

OAKLEY



CALIFORNIA

Economic Development
Work Plan 2023-2026

Table of Contents

- I. Introduction 1
 - A. Goals 1
 - B. Competitive Analysis 2
 - C. Target Industries 3
 - D. Oakley’s Value Proposition..... 7
- II. Work Plan 8
 - A. Objectives 8
 - B. Work Plan Tasks 8
 - C. Launch Plan..... 12
- III. Gap Analysis 13
 - A. Market Access and Transportation Infrastructure 14
 - B. Workforce, Education and Training 15
 - C. Real Estate and Infrastructure..... 17
 - D. Quality of Place..... 20
 - E. Economic Development Operations 22
- IV. Appendix..... 24

I. Introduction

The City of Oakley has been working from its 2016-17 Work Plan which outlines goals and priorities for the community's economic development. Following the 2019 COVID pandemic and subsequent economic shifts, city leadership determined it was time to update the work plan. The intent of the updated work plan is to recommend implementation actions that the city should take to achieve and boost long-term economic growth, promote economic diversification, and leverage its assets.

The consulting team of Chabin Concepts, DSG Advisors, and Urban Scenarios visited the City of Oakley to document the city's ability to deliver on the customary site selection factors considered when businesses search for a new location. Findings of this work are detailed in the Gap Analysis section and are the basis of the work plan. The work plan is focused on guiding the city economic development staff to prepare for an demonstrate to corporate decision-makers that the City of Oakley understands and can deliver on the location and workforce needs associated with the industries targeted for business attraction.

*VISION: The City of Oakley celebrates our unique Delta lifestyle and small-town feel where we **live** in a safe dynamic community, **work** together to build the future, and **play** in our own backyard.*

A. Goals

The economic development work plan adheres to the city's goals as stated in the 2022-2027+ Strategic Plan. The strategies and action items are intended to enhance the city's economic development competitiveness and contribute to reaching the following goals.

1. **Community and Economic Development:** inspire and encourage community and economic development through strategic and thoughtful growth, a business-friendly environment, and local employment opportunities.
2. **Community Health and Safety:** protect the public and prioritize safe streets, healthy neighborhoods, and robust community resources.
3. **Parks and Open Space:** capitalize on the Delta, where residents, businesses, and visitors can recreate and relax.
4. **Community and Collaborative Partnerships:** build strong community and collaborative partnerships to be mutually beneficial and co-create shared goals.
5. **Finance and Fiscal Responsibility:** leverage financial resources for the long-term benefit of residents and businesses while maintaining sufficient reserves to provide stability and ensure a successful future.
6. **Sustainable Organization:** create a vibrant municipal workforce that reflects commitment to an inclusive and equitable community and can meet the mission today while striving for the envisioned future tomorrow.

B. Competitive Analysis

The Chabin Team conducted an analysis of Oakley’s community assets to identify economic development opportunities, real estate parcels and industry investment targets. The analysis considered customary site selection factors businesses study when searching for a new location. The matrix below presents a summary of findings which are the basis for the target industry recommendations and a revised work plan. A more detailed discussion of the Competitive Analysis is included in Section III Gap Analysis.

ASSETS	<ul style="list-style-type: none"> ▪ Location on highways, interstates, and access to freight and passenger air and port services ▪ Growing talent pipeline and employers can draw 1.2 million workers in just 30-mile radii ▪ Good workforce training resources in the region ▪ Growth of median household income is on par with county, better than cities in region ▪ Low crime rate and favorable cost of living when compared to county and region ▪ Oakley has miles of waterfront for recreation and a 55-acre site that could support a range of business development opportunities ▪ Entrepreneur Center ▪ Efforts are underway to establish a chamber of commerce ▪ Professional and service-oriented economic development staff
CHALLENGES	<ul style="list-style-type: none"> ▪ Limited market-ready sites or buildings for industrial or commercial uses ▪ Economy is heavily weighted to service and retail; economic development actions need to focus on diversifying the economy ▪ Educational attainment is lower than other cities in the region, low performance in English and math in the high school ▪ Senior population (age 60+) is growing much faster than the population under the age of 19 which could indicate a future workforce shortage; Oakley employers can draw from a workforce of 1.2 million in a 30-mile radii ▪ Planning is underway; a concrete plan for waterfront development must be a priority
OPPORTUNITIES	<ul style="list-style-type: none"> ▪ There is high demand in the region for small to medium sized light industrial sites and buildings. Land zoned industrial in Oakley could accommodate an estimated 700,000 square feet of light industrial building space and several hundred traded-sector jobs ▪ Agreement on industry targets among educators, economic development organizations, and city government would guide stakeholders in moving the city forward ▪ Amtrak station will increase traffic and enhance the sense of importance of downtown ▪ Entrepreneur Center could spur entrepreneurs to invest in downtown development ▪ Waterfront development of recreation will improve the city’s quality of life, attract visitors, and generate sales tax revenue ▪ Industrial development of the waterfront will draw business to the community and create local jobs ▪ Regional organizations can help expand the economic development capacity in the city

C. Target Industries

The consulting team weighed community assets against our experience with economic development and corporate investment trends at local, regional, national, and global levels. The target industries listed here are seen by the consulting team as aligning with Oakley’s development assets, training initiatives supported by Contra Costa Community College, Contra Costa County’s Department of Conservation and Development specified industry targets, and private sector investment trends in the region.

By focusing on the attraction of industries that align with community assets, Oakley can realize several benefits including:

- New job-creating investments in the city of Oakley
- Diversified Oakley economy with higher-paying, traded sector jobs
- Expanded capacity and marketing opportunities with target industries aligned with county and regional economic and workforce development partner organizations
- Increased presence and awareness in the region as a place to expand into a nearby, more-affordable location
- Reduced commute time for much of the Oakley workforce that is currently leaving the city for jobs



The remainder of this section presents a brief description of each target sector and Oakley’s value proposition for meeting sector needs.

Target Industry

Recreation—specifically boating, fishing and fishing tournaments

Rationale

- Leverages and makes good economic use of one of the city’s greatest asset, the waterfront
- Attracting anglers and spectators can help draw attention to the city as place to do business (expanding the reach into other target industries)
- Bass fishing is considered a top freshwater sport and California is one of the top three states contributing to the national economic impact
- Fishing tournaments attract and engage all age groups and skill levels
- If Oakley can keep anglers and spectators in the city for the duration of the tournament (for lodging, dining, supplies, etc.) the economic impact to the city and local businesses could be substantial
- Once developed, the planned 55-acre Oakley Regional Park at Sellers Avenue (pictured below) may be sufficient to hold small- to medium-sized tournaments but more research would need to be conducted

MASTER PLAN LEGEND

ACTIVITY AREAS

1. MULTI-USE TURF FIELDS
2. LITTLE LEAGUE FIELD (250’x300’ OVERLAP)
3. SOCCER FIELD (11’x10’)
4. LACROSSE FIELD
5. BOCCIE BALL COURTS
6. DESTINATION PLAYGROUND
7. MULTI-USE TRAIL
8. MULTI-USE TRAIL + EQUESTRIAN
9. INTERPRETIVE NATURE TRAIL
10. OUTDOOR LEARNING/CLASSROOM
11. TRAIL KIOSK
12. KAYAK LAUNCH
13. BEACH RIVER FRONT

COMMUNITY GATHERING AREA

14. PICNIC MEADOW
15. OPEN MEADOW
16. PICNIC AREA
17. GROUP PICNIC AREA
18. SCORE KEEPERS BOOTH/SHELTER
19. SHADE STRUCTURE, TYP.
20. PAVILION
21. BOAT HOUSE
22. INTERPRETIVE CENTER
23. HISTORIC GILBERT HOUSE
24. EVENT LAWN
25. VISITOR/ADMIN BUILDING
26. COMMUNITY GARDEN
27. FARM ANIMAL PADDOCK
28. AGRICULTURAL FIELDS
29. AGRICULTURAL SUPPORT/BARN
30. CONCESSION/ RESTROOM

OTHER

31. PARK ENTRY
32. BRIDGE CROSSOVER
33. ACCESS ROAD, TYP.
34. GRAVEL ACCESS ROAD
35. MAINTENANCE BUILDING
36. PARKING, TYP.
37. TRAIL HEAD PARKING + EQUESTRIAN



Figure 1. 2019 rendering of Oakley Regional Park; master plan is currently being updated

Target Industry	Business and Technical Services—including operations providing back-office support functions, inbound call centers, small data centers, and specialized product fulfillment that support regional, national, and global markets.
Rationale	<ul style="list-style-type: none"> • The recommended development area and surrounding environment on Oakley’s west side is conducive to attractive office park development, offering views of greenery and surrounding terrain • Oakley’s location offers easy access to clientele throughout the East Bay • Occupations are a good match for the existing workforce • Sixty-five percent of the workers in the 30-mile labor shed area are in occupations that support this industry sector e.g., business and finance, IT, architecture, engineering, healthcare, sales and related (ESRI labor profile)

Target Industry	Advanced Manufacturing—refers to the use of innovative technology to improve products or processes. Advanced manufacturing industries constantly integrate new technologies into their products and processes.
Rationale	<ul style="list-style-type: none"> • Occupations are a good match for the existing workforce • Supports existing manufacturing and advanced manufacturing operations in Contra Costa County and the East Bay region • Development of the recommended light industrial district on Oakley’s west side is perfectly suited to this type of operation (Figure 7)



Figure 2. Examples of attractive business park settings

Target Industry	Agricultural Technology (AgTech)—encompasses ag-related manufacturing, processing, and services, including horticulture and aquaculture. AgTech companies use technology or provide services to improve yield, efficiency, and profitability e.g., robotics, temp or moisture sensors, aerial imaging.
Rationale	<ul style="list-style-type: none"> • Development and adoption of new agricultural technology is rapidly evolving, and California and the greater Bay Area is the center of innovation • The changing regulatory environment, higher operating costs, foreign and domestic competition, and shifts in market demands opens opportunities for communities able to meet market and cost demands • Once developed, the recommended light industrial district on Oakley’s west side is perfectly suited to these types of operation (Figure 7) • Commercial and industrial services including machine shops, equipment repair, metal fabrication, engineering firms, vehicle repair, and light manufacturing support the needs of both local and outside markets

Target Industry	Clean Technology (CleanTech)—is the term used to describe companies involved in energy, water, transportation, agriculture, and manufacturing using technology and processes to improve the long-term health of the environment. This can include a broad range of industry sectors including recycling, renewable energy, information technology, green transportation, electric motors, green chemistry, lighting, grey water, etc.
Rationale	<ul style="list-style-type: none"> • Could support existing employers in the region many of whom are already using some type of advanced technologies • Cleantech jobs are among the fastest growing in the nation • Development of the recommended light industrial sites is perfectly suited to this type of operation • A broad array of occupations are involved in cleantech, from highly degreed professionals to skilled trades—civil and process engineers, technicians, solar panel installers, IT, and lower skilled manufacturing and logistics workers • Industrial development on the waterfront could be attractive to these users; operations can cover the spectrum from small entrepreneurial firms to large multi-national corporations requiring a range of site and building sizes and configurations

D. Oakley's Value Proposition

Value Propositions are statements that convey benefits or solutions the community offers to businesses and specific industries. An effective value proposition answers the question “*why should my business locate in Oakley?*” Your responses to this question must be accompanied by fact-based proof points which will entice the audience to learn more.

Messages and proof points will be different for different audiences—local businesses, prospects, brokers, developers, media, workers—have different interests and priorities. Below are several potential value propositions and proof points for the City of Oakley's target industries.

The Appendix contains a guide to creating an effective Key Message Platform.

Sample Value Propositions for the City of Oakley

- Companies in the City of Oakley are in the heart of the East Bay Area and can easily reach major metro markets.
- Oakley employers count on highly productive workers and world-class training programs.
- Oakley has a large out-commuting workforce that is looking for local employment.
- Lower operational costs give you a greater return on your investment in Oakley.
- Oakley's [named] business park is the premier location for [industry] employers.
- Oakley's access to waterfront areas for recreation and sport is the best in the region.

Sample Proof Points

- Nearly 20,000 skilled workers commuting out of Oakley are looking for local employment
- Access to workforce and training resources including drone training and Los Medanos College's Process Technology (PTEC) certification programs where students can receive certification on advanced manufacturing skills in as little as 18 months
- Within [miles or minutes] of wine industry and ag growers and processors in East Bay and the Central Valley
- Operational costs X% lower than surrounding communities
- Easy proximity to centers of innovation including UC Davis
- XX acres of waterfront property

II. Work Plan

The 2023 Work Plan is an update of 2016-2017 Economic Development Work Plan and identifies specific actions that the City should take to achieve and boost long-term economic growth and economic diversification, by leveraging community assets.

A. Objectives

1. Prepare the City of Oakley to be a competitive location for the attraction of new business opportunities and investment in the community
2. Promote and facilitate new business opportunities and new investments in the community
3. Update the marketing program
4. Provide tools and resources to help existing Oakley businesses grow and succeed
5. Improve the look and feel of the City while maintaining its small-town character

B. Work Plan Tasks

Objective 1—Prepare the City of Oakley to be a competitive location for the attraction of new business opportunities and investment in the community

- Prepare acreage for the market that can support manufacturing, industrial services, offices, and related activities that will create high paying jobs and help diversify the local economy. Prioritize development of a light industrial park on 40+ acres located south of Main Street and east of Highway 160. This would include conducting an infrastructure needs assessment and plan for services such as electric, gas, water, wastewater, fiber optics, and roadways.
- Stay engaged with regional economic development efforts to ensure the city's needs and plans are represented in discussion of planning efforts and funding allocations (e.g., Plan Bay Area 2050, Northern Waterfront Economic Development Initiative, East Bay EDA projects, Contra Costa Economic Partnership).
- Stay involved with Resilient East Bay Industrial Land Use Analysis (currently underway) and the East Bay Industrial Land Use Toolkit to support Oakley's efforts to attract small to mid-sized businesses in the manufacturing, goods movement, and biomedical/life sciences sectors.
- To regain fishing tournament(s), (1) reach out to the sponsoring groups to learn what they require in a location (facility size, marina and other services, lodging rooms and dining places that will accommodate the expected number of anglers and spectators); (2) complete the Oakley Regional Park Master Plan; (3) make upgrades to the waterfront areas; (4) begin the work to fulfill the location requirements of sponsoring groups (5) start marketing.

Objective 2—Facilitate new business opportunities and new investments in the community

- Assist new and expanding businesses through the development and permit process by acting as the liaison and coordinating with other city and county departments and agencies (building, planning, public works, code enforcement, etc.).
- Solidify working relations with regional partners to expand city's economic development capacity; share city's plans, messages, value propositions with others who are conducting marketing and outreach to important audiences (businesses, site selectors, brokers, developers, etc.).
- Actively support the Northern Waterfront Economic Development Initiative Strategic Action Plan. This is a small step in creating a value proposition for identified target industries e.g., clean tech, biotech, advanced ag and manufacturing, transportation tech.
- Continue outreach to and further develop relationships with the regional broker community; as a primary audience for the city's economic development marketing and messaging, include them on all print and electronic campaigns; make quarterly phone or personal contact.
- Support and assist current efforts to establish an Oakley Chamber of Commerce.

Objective 3—Create a comprehensive marketing program

- Adopt a budget for economic development efforts that will adequately support the goals.
- Select target industries, document Oakley's value proposition for each sector (see the Key Message Platform guide in the Appendix) and continue to update.
- Prepare economic development marketing materials that will serve as centerpiece to Request for Proposals (RFP) and other inquiries from prospective corporate investors (see Site Proposal Guide in the Appendix).
- Include market access advantages in messaging to companies and organizations considering investment in new or expanding facilities. Create map(s) for print and website that visually show Oakley's access to highways, airports, port facilities, and major markets.
- Establish a stand-alone economic development website to aid in driving traffic and delivering complete and unambiguous messaging on the advantages of Oakley for new investment (see content recommendations in the Appendix).
- Document Oakley's development costs and permitting process. Partner with building, planning, public works, code enforcement and other relevant departments and partner agencies to prepare simple materials that demonstrate the streamlined permitting process, rates and connection fees charged by the city and other agencies. Use flowcharts, other graphics, spreadsheets and testimonials from businesses and developers that prove to the market that Oakley truly is a 'Business Friendly Community.' Samples are provided in the Appendix.
- Longer-term, explore the regional competitive landscape for infrastructure costs (rates and connection fees for water, wastewater), permitting fees and approval times, and land costs for targeted investments to illustrate how Oakley compares with area communities. If and when Oakley rate data do not compare favorably, identify where there are advantages—faster timeline, better

quality water, state-of-the art facilities, etc. Don't hide the bad news, address it and incorporate advantages into key messages (sample included in the Site Proposal Guide in the Appendix).

- Document local and regional workforce training resources, particularly those programs that support target industries. Incorporate information into messaging, marketing materials and website.
- Be alert to emerging factors that put Oakley at a competitive disadvantage and look for ways to improve the community's standing.
- Implement a system for maintaining an inventory of sites and buildings for commercial and industrial development that details infrastructure, development status, and costs. The Chabin Team recommends Location One Information System (LOIS) software platform. LOIS is a high quality and affordable website platform known for ease of use, attractive graphics, and support for branding customization.
- Expand Oakley's engagement with TeamCalifornia and the state's GoBiz organizations to better understand how location selection projects are identified and channeled to local areas and be prepared to respond to requests for information.
- Continually add new content to the city's Story Map. Use it as a long-term visionary communications tool to promote the City's vision, priorities, investment opportunities, and progress towards a competitive economic development environment.

Property Profile

OVERVIEW DETAILS

Property Description

10.38 acre retail development Great visibility from 400 South Located across the street from one of the strongest performing Walmart Supercenters in Utah Easy access from Interstate 15 Landlord will consider selling, leasing or build to suit Fast growing area Sale price: \$15.00 PSF

Property Overview

Available Acres: 522,720

Population

288,576	555,166	911,721
10 Mile Radius	20 Mile Radius	30 Mile Radius

Households

85,127	160,951	261,984
10 Mile Radius	20 Mile Radius	30 Mile Radius

Address: 1750 W 400 S
 City: Springville
 State: UT
 County: Utah
 Acres: 522,720
 Last Updated: Jun 20, 2023

Broker/Realtor Contact

Figure 3. Sample online property inventory from Location One Information System (LOIS)

Objective 4—Provide tools and resources to help existing Oakley businesses grow and succeed

- Keep abreast of the technical training offered by the colleges and high schools in the district.
- Work closely with workforce and education partners to make joint visits to Oakley employers.
- Continue to support and promote the Oakley Entrepreneur Incubator space.
- Keep downtown businesses informed of the progress of Amtrak station and assist them to be prepared to take advantage e.g., collaborative messaging and marketing efforts, business directory, information kiosk.

Objective 5—Improve the look and feel of the city while maintaining its small-town character

- Continue efforts to improve appearance and amenities throughout the city.
- Continue working on downtown revitalization and establishing services around the Amtrak station for workers and residents.
- Continue working with partner organizations and landowners to clean up, make improvements to waterfront properties, and plan for future uses.



Figure 4. Investment in community amenities and revitalization support economic development and encourage private sector investment.

C. Launch Plan

The Action Plan includes several tasks—short-term, long-term, one-time and ongoing activities. The launch schedule below is meant to provide the city with some direction on where to start.

0-30 Days

- Present plan to council
- Prepare an internal department budget to support economic development goals and activities
- Meet with partner organizations to present the plan and garner participation
- Contact property owners to determine the feasibility of developing a business park

31-60 Days

- Meet with city departments and partner agencies to begin documenting the development process
- Begin regular outreach to broker and development community
- Begin collaborative employer visits

61-90 Days

- Incorporate Appendix B (website review and recommendations) in the pending RFP for new economic development website
- Identify properties for online inventory and subscribe to LOIS software platform
- Begin documenting value proposition and proof points
- Reach out to TeamCalifornia and GoBiz and begin regular engagement with these organizations

III. Gap Analysis

Business investment decisions are driven by considerations that reach far beyond properties. Business location selection comes only after carefully analyzing factors that are important to a company's near-term and long-term strategic interests.

Economic development best practices today acknowledge the complexities and work to ease the decision process by being prepared to show that the community is ready for corporate investment. The graphic below illustrates the variety of metrics considered during site selection. Collectively these factors can support or deny that a particular community is right for corporate investment.

The Chabin Team documented the City of Oakley's local assets and strengths on which investment attraction can be based. As presented in this section, our findings are the basis of the recommended target industries, value propositions, and economic development strategies. Strategies



are focused on preparing for and demonstrating to corporate decision-makers that the City of Oakley understands the strategic and tactical needs associated with the industries targeted for business attraction.

This Gap Analysis presents a discussion of what a competitive community offers to businesses and how Oakley compares to that ideal. The discussion includes assets the city can leverage, and the readiness gaps the Chabin Team believes need to be addressed to improve Oakley's economic development competitiveness.

These findings are based on a review of information gathered from interviews, personal observations, data research, and materials collected during the consulting team's community visit and form the basis of the resulting recommendations. Data sources and other details are included in the Appendix.

A. Market Access and Transportation Infrastructure

The efficient movement of goods and people relies on a network of highways and arterial roads that connect sites to workers, customers, and vendors.

Oakley's Competitive Position

- City is located at the intersection of state highways 160 (north/south) and 4 (east/west)
- The Main Street/Highway 160 interchange averages 37,000 daily vehicle trips and 4,850 daily truck trips
- 20 miles to Interstate 680 via State Highway 4
- 30 miles to Interstate 5 North via State Highway 160
- 30 miles to Interstate 5 South via State Highway 160
- Five freight and passenger airports are located within less than two-hour drive

Tactical Recommendations

- Include these market access advantages in your messaging to prospects
- Create map(s) for print and website that visually show Oakley's access to highways and major markets (Figure 1)

Competitive communities offer:

Highway access to and from business parks, sites, and employment centers that include at least two routes for trucks and employee vehicles

Access routes that are free of potential traffic flow impediments e.g., weight-limited bridges, low clearances, rail crossings, areas of traffic congestion, time-of-day restrictions

A commercial airport within a 60- to 90-minute drive

Rail cargo service and ocean ports as necessary

Pedestrian-friendly downtown, commercial and retail centers; local roadways that connect residents and visitors to amenities and recreational opportunities

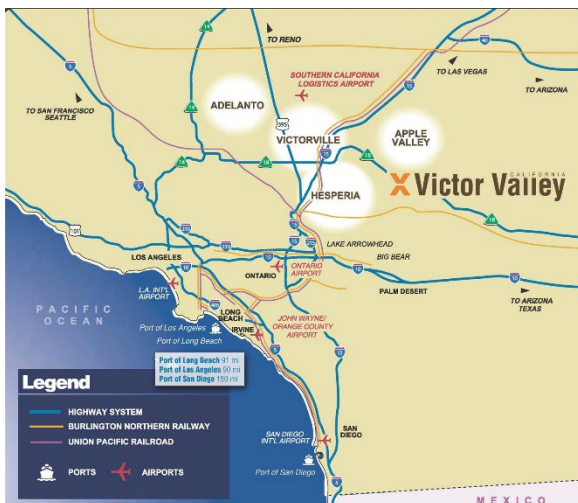


Figure 5. Sample maps displaying community location within a region, state, or nation

B. Workforce, Education and Training

In today's market, the primary business location factor is the availability and quality of workers. Location investigations start by verifying that a sufficient labor supply exists and that there is a pipeline of workers so businesses will be able to attract the talent they need now and in the future.

Workforce

- Median age (34 years) in Oakley is younger than Contra Costa County (39 years), and comparison cities of Antioch (36), Brentwood (40), and Benicia (46)
- Unlike comparison cities and many other cities across the nation, in Oakley there is a slight (2.7%) five-year growth in Talent Pipeline (0-19 years) and Prime Workers (20-39 years)
- Fortunately, Oakley employers can draw from a labor force of 1.2 million in 30-mile radii
- Contra Costa County is historically a union community

Training Resources

- The Contra Costa Community College District includes three colleges and two centers all within 40 miles of Oakley. The Brentwood Center, just five miles from Oakley city center, offers AA and AS degrees, certifications and occupational training in fields including computer science, business, biology, and physical sciences.
- Between the three campuses a broad range of training programs are offered that align with local employers. Los Medanos College offers Process Technology (PTEC) certification where students learn advanced manufacturing skills through a certification program that can take as little as 18 months. Companies hiring Operations Technicians with PTEC certificates include refineries, chemical companies, local and regional water districts, food, wine and beer companies, and advanced manufacturing companies
- Mechanisms for maintaining effective outreach to the business community are reported to be in place e.g., 1) recent introduction of the Handshake platform joinhandshake.com to assist with job and employee search; 2) college maintains an outreach liaison to guide companies in how to engage students and instructors; 3) college staff development is guided by private sector skills requirements

Competitive communities offer:

A supply of workers with industry-specific skills and a strong work ethic

Available sources of new workers, e.g., population growth, balanced age distribution, graduates from two- or four-year colleges, certificate training programs

An education system adept at producing workers with skills that are aligned with industry needs and the needs of a rapidly changing global economy

Local wages and fringe benefits structure reasonable for the region

History of positive labor-management relations

Amenities that attract and retain talent

- Drone training has been approved at Los Medanos Campus which uses Buchanan and Byron airfields

Challenges

- The share of Oakley’s population with higher education degrees is 18.6%, employers are able to draw workers from throughout the county which reports 42% of the population over the age of 25 has a bachelor, graduate, or doctorate degree
- Employment in Oakley is heavily weighted to service and retail jobs (Figure 6)
- Contra Costa College District – the contract education program that originally focused on technology sectors only success is with construction sector.

Tactical Recommendations

- Keep abreast of the technical training offered by the colleges in the district
- Work closely with the college/business outreach liaison and make joint visits to Oakley employers
- Include the training resources in the industry value propositions and prospect proposals

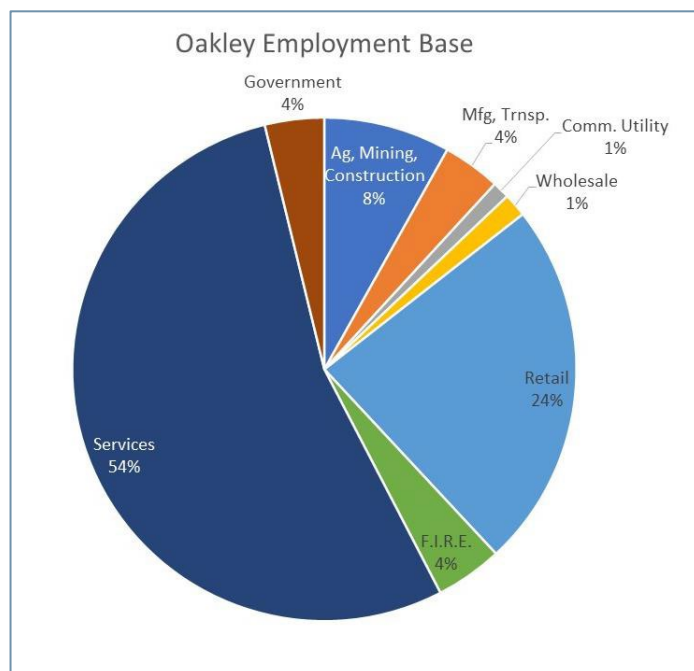


Figure 6. Distribution of Oakley's employment.
Source: 2022 Data Axle (ESRI Business Summary)

C. Real Estate and Infrastructure

Companies prefer sites or buildings that are shovel- or move-in-ready; sites that are supported by modern infrastructure with the capacity to accommodate current and future business needs. Getting properties market-ready can be a long-term endeavor. As communities work on preparing market-ready real estate, they should prioritize those properties that can be made ready with the least input. Have a plan to address any gaps in infrastructure and demonstrate a willingness to invest in required upgrades to expand and keep systems secure.

Sites and Buildings

- Very limited on market-ready sites and buildings to support diversifying the economy away from service and retail focus
- There is high demand in the region for small to medium size light industrial parks
- The planned Amtrak station on Main Street offers Oakley an opportunity to continue developing downtown

Downtown

- Slated to open in first quarter 2025, the Amtrak San Joaquin station will connect Oakley to the Bay Area, Sacramento and Bakersfield. The station will have 275 parking stalls, a plaza and bistro and additional amenities to help create a transit hub in central downtown Oakley

Water

- Diablo Water District serves the City of Oakley.
- Surface water is purchased from Contra Costa Water District and Diablo Water District pulls water from three wells; all water is treated at Diablo's treatment facility and distributed throughout the system; water is blended with groundwater to maintain quality and reliability across the system
- Treatment system is being upgraded to ensure quality and reliability as demand grows; hard water issues which are common in the region are being addressed; distribution pressure is maintained through elevated storage tanks

Competitive communities offer:

Identified priority sites, detailed profiles, maps, aerials, photos

Business or industrial park settings or ready-to-go sites of one to 100 acres that are served with all utilities and properly zoned

Available buildings for diverse uses and adequate parking; spec buildings or plan

Controls in place to prevent undesired development nearby

Reliable and detailed information on the development process, timing, and costs

Land in and around the city for residential construction that will support population growth

Reliable, modern, redundant, secure services at a reasonable cost

Services with capacity sufficient to meet and exceed the industry's near-term needs

Broadband telecom serving sites and buildings that can meet significant data transfer requirements

Wastewater System

- Ironhouse Sanitary District provides the city’s wastewater system. Appears to meet current community needs and capacity expansion and discharge quality challenges are being addressed to stay ahead of growth trends

Electric Power

- Electric power is provided by Pacific Gas & Electric (PG&E)

Challenges

- Diablo Water District is aware of, monitors, and plans for the expected effects of climate change. Two seemingly conflicting stressors are impacting water supply and quality—drought and rising sea levels. Extreme drought conditions, frequency and intensity are expected to increase due to rising temperatures and greater precipitation variability. At the same time the more-slowly emerging threat of sea levels rising presents a risk of flooding and levee failure around the Delta which will cause major property damage and water quality issues¹
- There is discussion but no solid plan for developing the waterfront
- Appears to be limited downtown properties to support entrepreneurial development

Tactical Recommendations

- The conventional structure is that cities operate water and wastewater services although services provided by private companies or through a utility district, like in Oakley, are seen in some parts of the country. Risk mitigation is the foremost consideration when companies are looking for a location to invest and create jobs. This is especially important when dealing with receiving and possibly expanding water/sewer services, building codes, zoning, road infrastructure, taxation, etc. Competitive communities ensure the user experience is seamless and hassle free—the definition of a “business friendly” community. Whether water/sewer services are under Oakley control, or remain as they are, the goal is to meet customer expectations.
- Focus on preparing 40 acres for a business park that will support light industrial development and be attractive to businesses thereby diversifying the local economy and creating higher-paying jobs. Build out of the 40 acres could accommodate more than 700,000 square feet of light industrial building space (Figure 8).
- Continue to work on building a secure and fast fiber optic network in Oakley’s business and residential neighborhoods. Connectivity is a critical element to a business’ location decision. The popularity of remote working increases the importance communities should be placing on building the network to deliver optimal services.
- Stay involved to ensure the city’s needs and plans are represented in regional economic development efforts and that the city has access to tools and future funding resources, e.g., Plan

¹ Sources: Delta Stewardship Council. June 2021. *Delta Adapts: Creating a Climate Resilient Future* and Diablo Water District. June 2021. *Water Shortage Contingency Plan*.

Bay Area 2050, Northern Waterfront Economic Development Initiative, East Bay EDA projects, Contra Costa Economic Partnership, etc.

- Stay involved and leverage the currently underway Resilient East Bay Industrial Land Use Analysis and the East Bay Industrial Land Use Toolkit to support Oakley's efforts to attract small to mid-sized businesses in the manufacturing, goods movement, and biomedical/life sciences sectors
- Have documentation from city departments and partner agencies of infrastructure costs (rates and connection fees for water, wastewater, etc.) and permitting process to be able to communicate Oakley's competitive position
- Prepare and maintain an inventory of sites for new commercial and industrial development with details on the infrastructure and development status and costs; LOIS is recommended for features, ease of use, and cost
- Continue making downtown streetscape and revitalization improvements in preparation for the Amtrak station and additional traffic

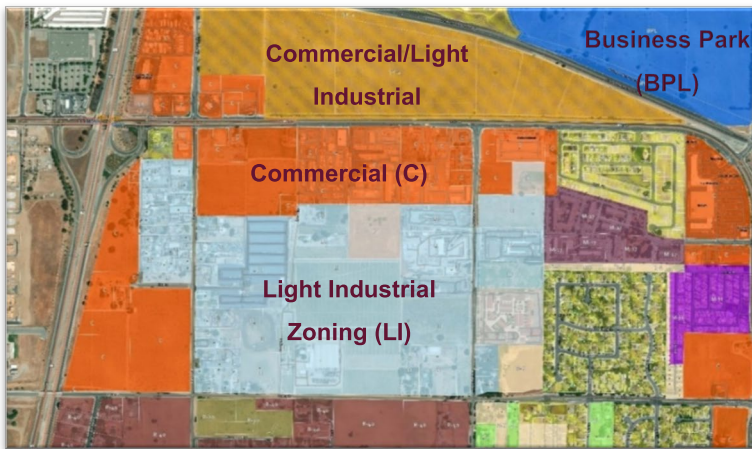


Figure 8. Areas recommended for commercial and light industrial development are +/-40 acres at Main Street and East of Highway 160.

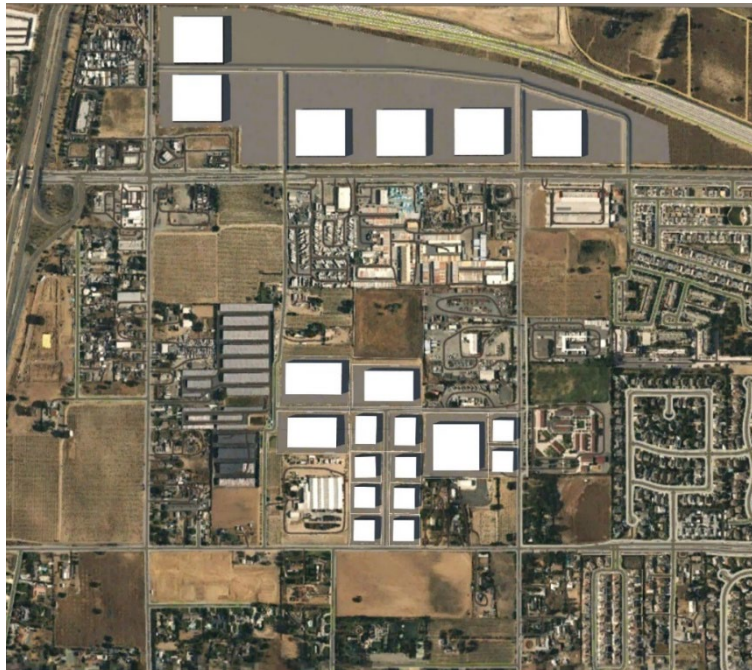


Figure 8. Sample layout for the subject properties which shows potential for job-creating industry development. The northern most area depicts six industrial flex buildings of 115,000 square feet each, a total of 690,000 square feet (as approved in the 2008 master plan. Below that are buildings ranging from 22,000 to 110,000 square feet. Depending on the industries and specific uses, these types of business parks could accommodate thousands of new jobs over time.

D. Quality of Place

Quality of place investment helps employers attract and retain skilled workers and professionals. Achieving and maintaining a quality community requires continued engagement and ongoing investment in infrastructure and cultural amenities.

Oakley's Competitive Position

Demographics

- Five-year average annual growth rate of the median household income in Oakley (5%) is on par with the County (5.9%) and better than the comparison cities (about 4%)
- Cost of living index is lower than countywide
- Share of population living below poverty (7%) is lower than countywide and Antioch, higher than Brentwood or Benicia
- Oakley is a safer community than comparison cities. 2021 annual property crimes were 14 per 1,000 population; violent crime rate was 1.5 per 1,000 population
- Five-year average annual population growth (1.8%) is slightly better than County (1.2%)
- The median household income growth rate (5%) is on par with County (5.9%), better than comparable cities in the region (about 4%)

Housing²

- Most of the people living in Oakley commute to other areas for employment; home values in Oakley are much more affordable relative to the rest of the Bay Area but the price of homes for sale and rent are increasing

Education³

- Excellent graduation rate in Oakley's one high school, 98% in the 2022 academic year
- About 62% enroll in some postsecondary schooling
- Academic performance in English and Math are low

Competitive communities offer:

Investments that support the safety, health, and welfare of its citizens

Housing options for a mix of incomes

Lifestyle, cultural, and recreational amenities that make it a desirable place to live

Ongoing monitoring of metrics that measure Quality of Place e.g., cost of living index, crime rates, graduation rates, housing (supply, diversity, affordability)



² City of Oakley 2023-2031 Housing Element Update adopted March 28, 2023

³ California Department of Education, School Dashboard

Land Use Planning

- The General Plan addresses the need for continued support for industrial development including land available for manufacturing jobs
- Downtown development efforts are a great start at enhancing Oakley's identity (e.g., train station project)

Challenges

- Community appearance in several privately-owned areas beyond the downtown needs improving e.g., waterfront access, marinas, waterfront property
- Unbalanced focus on retail and high-cost housing while neglecting non-retail jobs, worker-affordable housing and diverse housing options
- 91% of the housing units are single family homes; there are few worker-affordable housing units or rentals, the rental vacancy rate was just 1% at the time the housing element was prepared



Tactical Recommendations

- Support efforts to improve appearance and amenities throughout the city
- Continue working on downtown and establishing services around the Amtrak station for workers and residents
- Move forward quickly with a concrete plan for waterfront development, 55-acre Oakley Regional Park, and continue working with partner organizations and landowners to clean up, make improvements to waterfront properties, and plan for future uses



Figure 9. 2019 drawing of the proposed Oakley Regional Park; park master plan is currently being updated

E. Economic Development Operations

A community's economic development success depends on leadership's support, including an agreed upon vision for the future, goals, and sufficient financial and human resources to implement an adopted program.

Oakley's Competitive Position

- Professional, approachable and service-oriented city staff
- Convergence on industry targets among educators, economic development organizations, and city government

Challenges

- Limited staff and financial resources for implementing a strong proactive marketing, business attraction, and business retention program
- The city's economic development work plan lacks a specific budget for marketing and program implementation
- Community actions on economic development are not aligned with job-creating trends in the region nor with attracting businesses that will diversify the local economy e.g., manufacturing, professional services, research and development

Tactical Recommendations

- Support and assist current efforts to establish an Oakley Chamber of Commerce
- Ensure a sufficient budget is available to support economic development goals and activities
- Establish a standalone website focused on economic development
- Prepare necessary economic development marketing and prospect response pieces to support business development efforts (much of this can be accomplished through a LOIS subscription)

Competitive communities offer:

Community-wide consensus on vision and goals and support for economic growth demonstrated by assistance, entrepreneurial programs, financing, business retention programs

The ability to convey understanding of industry needs—real estate, infrastructure, workforce skills—with value propositions supported with proof points

The ability to demonstrate a clear and reasonable development path and operating costs

Willingness to be forthcoming about real, perceived, natural, or man-made risks and hazards e.g., earthquakes, tornados, hurricanes, toxic waste, major weather events that can close transportation routes for extended periods

A community profile with an overview of the history, composition of the economy, demographics, shopping amenities for workers and residents, recreation assets

Ability to quickly compile and deliver a professional and accurate proposal package that is delivered electronically and available for print

Market-ready property profiles, labor shed map, commute patterns, directory of local employers, testimonials

- Solidify working relations with regional partners to expand city's economic development capacity; share city's plans, messages, value propositions with others who are conducting marketing and outreach to important audiences (businesses, site selectors, brokers, developers, etc.)
- Actively support the North Waterfront Strategic Plan, this is a small step in creating a value proposition for identified target industries e.g., clean tech, biotech, advanced ag and manufacturing, transportation tech

A competitive community budgets sufficient funds for economic development operations and activities. Guidelines:	
Total	\$8 to \$10 per capita (rural communities)
Operations	\$15 per capita (urban communities)
Marketing Budget	\$50,000 – minimum, communities up to 25,000 population
	\$2.50 per capita – communities with up to 100,000 population
	\$3.00 per capita – communities with 100,000+ population

IV. Appendix

- A. Economic Scan, ESRI reports
- B. Economic Development Website Review and Recommendations
- C. Proposal package
- D. LOIS product information
- E. Key Message Platform