

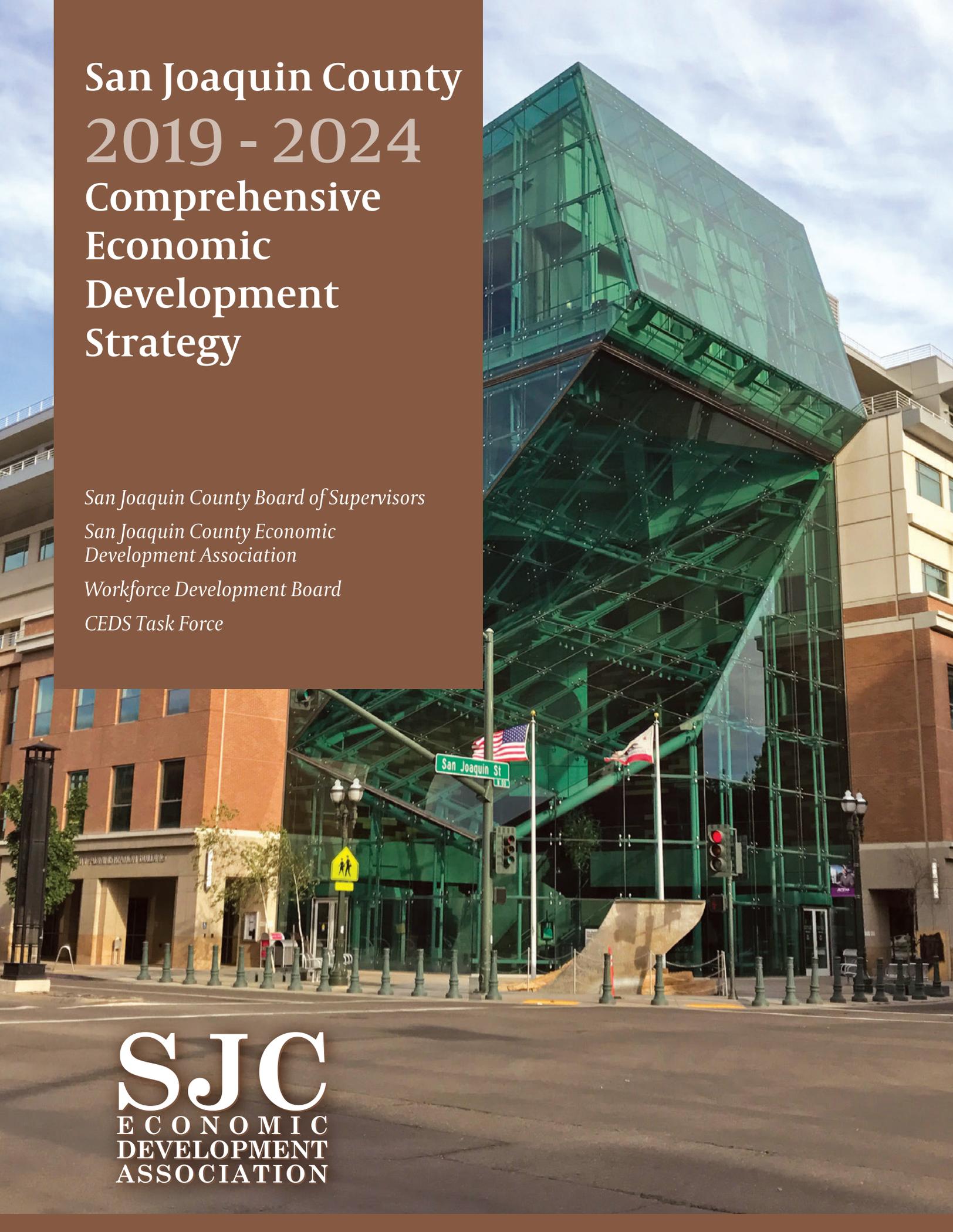
San Joaquin County 2019 - 2024 Comprehensive Economic Development Strategy

San Joaquin County Board of Supervisors

*San Joaquin County Economic
Development Association*

Workforce Development Board

CEDS Task Force



SJC
ECONOMIC
DEVELOPMENT
ASSOCIATION

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EXECUTIVE SUMMARY

San Joaquin County in Northern California's Central Valley is approximately 25 +/- miles south of Sacramento and 60 +/- miles east of San Francisco. It is one of California's smaller counties by area and densely populated. According to the U.S. Census Bureau, the county has a total area of 1,426 square miles, of which 1,391 square miles is land. Because of its low inland elevation, flat drainage, and high-water table, low-lying areas of the county may experience seasonal flooding in the spring due to melting snow runoff from the Sierra Nevada Mountain range to the east.



San Joaquin County is home to several large manufacturing, food processing, logistics, medical, and agricultural companies. Agriculture is strongly represented in the County and the entire Central Valley. Top commodities (by value) in San Joaquin County are: grapes, milk, almonds, cherries, cattle, tomatoes, potatoes, hay, and silage (San Joaquin County Crop Report, 2017).

Seven incorporated cities and several unincorporated communities make up the populous of San Joaquin County.

Escalon (population 7,449) is located on the eastern side of the county at the intersection of State Highway 120 and the Burlington Northern Santa Fe (BNSF) railroad. The city has a total area of 2.4 square miles. Escalon's economy is largely based on agriculture.

Lathrop (population 21,050) is in the southern portion of San Joaquin County and is located at the convergence of Interstate 5 (I-5), Interstate 205 (I-205), and State Highway 120 (SR-120). Historically, development occurred east of I-5 and north of SR-120 but the city is rapidly growing west of I-5 and south of SR-120 with new commercial and residential developments. Some of the major employers in Lathrop include Tesla, Wayfair, Kraft/Heinz, Home Depot, UPS, Del Monte, Ashley Furniture, and In-N-Out Burger. The city covers an area of 23 square miles and is centered between the Stockton, Manteca, and Tracy markets.

Lodi (population 64,403) is in the northernmost incorporated city in San Joaquin County at the intersection of State Highways 99 and 12. Lodi is best known for being the Central Valley's center of wine grape production. The city's terrain is flat and historically much of the land has been used for grazing and grain production. The city covers an area of 13.8 square miles. Besides grape production, Lodi is home to several large manufacturing, service, and agricultural companies.

Manteca (population 75,314) lies at a crossroads of State Highways 99 and 120; Interstate 5 runs along the western boundaries of the city. Rising housing prices in the Bay Area and the construction of the Highway 120 bypass has made Manteca a good alternative for commuters; the population of Manteca continues to grow. The city has a total of 17.8 square miles. The economic base includes warehousing and logistics, medical, and retail.

Ripon (population 15,173) in southeastern San Joaquin County borders Stanislaus County. The city has a total area of 5.5 square miles. State Highway 99 bisects the city; State Highway 120 which connects to Interstate 205 into the Bay Area is about five miles to the north. Agriculture, particularly almonds, is the primary industry.

Stockton (population 304,358) is the seat of San Joaquin County government. Stockton is in the center of San Joaquin County where several highways traverse and intersect the city, including: Interstate 5, and State Highways 99, 26, 88, and 4. The city has a total area of 64.8 square miles. The California Delta and several thousand miles of waterways pass through the city. The Port of Stockton, located on the San Joaquin River, connects the city and surrounding area with the San Francisco Bay Area. The Ports of Stockton and Sacramento are the only inland seaports in the state of California. Stockton’s economic base consists of manufacturing, logistics, medical, education, and government.

Tracy (population 87,613) is the second most populated city in San Joaquin County. Tracy is in the southwestern portion of the county, bordered by Interstate 205 on the north, Interstate 5 to the east, and Interstate 580 to the southwest. Tracy’s economic base consists of agriculture production and services, manufacturing, wholesale goods and logistics, and retail.

Action Plan

The goals and plan of action presented in this CEDS are focused on seven areas that are key to successful economic development.

Economic Development	E.D. Marketing	Sites & Infrastructure	Small Business	Tourism	Workforce Development	Quality of Place
Balanced development Transformative jobs Integrated transportation system	Positioned to compete globally	Sites prepared to meet business needs	Improved entrepreneurial environment	A regional destination	Improved student participation & achievement Expanded training opportunities	Amenities desired by residents and workers Housing affordability Healthy air quality

Public-Private Planning

The County and its incorporated cities are committed to continuing efforts to improve the business climate, job creation, skills development, quality of life and fiscal stability for their respective jurisdictions. The San Joaquin County CEDS Task Force and the CEDS Committee include considerable private sector representation and broad industry and agency representation. The County, Cities, local and regional agencies, businesses, and several public-private sector organizations have been working together consistently for several years to improve and stabilize the region’s economic future, business climate, infrastructure, and attract living wage jobs.

The CEDS Task Force meets on an as-needed basis to consider the overall economic development goals of the various constituencies and reports back to the CEDS Committee which results in a well-coordinated and well-informed local government.

The management and economic development staff of the cities and county are in frequent communication with and participate in economic development planning, programs, and efforts with key local, regional, and state organizations and agencies.

SUMMARY BACKGROUND

This section contains a discussion of San Joaquin County’s economic development conditions—the assets, challenges, and opportunities within the county and the region—and the initiatives or programs the communities and partners have put in place in response to these challenges, and to take advantage of emerging opportunities. The discussion of the factors affecting economic development is the basis for the goals, programs and activities presented in the Action Plan.

The statistical statements are supported by research which is detailed in the Appendix, *Economic Setting*. This section is further validated by studies, reports, and plans that have been completed recently by and for the county, cities, workforce development, transportation, education, and other partners. A list of the documents that were reviewed in preparing the CEDS is included in the Appendix.

Changing Demographics

The Appendix contains more details of the demographic trends in San Joaquin County from 2013 to 2017. Highlights from this research are noted here.

Population growth in San Joaquin County has been consistent. According to the U.S. Census, San Joaquin County and each of the incorporated cities realized growth. Of note is the growth rate of two San Joaquin County cities—Lathrop (3.2%) and Manteca (2.5%)—more than twice that of the county (1.1%) and two and three times that of the state (0.8%). This level of growth impacts the need for jobs, housing, schools, transportation (highways and local roadways), and government services.

The median age of the San Joaquin County population is 34. The median age of most of the cities in the county is between 32 and 34, generally considered a stable workforce and a group with good earning potential. A concern to new and existing businesses is the talent pipeline— (those in the 15 to 22 age group). The growth of this age group in San Joaquin County has been flat since 2010. On the other end of the spectrum, the group who would be considering retiring soon (ages 60 to 74) has been slowly but steadily increasing. A growing older population increases the demand for health care services, appropriate housing, and a skilled workforce to fill the jobs of retirees.

Educational attainment (the share of the population with an advanced or bachelor’s degree) in the County is below the statewide average. However, from 2010 to 2017 there was a slow but steady increase in the share of population with a college degree. A ready-for-work labor force with the skills needed to fill in-demand jobs is critical to building and sustaining a strong economy.

Five cities within the county have median household incomes at or greater than the state and the county. However, a larger share of San Joaquin County’s population (17%) is living below the poverty level than the State of California (15%). The majority of the county’s population below the poverty threshold resides in Stockton (22.4%), Lodi (16.7%), and Lathrop (12.6%).

Skills Development and Talent Pipeline

The primary business location factor today is workforce—quantity, quality, skills, and the talent pipeline. Companies seek out communities and regions with a growing population of educated and skilled workers. They also look for the talent pipeline—the younger population, K-12 enrollments, community college and university graduates—to be confident that there will be new workers entering the labor force to replace

retiring workers and support their expansion plans. Labor sheds are also considered when evaluating competing locations and sites especially when a company's labor need is greater than what is available in a specific community.

Flexible and responsive training programs that address industry skills needs is a critical offering for a successful economic development program. The CEDS Committee and CEDS Task Force in collaboration with local employers are working together to build and enhance the County's workforce.

- Career pathways have or are being established for health care, manufacturing, logistics, aviation, agriculture, and environmental technologies.
- One example of San Joaquin County's innovative approach to workforce training is the creation of a high school apprentice program based on the successful program established in Switzerland and currently being implemented in Colorado and Michigan where secondary education is heavily focused on Career Technical Education (CTE). Students spend part of their week in classrooms and the rest of the week in a public or private sector workplace, greatly improving the transition from school life to working life. The program meets the U.S. Department of Labor's Division of Apprenticeship Standards.
- With funding from the Irvine Foundation, the Center for Business and Policy Research at the University of the Pacific is conducting an analysis of existing skills gaps in the City of Stockton that will support immediate actions to build middle-skilled employment, establish a foundation for further transformative skills development initiatives, and improve the pipeline of qualified workers. This project is Stockton-focused but because of the current commuting patterns, it will benefit the entire region. While 61,500 people live and work in Stockton, nearly 49,000 Stockton residents work outside the city and over 44,000 work in Stockton but live elsewhere.
- The City of Tracy commissioned a Workforce Study that focused on the resident workforce as well as those commuting to the Bay Area. Goals of the study were to 1) understand the education and skill sets; 2) identify target industries that employ the skills of the commuting workforce; and 3) match Tracy's competitive advantages with the labor data. The report made tactical recommendations for business attraction, marketing, retention, community development, and workforce development.
- The San Joaquin County Office of Education (SJCOE) recently launched a Code Stack Academy, an accelerated coding school that trains students 18 years and over for positions in artificial intelligence (AI) and technology.
- Several programs have also been implemented to improve soft skills and general employability.

Transportation and Logistics Skills and Training

Work functions in today's warehousing and distribution facilities are becoming more and more complex and require increasingly advanced skills. Competition for qualified workers is now a greater challenge than it was just five years ago. San Joaquin County is a hub for e-commerce, distribution and logistics companies due to its proximity to large population centers and markets and understands that it is imperative that the region maintain a pipeline of qualified workers. The Prologis International Park of Commerce in Tracy is just one example of the numerous industrial/business parks throughout San Joaquin County that cater to e-commerce, fulfillment, and goods movement. Amazon has several distribution centers throughout San Joaquin County and is currently the largest private sector employer (6,500).

- The Community Workforce Initiative in San Joaquin County is a collaboration between education, San Joaquin County WorkNet, San Joaquin Delta Community College, and industry to enhance the skillset

and breadth of the workforce to support the continued growth of the logistics and transportation sector. The Initiative provides mentorship, training, internships, and a logistics career pathway.

- Key community leaders in education, workforce development, economic development have teamed up with private sector real estate developers to establish a Transportation-Distribution-Logistics career pathway that will help lead low-income adults into livable wage jobs and careers. As the program moves along, other key partners will include employers, community-based organizations, public agencies, adult schools, community college and labor agencies.
- Stockton Metropolitan Airport continues to be a catalyst for economic development in the region through a combination of an outstanding geographic location, success attracting additional commercial air carriers and expansion of the cargo operations at the airport. This continued growth at the Stockton Metropolitan Airport leads to additional skilled and unskilled employment opportunities with the various aviation industry tenants located at the airport.
- JPMorgan Chase Foundation provided funding for a three-county skills gap analysis for the distribution/logistics industry. This report is a continuation of the 2018-2019 work that profiled the evolution of San Joaquin County's goods movement system, "Warehousing, E-Commerce, and Evolving Trade Patterns in San Joaquin County." The final report, expected by December 2019, will provide a basis for regional planning and aligning training programs, and eliminating duplication.

Health Care Skills and Training

Health care is a substantial industry sector in San Joaquin County. Employers include medical offices, hospitals, nursing care and assisted living facilities, rehabilitation facilities and a host of specialty services. These businesses employ approximately 32,000 workers¹ and depend on the local network of education and training providers to meet the growing workforce demand and changing skill sets.

- A healthcare career pathway was launched in the Northern San Joaquin Valley, which includes the counties of San Joaquin, Stanislaus, and Merced.
- University of the Pacific (UOP) offers several undergraduate and graduate programs for health-related careers.
- San Joaquin Delta Community College offers health sciences career pathways and technical certifications including sports medicine.
- Healthcare is one of San Joaquin County's target industry sectors and human and financial resources are being dedicated to developing more career opportunities in a variety of occupational categories. The San Joaquin County Workforce Development Board is actively supporting the growth of this sector through its Workforce Innovation & Opportunity Act (WIOA) funding. According to the California Employment Development Department, the healthcare industry continues to be one of the top three occupational growth sectors in California.

Agriculture and Food Processing Skills and Training

Science and technology advancements influence both the growing and processing of food products. The skills required for employment in this industry sector are broad and changing. There is still a need for the lower-skilled workers but there is also an opportunity to train these workers for skilled jobs at higher wages, such as heavy equipment operators and mechanics. Automation is becoming more prevalent in

¹ Source: IMPLAN ES202 data by county, 2017; see the Appendix for more details.

this industry sector and advancements in agriculture machinery have displaced workers throughout the process from planting, growing, harvesting, and processing the final product.

The modern day “caterpillar” tractor was first designed, patented, and manufactured by Benjamin Holt in Stockton, CA. In 1925 the Caterpillar Tractor Company was formed and is now one of the largest private companies in the world. Similar to the innovation and creativity of Holt, agricultural machinery has created job opportunities in the manufacturing sector and many of these companies are located in San Joaquin County and California’s Central Valley.

Specific technical and scientific skills are also needed in farm management for water quality and efficiency, soil management, pest control, and crop or animal monitoring. The Ag and Food Processing industry sector in San Joaquin County employs about 20,000 workers² in the growing and manufacturing processes. San Joaquin County ranks 7th of the 58 California Counties in agricultural production with a 2017-2018 valuation of \$2.52 billion, anchored by grapes (wine), milk, almonds, walnuts, and cherries. Approximately 58% of the county’s total acreage is farmland which grows over 250 different commodities throughout the year and supports 3,580 farms in the County with an average size of 220 acres.

- San Joaquin Delta Community College offers courses and/or certifications in agri-business, horticulture, plant science, animal husbandry, and ag mechanics and engineering.

Manufacturing and Mechanics Skills and Training

With the continued tight labor market, manufacturers continue to report on the difficulty finding workers for their open positions which impacts their ability to maintain and grow their business. According to published federal data, in February of 2019 there were 480,000 manufacturing job openings, up 73% from 2013. Technology advancements are continually changing manufacturing operations and hence skills requirements. In-demand jobs are available for all skill levels in manufacturing, industrial machinery, aviation, and other transportation mechanics. San Joaquin Delta Community College and UOP have partnered with private sector employers to address these skills needs.

- Stockton Metro Airport, UOP, and San Joaquin Delta Community College, have partnered to provide skills training for the growing aviation industry; training for STEM jobs in aviation including non-pilot jobs in maintenance and mechanics.
- San Joaquin Delta Community College offers Career Technical Education (CTE) in engineering, machine technology, electronics, and the Cisco Network Academy. Dozens of certification programs are offered to serve existing industry and changing skill set requirements.
- San Joaquin County is creating a High School Apprentice program based on a successful program established in Switzerland and currently being implemented in Colorado and Michigan. In the Swiss model secondary education is heavily focused on CTE. Students spend part of their week in classrooms and the rest of the week in the public or private sector workplace, greatly improving the transition from school life to working life. The program meets the U.S. Department of Labor’s Division of Apprenticeship Standards.
- San Joaquin Regional Transit District (RTD) and San Joaquin Delta Community College established a mechanics program and offers internships for diesel mechanics.

² Source: IMPLAN ES202 data by county, 2017; see the Appendix for more details.

Tourism and Hospitality Skills and Training

Projected industry growth both nationally and locally combined with the about 17,000³ already employed in the hospitality industry in San Joaquin County creates demand for education and skills training. The San Joaquin region's long history of grape production has expanded and transformed the region into a popular winery destination. Lodi was named the "Wine Region of the Year" by Wine Enthusiast Magazine in 2015 and today is home to over 85 boutique wineries specializing in small-lot, handmade wines that have earned distinguished awards at domestic and international wine competitions.

Along with the boutique wineries are tasting rooms, shops, and an expanding agri-tourism industry and a demand for the expected amenities—lodging, fine dining, arts and entertainment.

San Joaquin County is at the heart of the California Delta which provides a variety of tourism and recreational amenities throughout this 1,000-mile waterway. A host of marinas offer numerous watersport options and house boating is a tourist favorite. The Delta is home to world-class largemouth bass and hosts many national tournaments throughout the year.

- The San Joaquin County economic development and education partners are meeting this demand with programs like San Joaquin Delta Community College's Pathway for Tourism and Hospitality careers which was sparked by the Great Wolf Resort development in Manteca.

Infrastructure

Capacity of San Joaquin's infrastructure is critical to its ability to maintain and grow the economic base and provide necessary services to businesses, residents, workers, and visitors. The County and each of the Cities continually invest in infrastructure to maintain the area's quality of life and economic competitiveness. Given limited financial resources and municipal budget constraints, jurisdictions and agencies work individually and jointly to expand service, maintain and upgrade equipment, and build sustainability into public services wherever they can.

Water

Water infrastructure in San Joaquin County includes canals, dams, wells, pipelines, and treatment plants. Aging systems and increasing demand for flood control requires significant improvements to the County's infrastructure. Water is a critical resource for residents, businesses, farms and ranches and the County strives to be responsive and meet existing service needs while ensuring that new facilities are strategically located to serve new development and have enough capacity to meet demand.

The cities and most unincorporated areas of the County are served by water districts or municipal water systems, however there are some communities that rely on private wells and groundwater. Most water districts in San Joaquin County have been transitioning away from groundwater sources to surface water to reduce overdraft of groundwater. The County supports efforts to conserve, manage and obtain adequate water supplies and develop water storage facilities to meet anticipated increasing water demands.

Water delivery in San Joaquin County is provided by several agencies and projects including Federal, State, regional, and local water projects; special districts (e.g., irrigation, water, and water conservation); and private water systems. Irrigation and domestic water systems within San Joaquin County are operated and maintained by irrigation districts, water districts, and water conservation districts.

³ Source: IMPLAN ES202 data by county, 2017; see the Appendix for more details.

Wastewater Treatment

Sanitary sewer service within the county is generally provided by special districts including community service districts, public utility districts, sanitary districts, and sewer maintenance districts. Some special district sewer systems are connected to cities but are independently operated and serve smaller portions of the county; others provide sewer collection service only and contract with surrounding agencies for wastewater treatment and disposal. The major sewer district areas in San Joaquin County have their own sewer treatment facilities and they provide sewer services to large populated areas. There are areas within the county that lack sanitary sewer infrastructure and are serviced by individual or community septic systems.

Solid Waste

Solid waste collection in San Joaquin County is provided by:

- Foothill Sanitary Landfill: 800 acres, permitted until 2082
- North County Recycling Center and Sanitary Landfill: 320 acres, closure date expected in 2046
- Lovelace Materials Recovery Facility and Transfer Station: 15 acres, receives a daily average of 325 tons of waste which is transported to Foothill Sanitary Landfill on County-owned trucks

Communications⁴

The fastest download speeds in San Joaquin County are 52.96 Mbps, which is 115% faster than average in California and just 19% faster than the U.S. average. The slowest speed is only 17.7 Mbps which is 28% slower than the California average and 141% slower than the U.S. average. The speed in most of the communities and areas in the county is in the 50 Mbps to 43 Mbps range.

In San Joaquin County, approximately 46,000 people do not have access to 25 Mbps wired broadband and just 7% of residents have fiber optic internet. Some of the cities, particularly Manteca and Lodi, are very limited in their choices of wired broadband providers.

The county is also lacking in municipal fiber, underground conduits, and dark fiber. Cities without this infrastructure are limited in their efforts to implement any Smart City initiatives and their economic development competitiveness is decreased.

Developments and Opportunities

Throughout the county there are several industrial and business parks, commercial and professional office parks, and retail developments which are the basis for the County's and Cities' business attraction, retention, and expansion efforts. Overall the real estate climate in San Joaquin County is improving as evidenced by the following factors reported by CBRE and Colliers International.⁵

- Lease rates have increased from \$1.45 to \$1.61 from the 1Q2018 to 4Q2018.
- The industrial vacancy rate in the Central Valley at the end of 1Q2019 was 6 percent; the office vacancy rate was down for the fifth consecutive quarter, 8.3 percent in 4Q2018.

⁴ Source: www.broadbandnow.com and community interviews

⁵ CBRE. *Marketview: Central Valley Industrial*. 2019. Colliers International. "2018 4Q Central Valley Office Market Summary"

- The 2019 industrial market is active; millions of square feet of construction are planned or underway.

Business and Industrial Parks

- The Prologis International Park of Commerce (ICP) in Tracy is an 1,800-acre master planned business park with over one million square feet of space suited for e-commerce fulfillment, warehousing, and high-tech manufacturing set to be delivered in late 2019 adding to the several million square feet occupied by Amazon, Medline and many others.
- AirPark 599 Business Park in Stockton is anchored by the Stockton Metropolitan Airport. The 550-acre master-planned business park is expected to build out at five million square feet of corporate office space, industrial and logistics sites, retail and hotel sites, and open space.
- NorCal Logistics Center in Stockton, a 342-acre industrial park with direct access to Highway 99 and within three miles of Stockton Metropolitan Airport, is fully entitled and offers permit-ready sites. Plans are for 1.9 million square feet to be developed.
- The 4,000-acre Port of Stockton facility has 7.7 million square feet of covered warehouse space, approximately 130 tenants, and approximately 700 acres available for development—representing over 5,000 jobs.⁶
- The City of Lodi’s 2010 General Plan identifies approximately 1,000 acres southeast of the existing city limits for future expansion; designated as commercial, business park and industrial.
- Spreckels Business Park in Manteca is a 312-acre mixed use development with direct access to Highways 99 and 120 and within seven miles to Interstate 5. The park includes approximately 174 acres for industrial, 70 acres for business park, and 68 acres for retail development.
- Phelan Lathrop Gateway is a master planned industrial park slated for 3,018,025 square feet of building space at full build-out. It is located in the City of Lathrop just east of I-5 and north of SR-120. The first phase of development will include two state-of-the-art Class A buildings totaling one million square feet.
- TriPoint Logistics Center is a master planned industrial park located in Lathrop at the southeast corner of I-5 and SR-120. The development is approved for 4.5 million square feet within 10 buildings. Wayfair’s e-Commerce fulfillment center is the park’s first tenant.
- Penske Logistics opened a 551,575 square foot distribution center in Manteca (2018) and quickly expanded to add 278,700 square feet. The project is approved for up to 1.2 million square feet. The same developer is working on a 6.8-acre short-term storage lot to facilitate transferring containers and trailers to and from Union Pacific Railroad cars.

Opportunity Zones

- The City of Stockton has 19 designated Opportunity Zones located throughout the city—Downtown, South Stockton, East Stockton, Midtown, and North Stockton. Improvements and development opportunities have been identified for each Zone and are being marketed through an Opportunity Zone website and a 60-page prospectus which can be found at www.opzonesstockton.com.
 - Downtown: opportunities for mixed-use, water recreation, office and commercial, conference center, hotel, two affordable multifamily housing developments (one for veterans), restaurant or

⁶ Source: Port of Stockton, 2019

brewery, shared workspaces, live/work spaces, artist hub and studios; key employers and businesses include: City of Stockton, San Joaquin County, the Port of Stockton, Stockton Arena, Stockton Ballpark, and the Downtown Marina

- South Stockton: master planned business park (Airpark 599) for office, industrial, airport and logistics related businesses, retail, hospitality, biofuel commuter aircraft, medical clinics, affordable housing; key employers include: World Class Distribution, Amazon Distribution, O’Reilly Auto Parts
 - East Stockton: warehouse, distribution, agriculture, and industrial uses; employers include Coca-Cola Bottling, Burlington Northern Santa Fe Railroad Intermodal Facility
 - Midtown: businesses that complement existing educational and medical uses and workers; University of the Pacific, California State University Stanislaus Stockton Center, St. Joseph’s Medical Center, Miracle Mile outdoor shopping center
 - North Stockton: mix of uses including retail shopping, multi-family and single-family residential, education facilities; employers include: Humphrey’s University, and several major retailers that serve the residential areas
- The City of Lodi has one Opportunity Zone that totals approximately 255 acres along Highway 12 north to E. Lodi Avenue and spans north/south between Sacramento and Central Avenues. Key employers located within the Opportunity Zone include food processors Pacific Coast Producers, M&R Company and H-G Vineyards and supplier companies such as MEPCO Label Systems. The City has plans for improvements to interchanges along State Route 99/Turner Road interchange (included in priority projects). The intersections slated for improvements are adjacent to the Opportunity Zone and will improve truck and traffic access to development parcels in the Opportunity Zone.
 - Some Opportunity Zones envelop property that is located in both the City of Stockton and San Joaquin County. These Zones are 003700, 003803, and 000801 and include portions of French Camp and the Stockton Metropolitan Airport.

Downtown and Retail

- New major retail operations include Sprouts and PetSmart in Lodi.
- Restaurants, wine tasting rooms, art galleries, and boutiques are becoming more and more prevalent in and around Downtown Lodi. The Sunwest Village Shopping Center on Highway 12 offers 340,000 square feet of new retail space that is anchored by a Walmart Supercenter.
- Recent revitalization efforts in Downtown Stockton have been successful in attracting private sector investment. The City is continuing to support downtown’s renaissance with city-owned land and buildings and master plans for retail, mixed use, residential, and recreational developments.
- Tracy is experiencing increased demand in the downtown for dining, shopping, services, and other amenities due to new companies locating in the business parks and a resurgence of residential development. There is currently approximately 46,700 square feet of land/buildings available for development in Downtown Tracy. Many of the buildings in downtown are 50 to 100 years old, in need of repair and renovation. To help offset costs and support private investment a Façade Improvement Matching Grant Program was established through CDBG.

- The City of Tracy is in the process of developing a Transit Oriented Development Plan for the downtown area, to complement the proposed Valley Link rail line which will run through downtown Tracy.
- As noted earlier, Lathrop’s population and housing growth rate is more than twice that of the County and three times the rate of the state. With 350± acres of prime property zoned for commercial retail, it is attracting the interest of multiple retailers and investor/developers.

Mixed Use

- Located in Ripon, North Pointe is a 310-acre, mixed use community offering private parcels from .43 to 26 acres, 1.7 million square feet of commercial space, and over 1,000 residential units. The North Pointe Specific Plan provides a complete financing plan for common infrastructure, planned land use, and design guidelines. North Pointe currently consists of the Mistlin Sports Park, almond orchards, horse stables, manufacturing plants, trucking facilities, commercial uses, and 165 acres of undeveloped land. Plans for the undeveloped land includes 56 acres for commercial space, 45 acres for mixed use, 59 acres for residential, and 5 acres for professional office space.
- A 51-acre master planned development in the City of Stockton will provide live/workspaces, and 92,000 square feet of retail and commercial space.
- The City of Stockton has approximately 17 acres available for development as mixed use, retail, commercial and affordable housing.
- The City of Stockton also has 87,000 square feet in downtown available for mixed use and retail.
- Reynolds Ranch in Lodi is a 200-plus acre master-planned community designed to take advantage of the local wine culture. The development is planned to include several housing options and retail.

Tourism and Recreation

- Big League Dreams in Manteca is one of eleven well-known similar facilities located throughout the western United States. The Manteca location includes a 20,000 square foot soccer pavilion, flag football fields, batting cages, a Stadium Club restaurant, and several other visitor amenities. The facility houses local leagues, draws visitors for multi-day tournaments and special events.
- Stockton Arena is an indoor, multi-use stadium that seats 10,000 to 12,000 for concerts, 11,000 for basketball, 9,700 for hockey, soccer, and football. The Arena is part of the Stockton Waterfront Events Center located downtown and includes Banner Island Ballpark, the University Plaza Waterfront Hotel, and will eventually include a marina, high-rise condominiums and a transit center.
- River Islands, a 5,000-acre master planned community in Lathrop, has completed development of a new baseball complex and soccer field which is attracting leagues and players from across the region.
- San Joaquin County is home to about 85 wineries and due to their ongoing success and abundant grape production, more can be expected.
- The Great Wolf Resort in Manteca, expected to be operational by 2020, will be the second largest employer in Manteca. Using a Public/Private Development Agreement, the City of Manteca transferred 29 acres to Great Wolf Resorts, Inc. to develop a six-story, 500-room hotel that includes a 95,000 square foot indoor water park, pool, and other entertainment venues for guests. Also planned is a family entertainment center for the general public that will include restaurants, play areas, arcade, and a bowling center.

Overall the project will total approximately 500,000 square feet and represent a \$180 million investment. Initially, approximately 1,400 construction jobs will be created over a two-year period. Long-term, 250 full-time jobs and another 250 part-time jobs will be created. Direct and indirect impacts expected from this project and the anticipated 500,000 visitors a year includes additional private sector investment in restaurants, vineyard tasting rooms, retailers, theaters, other visitor amenities, and the resort's use of local vendors for goods and services.

- Legacy Fields Sports Complex serves as a new sports destination to meet the growing regional demand for soccer, baseball, T-ball, and softball fields. It is located on N. Tracy Boulevard in Tracy, north of I-205. The first phase of the complex is 72 acres which includes ten baseball fields and eight soccer fields. At full build-out the complex will consist of 166 acres and serve as the largest multi-sport facility in the region. The Legacy Fields Sports Complex has served as an economic driver for Tracy by attracting new hotel, dining, entertainment, and retail options to the area.
- Tracy Aquapark, planned to open in 2021, is a public-private partnership between the City of Tracy and The Surland Companies, a real estate development firm located in Tracy. The project is expected to generate about 1,000 jobs for this industry sector. Plans are to build a 20-acre family-oriented destination center with 50- and 25-meter pools, water slides, workout center, and cabanas.

Affordable Housing

The Housing Authority of San Joaquin County maintains several programs and housing options to assist the low to moderate income population.⁷

- Sierra Vista Homes (South Stockton)—391 single story and two-story duplexes, triplexes, and four-plex family homes, one to five bedrooms.
- Conway Homes (Stockton)—436 family units ranging from one to five bedrooms.
- Tracy Homes (Tracy)—195 single-family units ranging from one to five bedrooms.
- Thornton Homes (San Joaquin County)—50 family units ranging from one to four bedrooms.
- Additionally, there are a total of 69 low-income apartment complexes that contain 5,600 units of which half (2,790) are rent assisted.⁸

New housing developments are planned throughout the county.

- Liberty Square in Downtown Stockton is an affordable housing project for veterans that will provide 74 multi-family units near medical services and public transit.
- Another affordable housing development in Stockton is the Grand View Village which will provide 62 multi-family units and an 11,000 square foot market.
- The City of Tracy issued a Request for Proposals for the creation of affordable rental housing in June 2019. Up to a maximum of \$4 million in funding is available to support predevelopment, acquisition and construction, or rehabilitation of affordable rental housing. The proposal selection is anticipated to be completed by the fall of 2019.

⁷ Source: <http://www.hacsj.com/>

⁸ Source: www.affordablehousingonline.com

Transportation

- Projected to be operational in 2020, the **Ripon Multi-Modal Station** will serve as a regional hub for alternative modes of transportation—bike, bus, and train. The three-acre, 7,000 square foot multi-modal station will be located near downtown Ripon and will feature 150 off-street parking spaces, bus loading and staging area, platform for the Altamont Commuter Express (ACE) train connections. The expansion of ACE train service provides a connection between San Joaquin County and Bay Area for commuting workers, shopping, and recreational uses.
- **Valley Link** is another transportation alternative that will connect San Joaquin County with eastern Alameda County through a direct connection to BART and ACE. It is intended to connect the existing Dublin/Pleasanton BART Station to the proposed ACE North Lathrop Station. Additional phases of the project would extend service to the North Lathrop Station to the ACE and Amtrak Stockton Station and add stations at downtown Tracy, Mountain House, and River Islands in San Joaquin County. A primary goal of Valley Link is sustainability by reducing greenhouse gas emissions, operating on renewable energy, integrating transit networks, and providing benefits to disadvantaged communities.
- **Stockton Metropolitan Airport** is the air transportation component connecting San Joaquin County to the United States and abroad. The Airport has become a viable air transportation alternative to the region with the addition of United Airlines twice-daily service to Los Angeles International Airport combined with existing Allegiant service to Las Vegas, San Diego and Phoenix. These flight destinations have increased the number of passengers traveling through the airport enabling the addition of a second TSA security-screening lane. The goals of adding additional flights and/or destinations at Stockton Metropolitan Airport is also the addition of aviation sector jobs and the ability to potentially reduce traffic congestion on the region’s highways thereby reducing pollution caused by this traffic.

Air Quality

The San Joaquin Valley Air Pollution Control District consists of eight counties, including San Joaquin. The District has about two dozen sites established throughout the Central Valley to monitor the air and pollutants. Three sites are located in San Joaquin County (Stockton, Tracy, and Manteca). Air pollution in the San Joaquin Valley stems from industrial operations, vehicles (autos, diesel trucks, and farm equipment) and consumer products. Natural challenges also play a large part in the ability to maintain clean, healthy, air in the valley. Area designation for San Joaquin County as of May 2019 is nonattainment for ozone and PM2.5, and attainment for PM10 and Carbon Monoxide.⁹

Jurisdictions, businesses, and people in the Central Valley met the challenge and moved from nonattainment to attainment in CO and PM10. Billions of dollars of investment by businesses, innovative regulations, and dedication have helped make historic improvements in air quality—in 2013 the Valley was the first air basin in the country to go from an extreme nonattainment designation to attainment.

The District continues to work towards maintaining healthy air quality through innovative strategies for achieving and maintaining attainment, non-regulatory measures, incentive programs, technology advancement, community outreach and education programs on energy efficiency, green purchasing and encouraging cleaner methods of generating power.

⁹ Source: San Joaquin Valley Air Pollution Control District staff; May 28, 2019

Business Activity

- San Joaquin County businesses have participated in the State of California's California Competes Tax Credit (CalCompetes) program since its initiation. Their participation to-date represents nearly 3,300 jobs and \$389.8 million invested in San Joaquin County.
- Thirteen industry sectors (including non-retail, manufacturing and service firms) in San Joaquin County have each added at least 100 jobs in the past seven years; several industry sectors added over 1,000 jobs. The total net new jobs created by these firms over the past seven years was 36,250. These industry sectors are estimated to be growing faster than the U.S. average for that industry (see Appendix, Economic Setting, Figures 21 and 22).
- WorkNet provided services to 2,470 workers impacted by closures or layoffs from April 2018 to March 2019. Workers were employed in manufacturing (47%), retail (34%), transportation and warehousing (14%) and other industries (5%), e.g. healthcare, utility, insurance. Several layoffs were due to corporate buyouts and workers were retained (not included in the 2,470 total). Generally, the purchasing company gave workers preference to apply for positions.

Economic Resiliency

San Joaquin County and the California Central Valley region have a history of experiencing and overcoming natural and man-made disasters including flooding, wildfires, drought, air and water quality; and economic challenges, e.g. national economic downturns, budget constraints, state and federal mandates, and disruptions like the PG&E bankruptcy. Local jurisdictions, agencies, and community nonprofits work continuously to monitor and identify resources to mitigate these challenges.

San Joaquin County economic development staff and partner agencies have built a network of strong partnerships and communications to monitor, prepare for, and respond to natural disasters or economic disruptions.

Economic Resiliency

- A primary goal of the jurisdictions in San Joaquin County is to diversify the economic base because the greater the variety of industries in an area, the more resilient the local economy can be if/when a major disruption occurs within a particular industry or cluster of industries.
- San Joaquin WorkNet dedicates staff to conduct outreach to the local business community. Frequent and regular contact with business owners and managers helps to identify potential expansions and detect critical issues, e.g. workers, skills, infrastructure, expansion space, or financing. This knowledge acts as an early warning system for the economic development professionals who can then anticipate and plan for changing economics, declining industries, new technologies, possible employer downsizing or closure, decline of an important industry, and changes in the workforce or skills.
- Business assistance partners host workshops for businesses and entrepreneurs. Topics include business planning, succession planning, hiring and training, financing.
- Public education, awareness, and communications including promoting local Emergency Alert options (via radio, TV, Facebook, Twitter, YouTube, Nextdoor, etc.).

Disaster Preparedness and Recovery

Proper land use, planning, monitoring and investing in infrastructure are tactics used to safeguard the county against natural disasters.

In May 2018, San Joaquin OES updated their Local Hazard Mitigation Plan (LHMP) which was subsequently approved by FEMA. The plan will be updated again in 2023. During the compilation of the current plan, OES identified over 40 possible threats (natural, technological, and human-caused) and identified those most likely to occur in San Joaquin County. The plan addresses the County's capacity and operational strategies to reduce the vulnerability and respond effectively when need arises.

San Joaquin County Office of Emergency Services (OES) hosts quarterly meetings with stakeholders to work on and ensure there are common operations, training, and exercises as well as share information, plans, and resources. Attendees include staff from county and local jurisdictions: OES, Human Services Agency, Public Works, Engineering, Environmental Health, Police/Sheriff and Fire Departments and/or Districts, IT, utilities, Stockton Metro Airport, Port of Stockton, and medical facilities.

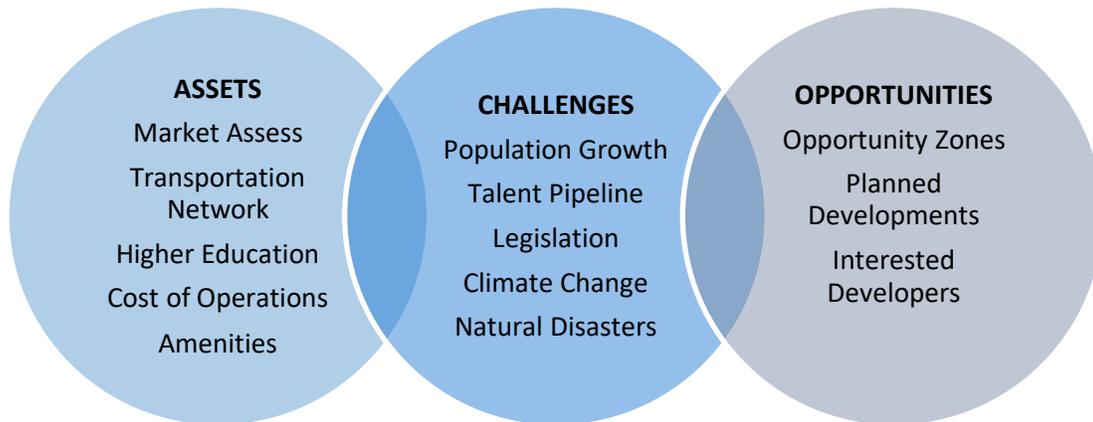
Community jurisdictions and special districts have signed Cooperative Agreements which allows for shared personnel resources during an emergency activation. Qualified personnel are able to fill emergency operations center (EOC) positions within the local area government.

Cities have a staff office or a designated staff member serving as the main point of contact for emergency services. The local offices coordinate with county, state, and federal officials.

County and local jurisdictions' websites have emergency preparedness information and guides including evacuation and flood contingency maps, preparedness guide, and links to state and federal resources; the County OES is also active on Social Media (Twitter, Facebook, YouTube, and Nextdoor).

SWOT

This section presents San Joaquin County’s economic development Assets, Challenges, and Opportunities—the factors that affect the County’s and Cities’ ability to be successful in economic development.



Strengths and Assets

- Consistent population growth (growth comes with challenges, noted below).
- Transportation network including inland deep-water port, several major highways and interstates, airport, rail system, commuter rail lines support manufacturing and logistics sectors.
- Access to major metropolitan markets, customers, and workforce.
- Diverse industry clusters including agriculture, ag services, food processing and supporting businesses, warehousing and logistics, manufacturing and a growing wine and tourism industry.
- Market-ready industrial and commercial sites, active downtowns.
- Higher education institutions: San Joaquin Delta Community College, University of the Pacific, California State University Stanislaus Stockton Center.
- Industry-specific career pathways and training programs.
- The share of the population with a college degree is slowly increasing.
- Recreation opportunities and facilities: waterfront, parks, biking and walking trails, sports facilities.
- Lower cost of living compared to other areas in California; housing is the largest cost factor yet homes are appreciating more in the San Joaquin County market than in the state as a whole; median home prices (2017) in the communities ranged from \$220,000 to \$381,000 (Appendix, Economic Setting, Figures 12 and 14).
- Strong partnership with San Joaquin Delta Community College, University of Pacific, San Joaquin Partnership, Chambers of Commerce, SBDC, Valley Vision, Central Valley Partnership, Team California.
- The San Joaquin County Office of Education’s Code Stack Academy.

Challenges and Threats

- The Pacific Gas & Electric bankruptcy is currently impacting economic development because unknown anticipated changes mean a bigger risk to a prospective business looking at the State for a new or expansion location. Changes stemming from the bankruptcy could include restructuring, new utility providers, higher rates, and new regulations. On the plus side, changes could also include safety improvements and an opportunity for municipalities to enter the power delivery service.
- Reclamation District 17 (RD 17) which includes portions of Lathrop, Manteca, Stockton, and San Joaquin County, is subject to the 2007 legislation SB5 which requires them to have a higher level of flood protection than is required by FEMA. This could cause development along the Delta or west side of I-5 to be curtailed. San Joaquin County and Cities have certified that they are making adequate progress on the 200-year flood plan although criteria have been delayed and changed.
- The minimum wage in California, which is currently \$12 per hour, will increase to \$15 per hour by 2022. According to the 2018 *Economic Outlook: The City of Manteca and Surrounds* by Dr. Thomas Pogue of the University of the Pacific, approximately 47% of the jobs in the area will be affected by this legislation. By contrast, in the Bay Area only about 25% of workers will be affected. The impact of this legislation will be felt much more in the San Joaquin region and employers will be hard pressed to absorb the increased cost, thereby diminishing some of the region's competitiveness.
- Population growth experienced by the County and Cities impacts the need for jobs, housing, schools, transportation, and government services.
- Talent pipeline (ages 1-14) is shrinking as there has been little or no growth between 2010 and 2017 (see Appendix, Economic Setting, Figure 5).
- The older/retiring population in San Joaquin County is growing and impacting the demand for health care, appropriate housing, and a talent pipeline to fill the jobs vacated by retirees.
- A large share of the population is at or below poverty level (Appendix, Economic Setting, Figure 7).
- Nearly every industry has an increasing need for more advanced skills.
- While the cost of living and doing business is lower in San Joaquin County compared to the rest of the State, these costs are higher in California in relation to the national average.
- Telecommunications infrastructure is insufficient.

Opportunities

- Market-ready properties, business parks, commercial office complexes, and retail centers.
- Housing development for all economic markets.
- Twenty Opportunity Zones located in Stockton, Lodi, and unincorporated San Joaquin County.
- Bay Area and Silicon Valley industry and entrepreneurs looking for lower costs with no loss of market access.
- Downtown revitalizations.
- Exploration of ag-tech, hydroponics, and vertical farming.
- Investment in broadband infrastructure capacity, inter-city connectivity nodes, and data centers spread throughout the county.

- Development of a software and technical workforce pipeline to lure tech companies to the region.
- Nautilus Data Technologies (Pleasanton) presented their highly innovative new technology that could be accommodated by a location at the Port of Stockton. Nautilus successfully launched their prototype—a data center that operates on a flat barge and uses river water to cool servers allowing for higher performance at lower costs.

ACTION PLAN

Vision

San Joaquin County will be the agricultural heart of California with sustainable and abundant water resources, desirable and safe communities, a strong and globally connected economy, and thriving and pristine natural resources. (San Joaquin County General Plan)

Action Plan

The plan of action presented below implements the goals of the 2019-2024 San Joaquin County Five-Year Comprehensive Economic Development Strategy and is consistent with the jurisdictions and partner agencies’ missions and goals. The project numbers correspond to the project identifier in the Capital Projects matrix found in the Appendix where projects are described and prioritized.

Goals — Action Items	Program Operators
Economic Development	
Goals:	
<ul style="list-style-type: none"> ▪ Provide for orderly, well-planned, and balanced development that diversifies the economic base in the Cities and County of San Joaquin. ▪ Create transformative job opportunities for residents in existing and emerging industries, e.g. ag-tech, medical services, advanced manufacturing and logistics. ▪ Develop and maintain an integrated, sustainable, multi-mode transportation system that enables safe and efficient movement of goods and people. ▪ Develop and nurture an innovation culture to facilitate technology-based business recruitment and job creation. ▪ Upgrade county-wide broadband infrastructure to include fiber metro loops for all cities and expanded network capacity to accommodate future smart-city initiatives including; smart lights, autonomous vehicles, smart sensors, smart traffic cameras, and other innovative technologies. 	
(4) Lathrop Road and I-5 Interchange Improvements	City of Lathrop
(5) Louise Avenue and I-5 Interchange Improvements	City of Lathrop
(6) Roth Road and I-5 Interchange Improvements and Harlan Road Realignment	City of Lathrop
(7) State Route 120 and Yosemite Avenue Interchange	City of Lathrop
(8) State Route 99 and Harney Lane Interchange Improvement	City of Lodi
(9) State Route 99 and Turner Road Interchange Improvement	City of Lodi
(13) McKinley Avenue Interchange	City of Manteca
(15) ACE Commuter Train Station Relocation	City of Manteca
(16) Regional Expressway Corridor Improvements	City of Ripon
(19) North Stockton Widening and Interchanges	City of Stockton
(27) STAA Terminal Access Route Improvements	City of Stockton
(32) Hammer Lane Widening	City of Stockton
(36) I-205 / Lammers Road Interchange	City of Tracy
(38) I-205 / MacArthur Road Interchange Improvements	City of Tracy
(41) New I-205 at Paradise Road/Chrisman Road Interchange	City of Tracy

Goals — Action Items	Program Operators
(42) I-205 at Grant Line Road Interchange Improvements	City of Tracy
(43) I-580 at Mountain House Parkway Overcrossing Upgrade	City of Tracy
(44) I-205 at Mountain House Parkway Overcrossing Upgrade	City of Tracy
(45) Bridge Widening at Delta Mendota Canal and Mountain House Parkway	City of Tracy
(46) Bridge Widening, CA Aqueduct and Mountain House Parkway	City of Tracy
(47) MacArthur Drive Above-Grade Crossing over UPRR Mococo Line	City of Tracy
(48) Schulte Road and Bridge Expansion	City of Tracy
(49) Chrisman Road Overpass Crossing for Northeast Industrial Park	City of Tracy
(52) Terminal Apron Expansion	SJ Metro Airport
(53) Widen Cargo Apron	SJ Metro Airport
(54) Install Airport Perimeter Fencing	SJ Metro Airport
(55) Modernize and Expand the Terminal Building	SJ Metro Airport
(56) Baggage Movement System	SJ Metro Airport
(57) Rehabilitate Runways	SJ Metro Airport
(58) Air Cargo Facilities Infrastructure Improvements	SJ Metro Airport
(59) Taxiway B Extension	SJ Metro Airport
(61) Parking Improvements	SJ Metro Airport
(63) Army Sharpe Depot Master Utility Planning	Port of Stockton
(64) West Complex Rail Line	Port of Stockton
(65) Washington Street East Complex Access Improvements	Port of Stockton
(66) West Complex Railroad Bridge Replacement	Port of Stockton
(67) Roberts Island Bridge Alignment	Port of Stockton
(70) Employer Services	WorkNet
(77) Rapid Response	WorkNet
(78) One-Stop Employment Service	WorkNet
(79) Valley Link Megaregion Rail Connection	JPA
Economic Development Marketing	
Goal: Position San Joaquin County to compete with other regions throughout the state, nation, and world.	
(31) Global Climate Change Mitigation Incentive Fund	City of Stockton
(69) San Joaquin County Strategic Plan Update	San Joaquin Partnership
Sites and Infrastructure	
Goal: Provide opportunities for expansions and new business locations by preparing sites with proper zoning and infrastructure that meets the needs of existing companies and those that want to expand or locate in San Joaquin County.	
(1) Water Supply Tank and Pump Station Construction	City of Escalon
(2) Nick Degroot Water Treatment Plant Connection	City of Escalon
(3) Wastewater Treatment Plant Conversion	City of Escalon
(11) High-Speed Broadband Communications Infrastructure Upgrades	City of Manteca
(12) North/Central Truck Sewer	City of Manteca
(14) Storm Water Management Area 36, 39 Drain Line	City of Manteca
(17) South San Joaquin Irrigation District (SSJID) Water Project	SSJID, City of Ripon
(18) Regional Storm Water Detention Basin	Ripon and Manteca, SSJID
(20) Regional Wastewater Control Facilities Modifications	City of Stockton
(28) Lincoln And Church Streets Sewer and Lift Station	City of Stockton
(29) Channel (Smith Canal) Storm Drain Pump Station	City of Stockton
(30) Northeast Reservoir No. 1 and Pump Station	City of Stockton
(33) French Camp Reservoir and Pump Station	City of Stockton

Goals — Action Items	Program Operators
(35) Tracy Water Zone 3 Water Transmission Main	City of Tracy
(37) Holly Sugar Recycled Water Line	City of Tracy
(40) Wastewater Effluent Discharge Pipeline	City of Tracy
(50) Holly Sugar Recycled Water Line Extension	City of Tracy
(68) Electrical Substation Expansion	Port of Stockton
Small Business and Entrepreneurship	
Goal: Improve the entrepreneurial environment and support system.	
(34) Kitchen Incubator / Food Haul	City of Stockton
(39) Incubator / Business Accelerator Development	City of Tracy
(72) Business Incubator	WorkNet
(73) Entrepreneur Challenge	WorkNet
(74) Business Workshops	WorkNet
(75) Employee Outreach, Recruitment, Assessment	WorkNet
(80) San Joaquin County Revolving Loan Fund	WorkNet, County EDD, SJCEDA
(81) Women Entrepreneurs	WorkNet, SBDC, San Joaquin Delta Community College
(82) Business Incubator Loan Program	WorkNet, SJCEDA, SBDC
Tourism	
Goal: Build San Joaquin County's tourism industry into a regional destination and strong economic driver by expanding existing venues and amenities, e.g. the wine industry, agritourism, waterways, entertainment, cultural events, and athletic venues.	
(71) Mystery Shopper	WorkNet
Education and Workforce Development	
Goals:	
<ul style="list-style-type: none"> ▪ Improve the level of student participation and achievement by adding new learning programs and choices. ▪ Expand educational and training opportunities to support residents finding gainful, well-paid employment within the community. 	
(10) Lodi Innovation Mill	City of Lodi, Schools, Colleges
(51) Manteca Farm	San Joaquin Delta Community College
(76) Job Training	WorkNet
Quality of Place	
Goals:	
<ul style="list-style-type: none"> ▪ Cultivate a robust quality of life by seeking and supporting projects that add to the amenities desired by residents, workers, and visitors. ▪ Promote the development of affordable and market rate housing that matches the needs of the local residents and workers. ▪ Continue efforts to improve and maintain healthy air quality and protect natural and cultural resources. 	
(21) Airport Way Streetscape Beautification Phase V	City of Stockton
(22) Arch Road Widening and Beautification	City of Stockton
(23) Waterfront Connection Project Phase II	City of Stockton
(24) Miner Avenue Complete Street and Revitalization Phase II	City of Stockton
(25) California Street Rehabilitation Project	City of Stockton
(26) Thornton Road Widening	City of Stockton
(60) Aircraft Rescue Fire Fighting Vehicle	SJ Metro Airport

Goals — Action Items	Program Operators
(62) Add second TSA security screening lane	SJ Metro Airport

Evaluation Framework

The performance metrics outlined in the table below is used to gauge progress on the implementation of the San Joaquin County CEDS. The measurement factors chosen are those that are most important to and that will make the greatest impact and improvement on the county’s economic situation.

Performance Metric	2019	2020	2021	2022	2023	2024
Employment						
Manufacturing						
Food Processing						
Logistics						
Information Technology						
Health Care						
Lodging, Visitor Attractions						
Labor Force Participation Rate						
Industry Growth						
New Company Locations						
Company Expansions						
Capital Investment						
Non-Residential building permits						
Income						
Median Household Income						
Per Capita Income						
Number at/below Poverty Level						
Education and Skills						
High School Graduates						
CTE Enrollment						
Housing						
Median Housing Price						
Affordable Housing Units						

Sources:

- Employment and Participation Rate: California Employment Development Department Industry Employment; Unemployment Rate
- Industry Growth: reported by individual jurisdictions
- Income: U.S. Census Bureau’s American Community Survey Five-Year Estimates
- Education: U.S. Census Bureau’s American Community Survey Five-Year Estimates
- CTE Enrollment: San Joaquin Delta Community College CTE Dean
- Housing: U.S. Census Bureau’s American Community Survey Five-Year Estimates, www.bestplaces.net or regional real estate reports
- Affordable Housing Units: local jurisdictions

Appendix Attached