry clusters identified in the San Joaquin Valley Regional Industry Clusters Analysis prepared for the California Partnership for the San Joaquin Valley.

## Implementation

Based on the above exercise, the Advisory Committee recommends the following implementation steps, champions and completion goals:

KEY AREAS OF FOCUS	ACTION STEPS	CHAMPION(S)	COMPLETION
1.1 Leverage partnership with Economic Development Corporation serving Fresno County (Fresno EDC) as a 5 Cities to provide marketing for business attraction, retention and expansion	1.1.1. Attract fruit processors/manufacturers 1.1.2. More promotion of Orange Cove HUB Zone; currently in high demand	City of Orange Cove, in partnership with Fresno EDC	Cluster Analysis completed (ongoing activity)
2.1 Establish relationship through newsletter or electronic broadcasts to commercial brokers (pay finder's fees when applicable)	2.1.1. City has 14.5 acres of land with infrastructure 2.1.2. City has 40 acres of land without infrastructure; currently being used as effluent ponds	City of Orange Cove, in partnership with Fresno EDC	Immediately upon adoption of Strategy (ongoing activity)
3.1 Cultivate partnerships for skilled workforce development efforts	3.1.1 Maintain regular discussions with high school, community college, and Fresno Regional Workforce Investment Board (WIB) regarding workforce training 3.1.2 Welders, electricians, PLC controller 3.1.3 Pipeline/workforce training efforts with agencies (WIB, Fresno EDC, community college, Fresno Economic Opportunities Commission) to attract businesses 3.1.4 Provide additional educational opportunities 3.1.5 Continue to provide space for WIB and adult school training	City of Orange Cove, in partnership with Fresno Regional Workforce Investment Board, Reedley College, Kings Canyon Unified School District, Fresno Economic Opportunities Commission	Immediately upon adoption of Strategy (ongoing activity)

# Industrial Development Strategy

KEY AREAS OF FOCUS	ACTION STEPS	CHAMPION(S)	COMPLETION
4.1 Maintain and market available properties inventory	4.1.1 City has inventory of land which needs to be maintained with proper zoning and infrastructure	City of Orange Cove, in partnership with Fresno State's Center for Regional and Community Planning and San Joaquin Valley Rural Development Center	<ul style="list-style-type: none"> <li>• Initiate conversation within 90 days of adoption of Strategy</li> <li>• Complete zoning and planning activity within one year</li> </ul>
5.1 Maintain communications with the San Joaquin Valley Regional Industry Clusters Initiative		City of Orange Cove, in partnership with OCED at Fresno State	Immediately upon adoption of Strategy (ongoing activity)
6.1 Discuss opportunities with Reedley College	6.1.1 Take advantage of specialized training in aeronautics	City of Orange Cove, in partnership with Reedley College	Immediately upon adoption of Strategy (ongoing activity)



Photo Credit: Amanda Friedman/OnEarth Magazine

# Commercial Development Strategy

# Commercial Development Strategy

Orange Cove is isolated on the east side of Fresno County and has large leakage to Reedley, Dinuba, and other more concentrated retail centers. Demographics, particularly disposable income, are not helping the City attract new retail sources. Retail is desirous for two reasons: quality of life- it provides residents convenient shopping without having to travel great distances; and, revenue generating- sales tax is the main driver for the City of Orange Cove general fund to pay for services.

The resources for retail attraction are roof tops and disposable income. Orange Cove has a shortage of housing stock and disposable income. Orange Cove has no designated downtown of business organizations dedicated to retail businesses. There are no major anchor stores and land for their development is scarce. The city should concentrate on providing basic retail services and establish a downtown district. This will allow the community to build a good foundation that it can grow on. Groceries, pharmacies, other basic services should be given highest consideration for city assistance, if possible.

## Implementation

To encourage commercial development, the Advisory Committee recommends these implementation steps:

KEY AREAS OF FOCUS	ACTION STEPS	CHAMPION(S)	COMPLETION
1.1 Market Orange Cove to retailers	1.1.3. Develop a 1-, 3-, 5-, 10-mile demographic map 1.1.4. Create an inventory of vacant and/or available property 1.1.5. Create a Team Orange Cove	City of Orange Cove, in partnership with Orange Cove Chamber of Commerce	Within 90 days of adoption
2.1 Develop the Downtown	3.1.1. Designate Park Avenue, between Anchor and 2 <sup>nd</sup> Street, as Downtown Orange Cove 3.1.2. Create an Orange Cove Downtown Business Association 3.1.3. Develop Orange Cove Downtown Design Guidelines 3.1.4. Identify and apply for grants targeting Downtown public improvements 3.1.5. Encourage collaboration of all groups doing business or working with the Downtown	City of Orange Cove	Within 1 year of adoption
3.1 Business education and training programs	3.1.6 Educate businesses on cutting-edge business practices (Business 101, SBDC, Reedley Entrepreneurship) 3.1.7 Conduct customer service training for businesses, city hall and the community – everyone is an economic developer	City of Orange Cove, in partnership with Orange Cove Chamber of Commerce	Within 90 days of adoption
4.1 Encourage business start-ups taking advantage of local agriculture	5.1.1 Initiate a Farmers Market	City of Orange Cove, in partnership with OCED at Fresno State	Within 1 year of adoption



# Tourism Strategy

# Tourism Strategy

Many people believe that tourism is a service industry that takes care of visitors when they are away from home. Some restrict the definition of tourism by number of miles away from home, overnight stays in paid accommodations, or travel for the purpose of pleasure or leisure. Others think that travel and tourism should not even be referred to as an industry. Whatever the official definition of tourism, it seems to boil down to one important factor: **Capturing disposable money from customers who have an option to spend it elsewhere.**

Tourism can be broken down into four distinct categories:

1. **Tourism Retention.** Providing opportunities for residents to spend disposable money in the community.
2. **Immediate Tourism.** Providing opportunities for neighboring residents (people who live within 50 miles outside of the community) to spend disposable money in the community.
3. **Intermediate Destination Tourism.** Providing opportunities for the community to serve as an intermediate tourist destination. Many people travel to various destinations and must travel through or near Taft. By providing an opportunity for them to spend disposable money in Taft, it becomes an intermediate tourist destination.
4. **End Destination Tourism.** Providing opportunities for the community to serve as an end destination for tourists. By hosting and housing events and attractions, the community will appeal to people who will travel to and temporarily stay.



U.S. Senator Diane Feinstein Park/ Mike Dozier

# Tourism Strategy

## Tourism Infrastructure

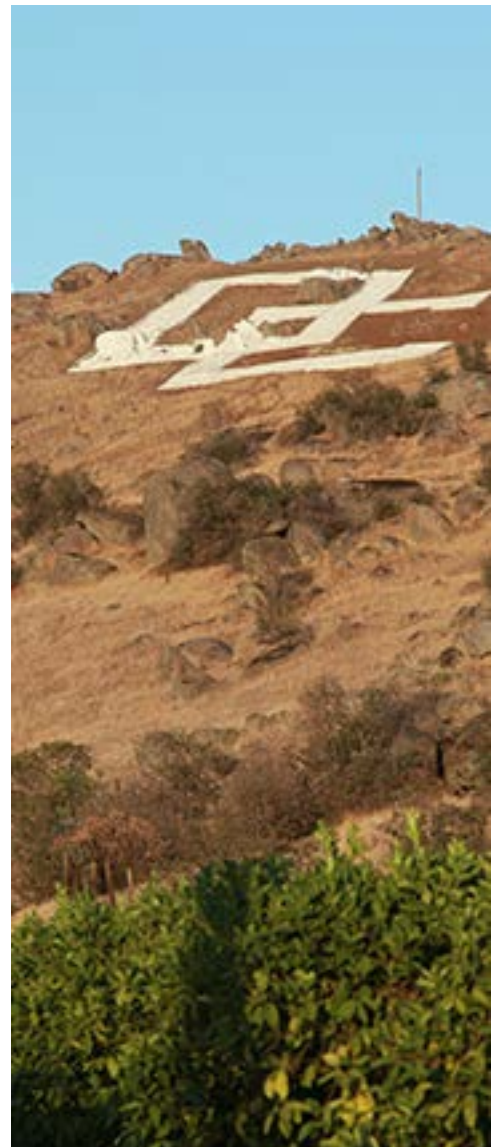
Infrastructure is made up of places and things that are the components of accommodation. It may be something that the visitor does not notice or see, unless it is missing - the same things that attract industrial prospects, such as reliable utilities or good roads. Infrastructure is what a visitor senses as he makes his decision to linger or return. Security and hospitality are two critical infrastructure components that someone passing through a community must sense before they will consider conversion to tourist.

The tourism infrastructure, just like any other infrastructure, is built from the ground up. The more infrastructure that is in place, the more tourism it can support. Following are the **15 Key Elements** of a strong and successful tourism infrastructure:

- Arts/Cultural Attractions/Historic Attractions
- Attractions/Events/Activities
- Attractive/Appealing Community
- Broad Advertising
- Clean Restrooms
- Collateral Material
- Easy Access
- Friendly and Inviting Merchants/Residents/Public Groups
- Gas Stations and Other Services
- Lodging
- Other Advertising
- Restaurants and Bars
- Safe Community
- Shops and Stores
- Targeted Advertising

All of these components are not necessary for tourism. Tourism can exist with a single element. The tourism industry grows exponentially every time one of these elements is added.

It is important for the whole community to realize the importance of the tourist. They must get on board with the idea of developing the community as a tourist attraction and must work together to make the community attractive and appealing. One of the easiest ways to meet this goal is for merchants to be friendly and inviting. The merchants must understand that the customer is the most important



Photo/Eduardo Gonzalez



# Tourism Strategy

thing that his or her business possesses. Likewise, the merchant must do everything possible to make his or her store attractive and clean to the potential customer.

A "walk-around area" is defined as where travelers stop and linger in communities because they offer an inviting environment, such as a themed business district or revitalized Main Street. Visitors who return are attracted to the ambiance of an area or place. Providing an infrastructure, walking areas and convenient parking to move visitors around as pedestrians is a recognized technique for converting visitors to tourists. Of equal importance is the provision for easy access to cultural, heritage and recreational attractions. Convenient access is essential; also, the streets and paths that lead to and from all attractions must be safe, clean and inviting.



U.S. Senator Diane Feinstein Skate Park/ Eduardo Gonzalez



# Tourism Strategy

## Implementation

The Advisory Committee understands that initial steps are necessary to develop a true vibrant tourism program. Tourism is a quality-of-life tool that will enhance the entire economic development process. With that understanding, the Advisory Committee recommends the following Tourism Strategy implementation steps over the next year:

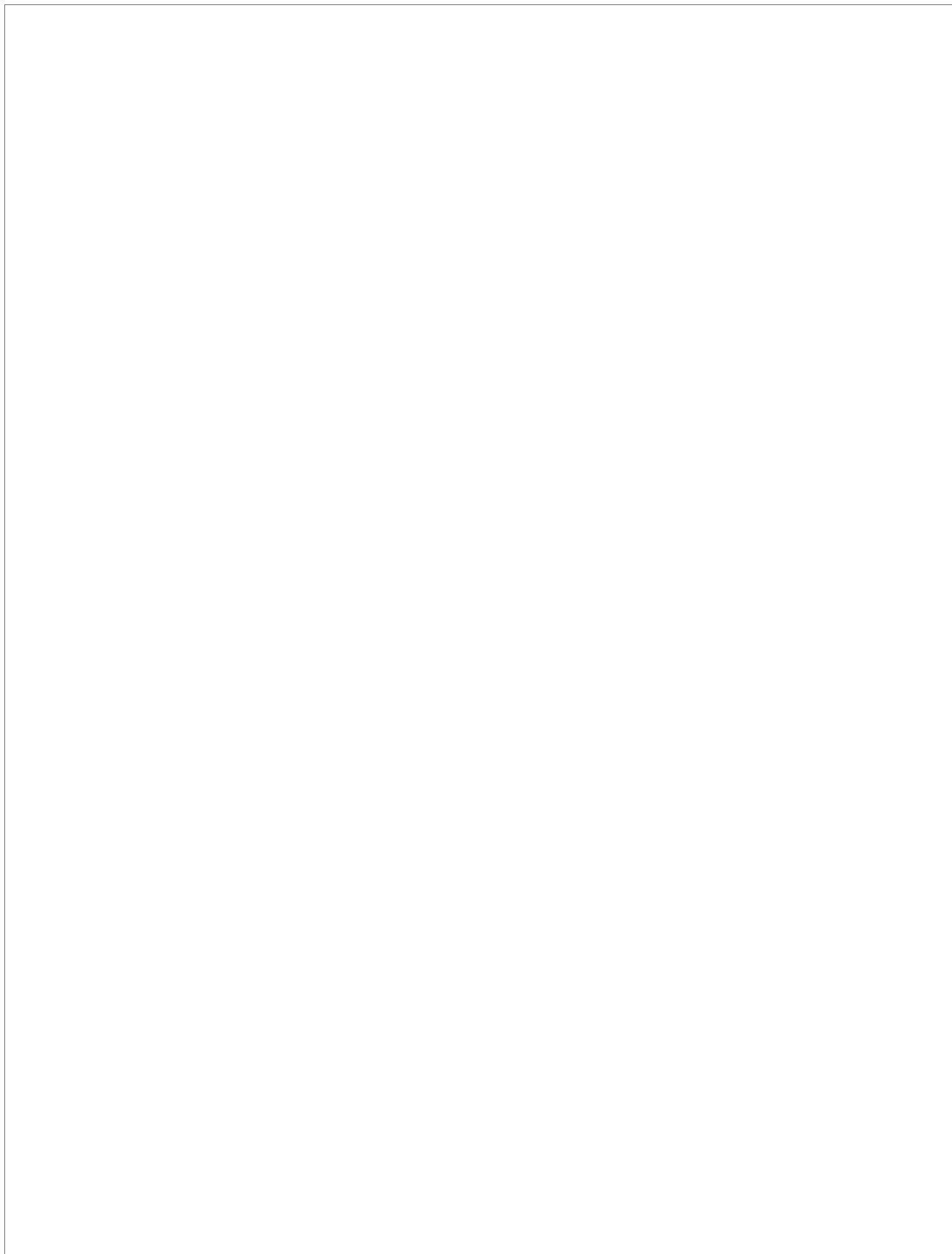
KEY AREAS OF FOCUS	ACTION STEPS	CHAMPION(S)	COMPLETION
1.1 Maintain close communications with the Fresno-Clovis Convention & Visitors Bureau to promote Orange Cove events and activities to tourists.		City of Orange Cove, in partnership with Fresno-Clovis Convention & Visitors Bureau	Immediately upon adoption of Strategy (ongoing activity)
2.1 Develop a partnership with National Parks and local public/private campgrounds	2.1.1 Procurement opportunities for local restaurants, suppliers, for example 2.1.2 Information hub for National Parks and local campgrounds in Orange Cove (Visitors' Center)	City of Orange Cove	Within 1 year of adoption
3.1 Develop a strategy for tourism signage to draw passersby to Orange Cove	3.1.1 More signage directing traffic from Highway 180 to Orange Cove	City of Orange Cove, in partnership with Orange Cove Chamber of Commerce	Within 90 days of adoption
4.1 Identify and market land in the city for hotels and/or campgrounds where visitors can stay in Orange Cove		City of Orange Cove	Within in 6 months of adoption
5.1 Take advantage of Orange Cove's agricultural roots by developing and marketing agricultural tours	5.1.1 Farmers' Museum 5.1.2 Tour buses to local farms	City of Orange Cove, in partnership with Fresno-Clovis Convention & Visitors Bureau and County of Fresno	Within 1 year of adoption
6.1 Encourage local businesses to develop a plan to attract passing tour buses to stop and purchase gasoline, food and drinks (rest stop)	6.1.1 Identify busing options from Orange Cove to National Parks; park and ride (public or private venture)	City of Orange Cove, in partnership with Orange Cove Chamber of Commerce	Within in 6 months of adoption
7.1 Collaboration of community groups to develop strong community events	7.1.1 Boost the existing Orange Blossom Festival	City of Orange Cove, in partnership with Orange Cove Chamber of Commerce and other related community groups	Within 90 days of adoption

# Tourism Strategy

KEY AREAS OF FOCUS	ACTION STEPS	CHAMPION(S)	COMPLETION
8.1 Promote BMX/Skate Park	8.1.1 Encourage usage of the BMX/Skate Park 8.1.2 Host competitions	City of Orange Cove, in partnership with Orange Cove Chamber of Commerce	Within 90 days of adoption
9.1 Investigate the potential for developing land just east of Friant Kern Canal, including possibility of annexing land beyond Fresno/Tulare county line	9.1.1 Properties are located on each side of Road 63 9.1.2 Used to commute to foothill communities of Dunlap and Squaw Valley, and to Sierra and Kings Canyon national parks	City of Orange Cove, in partnership with Fresno EDC and County of Fresno	Within 1 year of adoption



BMX Race Park/Eduardo Gonzalez



**Thank You**



## Thank You to Our Presenters

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Mike Dozier  
Executive Director  
Office of Community & Economic  
Development, Fresno State

Jeff Macon  
Director  
Fresno State  
Small Business Development Center

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Sam Escobar  
City Manager  
City of Orange Cove

Sally Tripp  
Area Specialist (Loan Officer)  
U.S. Department of Agriculture  
Rural Development

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Marty Rivera  
Police Chief  
City of Orange Cove

Carlos Mendoza  
District Director  
U.S. Small Business Administration

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Lan Dui  
Finance Director  
City of Orange Cove

Ethan Smith  
Broker  
Newmark Grubb Pearson  
Commercial Realty

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Ray Haok  
Public Works/Planning  
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Phil Souza  
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Dr. Sandra Caldwell  
President  
Reedley College

Shawn Miller  
Business Development Manager  
City of Clovis

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Robert Gutierrez  
Principal  
Orange Cove High School

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# Appendix

## 2014 Meeting Schedule

### City of Orange Cove Economic Development Strategy Advisory Committee

Meeting Date	Subject	Presenter(s)
February 14	Welcome & Introduction	Mike Dozier, Executive Director, OCED
February 18	City Administration: How the City Operates & Why	Sam Escobar, City Manager, City of Orange Cove Marty Rivera, Police Chief, City of Orange Cove Lan Dui, Finance Director, City of Orange Cove Ray Haok, Building Director, City of Orange Public Works/Planning Department
March 4	Business Attraction, Retention & Expansion, and Start-up	Esther Cuevas, Vice President, Business Development, Economic Development Corporation serving Fresno County Victor, Bribiesca, Director, Business Expansion & Retention, Economic Development Corporation serving Fresno County Eric Nasalroad, Business Instructor, Reedley College
March 18	Workforce Development	Matt Leedy, Government Relations Analyst, Fresno Regional Workforce Investment Board Dr. Sandra Caldwell, President, Reedley College Robert Gutierrez, Principal, Orange Cove High School
April 1	Financing Economic Development	Jeff Macon, Director, Fresno State Small Business Development Center Sally Tripp, Area Specialist (Loan Officer), USDA Rural Development Carlos Mendoza, District Director, U.S. Small Business Administration
April 15	Development Fees & Available Land	Ray Haok, Building Director, City of Orange Cove Public Works/Planning Department
May 6	Industrial, Commercial Office & Retail Real Estate Perspective	Ethan Smith, Broker, Newmark Grubb Pearson Commercial Realty (Industrial) Phil Souza, Broker, Newmark Grubb Pearson Commercial Realty (Commercial Office ) Michael Artsten, Broker, Newmark Grubb Pearson Commercial Realty (Retail)
May 20	Regional Industry Clusters Target	Mike Dozier, Executive Director OCED Richard Kalashian, Chair, San Joaquin Valley Agriculture Cluster Sarge Green, Program Director, International Center for Water Technology
June 3, 2014	Tourism & Community Development	Layla Forstedt, Executive Director, Fresno-Clovis Convention & Visitors Bureau Shawn Miller, Business Development Manager, City of Clovis



**Economic Development Strategy  
Orange Cove, California**

**September 2014**

**Office of Community & Economic Development, Fresno State**



