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# **GONZALES ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN**

**Prepared for:**

**CITY OF GONZALES**

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# INTRODUCTION AND SUMMARY

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The Gonzales Economic Development Strategic Plan outlines a vision and action plan to achieve the City's economic goals over the next five years. Following the recent economic downturn, the City is positioned to experience job growth in the agricultural - industrial sector and increased tourism associated with the River Road winery corridor. In addition, the City has made investments in sustainability in terms of solar energy, solid waste recycling and wind energy that help to brand the community as a regional leader in innovative economic development. A key goal of the community is to diversify its retail shopping opportunities and the variety of business and professional services available to residents and businesses alike. In addition, there is a high priority for visitor services, including restaurants, lodging and wine tasting locations in Gonzales.

The strategic plan is intended to achieve the following vision and economic development goals.

***"Gonzales is a safe, healthy, diverse, sustainable community with small town charm, a professional city government, home to a mix of retail, restaurants and professional services, which support Gonzales residents, the local business community and Salinas Valley visitors."***

**Goal 1:** Promote business opportunities in agricultural - industries and related technical support services, and agricultural tourism.

**Goal 2:** Increase diversification of the business mix in Gonzales.

**Goal 3:** Support and exemplify opportunities in sustainability, alternative energy production and water conservation and reuse.

**Goal 4:** Promote health and wellness within Gonzales and also as a part of the external image of the community.

**Goal 5:** Maintain adequate resources and readiness to support business growth and expansion.

**Goal 6:** Create tools and systems to encourage entrepreneurial new business development and to assist in business retention.

The strategic action plan includes a number of steps to develop assets and resources within the community, but a major emphasis is on marketing the Gonzales brand to promote what the City has already achieved. A number of key messages for Gonzales include the following:

- Located in the heart of the Salinas Valley's agricultural and wine region
- Bountiful vegetable growing farms and food processing facilities
- Available commercial and industrial land and properties
- Ideal for wine, agricultural-related industrial, retail and restaurant businesses and highway commercial uses
- Available workforce with diverse skills including healthcare, public administration, manufacturing and education

- Properties suitable for moderately priced retail and restaurants
- Excellent transportation access
- Accessible City government
- Proximity to available workforce
- Close to California State University Monterey Bay (CSUMB)
- Eco-friendly
- Affordable, safe, location with a tight-knit, friendly community
- Affordable homes

Based on an analysis of Gonzales' key characteristics and assets, the overall key brand message is:

***A City located in the heart of the Salinas Valley's agricultural and wine region, Gonzales is a friendly, tight-knit community with moderately priced homes, available land and properties suitable for agriculture, wine-related and industrial businesses, as well as retail and restaurants.***

The strategic plan was developed by the Gonzales Economic Development Committee with the assistance of Applied Development Economics and The Placemaking Group. The plan development process included interviews and surveys of key business leaders and community stakeholders. Through this community input, the consultants developed both a branding blueprint for the community and also a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

The document begins with an overview of the City's job base and labor force, along with an assessment of the current and future retail market opportunities. The next chapter summarizes the SWOT analysis and identifies a number of the strategic issues addressed in the strategic plan. The remaining chapters present the branding blueprint and overall marketing plan, followed by a summary of the economic strategy and the more detailed strategic action plan. The appendix provides more detailed tables for the retail market analysis, as well as the questionnaire used the community stakeholder input.

# MARKET ANALYSIS

It is important to understand Gonzales’ position in the industrial and retail marketplace of the Salinas Valley. Most of the jobs in the City are related to agriculture, but within that industry the businesses range from packing houses and manufacturing to sophisticated agricultural design and services. Similarly, the labor force exhibits a range of occupations and skills. This chapter provides key data to describe the jobs and workers, as well as the community’s retail business mix and potential.

## ECONOMIC BASE AND LABOR FORCE

Currently, the city of Gonzales has 2,230 employed residents, with 239 of them working within the city and 1,991 commuting to work elsewhere. Agriculture is the top hiring industry in Gonzales with 1,968 jobs, or 70 percent of the total jobs. Other industries in Gonzales each include less than 10 percent of the job share. However, while agriculture is the main economic base industry in Gonzales, according to Table 2 only 650 of the city’s labor force work in this industry and not all 650 are hired by the agriculture sector in Gonzales. This shows that the work force in Gonzales is trained with a more diverse set of skills, including health care, public administration, and education, which leads to a high out-commute of workers. The fact that the Gonzales labor force is not as oriented to agriculture may be a basis to approach other kinds of companies that could help to diversify the economy.

TABLE 1: JOBS BY INDUSTRY IN GONZALES		
Industry	Count	Share
Agriculture	1,968	70.4%
Educational Services	236	8.4%
Manufacturing	97	3.5%
Accommodation and Food Services	97	3.5%
Other Services (excluding Public Administration)	88	3.1%
Wholesale Trade	86	3.1%
Retail Trade	74	2.6%
Health Care and Social Assistance	67	2.4%
Construction	30	1.1%
Professional, Scientific, and Technical Services	21	0.8%
Other	31	1.2%
<b>TOTAL JOBS</b>	<b>2,795</b>	<b>100.0%</b>

Source: OnTheMap online mapping service

Table 3 categorizes the industries mentioned in previous tables into three main groups of Good Producing, Trade and Transportation, and Other services. The upper part of the table indicates how the city’s labor force is distributed among these categories. The largest group of Gonzales workers is employed in the services sector. Table 4 provides a more detailed list of the types of businesses included in this category, along with the distribution of Gonzales Workers in each business type. Many of these workers are employed in health care, government and education.

TABLE 2: LABOR FORCE DISTRIBUTION BY INDUSTRY, GONZALES, CA		
Industry	Count	Share
Agriculture	650	29.1%
Retail Trade	205	9.2%
Health Care and Social Assistance	184	8.3%
Public Administration	162	7.3%
Educational Services	154	6.9%
Accommodation and Food Services	144	6.5%
Manufacturing	138	6.2%
Wholesale Trade	101	4.5%
Other Services (excluding Public Administration)	96	4.3%
Construction	90	4.0%
Other	306	13.7%
<b>TOTAL WORKERS</b>	<b>2,230</b>	<b>100.0%</b>

Source: OnTheMap online mapping service

Goods Producing industries hire 833 people from Gonzales. This sector includes agriculture, manufacturing, mining, and utilities as its subcategories. As Table 5 presents, within the city of Gonzales, 98 percent of the Good Producing Industries' employment share belongs to the agricultural industry.

TABLE 3: EMPLOYMENT DISTRIBUTION, 2010	
Industry Group	Gonzales Labor Force
All Other Services	977
Good Producing	883
Trade, Transportation, and Utilities	370
Industry Group	Commuters from Other Cities
Good Producing	2,098
All Other Services	530
Trade, Transportation, and Utilities	167

Source: OnTheMap online mapping service

The lower part of Table 3 indicates how the in-commuters to Gonzales break down among the major industry groups. In this case, most of the workers are in the Goods Producing Industries, mainly agriculture. This further emphasizes the point that Gonzales' job base does not provide well-matched employment opportunities for much of its labor force.

TABLE 4: LABOR FORCE DISTRIBUTION, "ALL OTHER SERVICES", 2010		
Industry	Number of Workers	Percent of Total Labor Force
Health Care and Social Assistance	184	18.8%
Public Administration	162	16.6%
Educational Services	154	15.8%
Accommodation and Food Services	144	14.7%
Other Services (excluding Public Administration)	96	9.8%
Administration & Support, Waste Management	87	8.9%
Professional, Scientific, and Technical Services	44	4.5%
Finance and Insurance	33	3.4%
Management of Companies and Enterprises	27	2.8%
Information	20	2.0%
Real Estate and Rental and Leasing	15	1.5%
Arts, Entertainment, and Recreation	11	1.1%
<b>TOTAL</b>	<b>977</b>	<b>43.8%</b>

Source: OnTheMap online mapping service

TABLE 5: GOOD PRODUCING INDUSTRIES IN GONZALES, 2010		
Industry	Count	Share
Agriculture	1,968	93.8%
Manufacturing	97	4.6%
Construction	30	1.4%
Mining, Quarrying, and Oil and Gas Extraction	3	0.1%

Source: OnTheMap online mapping service

Table 6 reports the top ten cities that Gonzales residents' commute to for work. The city of Salinas hires the highest number of residents from Gonzales with a total of 535 employees, or 24% of the labor force from Gonzales. However, the data does not clarify which industries these residents work in except to the extent shown in Table 2 for all workers. Soledad, San Jose, and city of Monterey each hire less than 10 percent of the city's labor force.

TABLE 6: WORK DESTINATION FOR GONZALES RESIDENTS, 2010		
Destination City	Count	Share
Salinas	535	24.0%
Gonzales	239	10.7%
Soledad	155	7.0%
San Jose	129	5.8%
Monterey	68	3.0%
San Francisco	39	1.7%
Chualar CDP	33	1.5%
King City	33	1.5%
Fresno	27	1.2%
Gilroy	26	1.2%
All Other Locations	946	42.4%

Source: OnTheMap online mapping service

The largest group of workers employed in Gonzales come from Salinas, followed by Soledad, Gonzales and the other Salinas Valley cities. A large group is reported to have residences further away, which may be their permanent residence, but not where they stay when working in Gonzales.

**TABLE 7:  
HOME DESTINATION FOR WORKERS EMPLOYED IN GONZALES, 2010**

<b>Destination City</b>	<b>Count</b>	<b>Share</b>
Salinas	578	20.7%
Soledad	253	9.1%
Gonzales	239	8.6%
Greenfield	138	4.9%
King City	59	2.1%
Marina	34	1.2%
Prunedale CDP	31	1.1%
Monterey	27	1.0%
Los Angeles	26	0.9%
San Jose	22	0.8%
All Other Locations	1,388	49.7%

*Source: OnTheMap online mapping service*

## **CONCLUSION**

The types of jobs available in Gonzales do not match well with the skills and occupational background of the labor force. Gonzales is essentially a commuter town even though it offers a substantial number of local jobs. This further reinforces the need to diversify the local job base to provide greater opportunities for local residents.

# RETAIL MARKET ANALYSIS

In our interviews with community leaders and business stakeholders in Gonzales, a consistent theme has emerged relative to the lack of a desirable retail shopping mix and professional services. We have prepared this analysis to provide some perspective on the potential market opportunities for the City to fill these gaps. The initial analysis addresses Gonzales’ current size and household demographics. Secondly, we consider opportunities for Gonzales to fill niches for the entire Salinas Valley south of Gonzales. The rationale here would be that residents of South Monterey County generally go to Salinas for things that are not available in any of the other four Salinas Valley cities, so perhaps Gonzales could intercept some of this shopping traffic. Finally, we consider what retail opportunities may open up as the City resumes residential growth based on its new General Plan. This analysis considers a growth horizon of an additional 1,000 units, anticipated to occur roughly by 2025 (see Appendix A for detailed analysis).

Table 8 summarizes the total retail store potential currently and with the additional of another 1,000 households. The number of supportable stores in each category is based on average store sales for each type in Monterey County; however, locally owned stores can often do fine on lower sales levels, so any store types showing at least 60% (0.6) average sales demand may be an opportunity. Many stores in Gonzales do operate at lower sales volumes, as indicated in the analysis below and in Appendix A. Some store types show substantial sales potential in Gonzales, but not enough to support a new establishment, such as new car sales. This particular industry operates on very high sales volumes and prefers clustered locations, such as the Salinas Auto Mall, to attract comparison shoppers.

## KEY FINDINGS

1. At its current size, Gonzales generates nearly \$42 million in annual household retail spending, but at least \$26 million is spent outside the community due to lack of adequate shopping opportunities. While local stores exist in Gonzales in a number of the retail categories, the product selection is limited and not competitive with the variety of stores in Salinas. For example, while restaurant sales exceed household demand due to lunch time spending by workers in town, there are few sit-down restaurant that offers selections other than Mexican cuisine. Clearly, there are opportunities to enhance the mix of retail stores and restaurants within the existing commercial centers in town.
  
2. Considering the Salinas Valley as a whole (south of Gonzales), there appear to be a number of current retail development opportunities, including women’s apparel, family apparel, a major discount center such as Wal-Mart, sporting goods, specialty retail, restaurants, furniture/appliances, new cars and additional gas stations. Interestingly, there is no apparent gap in legal or accounting services, two areas mentioned in our interviews. King City and Soledad have a number of attorneys and accounting services are distributed throughout the four cities. Issues associated with tapping into the regional Valley market include the following:
  - o While Gonzales is a natural stopping point for shoppers heading north, it not as central to the Valley itself as are Soledad and Greenfield. Hence, those two cities have received

more developer interest for major retail, such as a Wal-Mart-anchored center. Major chain retailers may also have a similar view of the geography of the Valley.

- If Gonzales can grow more as a business center, it would help to counteract this centrality issue, particularly for restaurants, business/professional services, and medical services.
3. With the additional of 1,000 dwelling units and 4,000 additional population, the City would have the opportunity to develop a new or expanded grocery store/drug store shopping center. In addition the scale would be appropriate for hardware, furniture and other home improvement outlets, as well as adding a number of new restaurants.

**TABLE 8:  
CURRENT AND PROJECTED SUPPORTABLE STORES, GONZALES**

<b>Retail Group</b>	<b>Total Purchasing Power (2013)</b>	<b>Supportable Stores (2013)</b>	<b>Total Purchasing Power (2025)</b>	<b>Supportable Stores (2025)</b>
<b>Total</b>	<b>\$41,711,230</b>		<b>\$63,301,306</b>	
Apparel Store Group	\$1,796,690		\$2,735,466	
Women's Apparel	\$465,670	0.4	\$715,023	0.7
Men's Apparel	\$131,842	0.1	\$200,660	0.2
Family Clothing	\$834,707	0.2	\$1,272,939	0.3
Shoe Stores	\$364,471	0.4	\$546,844	0.6
General Merchandise Grp	\$7,776,465		\$11,739,831	
Drug & Proprietary Stores	\$1,787,370	0.3	\$2,651,476	0.5
Specialty Retail Group	\$2,437,327		\$3,697,850	
Gifts & Novelties	\$162,501	0.3	\$248,825	0.4
Sporting Goods	\$319,354	0.2	\$457,545	0.3
Florists	\$60,402	0.2	\$93,576	0.3
Photographic Equipment	\$31,632	0.0	\$49,685	0.0
Records & Music	\$122,420	0.1	\$188,092	0.1
Books & Stationery	\$286,800	0.2	\$442,589	0.3
Office Supplies/Computer Equipment	\$335,094	0.2	\$517,889	0.2
Jewelry	\$218,495	0.2	\$343,378	0.3
Other Specialty Retail	\$900,631	0.7	\$1,356,270	1.1
Food, Eating and Drinking Group	\$11,836,370		\$17,861,023	
Grocery Stores	\$5,537,606	0.9	\$8,290,932	1.4
Specialty Food Stores	\$158,161	0.2	\$236,627	0.3
Liquor Stores	\$255,518	0.2	\$386,553	0.3
Eating Places	\$5,885,085	7.0	\$8,946,911	10.7
Building Materials And Home furnishings Group	\$3,792,269		\$5,868,454	
Furniture & Home Furnishings	\$1,099,038	0.6	\$1,713,482	0.9
Household Appliances & Electronics	\$790,441	0.4	\$1,221,851	0.6
Used Merchandise	\$74,805	0.1	\$114,921	0.1
Nurseries & Garden Supply Stores	\$363,737	0.2	\$559,505	0.3
Lumber & Other Building Materials	\$892,789	0.3	\$1,378,471	0.4
Home Centers and Hardware Stores	\$519,615	0.0	\$802,114	0.0
Paint & Wallpaper	\$51,844	0.0	\$78,109	0.1
Automotive Group	\$14,072,109		\$21,398,682	
New Cars & RVs	\$5,954,797	0.2	\$9,237,116	0.2
Used Car Dealers	\$437,019	0.2	\$678,143	0.2
Gasoline Service Stations	\$7,014,597	1.7	\$10,489,522	2.5
Mobile Homes & Trailers	\$3,211	0.0	\$4,824	0.0
Auto Parts & Accessories	\$396,141	0.3	\$601,792	0.4
Other Vehicles	\$266,345	0.1	\$387,285	0.1

Source: ADE, Inc.

# SWOT ANALYSIS

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As part of the data collection and outreach process, the consultants and the Economic Development Committee conducted a survey of business leaders and community stakeholders in Gonzales. The questionnaire for this survey may be found in Appendix B. Much of the results of the survey were incorporated into the branding blueprint which is presented and discussed in the Marketing/Branding Plan in the next chapter. From the remaining input, we have developed a summary of key Strengths, Weaknesses, Opportunities and Threats (SWOT) for Gonzales. Many of the issues identified in the SWOT serve as a basis for the strategic action recommendations further in the report.

## CITY STRENGTHS

- Many people mention the fact Gonzales is a safe and secure town and a close-knit community. The parks, library and recreation programs are all assets.
- The industrial businesses cite Gonzales' central location in the agricultural region and the fact that it offers great access for trucks, especially compared to Salinas.
- City staff and leaders get generally high marks for accessibility and for maintaining a good process for project review and approval.
- Housing prices are said to be higher in Gonzales than other Salinas Valley towns, and this is viewed as a positive attribute and a signal that the market views Gonzales as a more desirable place. For industrial land, Gonzales is a good value compared to Salinas.
- City focus on sustainability and momentum with solar and wind energy is great. Also, air quality is great!

## WEAKNESSES

- The lack of restaurant options and professional services is mentioned extensively in most of the interviews. The general lack of retail shopping opportunities is a major issue for many of the respondents. Most people recognize that the City needs to grow in order to support more retail.
- There was specific mention of the lack of entertainment, and things to do for young singles.
- The poor broadband capacity was important to some of the businesses.
- The gateways to the City do not present a very good image and many felt that more should be done to make Alta more of a commercially attractive thoroughfare. The lack of visitor attractions and the older character of most of the buildings leave the perception with visitors that there is not much going on in Gonzales.
- Very few of the business managers interviewed live in Gonzales, although they all view the City as a nice place to work in (except for the lack of restaurants). One business said they were looking for an experienced manager but were unable to find anyone locally. Several businesses mentioned the need for better workforce training programs, especially for youth.

## OPPORTUNITIES

- There was a broad consensus that more agricultural industry is the key opportunity for jobs in Gonzales. Fortunately market forces appear to be favorable for this to occur in the near future. In addition to agricultural production businesses, more professional services connected to agriculture such as engineers, consultants, chemical companies.

- Most people felt that the City is not well set up currently to capture increased trade from the wine industry. There is a concern that the proposed artisanal wine center is not located in the right place to create a visitor friendly attraction.
- In addition to restaurants, some lodging would fill a big gap, not only for tourists but also for the business community, who host visitors from all over the world, who now stay over on the Monterey Peninsula.
- Several people mentioned the need for more recreation facilities, such as a recreation center, and opportunities for youth. There is also a need for an additional elementary school.
- Businesses and residents alike asked for more focus on local buying, both in retail and business to business. Maybe an event called Gonzales Expo to showcase local products, stores and services.
- Medical facilities are needed (a project is planned on Fifth St. near the freeway). There is no hospital between Salinas and King City and there is also a need in Gonzales for medical specialties such as optometrists and urgent care facilities.

## THREATS

- The biggest threat would be encroaching crime and gang violence from other Salinas Valley towns, but the respondents are very pleased with the efforts the police department makes to avoid that happening.
- Secondly, there is a threat from declining school quality, related to the growth in students outpacing the capacity of existing facilities. Partly due to overcrowding, there seems to be an increasing trend of people putting their children into private schools. The concern is that good schools mean a lot to the image of the community as well as to the future success of the students.
- Traffic congestion around Fifth St., especially when school gets out, is very bad and the City may need to consider installing a traffic light or other circulation improvement.

## CONCLUSIONS FROM THE SWOT

Gonzales has several assets that distinguish it from other business locations in the Salinas Valley. It offers a higher level of safety and security and its industrial sites offer excellent freeway access and superb market centrality for businesses serving the Salinas Valley. The market prospects for the food processing plants continue to be bright and the agricultural technology firms expect to experience continued growth as well. The City is also in the best proximity to the tourism side of the Salinas Valley wine industry and has new projects already entitled that will help expand the City's profile in this industry. There is a need to create opportunities for local entrepreneurs and the local labor force to share in these upcoming business expansion opportunities.

A key challenge for Gonzales is to translate its industrial advantages into a similar concentration of retail and professional services businesses. In this it is hampered by its small size and the competition from Salinas and other Valley communities. As indicated in the market analysis above, the City needs to develop a strategy to project a stronger market profile and regional capture of commercial businesses.

# MARKETING/BRANDING PLAN

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For many years, Gonzales has promoted itself as the Wine Capital of Monterey County. Home to a major Constellation Brands winery and adjacent to the growing River Road winery corridor, the City has important assets to help make good on this title. However, overall progress in the Salinas Valley toward developing a critical mass of winery visitors has gone slowly during the recent economic downturn and as the County works to begin implementing the winery corridor plan in the unincorporated areas. Within Gonzales, the loss of redevelopment has slowed the ability of the City to develop and maintain assets in the downtown that would contribute to the visitor experience in the region.

At the same time, other components of the agricultural economy in the area are in major expansion mode, particularly the food processing plants and vegetable growers and shipping facilities. In addition, Gonzales is the home of a number of innovative agricultural services companies providing machinery design as well as cutting edge soil management products and services.

Gonzales has also positioned itself as a leader in sustainable economic development, providing lower cost solar energy for businesses, recruiting wind power facilities, supporting local production of biofuels and leading efforts to institute efficient waste management systems. These efforts not only help to reduce operating costs for existing businesses, but also offer the prospect of attracting additional businesses in the sustainable energy field.

Therefore, the emphasis of this strategic plan is a comprehensive, well rounded approach to economic development that will lead to a more diversified local economy, with more career-path job opportunities and greater shopping opportunities for residents and local businesses alike.

The strategic action plan includes a number of steps to develop assets and resources within the community, but a major emphasis is on marketing the Gonzales brand to promote what the City has already achieved. A number of key messages for Gonzales include the following:

- Located in the heart of Salinas Valley's agricultural and wine region
- Available commercial and industrial land and properties
- Ideal for wine, ag-related industrial, retail and restaurant businesses and highway commercial uses
- Available workforce with diverse skills including healthcare, public administration, manufacturing and education
- Properties suitable for moderately priced retail and restaurants
- Excellent transportation access
- Accessible city government
- Proximity to available workforce
- Close to California State University Monterey Bay (CSUMB)
- Eco-friendly
- Affordable, safe, location with a tight-knit, friendly community
- Affordable homes

Based on an analysis of Gonzales' key characteristics and assets, the overall key brand message is:

***A City located in the heart of the Salinas Valley's agricultural and wine region, Gonzales is a friendly, tight-knit community with affordable homes, available land and properties suitable for agriculture, industrial and wine-related businesses, as well as retail and restaurants.***

Key messages based on the branding blueprint summarized below need to be communicated throughout all marketing communication vehicles outlined in the strategic action plan. These messages were developed from interviews with business leaders and stakeholders as well as site visits to Gonzales, and from findings of the market and retail analysis.

## **BRANDING BLUEPRINT-GONZALES, CA, ECONOMIC DEVELOPMENT**

<b>Brand Elements</b>	<b>Strategies, Descriptions, Comments</b>
<b>Brand Product/Service</b>	Central Salinas Valley location with good transportation access, (freeway, rail, air) available property, potential for agricultural and wine-related businesses and industrial facilities, local and available workforce. Accessible city government, eco-friendly, uncongested, safe community, affordable homes.
<b>Brand Vision</b>	Gonzales is a safe, healthy, diverse, sustainable community with small town charm, a professional city government, home to a mix of retail, restaurants and professional services, which support Salinas Valley visitors and the area's business community.
<b>Brand Positioning</b>	Friendly, safe, available land, easy to work with city government, upcoming community center and health center offer promise, but current lack of professional services and retail negatively impacts perception of the city.
<b>Brand Target</b>	Commercial real estate brokers, site selectors for agricultural and wine-related companies; travel related businesses (e.g., truck stops), retail, restaurants, hotels, health, professional services owners, entrepreneurs, media.
<b>Brand Name</b>	City of Gonzales
<b>Brand Identity</b>	Current logo tag line: Wine Capital of Monterey County
<b>Brand Promise</b>	Strategically located, good transportation access, ideal for agricultural and wine-related businesses, available space, accessible city government, part of Salinas Valley Enterprise Zone. Regional leader in sustainable practices, safe.
<b>Brand Experience</b>	Agricultural community, business-friendly, tight-knit community, eco-conscious, lowest crime rate in Monterey County in 2012.
<b>Brand Pricing</b>	Ranging from competitive to less expensive than neighboring communities. Cost per square foot of retail space is less expensive than neighboring cities. High value.
<b>Brand Distribution</b>	Website, email marketing, press releases, brochures, direct contact, advertising, Chambers of Commerce, trade shows/events, existing businesses, media.
<b>Brand Association</b>	Dole Fresh, D'Arrigo Bros., Co. of California, Constellation Brands US, Kendall-Jackson Estate Vineyards, Misionero Vegetables, Ramsay Highlander, Taylor Farms, Salinas Valley Enterprise Zone, California State University Monterey Bay, Monterey Co. Vintners & Growers Assoc., River Road Wine Trail Association.
<b>Brand Credentials</b>	2011 Helen Putnam Award- Excellence in City-Business Relations. 2010 Governor's Environmental Excellence Leadership Award.
<b>Brand Message</b>	A City located in the heart of the Salinas Valley, Gonzales is a friendly, tight-knit community with affordable homes, available land and properties suitable for agriculture, industrial, and wine-related businesses, as well as retail and restaurants.

The strategic action plan is intended to achieve the vision for Gonzales expressed in the branding blueprint.

***Gonzales is a safe, healthy, diverse, sustainable community with small town charm, a professional city government, home to a mix of retail, restaurants and professional services, which support Salinas Valley visitors and the area's business community.***

### **MARKETING TACTICS**

In order for target audiences to consider Gonzales as a possible location, there needs to be a multi-faceted approach, which includes a strong online presence, professional looking materials, and strong business relationships. Key messages need to be continually repeated and disseminated in order for businesses to consider Gonzales as a site to locate their businesses.

For business attraction efforts, marketing tactics need to include the following in order for Gonzales to be competitive in the site selection process. Relevant information must be easily available to site selection decision makers.

### **GONZALES WEBSITE**

Executives and site selection consultants visit the economic development section of a city's website in their site location search to obtain information such as incentives, workforce statistics, demographics, available properties and sites. Having up-to-date easy to find content can make a city stand out and can influence an executive's decision.

The economic development information on the site is not easy to find. It would be easier to find if it was labeled "economic development" or "business." The site does not appear to be search optimized, meaning keywords have not been built into the site so Gonzales does not come up when someone searches for properties in Gonzales, the Salinas Valley, neighboring cities or for specific types of properties.

There is valuable information on the site, but for site selectors it needs to be edited, be easily accessible, come up in searches and updated with a more contemporary look.

The need for a current, updated site is supported by *Area Development* magazine's "Summer 2011 Consultant's Guide," report that 99 percent of site selectors use the Internet to find information for clients. The report also reveals the following information about site selectors:

- 75 percent are looking for available sites and buildings
- 82 percent use the Internet to find contact information for economic development agencies

One site selector reportedly commented on LinkedIn that if he cannot find the name of the person to contact, he goes on to the next city or county website.

Other sections on the site should include: Locating in Gonzales, demographics, quality of life, completed projects, future projects, business assistance- limited to permitting and links to any local partners such as the Monterey Bay Partnership, and Contact information.

## **WEBSITE CONTENT**

Include the following content on the website:

### **Locating in Gonzales**

- **Why choose Gonzales to locate a business:** Create content using key messages and the Brand Product/Service, Brand Positioning, Brand Promise, Brand Association/Credentials and Brand Message elements. Show map.
- **Regional Amenities:** Describe what in region, including transportation access makes Gonzales a good choice for a business location.
- **History:** Include a brief history of Gonzales.
- **Demographic Information:** Population and projected population growth, median age, average household income, regional labor force, crime rate
- **Quality of Life:** Housing, schools, recreational activities
- **Testimonials:** Testimonials about locating a business in Gonzales from local business people

### **Available Properties**

- Link to available Gonzales properties on Loopnet.com: Loopnet is the largest online commercial real estate listing service. According to Alexa.com, which ranks website traffic, Loopnet has the most traffic of any online commercial real estate site with over 4-million visitors/month. Properties can be listed for free, but are seen only by Loopnet members. To have properties available for viewing to anyone, there is a fee in the \$1,000 range, but will vary depending on the number of properties listed. Other online commercial real estate sites in the order of most traffic to least are: costar.com; propertyline.com; and commerciaalsearch.com, however, Loopnet far outranks these sites in traffic.
- In addition to Loopnet, showcase with content and photos, some of the available properties with information about each property including specifications and amenities of property such as parking, transportation access, visual appeal.

### **Development Opportunities**

- **Future Properties:** If there are opportunities for businesses to build or develop property, list with brief information and direct to appropriate city agency for more information.
- **New Projects:** As new projects get underway, provide information about the project, who is building it and specifications.

### **Business Assistance**

- Provide information on any available business incentives and business assistance. Promote the fact that city staff are available to help and will make the process of locating a business easy. This section can also include information about Gonzales's sustainable program.

### **Gonzales Economic Development Blog**

- The blog needs to be written with relevant keywords so that available properties come up in Internet searches. A blog is not expensive to develop. We recommend setting up a blog on WordPress. It is free to set up and is recognized by search engines. If it is consistently updated, it will help information about Gonzales be higher in search rankings. The blog can

be updated with news, press releases, available properties, local company profiles, meeting information, events, things to do. Ideally it is updated at least once a week. This task could be handled by an intern who is directed by city staff on topics to write about. City staff reviews content before posting on blog.

### **Contact Us**

- Contact page with phone number, email, street address of City Hall.

### **PRESS RELEASES**

- **Issue** press releases six to 12 times/year promoting key messages and publicizing available properties, and new companies moving in. Issue press releases for all new businesses moving in, for both sales and leases.
- **Distribute** a press release on available properties in the Gonzales Agricultural Industrial Business Park. Explain size of properties, industry sectors, including support services, that it is ideal for, what Gonzales offers to these companies in terms of business assistance, key assets.
- **Issue** press release via PRNewswire or Business Wire. The most cost effective press releases are under 400 words. By issuing press releases on these distribution services, the release lives on the Internet. It is written with keywords that would be searched for, such as "available properties for agricultural company," "Salinas Valley location," so that when someone searches for this type of content it is likely to come up.
- All press releases should conclude with an "About Gonzales" section and contain content such as:

#### **About Gonzales, California**

- Gonzales, California, located in the heart of Salinas Valley, has available land and properties suitable for agricultural services companies, wine-related, industrial, retail and restaurant businesses. It offers businesses easy transportation access via freeway, rail and air, award-winning green initiatives, available and affordable properties, affordable housing and a safe community.
- Businesses currently located in the city include Dole Fresh, D'Arrigo Bros., Co. of California, Constellation Brands US, Kendall-Jackson Estate Vineyards, Misionero Vegetables, Ramsay Highlander, and Taylor Farms. For additional information, visit: (Link to Gonzales Economic Development Website or page).

### **MEDIA RELATIONS**

- Send press releases that announce new companies locating in Gonzales to local and regional business reporters and economic development/ commercial media listed at the end of this document.
- When new companies locate in Gonzales, contact reporters directly with story angle regarding Gonzales's assets and why companies are choosing the city. Invite them on a tour of Gonzales or offer to meet with them at their location.
- Sign up for free for Help A Reporter.com (HARO) under "Source" and you will be sent reporters' requests daily for information for stories they are working on. Review for business and economic development topics. Respond to those in which Gonzales is an editorial match.

A list of media contacts that write about economic development is at the end of this document. These writers should be sent press releases and contacted with story ideas for articles they are writing. Editorial calendars of these publications should be researched at the beginning of each year. Editorial calendars are usually found under the "Advertising" tab on media websites. Editorial calendars list stories that a publication is scheduled to include. An email outlining how Gonzales can fit into an editorial calendar item should be sent to a reporter or editor three to six months prior to the scheduled date of an article.

## **ADVERTISING**

- Advertising online on sites such as Globest.com to promote available properties. Also advertise in traditional media. Create a series of ads in San Jose/Silicon Valley Business Journal that communicates key messages, profiling businesses there, focused on why businesses choose Gonzales. Also consider a paid 8-page insert in the San Jose/Silicon Valley Business Journal on Doing Business in Gonzales. Gonzales writes and manages content and advertising. This insert can also be used as a handout. This could also be done in partnership with local businesses and/or the Monterey Bay Partnership.

## **ECONOMIC DEVELOPMENT POCKET FOLDER**

- A pocket folder, designed by a professional graphic artist and professionally printed, should be produced that communicates via images and text, what Gonzales offers businesses. This pocket folder should include professionally designed inserts. Inserts can show available properties. There can also be a general fact sheet about doing business in Gonzales. This can be used as a hand out at meetings, conferences, tradeshow, and provided to businesses that meet with Gonzales's economic development department. Materials need to be professional in order for the city to be competitive with others vying for the attention of company decision makers.
- The current folder does not communicate economic development. It is acceptable to have some photos that show that Gonzales is a nice place to live, but there should be photos of people at their jobs, and the outside or interior of a professional office building to communicate a place of business. There could be fewer photos than are on the current folder and in a different configuration, such as four to five tall vertical photos. It does add to the expense of printing, but consider adding in the folder's interior a map pinpointing Gonzales's location and text such as: Gonzales is an excellent Salinas Valley business location for industrial facilities and companies in agricultural and wine-related businesses. Gonzales has good transportation access, and offers a safe community with affordable homes.

## MEETINGS, ASSOCIATIONS

- Attend networking events at Chambers from San Jose south to Monterey, Monterey, and Monterey Bay Partnership in order to get known by businesses.
- Monterey Commercial Property Owners Association- <http://www.mcpoa.org/>  
Members are commercial property owners in Monterey. Offers networking opportunities, provides opportunity for contacts with professional services firms, commercial property owners, commercial real estate firms.
- **Churchill Club**-Joining provides access to Silicon Valley leaders. Membership levels range from \$125 to \$10,000. The higher the membership level, the more events one can attend.
- **CoreNetGlobal**- World-wide organization for corporate real estate and workplace professionals, service providers and economic developers. Would provide opportunity to build business relationships with businesses and commercial real estate professionals.  
Northern California Chapter:  
<http://nocal.corenetglobal.org/NorthernCalifornia/Home/?ssopc=1> Dues are \$850/year.

# ECONOMIC DEVELOPMENT STRATEGY

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Gonzales' five-year economic development strategy focuses on expanding existing business opportunities while working to diversify the job base and retail shopping opportunities and services in the community. A key theme in the strategy is to boost the market profile of the community. Gonzales does not have a large population but it has an important and growing base of businesses who value its central location in the Salinas Valley. This location is not only strategic in terms of agricultural businesses reaching their markets and suppliers, but also in terms of the whole Salinas Valley population accessing services currently only available in Salinas. It is also strategic for both domestic and international travelers visiting the Monterey Wine Country and the Monterey Peninsula.

Gonzales is potentially a crossroads and it needs to leverage that location to gain the additional services and business opportunities it needs, such as medical and professional services, a diversity of restaurants, lodging facilities, and higher quality food outlets. Gonzales needs to do more than serve its own population and workforce. To gain the quality of services the community desires, it needs to serve the region as a business and visitor center. The strategy seeks to enlist the existing business community to promote the central locational assets Gonzales offers. It seeks to attract more visitors, through wine tasting, additional wine production, lodging and agri-tourism experiences in addition to wine, to create an image of Gonzales as an important gathering place in "Steinbeck Country".

In addition, the City needs to build upon its reputation as a center of innovation. Gonzales has initiated a number of leading sustainability programs for the region, including solar, wind and bio-diesel energy as well as industrial recycling and reuse efforts. The economic strategy calls for Gonzales to implement programs to facilitate new entrepreneurship, building on opportunities not only with alternative energy but also the extensive food and agriculture industry in the area. Facilities such as a business incubator and a private education academy could help cement Gonzales' reputation as a center for progress throughout the Central Coast.

In summary, the action plan below is intended to implement a series of strategies to expand Gonzales' market strength and economic prosperity:

1. Continue to support the growth of our agricultural industries, with a focus on agricultural technology.
2. Diversify the community's economic base:
  - a. Help facilitate expansion of existing high growth businesses.
  - b. Support new entrepreneurial business development.
  - c. Determine our capability of establishing a niche market for Hispanic retail.
  - d. Make bold, long term plans for retail/commercial uses.
3. Champion sustainability and related business opportunities.
4. Recognize that a healthy community leads to a strong economic base.
5. Plan for future expansion of industrial parks and retail centers.
6. Implement a locally based workforce development program.

# STRATEGIC ACTION PLAN

The strategy includes six goals and related objectives and action steps.

## GOAL 1: PROMOTE BUSINESS OPPORTUNITIES IN AGRICULTURAL INDUSTRIES AND RELATED TECHNICAL SUPPORT SERVICES, AND AGRICULTURAL TOURISM.

### BUSINESS TARGETS AND ACTION STEPS INCLUDE:

#### AGRICULTURAL PROCESSING, PACKING AND SUPPORT SERVICES.

- a. Organize and convene a Gonzales Industrial Business Council to foster networking and collaboration among industrial businesses in the City. The agenda for the Council would be to assist the City to market Gonzales as an industrial location, identify potential business prospects in the marketplace, work with each other and the City to make improvements to the City's locational attributes and to solve common problems, such as labor force availability, communications infrastructure, regulatory compliance training, and business services resources.
- b. Update the Agricultural Industrial Park's Environmental Impact Report to shorten the time it would take for new business to process plans for locating in the Park.
- c. Take the necessary actions to begin planning Phase II of the Industrial Park, including installation of roadways and infrastructure.
- d. Take the appropriate actions to implement the Alta Street/Fermin Lane Truck Route entry point, and seek funding for its development.

### MARKETING TACTICS

Promote the key Gonzales assets for this industry including central location, availability of large sites, good truck access, good water and wastewater services, suitable labor force, etc.

### AGRICULTURAL TECHNOLOGY DESIGN AND SERVICES

Promote the success of leading edge agricultural services companies in Gonzales. By highlighting the success of innovative firms already in Gonzales and collaborating with other efforts in the region, the City can promote itself a central location for tech- savvy ag services firms.

### MARKETING TACTICS

**Issue press release headlined:** Agricultural Services Companies Choose Gonzales, California for Salinas Valley Location, Transportation Access, Ample Water Supply and Available Workforce.

**Press Release content** includes information on existing companies, and brief information about what they do and why they chose to locate in Gonzales, assets that Gonzales offers for agricultural services companies.

### ONGOING PRESS RELEASES

- Issue press releases to announce any expansions, and/or company achievements/awards.
- Issue press releases when new companies in this industry sector locate in Gonzales (e.g., Taylor Farms Expansion).

## **SITE SELECTOR PUBLICATION ADVERTISEMENTS**

- Create a professional advertisement for publication in Site Selector magazines. The advertisement should highlight the assets of the Community.

## **BLOG/WEBSITE**

- Blog posts can include interviews with the Executives of local Agricultural Services Companies, including why Gonzales is a choice location for their business. The posts can focus in on one of Gonzales's assets such as transportation and explain its benefits.

## **ECONOMIC DEVELOPMENT POCKET FOLDER**

- Create a pocket flyer related to Why Agricultural Services Companies Choose Gonzales, and insert in the City's Economic Development Pocket Folder.

## **MEETINGS, CONFERENCES, TRADESHOWS**

Attend at least one of the following Trade Shows annually. At the following tradeshow, advance planning should include researching exhibitors and arranging one-on-one meetings with them.

- Annual Agricultural Machinery Conference and Tradeshow  
Past attendees include: <http://www.amc-online.org/files/63559515.pdf>
- World Ag Expo 2014  
Approximately 1,500 exhibitors

## **WINERIES AND RESTAURANTS**

- a. Coordinate with River Rd. Wine Trail Association to feature Gonzales in both directional and promotional signage.
- b. Coordinate with MST, the Monterey County Business Council and The River Road Wine Association to establish transit services to the wine trail and promote package deals to visitors that combine lodging, restaurants and wine tasting.
- c. Develop opportunities to put signage on the Highway 101 gateways into Gonzales.
- d. Develop materials to place in businesses frequented by visitors to the Salinas Valley.
- e. Prepare marketing materials to outline the demographic attractions in Gonzales for additional type of restaurants. Suggested materials:
  - Webpage on the Gonzales website under a heading such as "Targeted Industries," with "Retail and Restaurants," being one topic
  - Brochure that is a leave behind at a trade show or meeting
  - One-page, two-sided sell sheet or bi-fold brochure

Information on the above might include content on Gonzales as a business-ready location, utilities, housing, workforce, green initiatives, positive news about schools, quotes from business people.

- f. Coordinate with small-scale wine makers in the immediate vicinity to develop facilities for new wineries within the City limits.

- g. Establish wine tasting locations and communicate the message that downtown is open for business for wine tasting.
- h. Coordinate with the Monterey County Vintners and Growers Association with regard to applying for a California Department of Food & Agriculture Specialty Crop Block Grant.

### **VISITOR CENTER**

Coordinate with the Constellation Winery to re-open their winery tasting room or to develop a new visitor center at the southern gateway into town on land owned by the Winery.

### **MARKETING PROGRAM**

If the Visitor Center is housed in the Constellation Winery, then they may develop these materials, or will do so in conjunction with the city. If it is housed elsewhere, then there needs to be marketing materials as listed below that let the visitor know about the River Road Winery Corridor, both when they are in the visitor center and online so that it can be discovered prior to a visit.

- Create rack card with winery tasting hours for area hotels.
- Write press release announcing visitor center opening, with hours and information about the wine and send to local and regional wine related and travel media.
- Create Facebook, Twitter and Yelp page.
- Create website landing page for visitor center with links to the Monterey County Vintners and Growers Association and the River Road Wine Trail Association websites.
- Host grand opening with live music and tours. If possible, invite for book signing a local author with a recent book on Salinas Valley history or area wineries/travel.

### **AGRICULTURAL-TOURISM AND OTHER VISITOR ATTRACTIONS**

- a. Discuss the concept of farm stays with local farmers and explore the possibility of establishing an artisanal herb garden as part of developing a new bed and breakfast facility near town (See recommended coordination with ALBA under Goal 6 below).
- b. Coordinate with a local developer with regard to his concept of developing a visitor's center with a focus on fresh produce and artisan wine-making.

### **GOAL 2: INCREASE DIVERSIFICATION OF THE BUSINESS MIX IN GONZALES.**

- a. Recruit an "upscale" restaurant for the former Windmill Restaurant.
- b. Undertake the attraction of a motel, national chain coffee shop, Denny's style restaurant, bank, bank kiosk (perhaps in the grocery store), UPS Store, national chain drugstore, grocery store/Hispanic market and downtown deli/sandwich shop.
- c. Coordinate with a local successful store owner on the opening of a second store featuring a deli, fresh foods, meat, fish and specialty items.
- d. Coordinate with a local successful store owner to expand their store into a large locally-based Hispanic grocery store.
- e. Search-out opportunities for Business & Professional Uses to locate in the Downtown.
- f. Recruit a developer to plan for the development of the vacant lot on Fourth Street and plan for a mix of uses to increase diversity of tenant mix.

- g. Undertake the attraction of popular Hispanic retail uses, and grow locally-based home occupations that have a sound business plan.
- h. Coordinate with Constellation Winery on their plans to develop a retail center on the southern tip of their property on South Alta Street and emphasize a diversity of retail uses with a focus on serving the traveling public.
- i. Coordinate with the Gonzales Unified School District, the Monterey County Workforce Investment Board, and other regional partners to ensure that local students, workers and businesses have access to essential workforce development tools and resources.
- j. Redevelop the Chevron Station at Fifth Street and Hwy 101 to include a sit down food service restaurant on the vacant parcel to the east.
- k. Research Gonzales' ability to grow a Hispanic niche market for retail commercial.

## **MARKETING TACTICS**

- Attend ICSC Western Division Conference on an annual basis. Schedule meetings in advance of conference with targets. If possible, have updated, professionally produced marketing materials such as brochure with information about Gonzales as a business-ready location, utilities, housing, workforce, green initiatives, positive news about schools, quotes from business people.
- Partner with the City of Salinas and/or Monterey Bay Area Partnership on having a booth at the Monterey ICSC Conference. Prepare for trade show:
  - Attend the Monterey ICSC Conference in 2014 with supporting marketing materials described above.
  - Prior to conference, review exhibitor list, which is found online - <http://www.icsc.org/events-and-programs/details/western-division-conference/exhibitors>. (Attendee list is available only for members)
  - Define targets and contact them to arrange meetings. This should be done a few months in advance.
  - At the conference, visit booths of exhibiting cities, to assess the quality of their booths and displays, take photos of those you like. View traffic patterns of trade show attendees. Identify where you would want your booth.

## **GENERAL PLANNING FOR EXHIBITING AT TRADE SHOWS**

- As soon as 2015 show is announced-choose exhibit booth space and confirm what it includes (table, chairs, drape, etc.).
- Six months prior-work with professional designer to begin designing booth display, base this on booths you saw at 2014 show, and work with a company such as displayit.com for booth/display design.
- Book hotel and travel.
- Four months prior-make sure you have enough collateral materials, make contact with companies you would like to have private meetings with and determine who will staff booth - Choose "Gonzales," promotional item to giveaway at booth to draw traffic.
- Beginning at Three Months prior-Include information about presence at trade show on blog and website.

- Two Months Prior-Determine if the show has a press room and provide press kits. This would be a pocket folder with inserts related to economic development. It can also include any press releases, photos, sell-sheets, maps with available properties.
- Arrival one day before-Supervise exhibit booth set up.
- Post Trade Show- Follow up with leads via email, phone call, put them on email distribution list.
- Issue press release on Gonzales’s vision for growth, identifying the city’s assets and the fact that customer traffic can come from south of Salinas. The idea is to show commercial real estate/business activity in the city.
- Email newsletter to brokers/developers/site selectors informing them of available properties related to retail and restaurant.

### **GOAL 3: SUPPORT AND EXEMPLIFY OPPORTUNITIES IN SUSTAINABILITY, ALTERNATIVE ENERGY PRODUCTION AND WATER CONSERVATION AND REUSE**

- a. “Lead by doing” by expanding the City’s solar energy production program and continuing to support opportunities to install wind energy facilities and manufacture and distribute bio-fuels.
- b. Promote opportunities for businesses to increase recycling efforts, including wastewater as well as solid waste recycling.
- c. Leverage the City’s leadership position in sustainability and alternative energy to attract firms in those fields or who can benefit from such services.
- d. Explore options to re-introduce bio fuel production in Gonzales and to increase sales at the bio diesel fueling station.
- e. Use the Gonzales wind turbine project as a marketing tool to attract a large-scale sustainable business to the industrial park.

#### **MARKETING TACTICS**

- Issue press release on businesses in Gonzales going green. Highlight businesses that are implementing green initiatives.
- Brand the message about Gonzales’s recycling efforts. Create postcards to give to brokers at meetings/networking events.
- Develop and purchase a specialty item that’s branded with Gonzales’s recycling message to distribute at networking events and to target audiences.
- Have a website landing page on Gonzales Going Green explaining how to go green and with information about Gonzales businesses that have gone green.
- Give a green award to local businesses that have implemented recycling programs. These businesses are listed on the website with links to their websites. A press release and blog post can also be issued.

## **GOAL 4: PROMOTE HEALTH AND WELLNESS WITHIN GONZALES AND ALSO AS A PART OF THE EXTERNAL IMAGE OF THE COMMUNITY**

- a. Recruit professional health services and facilities to the community, such as the upcoming medical office building development and Clinca de Salud.
- b. Recruit a developer to construct a senior care facility.
- c. Coordinate with the County Health Department to schedule frequent visits to Gonzales by the County's Mobile Health Facility Van.
- d. Promote Gonzales as a location for regional outdoor activities and events such as bike tours, hiking at the Pinnacles, and youth soccer tournaments.
- e. Continue to support and maintain the Gonzales farmer's market and explore other ways to increase the availability of locally produced food for local consumers.

### **MARKETING TACTICS**

- Write news release topic on new healthcare facility beginning construction in Gonzales, write additional releases when construction milestones are reached-groundbreaking, topping off, building completed, opening.
- Blog posts on new facility.
- Issue email newsletter focused on construction of healthcare facility. May have to purchase a list to reach specific business targets. Ask them via email to opt-in prior to sending email.
- Host ribbon cutting/reception when facility opens. Consider story of local person's medical needs to add to story.
- Host health fair soon after health facility opens with car seat safety checks, flu vaccines, blood pressure checks, health information for women and seniors.
- Create Visit Gonzales landing webpage with information about outdoor recreation and events. Keep website updated with current event news.
- Promote events through press releases, posting on websites that list events (use fullcalendar.com) email newsletters, Visit Gonzales Facebook and Twitter pages.
- If bike tour spectators come from out of Gonzales, have event table with information about wineries, Pinnacles.

## **GOAL 5: MAINTAIN ADEQUATE RESOURCES AND READINESS TO SUPPORT BUSINESS GROWTH AND EXPANSION.**

- a. Improve and maintain essential infrastructure and public services to support business development and operation, including increased broadband capacity, sustainable energy systems, transit service, wastewater capacity, and freight rail spurs
  - o Plan for and construct an Industrial Waste Water Treatment Plant and coordinate with Constellation Winery in accepting some of the City's industrial effluent.
  - o Extend infrastructure down South Alta to the cemetery in planning for the future Highway Commercial development on the east side of Hwy 101.
  - o Participate with the Regional Broadband Consortium and raise the issue of local access to the broadband trunk line in the railroad ROW through Gonzales and

- support efforts by Redshift to add a new wireless tower to improve local broadband capacity.
  - Develop a pilot program to allow and incentivize onsite industrial water recycling where feasible through lower service charges.
  - Work with property owners to plan for needed infrastructure extensions to make raw land usable as business demand increases.
- b. Ensure that the available land supply is adequate to support business growth.
  - Prepare a Master Plan for a general location for a Gonzales Neighborhood Center, conduct environmental review and market the facility.
  - Include the Rianda Highway Commercial in a Specific Plan prepared for Puente del Monte (Rianda/Jackson) Specific Plan.
  - Plan for a new Industrial Park along Gonzales River Road.
  - Undertake the environmental review for the Gloria Road Interchange and plan for the phase in of some improvements, including new on/off-ramps to South Alta Street.
- c. Create signature gateways into Gonzales at the freeway interchanges and improve Alta as both a business and tourist route into central Gonzales.
- Re-introduce discussions with the County regarding potential sales tax sharing to recoup City investments in the business property at the north end of Alta.
- Coordinate with Constellation Winery and the Gonzales Cemetery to determine if improvements can be made in the short term at the south end of Alta prior to funding of the new freeway interchange (See visitor center item under Goal 1 above).
- d. Maintain and enhance the business friendly regulatory and assistance systems for Gonzales businesses to promote business development and expansion through direct City services and through strategic partnerships with regional business and economic development organizations.
- e. Assist businesses in networking with workforce development programs and resources to ensure an adequately trained labor force is available.

**GOAL 6: CREATE TOOLS AND SYSTEMS TO ENCOURAGE ENTREPRENEURIAL NEW BUSINESS DEVELOPMENT TO ASSIST IN BUSINESS RETENTION.**

- a. To promote business retention, visit as many local businesses as possible at least once/year to get their input on why they like doing business in Gonzales, what they would like assistance with, and to ask for contacts that they can introduce you to in their industry sectors.
- b. Continue to offer a business assistance loan program and explore the feasibility of a micro-loan program for local businesses, as well as other financing assistance as funds become available.

- c. Evaluate the feasibility of establishing a business incubator in Gonzales.
  - o Some existing businesses in Gonzales have graduated from the incubator in Marina. Another model may be the new commercial kitchen just opened in Watsonville by El Pajaro CDC. (See: [http://www.montereycountyweekly.com/news/local\\_news/article\\_aae1a183-5e76-5acd-ac1d-a8c44b182aa1.html](http://www.montereycountyweekly.com/news/local_news/article_aae1a183-5e76-5acd-ac1d-a8c44b182aa1.html) and <http://www.gtweekly.com/index.php/good-times-cover-stories/4978-a-recipe-for-a-brighter-future.html>)

The Agricultural & Land-Based Training Association (ALBA) [www.albafarmers.org](http://www.albafarmers.org) operates just north of Gonzales to teach organic farming to new farmers. Much of their produce is marketed through ALBA Organics to markets in the Bay Area, but there may be opportunities for entrepreneurial processing facilities that could be hosted in Gonzales.

- d. Maintain a network of business resources and systems to be able to respond to business issues that may affect their ability to continue to operate in the City.
- e. Ask local businesses for contacts that they can introduce you to in their industry sectors.
- f. Explore the opportunity to attract a private educational academy to supplement the public schools.

# APPENDIX A: RETAIL MARKET ANALYSIS

## DATA ANALYSIS

The tables below provide our retail/services demand plus sales leakage estimates for the city of Gonzales. Based on the sales leakages, we have also done a preliminary calculation of the number of additional supportable stores by category in Gonzales. The primary calculations are based on the household count and income within the current boundaries of Gonzales, which includes nearly 2,000 households and about 8,300 people. In addition we have run the same analysis for the city and considered the forecasted number of households by 2020. The Association of Monterey Bay Area Governments (AMBAG) has provided the city with a 2020 estimate of population and households which we used as partial indicator, in consultation with City staff. For the purposes of this report we have included 1,000 additional housing units, with about 4,000 additional population, in our future retail demand projection and divided them among similar income groups as the current population. We have also done a retail demand estimate for the Salinas Valley market area south of Gonzales, which takes in Soledad, Greenfield, and King City. The existing sales data are derived from the Environmental System Research Institute (ESRI) Business Analyst online database.

ADE's retail demand model is based on consumer expenditure surveys published by the Bureau of Labor Statistics, correlated to merchandise line item spending by store type. The spending profiles are unique to each income category shown in Table 8 below.

TABLE 8: HOUSEHOLD COUNT BY INCOME RANGE, GONZALES, CALIFORNIA				
Income Range	Households	Total Income	Average Income	Percent of Total
Under \$20,000	214	\$2,554,820	\$11,938	10.8%
\$20,000 to \$29,999	164	\$3,889,279	\$23,715	8.2%
\$30,000 to \$39,999	210	\$7,446,184	\$35,458	10.6%
\$40,000 to \$49,999	345	\$15,509,989	\$44,956	17.3%
\$50,000 to \$69,999	336	\$19,553,881	\$58,254	16.9%
\$70,000 to \$99,999	309	\$25,926,875	\$83,815	15.6%
\$100,000 to \$119,999	157	\$17,112,829	\$109,138	7.9%
\$120,000 to \$149,999	147	\$19,497,989	\$132,459	7.4%
\$150,000 and Over	107	\$18,578,254	\$173,629	5.4%
<b>TOTAL</b>	<b>1,989</b>	<b>\$130,070,100</b>	<b>\$65,395</b>	

Source: American Community Survey, 5-Year Estimate 2007-2011

The resulting retail purchasing power by store type is shown in the first column of Table 9 below. The next column shows existing retail sales from stores in Gonzales, provided by Business Analyst online dataset. This dataset provides the total sales which includes the non-taxable items, such as grocery stores and drug stores, among others. The two right hand columns indicate the variances demand and supply, whether in terms of sales leakages or local capture of regional demand from outside Gonzales.

**TABLE 9:  
HOUSEHOLD RETAIL DEMAND COMPARED TO TOTAL RETAIL SALES IN GONZALES**

<b>Retail Group</b>	<b>Household Retail Demand</b>	<b>Total Retail Sales</b>	<b>Sales Leakages</b>	<b>Net Capture of Regional Sales</b>
<b>Total</b>	\$41,711,230	\$18,842,908	\$26,060,454	\$3,192,132
<b>Apparel Store Group</b>	\$1,796,690	\$306,000	\$1,490,690	\$0
Women's Apparel	\$465,670	\$0	\$465,670	\$0
Men's Apparel	\$131,842	\$0	\$131,842	\$0
Family Clothing	\$834,707	\$1,900	\$832,807	\$0
Shoe Stores	\$364,471	\$304,100	\$60,371	\$0
<b>General Merchandise Group</b>	\$7,776,465	\$535,313	\$7,241,151	\$0
Department Stores	\$3,684,569	\$0	\$3,684,569	\$0
Other General Merchandise	\$2,304,526	\$145,474	\$2,159,052	\$0
Drug & Proprietary Stores	\$1,787,370	\$389,840	\$1,397,530	\$0
<b>Specialty Retail Group</b>	\$2,437,327	\$0	\$2,437,327	\$0
Gifts & Novelties	\$162,501	\$0	\$162,501	\$0
Sporting Goods	\$319,354	\$0	\$319,354	\$0
Florists	\$60,402	\$0	\$60,402	\$0
Photographic Equipment	\$31,632	\$0	\$31,632	\$0
Records & Music	\$122,420	\$0	\$122,420	\$0
Books & Stationery	\$286,800	\$0	\$286,800	\$0
Office Supplies/Computer/Equip.	\$335,094	\$0	\$335,094	\$0
Jewelry	\$218,495	\$0	\$218,495	\$0
Other Specialty Retail	\$900,631	\$0	\$900,631	\$0
<b>Food, Eating &amp; Drinking Group</b>	\$11,836,370	\$12,932,208	\$253,135	\$1,348,973
Grocery Stores	\$5,537,606	\$6,644,030	\$0	\$1,106,424
Specialty Food Stores	\$158,161	\$0	\$158,161	\$0
Liquor Stores	\$255,518	\$498,067	\$0	\$242,549
Eating Places	\$5,885,085	\$5,790,111	\$94,974	\$0
<b>Building Materials and Home Furnishings Group</b>	\$3,792,269	\$0	\$3,792,269	\$0
Furniture & Home Furnishings	\$1,099,038	\$0	\$1,099,038	\$0
Household Appliances & Electronics	\$790,441	\$0	\$790,441	\$0
Used Merchandise	\$74,805	\$0	\$74,805	\$0
Nurseries & Garden Supply Stores	\$363,737	\$0	\$363,737	\$0
Lumber & Other Building Materials	\$892,789	\$0	\$892,789	\$0
Home Centers & Hardware Stores	\$519,615	\$0	\$519,615	\$0
Paint & Wallpaper	\$51,844	\$0	\$51,844	\$0
<b>Automotive Group</b>	\$14,072,109	\$5,069,387	\$10,845,881	\$1,843,159
New Cars & RVs	\$5,954,797	\$0	\$5,954,797	\$0
Used Car Dealers	\$437,019	\$0	\$437,019	\$0
Gasoline Service Stations	\$7,014,597	\$2,830,087	\$4,184,510	\$0
Mobile Homes & Trailers	\$3,211	\$0	\$3,211	\$0
Auto Parts & Accessories	\$396,141	\$2,239,300	\$0	\$1,843,159
Other Vehicles	\$266,345	\$0	\$266,345	\$0

Source: ADE Inc. and Gonzales Sales Tax records.

The number of new supportable stores in each retail category based on the leakage is shown in Table 10 below. The average store sales figures are based on data from the Urban Land Institute and the Census of Retail Trade escalated to current dollars. There can be wide variations in sales for individual brand name stores within each category, so the supportable stores figures are provided for general guidance only. Specific national chains may have other benchmarks to indicate sufficient demand for their particular stores.

<b>TABLE 10: SUPPORTABLE NEW STORES BASED ON ESTIMATED RETAIL SALES LEAKAGE</b>			
<b>Retail Group</b>	<b>Sales Leakages</b>	<b>Benchmark Sales Per Establishment</b>	<b>Supportable New Stores</b>
<b>Total</b>	\$26,060,454		
<b>Apparel Store Group</b>	\$1,490,690		
Women's Apparel	\$465,670	\$1,089,546	0.4
Men's Apparel	\$131,842	\$1,136,250	0.1
Family Clothing	\$832,807	\$4,289,759	0.2
Shoe Stores	\$60,371	\$944,202	0.1
<b>General Merchandise Group</b>	\$7,241,151		
Department Stores	\$3,684,569	\$27,161,508	0.1
Other General Merchandise	\$2,159,052	\$1,431,206	1.5
Drug & Proprietary Stores	\$1,397,530	\$5,319,554	0.3
<b>Specialty Retail Group</b>	\$2,437,327		
Gifts & Novelties	\$162,501	\$569,957	0.3
Sporting Goods	\$319,354	\$1,715,705	0.2
Florists	\$60,402	\$351,027	0.2
Photographic Equipment	\$31,632	\$2,169,987	0.0
Records & Music	\$122,420	\$2,324,098	0.1
Books & Stationery	\$286,800	\$1,714,664	0.2
Office Supplies/Computer/Equip.	\$335,094	\$2,120,260	0.2
Jewelry	\$218,495	\$1,166,320	0.2
Other Specialty Retail	\$900,631	\$1,267,649	0.7
<b>Food, Eating and Drinking Group</b>	\$253,135		
Grocery Stores	\$0	\$5,967,230	0.0
Specialty Food Stores	\$158,161	\$722,105	0.2
Liquor Stores	\$0	\$1,277,143	0.0
Eating Places	\$94,974	\$839,573	0.1
<b>Building Materials and Home Furnishings Group</b>	\$3,792,269		
Furniture & Home Furnishings	\$1,099,038	\$1,839,529	1.6
Household Appliances & Electronics	\$790,441	\$2,075,780	0.6
Used Merchandise	\$74,805	\$997,750	0.4
Nurseries & Garden Supply Stores	\$363,737	\$1,992,941	0.1
Lumber & Other Building Materials	\$892,789	\$3,271,936	0.2
Home Centers & Hardware Stores	\$519,615	\$22,826,095	0.3
Paint & Wallpaper	\$51,844	\$1,416,265	0.0
<b>Automotive Group</b>	\$10,845,881		
New Cars & RVs	\$5,954,797	\$37,404,772	1.4
Used Car Dealers	\$437,019	\$2,780,805	0.2
Gasoline Service Stations	\$4,184,510	\$4,199,801	0.2
Mobile Homes & Trailers	\$3,211	\$2,319,146	1.0
Auto Parts & Accessories	\$0	\$1,374,061	0.0
Other Vehicles	\$266,345	\$3,589,081	0.0

Source: ADE Inc., based on average store sales data from ULI and the Census of Retail Trade.

Table 11 provides similar demand and leakage data for personal and professional services establishments.

TABLE 11: HOUSEHOLD SERVICES DEMAND COMPARED TO TOTAL SALES IN GONZALES				
Service Group	Household Spending Distribution	Estimated Existing Sales	Sales Leakages	Net Capture of Regional Sales
<b>Total</b>	\$4,014,198	\$7,532,020	\$1,650,714	\$5,928,535
<b>RENTAL SERVICES</b>	\$531,844	\$760,000	\$470,180	\$1,458,336
Automotive Rental	\$57,334	\$0	\$57,334	\$0
Automotive Leasing	\$387,391	\$0	\$387,391	\$0
Electronics and Appliances	\$2,578	\$0	\$2,578	\$0
Apparel Rental	\$5,284	\$0	\$5,284	\$0
Video Rental	\$61,664	\$760,000	\$0	\$698,336
Health Equipment Rental	\$3,371	\$0	\$3,371	\$0
Musical Instrument Rental	\$3,202	\$0	\$3,202	\$0
Furniture Rental	\$2,744	\$0	\$2,744	\$0
Recreational Vehicle Rental	\$4,551	\$0	\$4,551	\$0
Sports Equipment Rental	\$1,971	\$0	\$1,971	\$0
Photographic Equipment Rentals	\$1,103	\$0	\$1,103	\$0
Office Equipment Rental	\$651	\$0	\$651	\$0
<b>PROFESSIONAL SERVICES</b>	\$229,985	\$433,000	\$162,196	\$365,211
Legal Services	\$162,196	\$0	\$162,196	\$0
Accounting Services	\$67,789	\$433,000	\$0	\$365,211
<b>MEDICAL SERVICES</b>	\$9,231,297	\$4,569,000	\$4,677,599	\$15,302
Physician Services	\$4,201,264	\$2,985,000	\$1,216,264	\$0
Dental Services	\$2,198,185	\$870,000	\$1,328,185	\$0
Eye care & Other Medical	\$728,393	\$0	\$728,393	\$0
Convalescent/Nursing Home	\$1,404,757	\$0	\$1,404,757	\$0
Child Care, Day Care, Nursery, Preschools	\$698,698	\$714,000	\$0	\$15,302
<b>REPAIR SERVICES</b>	\$1,337,337	\$1,265,000	\$86,642	\$539,293
Auto Repair	\$682,891	\$690,000	\$0	\$7,109
Auto Body Repair	\$51,422	\$0	\$51,422	\$0
Electronics Repair	\$9,149	\$95,000	\$0	\$85,851
Appliance Repair	\$19,584	\$0	\$19,584	\$0
Reupholstery, Furniture Repair	\$13,132	\$0	\$13,132	\$0
Shoe Repair	\$2,505	\$0	\$2,505	\$0
Other Household Repair (Inc. tools, computers, tailoring)	\$33,667	\$480,000	\$0	\$446,333
<b>PERSONAL SERVICES</b>	\$812,349	\$1,020	\$681,137	\$0
Personal Care Services	\$235,685	\$1,020	\$234,665	\$0
Funeral Services and	\$109,976	\$0	\$109,976	\$0
Coin-Op Laundry	\$52,785	\$0	\$52,785	\$0
Laundry and Dry Cleaning	\$98,441	\$0	\$98,441	\$0
Pet Care	\$104,703	\$0	\$104,703	\$0
Photofinishing	\$45,826	\$0	\$45,826	\$0
Automobile Parking	\$34,740	\$0	\$34,740	\$0
<b>ENTERTAINMENT/RECREATION</b>	\$682,157	\$504,000	\$184,468	\$267,942
Movie, Theatre, Opera, Ballet	\$126,116	\$0	\$126,116	\$0
Sporting Events	\$45,956	\$64,000	\$0	\$18,044
Participant Sports	\$92,158	\$127,000	\$0	\$34,842
Recreational Lessons	\$46,354	\$61,000	\$0	\$14,646
Social, Recreation, Civic Club Membership	\$109,942	\$252,000	\$0	\$142,058

Source: ADE Inc. and ESRI Business Analyst.

**TABLE 12:  
SUPPORTABLE NEW SERVICES ESTABLISHMENTS BASED ON ESTIMATED SALES  
LEAKAGE, GONZALES, CALIFORNIA**

<b>Service Group</b>	<b>Sales Leakages</b>	<b>Benchmark Sales Per Establishment</b>	<b>Supportable New Stores</b>
<b>Total</b>	\$1,650,714		
<b>RENTAL SERVICES</b>	\$470,180		
Automotive Rental	\$57,334	\$4,030,009	0.0
Automotive Leasing	\$387,391	\$4,030,009	0.1
Electronics and Appliances Rental	\$2,578	\$862,456	0.0
Apparel Rental	\$5,284	\$546,217	0.0
Video Rental	\$0	\$1,113,051	0.0
Health Equipment Rental	\$3,371	\$1,297,606	0.0
Musical Instrument Rental	\$3,202	\$1,297,606	0.0
Furniture Rental	\$2,744	\$1,297,606	0.0
Recreational Vehicle Rental	\$4,551	\$1,297,606	0.0
Sports Equipment Rental	\$1,971	\$1,297,606	0.0
Photographic Equipment Rentals	\$1,103	\$1,072,602	0.0
Office Equipment Rental	\$651	\$1,773,719	0.0
<b>PROFESSIONAL SERVICES</b>	\$162,196		
Legal Services	\$162,196	\$1,552,712	0.1
Accounting Services	\$0	\$1,531,717	0.0
<b>MEDICAL SERVICES</b>	\$4,677,599		
Physician Services	\$1,216,264	\$1,551,269	0.8
Dental Services	\$1,328,185	\$680,160	2.0
Eye care & Other Medical Services	\$728,393	\$413,070	1.8
Convalescent/Nursing Home Svcs	\$1,404,757	\$1,299,250	1.1
Child Care, Day Care, Nursery, Preschools	\$0	\$458,304	0.0
<b>REPAIR SERVICES</b>	\$1,337,337		
Auto Repair	\$0	\$471,196	0.0
Auto Body Repair	\$51,422	\$945,538	0.1
Electronics Repair	\$0	\$3,123,149	0.0
Appliance Repair	\$19,584	\$620,423	0.0
Reupholstery, Furniture Repair	\$13,132	\$319,180	0.0
Shoe Repair	\$2,505	\$244,664	0.0
Other Household Repair (Inc. tools, computers, tailoring)	\$0	\$372,271	0.0
<b>PERSONAL SERVICES</b>	\$812,349		
Personal Care Services	\$234,665	\$218,687	1.1
Funeral Services and Crematories	\$109,976	\$1,070,199	0.1
Coin-Op Laundry	\$52,785	\$495,978	0.1
Laundry and Dry Cleaning	\$98,441	\$323,276	0.3
Pet Care	\$104,703	\$294,841	0.4
Photofinishing	\$45,826	\$1,927,906	0.0
Automobile Parking	\$34,740	\$515,264	0.1
<b>ENTERTAINMENT/RECREATION</b>	\$682,157		
Movie, Theatre, Opera, Ballet	\$126,116	\$4,010,588	0.0
Sporting Events	\$0	\$13,940,226	0.0
Participant Sports	\$0	\$384,561	0.2
Recreational Lessons	\$0	\$312,789	0.1
Social, Recreation, Civic Club Membership	\$0	\$596,204	0.0

Source: ADE Inc., based on average store sales data from ULI and the Census of Retail Trade

## SALINAS VALLEY MARKET AREA

Figure 1 below indicates a 25 minutes' drive time trade area for Salinas Valley. This trade area includes King City, Greenfield, Gonzales, and Soledad. Table 13 shows the number of households and the income profile for this area. Based on these income characteristics, we have estimated total retail demand for this area, as shown in Table 14. Total retail demand is estimated at about \$245.2 million annually, compared to just under \$41.7 million for Gonzales proper.



Source: ADE, ESRI Business Analyst

**TABLE 13:  
HOUSEHOLD COUNT BY INCOME RANGE, SALINAS VALLEY CITIES  
(GREENFIELD, GONZALES, KING CITY, SOLEDAD)**

Income Range	Households	Total Income	Average Income	Percent of Total
Under \$20,000	1,348	\$17,480,000	\$12,967	11.5%
\$20,000 to \$29,999	1,367	\$34,162,500	\$24,991	11.7%
\$30,000 to \$39,999	1,255	\$43,912,500	\$34,990	10.7%
\$40,000 to \$49,999	1,380	\$62,075,000	\$44,982	11.8%
\$50,000 to \$69,999	2,146	\$127,061,667	\$59,199	18.3%
\$70,000 to \$99,999	2,062	\$173,635,833	\$84,221	17.6%
\$100,000 to \$119,999	738	\$81,136,000	\$110,000	6.3%
\$120,000 to \$149,999	796	\$106,739,000	\$134,027	6.8%
\$150,000 and Over	619	\$113,608,200	\$183,535	5.3%
<b>TOTAL</b>	<b>11,711</b>	<b>\$759,810,700</b>	<b>\$64,880</b>	

Source: American Community Survey, 5-Year Estimate

**TABLE 14:  
HOUSE RETAIL DEMAND COMPARED TO TOTAL SALES FOR SALINAS VALLEY CITIES TRADE AREA**

<b>Retail Group</b>	<b>Household Retail Demand</b>	<b>Total Retail Sales</b>	<b>Sales Leakages</b>	<b>Net Capture of Regional Sales</b>
<b>Total</b>	\$245,216,871	\$212,647,000	\$109,038,003	\$76,468,132
<b>Apparel Store Group</b>	\$10,582,821	\$6,041,000	\$4,541,821	\$0
Women's Apparel	\$2,744,110	\$1,580,000	\$1,164,110	\$0
Men's Apparel	\$771,943	\$193,000	\$578,943	\$0
Family Clothing	\$4,911,190	\$2,252,000	\$2,659,190	\$0
Shoe Stores	\$2,155,577	\$2,016,000	\$139,577	\$0
<b>General Merchandise Group</b>	\$45,744,463	\$15,295,000	\$30,449,463	\$0
Department Stores	\$21,572,338	\$1,782,000	\$19,790,338	\$0
Other General Merchandise	\$13,589,252	\$4,180,000	\$9,409,252	\$0
Drug & Proprietary Stores	\$10,582,873	\$9,333,000	\$1,249,873	\$0
<b>Specialty Retail Group</b>	\$14,156,717	\$19,499,000	\$5,712,232	\$11,054,514
Gifts & Novelties	\$954,795	\$590,000	\$364,795	\$0
Sporting Goods	\$1,718,029	\$0	\$1,718,029	\$0
Florists	\$356,050	\$352,000	\$4,050	\$0
Photographic Equipment	\$188,402	\$0	\$188,402	\$0
Records & Music	\$712,249	\$1,111,000	\$0	\$398,751
Books & Stationery	\$1,679,215	\$133,000	\$1,546,215	\$0
Office Supplies/Computer/Equip.	\$1,967,350	\$10,564,000	\$0	\$8,596,650
Jewelry	\$1,272,886	\$3,332,000	\$0	\$2,059,114
Other Specialty Retail	\$5,307,742	\$3,417,000	\$1,890,742	\$0
<b>Food, Eating and Drinking Group</b>	\$69,852,770	\$108,165,000	\$4,888,493	\$43,200,722
Grocery Stores	\$32,791,326	\$65,001,000	\$0	\$32,209,674
Specialty Food Stores	\$936,694	\$5,033,000	\$0	\$4,096,306
Liquor Stores	\$1,503,258	\$8,398,000	\$0	\$6,894,742
Eating Places	\$34,621,493	\$29,733,000	\$4,888,493	\$0
<b>Building Materials and Home Furnishings Group</b>	\$22,070,729	\$25,667,000	\$8,226,400	\$11,822,670
Furniture & Home Furnishings	\$6,263,068	\$3,661,000	\$2,602,068	\$0
Household Appliances & Electronics	\$4,626,917	\$0	\$4,626,917	\$0
Used Merchandise	\$435,666	\$0	\$435,666	\$0
Nurseries & Garden Supply Stores	\$2,146,449	\$5,175,000	\$0	\$3,028,551
Lumber & Other Building Materials	\$5,254,149	\$4,992,000	\$262,149	\$0
Home Centers & Hardware Stores	\$3,044,881	\$11,839,000	\$0	\$8,794,119
Paint & Wallpaper	\$299,600	\$0	\$299,600	\$0
<b>Automotive Group</b>	\$82,809,370	\$37,980,000	\$55,219,595	\$10,390,225
New Cars & RVs	\$35,021,017	\$859,000	\$34,162,017	\$0
Used Car Dealers	\$2,569,468	\$3,262,000	\$0	\$692,532
Gasoline Service Stations	\$41,397,960	\$21,808,000	\$19,589,960	\$0
Mobile Homes & Trailers	\$18,994	\$0	\$18,994	\$0
Auto Parts & Accessories	\$2,353,307	\$12,051,000	\$0	\$9,697,693
Other Vehicles	\$1,448,624	\$0	\$1,448,624	\$0

Source: ADE Inc. ESRI Business Analyst, and the Census of Retail Trade.

**TABLE 15:  
SUPPORTABLE NEW STORES BASED ON ESTIMATED RETAIL SALES LEAKAGE,  
SALINAS VALLEY**

Retail Group	Sales Leakages	Benchmark Sales Per Establishment	Supportable New Stores
<b>Total</b>	\$109,038,003		
<b>Apparel Store Group</b>	\$4,541,821		
Women's Apparel	\$1,164,110	\$1,089,546	1.1
Men's Apparel	\$578,943	\$1,136,250	0.5
Family Clothing	\$2,659,190	\$4,289,759	0.6
Shoe Stores	\$139,577	\$944,202	0.1
<b>General Merchandise Group</b>	\$30,449,463		
Department Stores	\$19,790,338	\$27,161,508	0.7
Other General Merchandise	\$9,409,252	\$1,431,206	6.6
Drug & Proprietary Stores	\$1,249,873	\$5,319,554	0.2
<b>Specialty Retail Group</b>	\$5,712,232		
Gifts & Novelties	\$364,795	\$569,957	0.6
Sporting Goods	\$1,718,029	\$1,715,705	1.0
Florists	\$4,050	\$351,027	0.0
Photographic Equipment	\$188,402	\$2,169,987	0.1
Records & Music	\$0	\$2,324,098	0.0
Books & Stationery	\$1,546,215	\$1,714,664	0.9
Office Supplies/Computer/Equip.	\$0	\$2,120,260	0.0
Jewelry	\$0	\$1,166,320	0.0
Other Specialty Retail	\$1,890,742	\$1,267,649	1.5
<b>Food, Eating and Drinking Group</b>	\$4,888,493		
Grocery Stores	\$0	\$5,967,230	0.0
Specialty Food Stores	\$0	\$722,105	0.0
Liquor Stores	\$0	\$1,277,143	0.0
Eating Places	\$4,888,493	\$839,573	5.8
<b>Building Materials and Home Furnishings Group</b>	\$8,226,400		
Furniture & Home Furnishings	\$2,602,068	\$1,839,529	1.4
Household Appliances & Electronics	\$4,626,917	\$2,075,780	2.2
Used Merchandise	\$435,666	\$997,750	0.4
Nurseries & Garden Supply Stores	\$0	\$1,992,941	0.0
Lumber & Other Building Materials	\$262,149	\$3,271,936	0.1
Home Centers & Hardware Stores	\$0	\$22,826,095	0.0
Paint & Wallpaper	\$299,600	\$1,416,265	0.2
<b>Automotive Group</b>	\$55,219,595		
New Cars & RVs	\$34,162,017	\$37,404,772	0.9
Used Car Dealers	\$0	\$2,780,805	0.0
Gasoline Service Stations	\$19,589,960	\$4,199,801	4.7
Mobile Homes & Trailers	\$18,994	\$2,319,146	0.0
Auto Parts & Accessories	\$0	\$1,374,061	0.0
Other Vehicles	\$1,448,624	\$3,589,081	0.4

Source: ADE Inc., based on average store sales data from ULI and the Census of Retail Trade.

**TABLE 16:  
HOUSEHOLD SERVICES DEMAND COMPARED TO TOTAL SALES, SALINAS VALLEY**

<b>Service Group</b>	<b>Household Spending Distribution</b>	<b>Total Retail Sales</b>	<b>Sales Leakages</b>	<b>Net Capture of Regional Sales</b>
<b>Total</b>	\$23,844,192	\$58,344,000	\$5,837,662	\$26,803,338
<b>RENTAL SERVICES</b>	\$3,137,514	\$4,471,000	\$2,524,054	\$3,857,539
Automotive Rental	\$327,252	\$236,000	\$91,252	\$0
Automotive Leasing	\$2,300,031	\$0	\$2,300,031	\$0
Electronics and Appliances	\$13,701	\$0	\$13,701	\$0
Apparel Rental	\$29,734	\$0	\$29,734	\$0
Video Rental	\$360,857	\$3,325,000	\$0	\$2,964,143
Health Equipment Rental	\$21,287	\$0	\$21,287	\$0
Musical Instrument Rental	\$20,393	\$0	\$20,393	\$0
Furniture Rental	\$16,604	\$910,000	\$0	\$893,396
Recreational Vehicle Rental	\$25,264	\$0	\$25,264	\$0
Sports Equipment Rental	\$11,560	\$0	\$11,560	\$0
Photographic Equipment Rentals	\$6,465	\$0	\$6,465	\$0
Office Equipment Rental	\$4,369	\$0	\$4,369	\$0
<b>PROFESSIONAL SERVICES</b>	\$1,389,160	\$10,150,000	\$0	\$8,760,840
Legal Services	\$976,407	\$5,010,000	\$0	\$4,033,593
Accounting Services	\$412,753	\$5,140,000	\$0	\$4,727,247
<b>MEDICAL SERVICES</b>	\$53,981,323	\$24,014,000	\$29,967,323	\$0
Physician Services	\$24,541,886	\$14,726,000	\$9,815,886	\$0
Dental Services	\$12,840,801	\$5,220,000	\$7,620,801	\$0
Eye care & Other Medical	\$4,254,940	\$372,000	\$3,882,940	\$0
Convalescent/Nursing Home	\$8,205,956	\$0	\$8,205,956	\$0
Child Care, Day Care, Nursery, Preschools	\$4,137,741	\$3,696,000	\$441,741	\$0
<b>REPAIR SERVICES</b>	\$4,842,385	\$9,420,000	\$92,085	\$4,669,700
Auto Repair	\$4,061,039	\$6,220,000	\$0	\$2,158,961
Auto Body Repair	\$304,902	\$1,017,000	\$0	\$712,098
Electronics Repair	\$53,698	\$1,073,000	\$0	\$1,019,302
Appliance Repair	\$115,786	\$246,000	\$0	\$130,214
Reupholstery, Furniture Repair	\$77,346	\$0	\$77,346	\$0
Shoe Repair	\$14,738	\$0	\$14,738	\$0
Other Household Repair (Inc. tools, computers, tailoring)	\$214,876	\$864,000	\$0	\$649,124
<b>PERSONAL SERVICES</b>	\$4,043,479	\$6,737,000	\$1432,879	\$4,126,400
Personal Care Services	\$1,387,721	\$4,860,000	\$0	\$3,472,279
Funeral Services and	\$656,759	\$238,000	\$418,759	\$0
Coin-Op Laundry	\$327,036	\$781,000	\$0	\$453,964
Laundry and Dry Cleaning	\$578,414	\$240,000	\$338,414	\$0
Pet Care	\$620,220	\$214,000	\$406,220	\$0
Photofinishing	\$269,486	\$0	\$269,486	\$0
Automobile Parking	\$203,842	\$404,000	\$0	\$200,158
<b>ENTERTAINMENT/RECREATION</b>	\$2,488,151	\$3,552,000	\$890,134	\$1,953,983
Movie, Theatre, Opera, Ballet	\$741,655	\$675,000	\$66,655	\$0
Sporting Events	\$272,724	\$0	\$272,724	\$0
Participant Sports	\$550,755	\$0	\$550,755	\$0
Recreational Lessons	\$265,008	\$1,713,000	\$0	\$1,447,992
Social, Recreation, Civic Club Membership	\$658,009	\$1,164,000	\$0	\$505,991

Source: ADE Inc. ESRI Business Analyst

TABLE 17: SUPPORTABLE NEW SERVICES STORES BASED ON ESTIMATED SALES LEAKAGE, SALINAS VALLEY			
Service Group	Sales Leakages	Benchmark Sales Per Establishmen	Supportable New Stores
<b>Total</b>	\$5,837,662		
<b>RENTAL SERVICES</b>	\$2,524,054	\$4,030,009	
Automotive Rental	\$2,300,031	\$4,030,009	0.0
Automotive Leasing	\$13,701	\$862,456	0.6
Electronics and Appliances Rental	\$29,734	\$546,217	0.0
Apparel Rental	\$0	\$1,113,051	0.1
Video Rental	\$21,287	\$1,297,606	0.0
Health Equipment Rental	\$20,393	\$1,297,606	0.0
Musical Instrument Rental	\$0	\$1,297,606	0.0
Furniture Rental	\$25,264	\$1,297,606	0.0
Recreational Vehicle Rental	\$11,560	\$1,297,606	0.0
Sports Equipment Rental	\$6,465	\$1,072,602	0.0
Photographic Equipment Rentals	\$4,369	\$1,773,719	0.0
Office Equipment Rental	\$91,252	\$4,030,009	0.0
<b>PROFESSIONAL SERVICES</b>	\$0		
Legal Services	\$0	\$1,552,712	0.0
Accounting Services	\$0	\$1,531,717	0.0
<b>MEDICAL SERVICES</b>	\$29,967,323		
Physician Services	\$9,815,886	\$1,551,269	6.3
Dental Services	\$7,620,801	\$680,160	11.2
Eye care & Other Medical Services	\$3,882,940	\$413,070	9.4
Convalescent/Nursing Home Svcs	\$8,205,956	\$1,299,250	6.3
Child Care, Day Care, Nursery, Preschools	\$441,741	\$458,304	1.0
<b>REPAIR SERVICES</b>	\$92,085		
Auto Repair	\$0	\$471,196	0.0
Auto Body Repair	\$0	\$945,538	0.0
Electronics Repair	\$0	\$3,123,149	0.0
Appliance Repair	\$0	\$620,423	0.0
Reupholstery, Furniture Repair	\$77,346	\$319,180	0.2
Shoe Repair	\$14,738	\$244,664	0.1
Other Household Repair (Inc. tools, computers, tailoring)	\$0	\$372,271	0.0
<b>PERSONAL SERVICES</b>	\$1,432,879		
Personal Care Services	\$0	\$218,687	0.0
Funeral Services and Crematories	\$418,759	\$1,070,199	0.4
Coin-Op Laundry	\$0	\$495,978	0.0
Laundry and Dry Cleaning	\$338,414	\$323,276	1.0
Pet Care	\$406,220	\$294,841	1.4
Photofinishing	\$269,486	\$1,927,906	0.1
Automobile Parking	\$0	\$515,264	0.0
<b>ENTERTAINMENT/RECREATION</b>	\$890,134		
Movie, Theatre, Opera, Ballet	\$66,655	\$4,010,588	0.0
Sporting Events	\$272,724	\$13,940,226	0.0
Participant Sports	\$550,755	\$384,561	1.4
Recreational Lessons	\$0	\$312,789	0.0
Social, Recreation, Civic Club Membership	\$0	\$596,204	0.0

Source: Source: ADE Inc., based on average store sales data from ULI and the Census of Retail Trade.

**TABLE 18:  
HOUSEHOLD DEMAND COMPARED TO TOTAL SALES, PROJECTED HOUSEHOLDS,  
GONZALES, 2025**

<b>Retail Group</b>	<b>Household Retail Demand</b>	<b>Total Retail Sales</b>	<b>Sales Leakages</b>	<b>Net Capture of Regional Sales</b>
Total	\$63,301,306	\$18,842,908	\$46,207,420	\$1,749,022
Apparel Store Group	\$715,023	\$306,000	\$2,429,466	\$0
Women's Apparel	\$200,660	\$0	\$715,023	\$0
Men's Apparel	\$1,272,939	\$0	\$200,660	\$0
Family Clothing	\$546,844	\$1,900	\$1,271,039	\$0
Shoe Stores	\$715,023	\$304,100	\$242,744	\$0
General Merchandise Grp	\$11,739,831	\$535,313	\$11,204,518	\$0
Department Stores	\$5,617,426	\$0	\$5,617,426	\$0
Other General Merchandise	\$3,470,930	\$145,474	\$3,325,456	\$0
Drug & Proprietary Stores	\$2,651,476	\$389,840	\$2,261,636	\$0
Specialty Retail Group	\$3,697,850	\$0	\$3,697,850	\$0
Gifts & Novelties	\$248,825	\$0	\$248,825	\$0
Sporting Goods	\$457,545	\$0	\$457,545	\$0
Florists	\$93,576	\$0	\$93,576	\$0
Photographic Equipment	\$49,685	\$0	\$49,685	\$0
Records & Music	\$188,092	\$0	\$188,092	\$0
Books & Stationery	\$442,589	\$0	\$442,589	\$0
Office Supplies/Computer Equipment	\$517,889	\$0	\$517,889	\$0
Jewelry	\$343,378	\$0	\$343,378	\$0
Other Specialty Retail	\$1,356,270	\$0	\$1,356,270	\$0
Food, Eating and Drinking Group	\$17,861,023	\$12,932,208	\$5,040,329	\$111,514
Grocery Stores	\$8,290,932	\$6,644,030	\$1,646,902	\$0
Specialty Food Stores	\$236,627	\$0	\$236,627	\$0
Liquor Stores	\$386,553	\$498,067	\$0	\$111,514
Eating Places	\$8,946,911	\$5,790,111	\$3,156,799	\$0
Building Materials And Home furnishings Group	\$5,868,454	\$0	\$5,868,454	\$0
Furniture & Home Furnishings	\$1,713,482	\$0	\$1,713,482	\$0
Household Appliances & Electronics	\$1,221,851	\$0	\$1,221,851	\$0
Used Merchandise	\$114,921	\$0	\$114,921	\$0
Nurseries & Garden Supply Stores	\$559,505	\$0	\$559,505	\$0
Lumber & Other Building Materials	\$1,378,471	\$0	\$1,378,471	\$0
Home Centers and Hardware Stores	\$802,114	\$0	\$802,114	\$0
Paint & Wallpaper	\$78,109	\$0	\$78,109	\$0
Automotive Group	\$21,398,682	\$5,069,387	\$17,966,803	\$1,637,508
New Cars & RVs	\$9,237,116	\$0	\$9,237,116	\$0
Used Car Dealers	\$678,143	\$0	\$678,143	\$0
Gasoline Service Stations	\$10,489,522	\$2,830,087	\$7,659,435	\$0
Mobile Homes & Trailers	\$4,824	\$0	\$4,824	\$0
Auto Parts & Accessories	\$601,792	\$2,239,300	\$0	\$1,637,508
Other Vehicles	\$387,285	\$0	\$387,285	\$0

Source: ADE Inc., Gonzales Sales Tax Records, and the Census of Retail Trade.

**TABLE 19:  
SUPPORTABLE NEW STORES BASED ON ESTIMATED RETAIL SALES LEAKAGE FOR PROJECTED  
HOUSEHOLDS, GONZALES, 2025**

Retail Group	Sales Leakages	Benchmark Sales Per Establishment	Supportable New Stores
<b>Total</b>	\$46,207,420		
<b>APPAREL STORE GROUP</b>	\$2,429,466		
Women's Apparel	\$715,023	\$1,089,546	0.7
Men's Apparel	\$200,660	\$1,136,250	0.2
Family Clothing	\$1,271,039	\$4,289,759	0.3
Shoe Stores	\$242,744	\$944,202	0.3
<b>GENERAL MERCHANDISE GRP</b>	\$11,204,518		
Department Stores	\$5,617,426	\$27,161,508	0.2
Other General Merchandise	\$3,325,456	\$1,431,206	2.3
Drug & Proprietary Stores	\$2,261,636	\$5,319,554	0.4
<b>SPECIALTY RETAIL GROUP</b>	\$3,697,850		
Gifts & Novelties	\$248,825	\$569,957	0.4
Sporting Goods	\$457,545	\$1,715,705	0.3
Florists	\$93,576	\$351,027	0.3
Photographic Equipment	\$49,685	\$2,169,987	0.0
Records & Music	\$188,092	\$2,324,098	0.1
Books & Stationery	\$442,589	\$1,714,664	0.3
Office Supplies/Computer Equip.	\$517,889	\$2,120,260	0.2
Jewelry	\$343,378	\$1,166,320	0.3
Other Specialty Retail	\$1,356,270	\$1,267,649	1.1
<b>FOOD, EATING AND DRINKING GROUP</b>	\$5,040,329		
Grocery Stores	\$1,646,902	\$5,967,230	0.3
Specialty Food Stores	\$236,627	\$722,105	0.3
Liquor Stores	\$0	\$1,277,143	0.0
Eating Places	\$3,156,799	\$839,573	3.8
<b>BUILDING MATERIALS AND HOMEFURNISHINGS GROUP</b>	\$5,868,454		
Furniture & Home Furnishings	\$1,713,482	\$1,839,529	0.9
Household Appliances & Electronics	\$1,221,851	\$2,075,780	0.6
Used Merchandise	\$114,921	\$997,750	0.1
Nurseries & Garden Supply Stores	\$559,505	\$1,992,941	0.3
Lumber & Other Building Materials	\$1,378,471	\$3,271,936	0.4
Home Centers and Hardware Stores	\$802,114	\$22,826,095	0.0
Paint & Wallpaper	\$78,109	\$1,416,265	0.1
<b>AUTOMOTIVE GROUP</b>	\$17,966,803		
New Cars & RVs	\$9,237,116	\$37,404,772	0.2
Used Car Dealers	\$678,143	\$2,780,805	0.2
Gasoline Service Stations	\$7,659,435	\$4,199,801	1.8
Mobile Homes & Trailers	\$4,824	\$2,319,146	0.0
Auto Parts & Accessories	\$0	\$1,374,061	0.0
Other Vehicles	\$387,285	\$3,589,081	0.1

Source: ADE Inc., and the Census of Retail Trade.

**TABLE 20:  
SERVICE DEMAND FOR PROJECTED HOUSEHOLDS, GONZALES, 2025**

<b>Service Group</b>	<b>Household Spending Distribution</b>	<b>Total Retail Sales</b>	<b>Sales Leakages</b>	<b>Net Capture of Regional Sales</b>
<b>Total</b>	\$5,413,913	\$7,532,020	\$2,686,522	\$4,806,692
<b>RENTAL SERVICES</b>	\$727,744	\$1,520,000	\$646,383	\$1,438,639
Automotive Rental	\$77,054	\$0	\$77,054	\$0
Automotive Leasing	\$535,840	\$0	\$535,840	\$0
Electronics and Appliances Rental	\$3,210	\$0	\$3,210	\$0
Apparel Rental	\$6,820	\$0	\$6,820	\$0
Video Rental	\$81,361	\$760,000	\$0	\$678,639
Health Equipment Rental	\$4,304	\$0	\$4,304	\$0
Musical Instrument Rental	\$4,384	\$0	\$4,384	\$0
Furniture Rental	\$3,554	\$0	\$3,554	\$0
Recreational Vehicle Rental	\$6,100	\$0	\$6,100	\$0
Sports Equipment Rental	\$2,803	\$0	\$2,803	\$0
Photographic Equipment Rentals	\$1,499	\$0	\$1,499	\$0
Office Equipment Rental	\$815	\$0	\$815	\$0
<b>PROFESSIONAL SERVICES</b>	\$309,796	\$433,000	\$216,382	\$339,587
Legal Services	\$216,382	\$0	\$216,382	\$0
Accounting Services	\$93,413	\$433,000	\$0	\$339,587
<b>MEDICAL SERVICES</b>	\$14,284,134	\$4,569,000	\$9,715,134	\$0
Physician Services	\$6,563,511	\$2,985,000	\$3,578,511	\$0
Dental Services	\$3,434,159	\$870,000	\$2,564,159	\$0
Eye care & Other Medical Svcs	\$1,137,946	\$0	\$1,137,946	\$0
Convalescent/Nursing Home Services	\$2,194,611	\$0	\$2,194,611	\$0
Child Care, Day Care, Nursery, Preschools	\$953,907	\$714,000	\$239,907	\$0
<b>REPAIR SERVICES</b>	\$1,079,426	\$1,265,000	\$332,050	\$517,624
Auto Repair	\$905,552	\$690,000	\$215,552	\$0
Auto Body Repair	\$68,453	\$0	\$68,453	\$0
Electronics Repair	\$12,304	\$95,000	\$0	\$82,696
Appliance Repair	\$26,336	\$0	\$26,336	\$0
Reupholstery, Furniture Repair	\$18,304	\$0	\$18,304	\$0
Shoe Repair	\$3,406	\$0	\$3,406	\$0
Other Household Repair (Inc. tools, computers, tailoring)	\$45,072	\$480,000	\$0	\$434,928
<b>PERSONAL SERVICES</b>	\$911,696	\$1,020	\$910,676	\$0
Personal Care Services	\$313,600	\$1,020	\$312,580	\$0
Funeral Services and Crematories	\$142,176	\$0	\$142,176	\$0
Coin-Op Laundry	\$68,562	\$0	\$68,562	\$0
Laundry and Dry Cleaning	\$135,523	\$0	\$135,523	\$0
Pet Care	\$142,682	\$0	\$142,682	\$0
Photofinishing	\$61,829	\$0	\$61,829	\$0
Automobile Parking	\$47,324	\$0	\$47,324	\$0
<b>ENTERTAINMENT/RECREATION</b>	\$575,379	\$504,000	\$252,787	\$181,408
Movie, Theatre, Opera, Ballet	\$169,366	\$0	\$169,366	\$0
Sporting Events	\$63,084	\$64,000	\$0	\$916
Participant Sports	\$125,779	\$127,000	\$0	\$1,221
Recreational Lessons	\$63,924	\$61,000	\$861	\$0
Social, Recreation, Civic Club Membership	\$153,226	\$252,000	\$0	\$98,774

Source: ADE Inc. ESRI Business Analyst, and the Census of Retail Trade.

**TABLE 21:  
SUPPORTABLE SERVICE STORES FOR PROJECTED HOUSEHOLDS, 2025**

Service Group	Sales Leakages	Benchmark Sales Per Establishment	Supportable New Stores
<b>Total</b>	\$2,686,522		
<b>RENTAL SERVICES</b>	\$646,383		
Automotive Rental	\$77,054	\$4,030,009	0.0
Automotive Leasing	\$535,840	\$4,030,009	0.1
Electronics and Appliances Rental	\$3,210	\$862,456	0.0
Apparel Rental	\$6,820	\$546,217	0.0
Video Rental	\$0	\$1,113,051	0.0
Health Equipment Rental	\$4,304	\$1,297,606	0.0
Musical Instrument Rental	\$4,384	\$1,297,606	0.0
Furniture Rental	\$3,554	\$1,297,606	0.0
Recreational Vehicle Rental	\$6,100	\$1,297,606	0.0
Sports Equipment Rental	\$2,803	\$1,297,606	0.0
Photographic Equipment Rentals	\$1,499	\$1,072,602	0.0
Office Equipment Rental	\$815	\$1,773,719	0.0
<b>PROFESSIONAL SERVICES</b>	\$216,382		
Legal Services	\$216,382	\$1,552,712	0.1
Accounting Services	\$0	\$1,531,717	0.0
<b>MEDICAL SERVICES</b>	\$9,715,134		11.0
Physician Services	\$3,578,511	\$1,551,269	2.3
Dental Services	\$2,564,159	\$680,160	3.8
Eye care & Other Medical Svcs	\$1,137,946	\$413,070	2.8
Convalescent/Nursing Home Services	\$2,194,611	\$1,299,250	1.7
Child Care, Day Care, Nursery, Preschools	\$239,907	\$458,304	0.5
<b>REPAIR SERVICES</b>	\$332,050		
Auto Repair	\$215,552	\$471,196	0.5
Auto Body Repair	\$68,453	\$945,538	0.1
Electronics Repair	\$0	\$3,123,149	0.0
Appliance Repair	\$26,336	\$620,423	0.0
Reupholstery, Furniture Repair	\$18,304	\$319,180	0.1
Shoe Repair	\$3,406	\$244,664	0.0
Other Household Repair	\$0	\$372,271	0.0
<b>PERSONAL SERVICES</b>	\$910,676		
Personal Care Services	\$312,580	\$218,687	1.4
Funeral Services and Crematories	\$142,176	\$1,070,199	0.1
Coin-Op Laundry	\$68,562	\$495,978	0.1
Laundry and Dry Cleaning	\$135,523	\$323,276	0.4
Pet Care	\$142,682	\$294,841	0.5
Photofinishing	\$61,829	\$1,927,906	0.0
Automobile Parking	\$47,324	\$515,264	0.1
<b>ENTERTAINMENT/RECREATION</b>	\$252,787		
Movie, Theatre, Opera, Ballet	\$169,366	\$4,010,588	0.0
Sporting Events	\$0	\$13,940,226	0.0
Participant Sports	\$0	\$384,561	0.3
Recreational Lessons	\$861	\$312,789	0.2
Social, Recreation, Civic Club Membership	\$0	\$596,204	0.0

Source: ADE Inc. ESRI Business Analyst, and the Census of Service Industries.

# APPENDIX B: SURVEY QUESTIONNAIRE

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## GONZALES ECONOMIC STRATEGIC PLAN VISIONING PROCESS, SWOT AND BRANDING BLUEPRINT

Name of respondent \_\_\_\_\_

Affiliation (business, organization, if any) \_\_\_\_\_

Phone \_\_\_\_\_ E-mail \_\_\_\_\_

**Opening Statement:** This process will create an economic strategic plan for Gonzales that will address not only City operations but economic development and marketing. This first phase is to understand the vision and goals of the community and the attributes that make up the City’s brand. The questionnaire begins with more detailed questions about the City’s brand and then asks for more general information about the City’s strengths, weaknesses, opportunities and threats (SWOT).

BRAND	STRATEGIES, DESCRIPTIONS, COMMENTS
Brand Product/ City Strengths	Describe what your city has to offer? What distinguishes you from the competition? Commercial space availability? Land availability or price? Responsiveness of city government? Workforce availability and affordability?
Brand Vision/ Strategic Goals	The big picture – what is your overall goal for your city for the long run? (Example: Apple Computer wanted to put a computer on top of every desk.) What are the City’s 5-year goals?
Brand Positioning/ City Strengths	Where does your city sit among like cities in the consumer’s mind? What perception would you like visitors have about you vs. other cities in the area?
Brand Target Target Industries/ Opportunities	Who would the City like to attract in terms of residents and businesses? What are specific target audiences such as brokers, developers, current businesses, target industries? What are the targets’ demographics, interests, attitudes, and opinions?
Brand Identity	Does the City logo communicate what you want audience to know about their city? If not, what other messages should be communicated?
Brand Emotion/ City Strengths & Weaknesses	What will make your prospect love your city? How will they feel about visiting or locating here?
Brand Experience	What will the public’s experience with the city be? (Example: Memorable; Exciting.)
Brand Pricing	How do your prices compare to other cities in the same category or region? Do you provide more value vs. your competition?
Brand Association	Sometimes associations with another brand can build the image of your brand. Are you partnering with other destinations? Regional organizations? Events? Are there major companies in your city that can be a draw to other businesses?
Brand Message	What is the single most important thought you want your prospects to remember about your city or downtown? (Not a tagline).

SWOT

What additional thoughts/info should be included in each section of the SWOT? The branding questions above probably covered a lot of the City's strengths and opportunities, but what are its weaknesses and what threat need to be dealt with over the next 5-10 years?

<b>Strengths</b>	<b>Opportunities</b>
<b>Weaknesses</b>	<b>Threats</b>

# APPENDIX C: MEDIA LIST

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Most print publications require a three to six month lead time. This list was researched and prepared specifically for Gonzales. Contact information is subject to change.

## **American City & County**

Published Monthly

Profile

Coverage of the topics and trends impacting municipal and state government. Insight into the many issues that affect decision makers in local government. Coverage areas include streets and highways, public transportation, solid waste collection and disposal, water supply, wastewater collection and treatment, public safety, urban revitalization, public finance, parks and recreation, government technology, buildings and grounds maintenance.

Email: [erin.greer@penton.com](mailto:erin.greer@penton.com)

Phone: 770-955-2500

Contact: Erin Greer, Editorial Director

## **Area Development**

Published Bi-Monthly

Profile

Covers corporate site selection and relocation. Provides information pertinent to the factors, key issues, and criteria that affect a successful decision.

Target Audience

Executives

Email: [gerri@areadevelopment.com](mailto:gerri@areadevelopment.com)

Phone: (516) 338-0900

Contact: Geraldine Gambale, Editor

## **Business Facilities**

Published Monthly

Profile

Provides information to professionals involved with company relocation. Covers important issues that executives face when selecting a new location or acquiring new facilities. Articles help readers choose locations, order free location information, get advice from experts in the industry, research past articles and review location trends by industry

Target Audience

Corporate executives responsible for the expansion or relocation of their companies

Email: [jrogers@groupc.com](mailto:jrogers@groupc.com)

Phone: (800) 524-0337

Contact: Jack Rogers, Editor-in-Chief

California Centers Magazine

Published 7x/year

## **California Centers Magazine**

Profile:

Covers the retail real estate industry in California. Focuses on current issues affecting the California market; retailers seeking sites; centers/space available; industry events; and new products and services. Regular features include: real estate transactions; names in the news; in-depth retail tenant profiles; industry trends and statistics; and articles by leading professionals in the industry.

Target Audience

The magazine targets retailers, developers, brokers and other retail real estate professionals.

Email: [info@californiacenters.com](mailto:info@californiacenters.com)

Phone: 949-305-8600

NOTE: Must purchase a one-year subscription for \$195/year to submit press releases.

In addition, subscribing to this magazine provides information on retail that is expanding and calendar of events providing commercial real estate networking possibilities.

### **California Planning & Development Report**

Profile

Planning and development issues

Target Audience

Planners, land-use lawyers, developers, environmentalists

Phone: 805-648-8070

Contact: Submit information through online form: <http://www.cp-dr.com/tips>

### **ENR California**

Published Bi-Monthly

Profile

Focuses on the construction industry in the Northwest. Covers news, feature articles, new products, projects, legislation and regulations, people on the move and in the news, and industry trends.

Target Audience

Contractors, builders, architects, and tradesmen

Email: [enr\\_california@mcgraw-hill.com](mailto:enr_california@mcgraw-hill.com)

Phone: (415) 357-8019

### **Global Corporate Xpansion (GCX)**

Published 5x/year

Profile

Focuses on corporate site selection. Topics covered include workforce development, quality of life, and the role of incentives and insight that is critical to making expansion and relocation decisions.

Target Audience

Corporate executives

Email: [rduran@latitude3.com](mailto:rduran@latitude3.com)

Phone: 785-3122-9315

Contact: Rachel Duran, Editor

### **GlobeSt.com**

Updated Daily online

Profile

Provides in-depth and breaking commercial real estate news. Reports on the latest national and local transactions and property trends.

Target Audience

Real Estate professionals

Email: [natalie.dolce@incisivemedia.com](mailto:natalie.dolce@incisivemedia.com)

Phone: 213-430-0308

Contact: Natalie Dolce, Editor-West Coast Region

### **Monterey County Herald**

Published Daily

Contact: Business section  
Email: mhbusiness@montereyherald.com  
Phone: 831-646-4478

### **Monterey County Weekly**

Published Weekly  
Contact: Mark C. Anderson  
Email: mark@mcweekly.com  
Phone: 831-394-5656 ext. 110

### **National Real Estate Investor**

Monthly  
Profile  
Focuses on investment, development and management of income-producing property.  
Contents contain market reviews, profiles, trend pieces and columns.  
Target Audience  
Targets investors dealing in brokerage, construction, development, finance/investment, property management, corporate real estate and real estate services  
Email: david.bodamer@penton.com  
Phone: (212) 204-4200  
Contact: David Bodamer, Editorial Director

### **Real Estate Forum**

Published 10x/year  
Profile

Provides national coverage of real estate investments and developments, financial services, commercial office brokerage hotel and hospitality management, information systems, law and asset management. Also: the deals, capital market trends and economic complexities that are reshaping the office, industrial, retail, multifamily and hotel sectors in the US and abroad. Features include articles about corporate site selection, tenant representation, in-depth analysis and market studies, asset management and regional market reviews.  
Target Audience  
Real estate executives, investors, private owners, developers, lenders, asset managers and bankers  
Phone: 212-457-9658  
Email: pbubny@alm.com  
Contact: Paul Bubny, Managing Editor

### **Shopping Centers Today**

Published Monthly  
Profile  
Provides information to the retail facility industry. Editorial examines news and issues surrounding facility management, development and innovation for retail environments both indoors and out. Each issue offers a spotlight topic for articles as well as regular regional, supplement and bonus distribution. It is published by the International Council of Shopping Centers.  
Target Audience  
Readers are management and executive professionals in the retail property management industry.  
Phone: 646 728 3488  
Editor: Brannon Boswell  
Email: bboswell@icsc.org

NOTE: They reportedly do not accept press releases. However, they should be contacted with significant news.

### **Silicon Valley Business Journal**

Weekly

Profile

Focuses on the business community news of the greater Silicon Valley/San Jose, Calif., area. Industries covered include agriculture, banking, financial and business services, economics, energy, healthcare and biotechnology, technology, manufacturing, real estate, retail, sports business, restaurants and travel. Each issue of the Journal includes a Special Report focusing on a particular industry or region.

Target Audience

More than half the readership (55%) is in top management and almost half (46%) are owners of or partners in a business. Most of the readers have influence on their business's service (79%) and product (73%) purchasing and leasing decisions.

Email: Submit information through online form:

<http://www.bizjournals.com/sanjose/about-us/contact/>

For follow-up after submitting release, contact Ms. Moryt Milo, Managing Editor, 408-299-1838, [mmilo@bizjournals.com](mailto:mmilo@bizjournals.com). Only call if there is an actual story that you want covered, such as a significant commercial real estate deal.

Phone: (408) 295-3800

### **Site Selection magazine**

Published Bi-Monthly

Profile

Focuses on commercial real estate. Includes information for expansion planning decision makers, including CEOs, corporate real estate executives and facility planners, human resource managers and consultants to corporations.

Target Audience

Decision makers involved in facility planning/site selection

Email: [adam.bruns@siteselection.com](mailto:adam.bruns@siteselection.com)

Phone: 770-446-6996

Contact: Adam Bruns, Managing Editor

### **The Registry**

Profile

Publishes articles about real estate and building in the San Francisco Bay Area. (Has had articles about commercial real estate activity in Salinas.). Covers residential and commercial projects and market updates about various sectors in the construction industry. Topics include multi-family housing, senior residences, the hospitality industry, green building, LEED certification, legal and government news.

Target Audience

Targets professionals in building, construction, architecture and real estate in the Bay Area.

Email: [news@theregistrysf.com](mailto:news@theregistrysf.com) For follow-up after submitting release, for significant commercial real estate deals, contact Sharon Simonson, Editor, 408-334-2512, [ssimonson@theregistrysf.com](mailto:ssimonson@theregistrysf.com).

Phone: (415) 738-6434

**Rentv.com**

## Profile

Website for commercial real estate news

Email: allenw@rentv.com

Phone: 310-242-8613

Contact: Allen Wolfsheimer, Sr. VP./Publisher

**Western City Magazine**

## Monthly

## Profile

Focuses on city government. Topics covered include city success stories, city management, public works, transportation and more. Published by League of California Cities.

## Target Audience

This publication targets city government professionals in California.

DO NOT send press releases or pitches. Can write an article in the 800 to 1,200-word range about a topic that is of interest to city officials. If approved, the public-private partnership of the wind turbines in Gonzales could be a good topic for an article. Before writing the entire article, send a query to the editor explaining the story and what the article would cover.

Editor: Ms. Jude Hudson

Email: editor@westerncity.com

Phone: 916-658-8234

**Western Real Estate Business**

## Monthly

## Profile

Covers the latest news, developments and trends in commercial real estate in the western states. It covers ground-up projects and redevelopments, acquisitions and dispositions, financing, corporate real estate news and current events that are shaping the office, industrial, retail, hospitality, senior housing and multifamily sectors of real estate.

## Target Audience

Real Estate professionals in Arizona, California, Colorado, Hawaii, Nevada, New Mexico, Utah, Idaho, Oregon, and Washington.

Email: [western@francemediainc.com](mailto:western@francemediainc.com)

Phone: 404-832-8262.

Editorial Director: Matt Valley, [mvalley@francemediainc.com](mailto:mvalley@francemediainc.com)

**Western Real Estate News**

Published 2x/month

## Profile:

Focuses on commercial industrial real estate developments in the Western U.S. Topics covered: individuals and corporations planning new businesses, expansions, new plant sites, major office leases, new shopping centers, retail openings and major construction projects.

## Target Audience

Commercial and industrial land users, real estate directors, financial institutions, land developers, U.S. chain stores, real estate brokers, industrial parks and shopping centers, national investors, lessees of office space, profit sharing and pension plans, and libraries.

Email: [wrenbeb@sbcglobal.net](mailto:wrenbeb@sbcglobal.net)

Phone: 650-737-5700

**Wine Business Insider**

Online publication

Profile:

Production, sales, imports, exports, acreage, harvest reports, recent transactions in the bulk wine and grape market.

Target Audience

Wine industry managers and executives.

Email: cpenn@winebusiness.com

Phone: 707-939-0822

Contact: Cyril Penn, Editor

**Wine Business Monthly**

Published Monthly

Profile:

Focuses on the latest developments and trends in the global industry, with an emphasis on best practices, new products, and research. Covers winemaking, grape growing, sales and marketing, and finance and administration. Equipment reviews and environmental pests also receive attention.

Target Audience

Grape growers and owners and managers of wineries

Email: proth@winebusiness.com

Phone: (707) 940-3920

Contact: Patricia Roth, Managing Editor

Do not send PDFs