

San Joaquin County

2025-2030

Comprehensive
Economic
Development
Strategy

San Joaquin County
Board of Supervisors

San Joaquin County Economic
Development Association

CEDS Task Force

COUNTY of SAN JOAQUIN

SJC
ECONOMIC
DEVELOPMENT
ASSOCIATION

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THE UNITED STATE ECONOMIC DEVELOPMENT ADMINISTRATION (US EDA)

The US EDA is an agency of the US Department of Commerce, its mission is to support the creation and implementation of economic development programs that create or retain full-time permanent jobs and income for the unemployed and underemployed in areas of economic distress. US EDA supports the efforts of regions and communities to devise and implement economic development programs through Comprehensive Economic Development Strategies (CEDS) and further provides investment (grants) in priority areas to ensure the strongest positive impact on sustainable regional economic growth and diversification. Funding is managed through competitive application processes based on specific evaluation criteria for individual funding programs.

THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

The CEDS is both a document and a process. It is a process of establishing and maintaining a robust economic development system by helping to build regional capacity and programs that contribute to individual, business, and community success. Acceptance of this document by the US EDA allows the region and its communities to qualify for funding from the various US EDA grant programs. Funding may be sought from US EDA for the projects and priority programs identified in this document.

THE CEDS PROCESS

The CEDS process begins with the selection of a CEDS Committee that is responsible for convening the planning process and overseeing implementation of the plan. The committee must be representative of the economic development community within the region, including business, industry, government, service and nonprofit organizations, minority populations, and training and educational institutions.

THE CEDS DOCUMENT

The CEDS should be considered a living document. Written as a five-year plan, annual reports are submitted to US EDA during the interim years. These reports employ the evaluation framework to record and update progress toward meeting the region's economic development goals, completing the priority projects in the CEDS, and adding any new challenges, opportunities, or priority projects.

The five-year CEDS includes a comprehensive summary of the region's economy, including identification of regional strengths and weaknesses as well as opportunities and threats. A comprehensive action plan, founded on a regional vision and a set of goals and priorities, is also part of the five-year CEDS along with a framework for evaluating progress on implementation and achieving regional goals. The action plan consists of strategies and tasks intended to address the most critical needs and have the greatest potential to improve the region's economy over the next five years.

This CEDS has been prepared in accordance with US Economic Development Administration (US EDA) guidelines.

INTRODUCTION

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 with a total of 1,426 square miles (U.S. Census Bureau).

Eight incorporated cities and several unincorporated communities make up the environment of San Joaquin County.¹



Escalon is located on the eastern side of the county at the intersection of State Highway 120 and the Burlington Northern Santa Fe (BNSF) railroad. Escalon's economy is largely based on agriculture.

Lathrop is in the southern portion of San Joaquin County, centered between the Stockton, Manteca, and Tracy markets, 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.

Lodi is 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. Besides grape production, Lodi is home to several large manufacturing, service, and agricultural companies.

Manteca 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, the Highway 120 bypass, and a more favorable cost of living continue to make Manteca a good alternative for Bay Area commuters. The city's economic base includes logistics, e-commerce, medical, and retail.

Mountain House was a planned community and census-designated place in San Joaquin County until voters approved incorporating in March 2024. Mountain House officially became a city on July 1, 2024, when the council was sworn in. Located on the western boundary of San Joaquin County,

¹ Population data from U.S. Census Bureau, 2022 American Community Survey 5-Year Estimates

the city is easily accessible to the Livermore, Pleasanton, and Bay Area markets. The economic base includes professional scientific and technical services, health care and education.

Ripon in southeastern San Joaquin County borders Stanislaus County. State Highway 99 bisects the city and 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 is the seat of San Joaquin County government and is in the center of the county where several highways intersect, including Interstate 5, and State Highways 99, 26, 88, and 4. The California Delta and several thousand miles of waterways also 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. Stockton's economic base consists of manufacturing, logistics, e-commerce, medicine, education, and government.

Tracy, the second most populated city in San Joaquin County, 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, e-commerce, wholesale goods and logistics, and retail.

Historically, the San Joaquin Valley—and San Joaquin County—has been and still is the agricultural center of California. Today, both traditional and innovative agricultural practices are in use. The county has been successful in diversifying its economy by capitalizing on its locational assets; e.g., central location, available sites, and a transportation network that includes highways, rail, water, and airports. Today, San Joaquin County serves as the logistics center for products moving through Northern California and beyond, and new economic drivers like tourism and clean-green industries continue to diversify and strengthen the San Joaquin County economy.

Developing the CEDS

The San Joaquin County CEDS aligns with and incorporates the activities, goals, and strategies of the Northern San Joaquin region's California Jobs First Regional Investment Initiative and with local city and county general plans' goals for economic growth.

PUBLIC PARTICIPATION

San Joaquin County Economic Development Association (SJ EDA) presented the final CEDS to the San Joaquin County Board of Supervisors on January 14, 2025. The Board unanimously accepted the document. SJ EDA held several listening sessions throughout the county to understand each community's goals and priorities. Online surveys were used to gather input from residents and businesses to inform concerns and important issues in the county.

SAN JOAQUIN COUNTY RESIDENTS AND BUSINESS OWNERS!

JOIN US IN SHAPING SAN JOAQUIN COUNTY'S FUTURE!

We invite you to participate in the 30-day public review of the San Joaquin County Comprehensive Economic Development Strategy (CEDS), where your input will directly influence San Joaquin County's investment decisions.

Your voice is crucial in building a sustainable economic future for our businesses and residents. Together, we'll create a thriving, vibrant San Joaquin County!

TO PROVIDE FEEDBACK, VISIT:
<https://45922835.hs-sites.com/san-joaquin-county-ceds-update-2024-2026>

209-448-3415 | 6221 West Ln, Suite 105, Stockton, CA 95210 | EDA@sjworknet.org

North Valley THRIVE (NVT), a multifaceted coalition of agencies, organizations, and groups working throughout San Joaquin, Merced, and Stanislaus counties on the state’s Jobs First initiative also held listening sessions. The findings of community members participating in these sessions have been incorporated into the CEDS vision, goals, and strategies to broaden and diversify the public input process further.

Details about the public presentations, listening sessions, and survey findings are included in the Appendix.

CEDS COMMITTEE

The San Joaquin County Economic Development Association (SJ EDA), in cooperation with state and local agencies and organizations, serves as the One-Stop business resource for local and prospective businesses and the community. The SJ EDA also serves as the CEDS Committee.

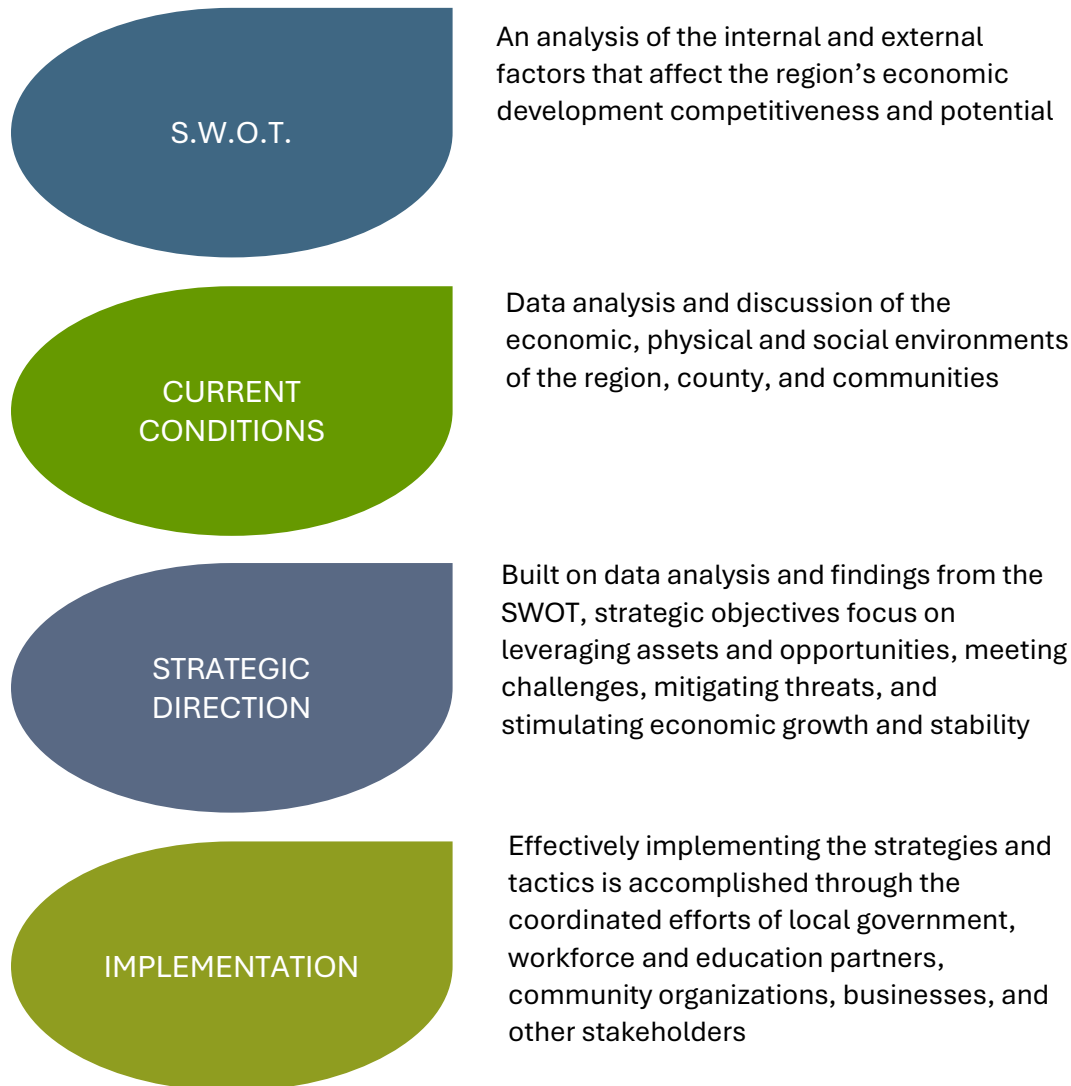
- Aaron Edwards – Second Vice President, District 1 Rep and Area Manager for Active Education
- Steven Ding – District 4 Supervisor, Alternate Supervisor Rep
- Ronnie Lozano – District 4 Representative and local business owner
- Kim Parco – District 5 Rep, Secretary and VP/Commercial Banker for Oak Valley Community Bank
- Roxanne Jewell-Richardson – Treasurer, District 3 Rep and Marketing Director Oakmont of Brookside
- Robert Rickman – District 5 Supervisor, President
- Ann Rogan – District 2 Rep and Principal/ Independent Contractor for Edge Collaborative
- Miguel Villapadua – District 1 Supervisor and SJ EDA First Vice President

The CEDS committee is supported by a subcommittee consisting of the public/private San Joaquin Business Team.

- | | |
|---|--|
| • Luis Aguilar, City of Lodi Economic Development | • Heather Heinks, San Joaquin Valley Air Pollution Control District |
| • Skip Allum, Caltrans | • Michael Huber, Downtown Stockton Alliance |
| • Jorge Barerra, City of Tracy Economic Development | • Pedro Mendez, CTE and Workforce Development, San Joaquin Delta College |
| • Joann Beattie, Manteca Chamber of Commerce | • Jordan Peterson, City of Stockton Economic Development |
| • Nancy Beckman, Visit Lodi | • Thomas Pogue, Center for Business and Policy Research, University of the Pacific |
| • Adam Brucker, San Joaquin County Administration | • Timm Quinn, Greater Stockton Chamber of Commerce |
| • Shelley Burcham, City of Lathrop Economic Development | • Wes Rhea, Visit Stockton |
| • Kim Byrd, Miracle Mile Improvement District | • Nicole Snyder, SJC EEDD/WorkNet, EDA, RLF |
| • Alex Clifford, SMART/San Joaquin RTD | • Richard Sokol, Stockton Airport |
| • Yvette Davis, SJC Council of Governments | • Maria Valenzuela, Tracy Chamber of Commerce |
| • Kelly Donohue, Ripon Chamber of Commerce | • Lisa Sunday Vela, San Joaquin County Hispanic Chamber of Commerce |
| • JP Doucette, Lodi Chamber of Commerce | • Patricia Virgen, SJC EEDD/WorkNet, EDA, RLF |
| • Brad Ecker, San Joaquin Partnership/Business Council | • Craig Wafer, African American Chamber of Commerce |
| • Robert Flores, Pacific Gas & Electric | • Jeff Wingfield, Port of Stockton |
| • Les Fong, Cal Asian SBDC | • Ken Zuidervaart, City of Ripon Planning |
| • Jaylen French, City of Escalon Community Development | |
| • Barbara Harb, City of Manteca Economic Development | |

ORGANIZATION OF THE CEDS

The San Joaquin County CEDS addresses economic challenges, identifies opportunities, and includes a plan for building and sustaining a resilient local economy with increased commerce and employment options. Organization of the CEDS document follows the U.S. Economic Development Administration's guidelines.



CURRENT CONDITIONS

While historically the San Joaquin Valley and San Joaquin County have been the agricultural center of California, the county has been successful in diversifying its economy by capitalizing on its locational assets; e.g., central location, available sites, and multifaceted transportation network. Today, San Joaquin County serves as the logistics center for products moving through Northern California and beyond, and new economic drivers like tourism and clean-green industries continue to diversify and strengthen the San Joaquin County economy.

A community's economic, physical, and social environments are connected and influence each other. Achieving a balance among these environments is necessary to create and sustain a socio-economically healthy community.

- The **physical environment** is the infrastructure (streets, utilities, development sites, etc.).
- The **social environment** consists of population, income, housing, health, and safety.
- The **economic environment** encompasses the industry mix, employment and occupations which are all influenced by the physical and social characteristics.



The data and trends presented here are intended to describe the county's economic, physical, and social environments in terms of how well they support sustainable economic development. A more detailed discussion and supporting data is included in the Appendix, Economic Conditions section.

Economic Environment

- Over the last five years, the county's population over the age of 16 grew by 7.6%, yet the civilian labor force grew by 9%, resulting in an improved labor force participation rate.
- The trajectory of unemployment, while always a little higher, follows the same path as the state. After the expected spike in 2020 due to the pandemic, the county recovered over the next two years. May 2024 data show county unemployment at 5.5% compared to state at 4.5%.
- There is double digit growth in the population aged 40 and over (workers heading toward retirement). Slower growth is seen than the younger cohorts (age 20-39). The source of future workers (population under the age of 19) has been and is expected to continue to decline over the next four decades—a situation seen in many communities across the nation.
- A declining talent pipeline and a growing aged (retired) population puts pressure on employers' ability to sustain or grow their operations and production levels and reduces the county's attractiveness to potential new business. A declining younger population also negatively impacts communities' ability to support an older, retired population.
- The mean commute travel time of San Joaquin County resident workers is 34 minutes, yet about 22% of resident workers travel 60 minutes or more for work. According to the U.S.

Census data, those who commute out of San Joaquin County for employment are between the ages of 30 and 54, have annual earnings of \$40,000 or more, and are employed in service industries.

- High school graduation rates are improving, from 84% in 2018 to 88% in 2023. The share of the county population with less than a high school education is also improving (from a high of 21% down to 19%). Population with a higher degree (bachelor or graduate) is increasing moderately.
- A gap of over 38,000 middle-skilled workers is estimated for the region, according to the Central Valley/Mother Lode Center of Excellence, which serves the San Joaquin, Tuolumne, Calaveras, Mariposa, Stanislaus, and Merced counties. Middle-skill jobs are those requiring some education or training beyond a high school diploma but less than a bachelor's degree. This supply/demand gap includes both new job openings and replacements.
- Several of these middle-skilled jobs do not offer wages sufficient to support families, according to the Massachusetts Institute of Technology's living wage estimates.
- Most of San Joaquin's business establishments and employment are in the population-serving industry sectors. These are businesses that provide goods and services to residents—retail, banking, medical and personal care. Unlike the traded sector (manufacturing, construction, agriculture, etc.) population-serving businesses tend to recirculate dollars within the local economy rather than import new dollars. Also, the local-serving industry sectors do not always offer higher skilled and higher paying jobs, but they are important employers in that this is often where people who are entering the workforce find employment and gain basic employment skills.
- San Joaquin County's economy is sustained by thousands of minority-owned businesses. Programs and initiatives exist that support these businesses that are contributing to the economy, creating jobs and generating revenue.
- Small businesses dominate the county's economy and employment choices; 72% of San Joaquin businesses employ fewer than 10 people.
- The growth and decline of the county's Gross Regional Product (GRP) mirrors that of the state.
- Travel related employment in San Joaquin County increased by just 8% (2018 to 2023). However, travel-related spending increased 30% over the same time. This increase is most likely due to increased costs rather than visitors spending more.

Social Environment

- The slight population growth in San Joaquin County (1.3%) compares well to that of the state which essentially saw no growth over the last five years and continues to lose population. Population growth in every city in the county was flat or saw slight gains.
- The median age is slightly younger than that of the state (35 vs. 37 years). The largest age group of the predominately Hispanic population is under 19 but projections show this age group declining, which is not promising for a future workforce.
- All three measures of income (median household, median family, and per capita) showed growth over the last five years. The source of this income is primarily from wages (80%), yet

the share of income from retirement is increasing, which is indicative of an aging population. The share of the population living in poverty is declining.

- San Joaquin County is a highly diverse population, much more diverse and inclusive than the state as a whole.
- The value and appreciation of homes in San Joaquin County has consistently increased but then so have rental costs, which can be a burden on entry-level workers and first-time home buyer hopefuls. The share of owner-occupied housing units (vs. renter-occupied) is improving.
- San Joaquin County is experiencing an upward trend in unhoused population. The Regional Housing Needs Assessment estimates a total of 52,719 housing units are needed to meet demand over the next seven years.
- Similar to statewide estimates, 71% of the county's population is living with at least one risk factor, according to the U.S. Census Bureau's Community Resilience Estimates. Risk factors include poverty, language barriers, reliance on seasonal employment, disabilities, and access to transportation, health insurance, or broadband.
- Residents have access to significantly fewer health care providers than the state average; 26% fewer primary care physicians and 34% fewer dentists than the state benchmarks.
- There is an estimated unmet childcare need for over 50,000 children. The typical annual cost for childcare is \$14,300 per child.
- Both violent and property crime are on the decline in San Joaquin County over the last five years.

Physical Environment

- Municipal services (water, solid waste, gas and electric) providers include jurisdictions and special districts. Planned investments for capital improvements will ensure a robust and resilient infrastructure exists to help attract private sector investment and provide a safe and resilient environment for residents, workers, and visitors. Capital improvement projects (summarized for each jurisdiction in the Appendix) include community parks and buildings, utility service and capacity upgrades, housing developments, commercial and industrial developments, streets and transit systems, and emergency and safety measures.
- The transportation network in San Joaquin County includes an interstate highway, eight state highways, air service, deepwater port, passenger and cargo rail service, and public transportation.
- Downtowns in San Joaquin County offer a variety of atmospheres and environments including waterfronts, historic and entertainment districts, shopping and dining, public parks and plazas.
- The county offers hundreds of acres of open space and over 250 local and regional community parks and facilities that provide diverse recreational opportunities for residents and visitors.
- San Joaquin County faces some environmental risks, including severe heat, flooding, drought, wildfires, air quality issues, and potential for seismic activity. The San Joaquin

County 2023 Local Hazardous Mitigation Plan is organized to follow FEMA’s Local Mitigation Plan guidelines and most of the cities have established mitigation plans.

- Priority development sites have been identified by the cities and county to significantly increase economic activity, resiliency, and create jobs. These development priorities are detailed in the Appendix and summarized in the following section.

Development Opportunities

The Economic Development Opportunity Areas (Areas) presented here are based on the jurisdictions’ long-term planning efforts and the sites’ development readiness (appropriate zoning, entitlements, and infrastructure). The physical and economic health of these Areas is essential to improving and sustaining San Joaquin County as a healthy community with balanced economic, physical, and social environments.

The Appendix provides a more detailed profile of these Areas, along with the anticipated opportunities and challenges to achieving full potential. The focus on these Areas does not exclude other sites or areas from development or improvement which can be added in future CEDS updates to accommodate new opportunities.

DEVELOPMENT	SIZE	PLANNED USE(S)
Arena Garage (Stockton)	15,000 SF	Food hall, micro-restaurant space
Beckman Road (Lodi)	30 acres	Commercial
Big League Dreams (Manteca)	38 acres	Recreation, commercial
Brownfield Sites (Stockton)	Various	Infill development
Central Lathrop (Lathrop)	1,520 acres	Residential, commercial public facilities, parks
Children’s Museum Property (Stockton)	0.77 acre	Event space, classrooms, public art, amenities
Christman Road (Tracy)	116 acres	Highway-oriented commercial, light industrial
Community Navigation Center (Manteca)	7.2 acres	Mixed use, transitional and affordable housing
Crossroads Industrial Park (Lathrop)	500 acres	Industrial
Downtown Manteca	210 acres	Property and Business Improvement District (PBID)
Downtown Stockton	200 acres	Commercial, retail, entertainment, government
Downtown Tracy	137 acres	Retail, restaurant, office, residential
Family Entertainment Zone (Manteca)	140 acres	Regional entertainment and retail center
Gateway Business Park (Lathrop)	168 acres	Industrial, commercial, office, public facilities
Grant Line Road (Tracy)	5 mi. corridor	Retail and shopping centers
Great Wolf Resort (Manteca)	29 acres	Recreation, entertainment, lodging, commercial
International Park of Commerce (Tracy)	1,800 acres	Business park, office, commercial
I-205 and West Valley Mall (Tracy)	740,000 SF	Commercial, retail, multi-family residential
Lakehouse (Lodi)	9 acres	Resort hotel, residential, retail, commercial
Liberty Business Park (Escalon)	150 acres	Ag-related light industrial, commercial
Lodi Energy Center (Lodi)	4.4 acres	Hydrogen hub and distribution, R&D
Manteca Crossing (Manteca)	13 acres	Mixed use retail power center
Market Mountain House	86,872 SF	Retail, commercial, services
Marketplace at Main (Manteca)	50 acres	Fast and casual dining, neighborhood services

DEVELOPMENT	SIZE	PLANNED USE(S)
Mossdale Village (Lathrop)	1,161 acres	Village center, highway commercial, recreation
Mountain Technology Center	500,000 SF	Industrial, logistic facilities
North Pointe (Ripon)	310 acres	Commercial, technology, office, recreation
North Shore/Marina District (Stockton)	77 acres	Master planned residential, retail, recreation
Northeast Industrial District (Tracy)	870 acres	Logistic facilities, manufacturing, office, retail
Prologis (Manteca)	278,213 SF	Industrial building
Promenade Shops (Manteca)	65 acres	Outdoor lifestyle center (retail, commercial, hotel)
Reynolds Ranch (Lodi)	220 acres	Master planned residential, retail, and office
River Islands (Lathrop)	5,000 acres	Master planned community, residential, commercial
South Lathrop (Lathrop)	315 acres	Commercial, limited industrial, open space
South Pointe (Stockton)	9 acres	Residential, commercial, recreation, government
Stadium Center (Manteca)	420,000 SF	Retail
Teen Impact Center (Stockton)	20,000 SF	Community facility for workforce training, education)
Tracy Boulevard (Tracy)	1 mi corridor	Industrial, residential, transit-oriented uses
Tracy Hills (Tracy)	2,761 acres	Single-family residential, commercial
Union Crossing (Manteca)	220,000 SF	Regional retail center
West 11 th Street (Tracy)	3 mi. corridor	Retail and shopping centers
West Lathrop (Lathrop)	7,405 acres	Employment center, housing, commercial
West Side/Prologis (Tracy)	538 acres	Commercial, healthcare

TARGET INDUSTRY SECTORS

San Joaquin County can boast of several competitive advantages for industry—central location, access to major markets, multimodal transportation hub, workforce, available and affordable real estate, and a welcoming business climate.

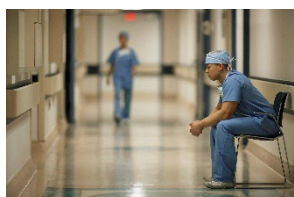
The San Joaquin Partnership, a private nonprofit corporation primarily funded by the cities, county, and member organizations, markets the county and its cities for business attraction, retention, and expansion. The Partnership works with local, regional and state economic development agencies and organizations to actively promote the county to the priority industry targets noted below.

A common theme of the county’s target industries is cutting-edge technology. From agriculture production and processing, to manufacturing, logistics, and healthcare companies are relying on advanced technologies to streamline operations and develop better products, which depends on a highly skilled workforce, market access, and often specialty sites and buildings.

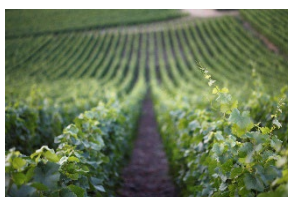
These target industries align with the Northern San Joaquin Valley’s Jobs First priority industry sectors, which are carbon management, clean energy, advanced manufacturing, and ag tech.



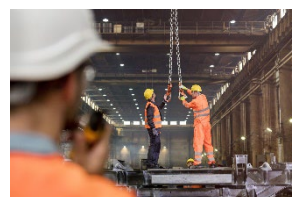
Logistics & E-commerce



Healthcare



Agriculture



Industrial Construction

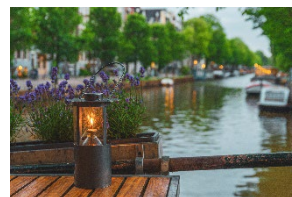
Common among these industries is the use of cutting-edge technology and reliance on a skilled workforce.



Renewable Energy



Advanced Manufacturing



Tourism

S.W.O.T.

This assessment presents a summary of the county’s strengths and assets, weaknesses and challenges, external threats and economic development opportunities. These findings are a culmination of data and trends analysis and are the basis for the CEDS goals and strategies. Supporting data presented in the Appendix includes Economic Conditions, Reference Documents, and Public Engagement, which summarizes the community surveys and stakeholder work sessions.

Strengths and Assets

- Central location and access to major markets
- Multifaceted transportation network for industry, residents, and commuters
- Diverse industry clusters and strong minority-owned business community
- Supportive community that backs small businesses, fosters growth and development
- Market-ready industrial and commercial properties
- A dozen higher education institutions nearby, industry-specific career pathways and training
- Improving educational attainment
- Community and regional parks and open space
- Favorable cost of living
- Declining crime rates
- Improving labor force participation
- GRP and employment recovery from pandemic
- Increases in travel-related employment and spending
- Population diversity
- Income growth
- Planned capital improvements in all aspects of community services
- Several initiatives and programs in place to address homelessness

Weaknesses and Challenges

- Aging population and no or little growth in talent pipeline
- Barriers to employment (skills, childcare availability and cost, housing costs and availability)
- Increasing costs are impacting the region’s affordability and its competitiveness as a place to do business, including (but not limited to) housing, rentals, childcare, homeowner and business insurance, wages, power, etc.
- Qualifying income for a traditional mortgage is far above the median household or family income

- Upward trend in the unhoused population
- Over 50,000 housing units needed to meet projected demand
- Access to significantly fewer health care providers than the state average particularly impacting seniors and underserved populations
- Estimated shortage in meeting middle-skill workers
- Higher share of population-serving businesses vs. traded sector (manufacturing, ag, etc.)
- Established image as an agricultural region can make it difficult to attract higher wage paying jobs in industry, technology, and services
- Cumbersome government regulations, outdated codes

Opportunities

- Near-term and long-term development sites identified and prioritized by jurisdictions; diverse sizes and uses will aid in diversifying the economy and provide new and diverse housing options
- Expand and diversify the economy by building on the county's and the Port of Stockton's investments in expanding the established clean and green industries sectors (solar and wind)
- Build on the existing business startup and financing programs, and expand investment by minority and under-represented entrepreneurs
- Collaborate with local educational institutions and workforce programs to ensure a steady supply of skilled labor
- Capture workers commuting out of the county; housing shortages and increasing costs in Bay Area will continue to make San Joaquin County an attractive location for workers
- Established plans to meet the needs for low-income and worker affordable housing
- Developers are including onsite childcare facilities in low-income apartments
- Expand on the traditional and innovative agricultural practices that are in use
- Build on county's existing reputation for ag and logistics
- Capture Bay Area and Southern California businesses seeking lower costs areas
- Revitalize Downtowns with placemaking and amenities
- Regional collaboration for California Jobs First initiative
- Established partnerships to lead and support strategy implementation
- Improvements to the reliability and safety of public transit system to improve accessibility and reduce traffic congestion

Threats

- Over 70% of the county residents have at least one resiliency risk factor (poverty, access to healthcare, uninsured, seasonal employment, language barrier, disability, etc.) making it difficult for them to absorb, endure, and recover from health, social, economic, or natural disasters

- Natural and weather-related dangers (increasing heat, flooding, severe to exceptional drought conditions, wildfires, air quality, potential for utility disruptions)
- Compliance with state and federal regulatory environment can burden business development and small business success with additional costs, reduced profitability and competitiveness
- Agricultural water supply due to groundwater depletion exacerbated by droughts and climate change; historically, water reserves have been overdrawn at rates faster than nature can replenish
- Agricultural vulnerability. County's economy is heavily reliant on agriculture, which is highly vulnerable to fluctuations in water supply and quality, changing weather patterns, and labor shortages

STRATEGIC DIRECTION

The San Joaquin County CEDS is focused on the following vision, goals, and objectives which serve as a guide for achieving economic growth and stability, decision-making, and use of resources.

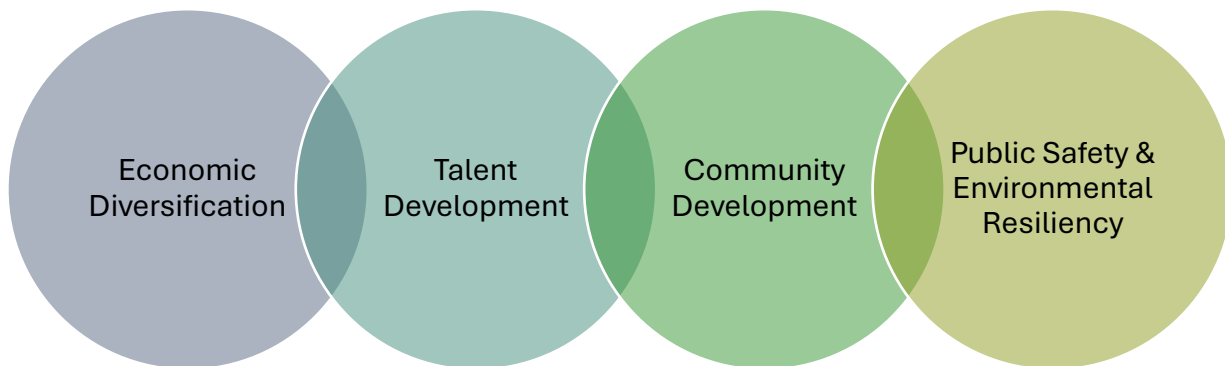
VISION

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.²

GOALS

1. Maintain a thriving business community and growing economy that provides well-paying jobs, a high quality of life, and a sound tax base.
2. Develop a diverse mix of businesses and industries for a balanced local economy.
3. Provide opportunities for expansion and development of businesses by ensuring availability of suitable sites, appropriate zoning, and access to infrastructure and amenities.
4. Support the continued financial growth of the agricultural sector and related businesses.
5. Provide a variety of tourism opportunities to market San Joaquin County as a tourist destination and expand the local economy.

OBJECTIVES



Economic diversification will reduce the county's dependence on any one industry, e.g. agriculture or population-serving businesses, making the economy more resilient to external threats or upsets. Economic diversification requires a long-term commitment to implementation and investment.

² San Joaquin County 2035 General Plan

Developing **workforce talent and skills** will ensure businesses and the regional economy remain competitive, adaptable, and resilient in the face of changing markets and global competition.

Community development will help foster inclusive growth, improve quality of life for residents and workers, and ensure sustainable economic and social progress. Community development is a multi-faceted undertaking that requires public/private collaboration and investment.

Public safety and environmental resiliency will ensure people, infrastructure, and the natural and built environments are safe, sustainable, and prepared for disruptions. A secure environment requires a comprehensive approach to planning, preparedness, policies, and public engagement.

Implementation Strategies

These interconnected objectives, strategies and implementation tactics address the CEDS goals by aiming to stimulate economic growth, diversify the local economy, improve quality of life, and ensure the long-term resilience and sustainability of the county's infrastructure and communities. Strategies are based on economic conditions, SWOT analysis, stakeholder priorities, and public engagement and are intended to augment many of the activities and initiatives currently underway.

OBJECTIVE 1: Economic Diversification

STRATEGY: A. Prepare sites and buildings for targeted industry sectors to ensure San Joaquin County is a competitive location for the attraction of new business investment and expansion.

- Continue efforts to plan and make infrastructure improvements in and around the prioritized Economic Development Opportunity Areas that will support manufacturing, industrial services, food processing, EV infrastructure, innovation and related activities.
- Identify and pursue potential sources of funding.
- Consider jurisdictional and agency partnering on funding applications when appropriate.
- Continue identifying vacant or underutilized buildings and sites that could help to revitalize industrial and commercial areas, downtowns, and retail centers.

STRATEGY: B. Aggressively market shovel-ready sites to the diverse targeted industries.

- Continue actively participating with The San Joaquin Partnership and other marketing partners.
- To augment state and regional partners' marketing efforts, consider contracting with a lead generation service (e.g. ResearchFDI) to increase business investment prospects.

The San Joaquin County CEDS strategies align closely with those adopted by the Northern San Joaquin Valley Jobs First Initiative, namely:

- *Regional innovation ecosystem*
- *Small business and entrepreneurship development*
- *Inclusive and equitable skills and talent development*
- *Investment in climate-smart infrastructure*
- *Placemaking and culturally relevant amenities*
- *Social infrastructure for health and well being*
- *Coordinated governance*

- Investigate online site inventory apps that are preferred by corporate site selector to promote near-term opportunities (e.g. Location One Information System [LOIS]).

STRATEGY: C. Provide resources to support and sustain the region’s agriculture sector.

- Stay engaged with regional and statewide economic development efforts to ensure the county’s ag sector is represented in discussion of planning efforts and funding allocations.
- Invest in water management, distribution, and sustainability practices.
- Facilitate public/private partnerships and support research and development of and access to innovations for precision ag technology, tools, and methods.
- Support efforts to diversify crops and create new markets.
- Invest in logistics infrastructure to support distribution of local products.
- Develop and promote training programs to equip workers with modern farming skills and assist workers in transitioning to more technology-driven processes.

STRATEGY: D. Provide tools and resources to encourage new entrepreneurs and help existing small business succeed and grow.

- Identify vacant or underutilized buildings that could create more opportunities for entrepreneurial growth and provide nontraditional workplaces.
- Work closely with Workforce Development and educational partners to offer and promote academic programs that are of interest to small business owners.
- Build on the existing entrepreneurial ecosystem to ensure entrepreneurs and small business owners can quickly find the support and resources they need to succeed.
- Support current initiatives and identify new entrepreneurial programs that provide resources, training, and financing to small businesses and startups including targeted support and resources to better serve minority entrepreneurs overcome barriers to startup and success; e.g., limited access to capital, networking opportunities, mentorship, access to government contracts.
- Continue to promote and expand existing Revolving Loan Funds and new funding mechanisms.
- Collaboratively plan and promote small business events (networking, workshops, trainings, and promotional events). Consider adding networking opportunities that connect minority business owners with policy makers and other business leaders in the community to help minority entrepreneurs navigate challenges specific to their industries.
- Provide a liaison to help entrepreneurs through the business startup and permitting process.

OBJECTIVE 2: Talent Development

STRATEGY: E. Foster a strong business/education ecosystem through partnerships with business, colleges and universities throughout the region.

- Through business outreach and assistance programs, involve industry in identifying the skills, training, certifications, and licenses required for their workers and new hires.

- Consider establishing education/industry councils led by representatives of the targeted industries and minority business owners to gain insights into the skills, degrees, certifications needed and potential barriers.
- Build partnerships between business, education, and workforce development to reshape training programs to respond to changing skills needs due to operations or technology innovations.
- Encourage and facilitate partnerships between business and vocational training institutions to offer apprenticeships, job shadowing, and mentorship programs.

STRATEGY: F. Build a pipeline of talented workers with the skills needed for manufacturing, logistics, clean energy, healthcare, service and hospitality.

- Support public/private efforts to fund, build, and equip workforce and career training facilities.
- Support and promote the use of GoSanJoaquin (www.gosj.org) to businesses and job seekers.
- Expand existing and develop new career pathways and sector-based training programs that are aligned with industry needs.
- Encourage the inclusion of digital literacy programs to ensure workers are equipped with essential technological skills including coding, cybersecurity, and data analysis.
- Support housing and placemaking initiatives to attract and retain workers and professionals.
- Promote a culture of lifelong learning and facilitate opportunities through workforce development, colleges, adult education, high schools, libraries, online academies, and career groups.

STRATEGY: G. Engage policy makers, businesses and educators in addressing challenges faced by adult learners, minority students, and individuals transitioning careers or re-entering the workforce.

- Ensure there is access to quality affordable childcare throughout the county for workers and adult students.
- Ensure public transportation routes connect neighborhoods, housing developments, education locales, and job centers.
- Investigate replicating existing programs that assist adults entering or re-entering the workforce from self-employment, long-term unemployment, retirement, corrections institutions, military service, etc.
- Incorporate programs that teach communication, critical thinking, problem-solving, teamwork, and leadership.

OBJECTIVE 3: Community Development

STRATEGY: H. Develop and improve public places that are attractive to residents, workers, and visitors.

- Identify funding to establish new or expand façade improvement programs that offer financing, grants, and design and technical assistance.

- Continue to fund, promote, and identify locations for public art.
- Continue efforts to provide a network of safe, family-friendly public parks, open spaces, pedestrian and bike paths.
- Plan and invest in streetscape improvements, urban landscaping, lighting and other safety enhancements, wayfinding and signage, etc.

STRATEGY: I. Revitalize downtowns to benefit the local area and businesses, increase property values and attract further investment.

- Consider the feasibility of establishing (or expanding an existing) property-based improvement or similar district to create a sustainable, stable funding source for needed improvements, services, and cooperative marketing in downtowns.
- Create live-work spaces to attract entrepreneurs, professionals, artists, and customers to downtown.
- Identify opportunities to expand options for housing in and around downtowns to increase the number of people frequenting downtown 24/7.
- Improve walkability and pedestrian amenities with wider sidewalks, shaded walkways, safe crossings, benches and other outdoor seating areas, parks and parklets.
- Ensure there are sufficient public transportation options that enable people to easily and safely travel to downtown, including bike lanes and parking.

STRATEGY: J. Foster an environment of cultural respect, inclusion, and awareness.

- Support and fund multicultural festivals, exhibitions, museums, and events that showcase the arts, music, dance, food, and customs of different cultures; e.g., concerts and performances, craft fairs, food festivals, parades, film screenings, language classes.
- Support local artisans and cultural entrepreneurs by creating spaces for them to work, perform, and sell products.
- Launch awareness campaigns to educate the public about the history, customs, and contributions of different cultural groups.
- Encourage governments, businesses, and institutions to adopt policies that reflect cultural diversity and inclusion e.g., equal opportunity employment, supporting minority-owned businesses, providing platforms for diverse voices.

Objective 4: Public Safety and Environmental Resiliency

STRATEGY: K. Invest in sustainable infrastructure for public safety and a resilient environment.

- Work closely with special districts and other service providers to construct and retrofit public infrastructure and buildings to be resilient to natural disasters such as earthquakes, floods, fires, and storms; e.g., strengthen roads and bridges, retrofit buildings, reinforce critical utilities.
- Implement green infrastructure solutions, such as permeable pavements, rain gardens, and urban forests, to mitigate the impact of flooding, improve stormwater management, and reduce heat island effects.

- Provide funding assistance to help homeowners with retrofitting and construction upgrades.
- Adopt land use practices that promote sustainable agriculture, forestry, and urban development that guard against environmental vulnerability.

STRATEGY: L. Reduce risk and prepare for disasters.

- Regularly update community response emergency plans.
- Invest in an efficient and redundant communications and early warning system for natural disasters that reaches all parts of the county and all populations.
- Conduct public education campaigns to ensure community members are aware of the plans, procedures, evacuation routes, and resources available to them.

STRATEGY: M. Build capacity.

- Support and help fund local initiatives and community organizations that are serving vulnerable populations.
- Encourage corporate social responsibility and facilitate opportunities for private sector and volunteers to collaborate with local government on projects; e.g. parks and downtown clean-up, youth mentoring, neighborhood watch programs, etc.

Implementation Team

Implementation requires a team of dedicated professionals and involves elected officials, staff of each jurisdiction, partner agencies and organizations. Implementing partners are listed below.

- California Central Valley EDC
- California State University Stanislaus, Stockton Campus
- Central Valley/ Mother Lode Center of Excellence
- Chambers of Commerce
- Cities of Escalon, Lathrop, Lodi, Manteca, Mountain House, Ripon, Stockton, and Tracy
- County of San Joaquin
- Downtown Stockton Alliance
- Head Start San Joaquin
- Lodi Airport
- Miracle Mile Improvement District
- Port of Stockton
- San Joaquin Adult Education Consortium
- San Joaquin Community Foundation
- San Joaquin Continuum of Care
- San Joaquin County Council for the Quality Education and Care of Children
- San Joaquin County Council of Governments
- San Joaquin County Office of Education
- San Joaquin County Raising Quality! Consortium
- San Joaquin Delta College
- San Joaquin Regional Transit District
- San Joaquin Valley Air Pollution Control District
- San Joaquin County WorkNet
- Small Business Development Centers
- South San Joaquin Irrigation District
- Stockton Metropolitan Airport
- The San Joaquin Partnership
- Tracy Earth Project
- Tracy Municipal Airport
- United Way, San Joaquin County
- University of the Pacific
- Utility Providers (East Bay Community Energy, Modesto Irrigation District, Lodi Electric Utility, Pacific Gas & Electric)
- Visit Lodi
- Visit Stockton

Performance Metrics

Performance metrics are essential for assessing long-term sustainability in economic development. The recommended metrics below provide a clear, measurable, and objective way to track progress, evaluate policies, identify areas for improvement and guide resource allocation.

PERFORMANCE METRIC	BASELINE	YR 1	YR 2	YR 3	YR 4	YR 5
Acres or square feet of market- and investment-ready industrial, commercial, residential land						
Dollars invested in infrastructure improvements						
Dollars invested in improving streetscapes, facades, public art, other amenities						
Retail vacancies						
Sales tax revenue						
TOT revenue						
Number of lodging rooms						
Business startups and 5-year success rate						
Minority-owned businesses						
Employment by industry sector						
Pathways and CTE enrollment						
Pathways and CTE completions						
Educational attainment						
Graduation rate						
Median household income						
New housing units for low- and moderate-income						
Increased ridership in public transportation						



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Economic Conditions

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 with a total area of 1,426 square miles (U.S. Census Bureau).

Eight incorporated cities and several unincorporated communities make up the environment of San Joaquin County.¹

Escalon (population 7,355) is located on the eastern side of the county at the intersection of State Highway 120 and the Burlington Northern Santa Fe (BNSF) railroad. Escalon's economy is largely based on agriculture.

Lathrop (population 39,800) is in the southern portion of San Joaquin County, centered between the Stockton, Manteca, and Tracy markets, 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.

Lodi (population 67,680) is 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. Besides grape production, Lodi is home to several large manufacturing, service, and agricultural companies.

Manteca (population 91,060) 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, the Highway 120 bypass, and a more favorable cost of living continue to make Manteca a good alternative for Bay Area commuters. The city's economic base includes warehousing and logistics, medical, and retail.

Mountain House (population estimate 28,500) was a planned community and census-designated place in San Joaquin County until voters approved incorporating in March 2024. Mountain House officially became a city on July 1, 2024, when the council was sworn in. Located on the western boundary of San Joaquin County, the city is easily accessible to the Livermore, Pleasanton, and Bay Area markets. The economic base includes professional scientific and technical services, health care and education.

Ripon (population 16,070) in southeastern San Joaquin County borders Stanislaus County. State Highway 99 bisects the city and 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 319,540) is the seat of San Joaquin County government and is in the center of the county where several highways intersect, including: Interstate 5, and State Highways 99, 26, 88, and 4. The California Delta and several thousand miles of waterways also 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. Stockton's economic base consists of manufacturing, logistics, e-commerce, medicine, education, and government.

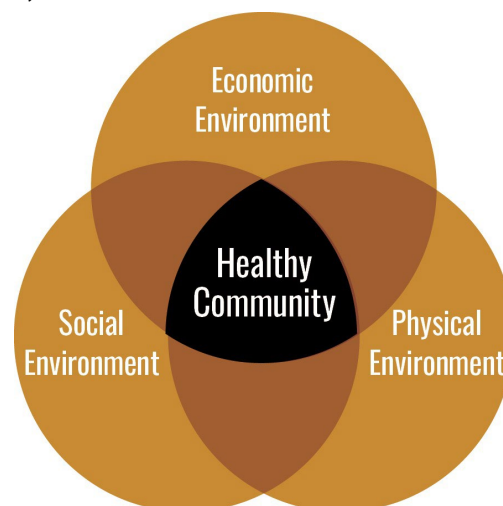
Tracy (population 98,578), the second most populated city in San Joaquin County, is in the southwestern portion of the county, bordered by Interstate 205 on the north, Interstate 5 to the east, and Interstate 580 to the southwest. Tracy's economic base consists of manufacturing and logistics, e-commerce, wholesale goods, retail trade, and services.

Historically, the San Joaquin Valley—and San Joaquin County—has been and still is the agricultural center of California. Today, both traditional and innovative agricultural practices are in use. The county has been successful in diversifying its economy by capitalizing on its locational assets; e.g., central location, available sites, and a transportation network that includes highways, rail, water, and airports. Today, San Joaquin County serves as the logistics center for products moving through Northern California and beyond, and new economic drivers like tourism and clean-green industries continue to diversify and strengthen the San Joaquin County economy.

Achieving a balance among the economic, physical, and social environments is necessary to create and sustain a socio-economically healthy community. A community's economic, physical, and social environments are connected and influence each other. For example,

- The **physical environment** is the infrastructure (streets, utilities, development sites, etc.).
- The **social environment** consists of population, income, housing, health, and safety.
- The **economic environment** encompasses the industry mix, employment and occupations which are all influenced by the physical and social characteristics.

The data and trends presented here are intended to describe the county's economic, physical, and social environments in terms of how well they support sustainable economic development.



Economic Environment

This section presents data trends, comparisons, and forecasts on the economic elements of San Joaquin County's environment.

Labor Force

Over the last five years, the county's population over the age of 16 grew by 7.6%, yet the civilian labor force grew by 9%, resulting in an improved labor force participation rate (60% to 61%).

The trajectory of unemployment, while always a little higher, follows the same path as the state. After the expected spike in 2020 due to the pandemic, the county began to recover over the next two years. May 2024 data show the state and the county recovering from a slight increase in 2023.

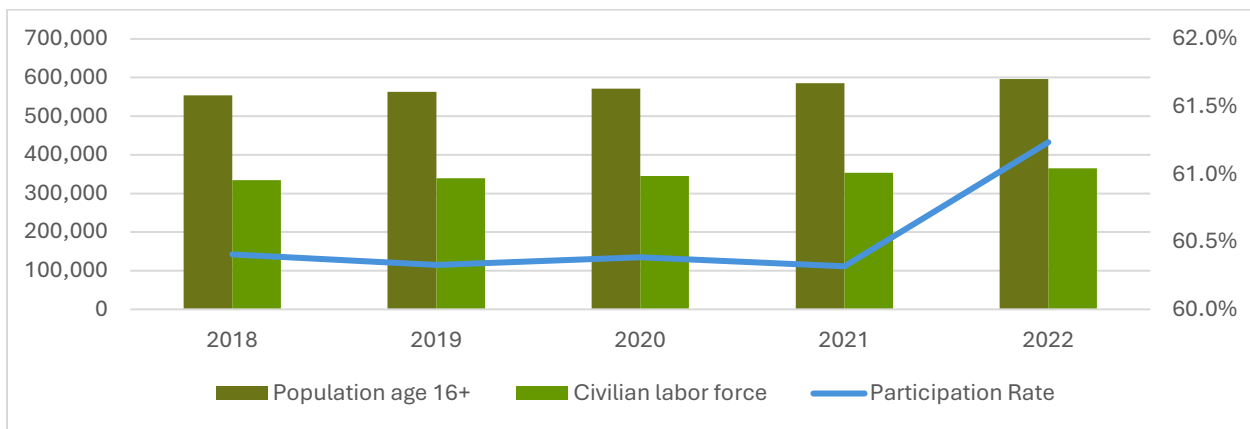


Figure 1. San Joaquin County Labor Force. Source: U.S. Census Bureau, American Community Survey

UNEMPLOYMENT TRENDS

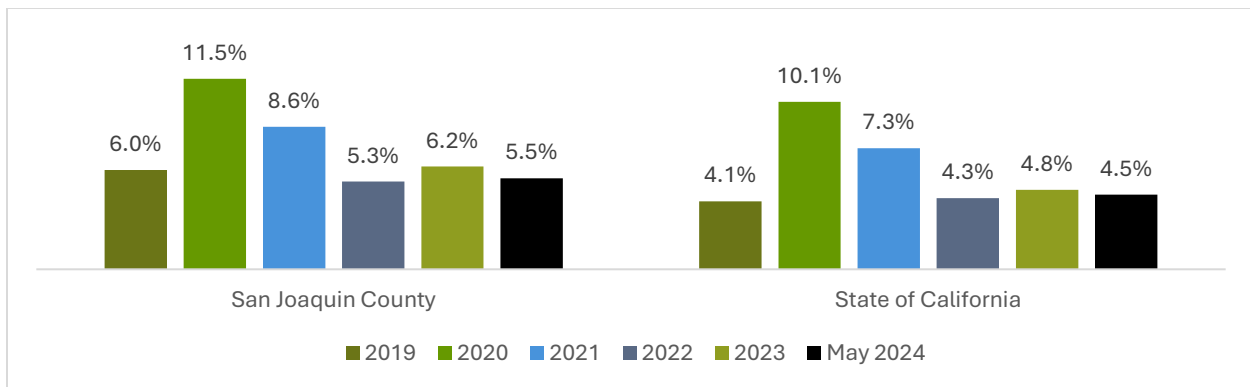


Figure 2. California EDD, Labor Market Information Division as of June 2024

TALENT PIPELINE

Overall labor force stats show growth, looking at the population by age group shows the growth of the talent pipeline is in older workers (age 40 and over), and slight growth in the younger cohorts (age 20-39). The source of future workers (population under the age of 19) has been and is expected to continue to decline over the next four decades. Workers heading toward retirement continue to grow, a situation seen in many communities across the nation.

A declining talent pipeline and a growing share of retiring workers puts pressure on employers' ability to sustain or grow their operations and production levels. This situation also negatively impacts communities' ability to support an older, retired population.

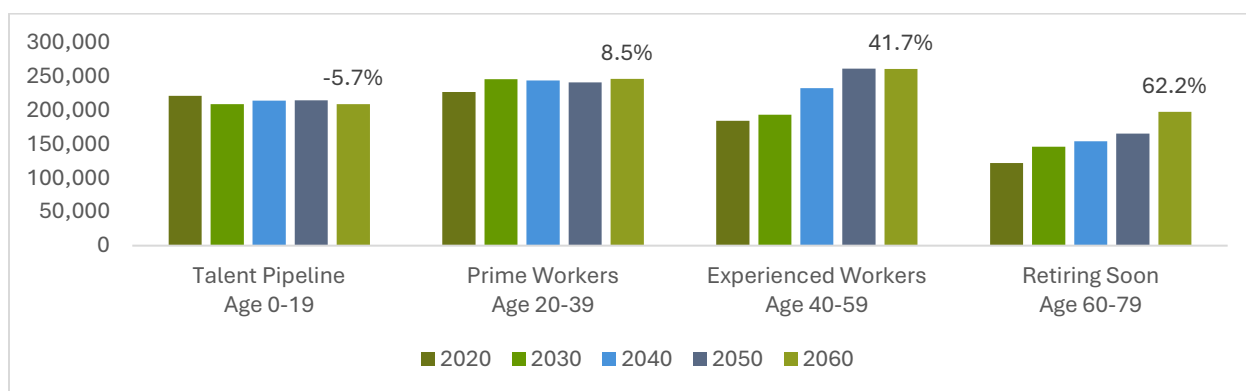


Figure 3. U.S. Census Bureau, American Community Survey Table S0101; Projections from Department of Finance Report P2-B

COMMUTE PATTERN

The mean commute travel time of San Joaquin resident workers is 34 minutes. This has remained consistent over the last five years. About 22% of resident workers travel 60 minutes or more for work. Figure 4 shows that the share of county residents commuting out of San Joaquin County decreased slightly over the last five years and concurrently the share living and working in the county has increased. According to the U.S. Census data, those who commute out of San Joaquin County for employment are between the ages of 30 and 54, have annual earnings of \$40,000 or more, and are employed in service industries.

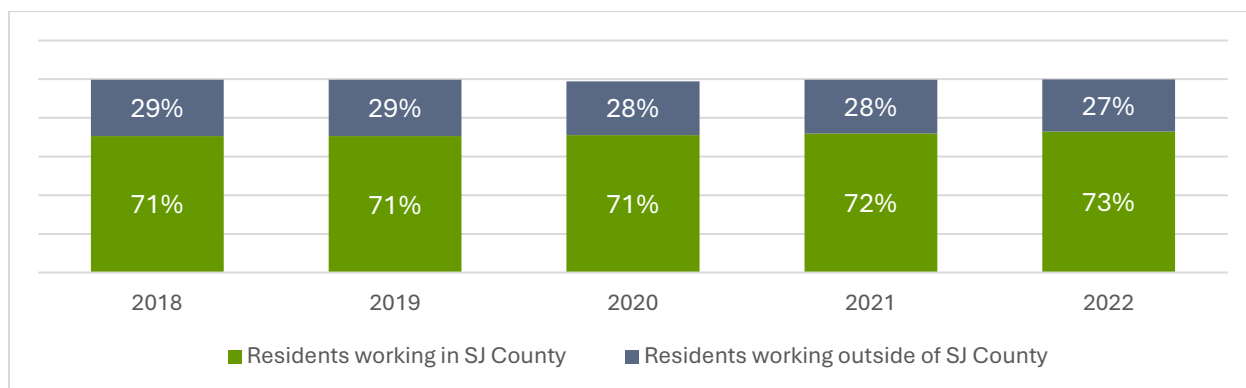


Figure 4. San Joaquin County residents' commuting trend. U.S. Census Bureau, 5-Year American Community Survey Table S0801

EDUCATIONAL ATTAINMENT

San Joaquin County Office of Education (SJCOE) has more than 14 school districts, 240 public and charter schools, and over 140,000 students. SJCOE offers innovative programs that support students and adult learners in career technical education (CTE) and pathways that prepare students to enter current or emerging high-skill, high-wage, and/or high-demand occupations. Skills in 58 career pathways are organized into 15 industry sectors.

The special education division coordinates programs and services for students with special needs in the San Joaquin County Special Education Local Plan Area (SELPA), including more than 800 students in SJCOE programs.

The share of the county population with less than a high school education is starting to improve (from a high of 21% down to 19%). Those with a higher degree (bachelor or graduate) is also starting to improve. There has been little change in the portion of the population with some college or a two-year degree. However, training programs that are certificate based and other forms of skills training are not reflected in these data and, therefore, mid-level skill sets may be under-represented. Data on Career Technical Education (CTE) is presented further in this section.

EDUCATIONAL ATTAINMENT	SAN JOAQUIN COUNTY					CALIFORNIA
	2018	2019	2020	2021	2022	2022
Population over 25 yrs.	458,237	467,455	475,460	488,393	495,879	26.8m
Less than High School	21.1%	20.7%	19.9%	19.7%	19.8%	15.6%
High School or Equivalency	28.2%	28.3%	28.4%	28.8%	28.4%	20.4%
Some College	22.9%	22.8%	23.1%	22.6%	22.2%	20.1%
Associate Degree	9.3%	9.4%	9.4%	9.5%	9.4%	8.0%
Bachelor's Degree	12.6%	12.9%	13.0%	13.1%	13.8%	22.1%
Graduate or Professional	5.9%	5.9%	6.2%	6.3%	6.5%	13.8%

Figure 5. U.S. Census Bureau, American Community Survey 5-Year Estimates, Table S1501

High school graduation rates, as shown below, are also improving in San Joaquin County.

SCHOOL YEAR	TOTAL ENROLLED	5-YEAR COHORT GRADUATION RATE
2018	11,334	84.2%
2019	11,890	85.4%
2020	12,048	87.1%
2021	12,470	86.5%
2022	12,148	85.0%
2023	12,483	87.7%

Figure 6. California Department of Education DataQuest, May 2024; Five-Year Cohort Graduation Rate for all schools in San Joaquin County

HIGHER EDUCATION

County residents can now learn about and access technical education, training opportunities, and jobs through GoSanJoaquin (www.gosj.org) which was recently launched by the San Joaquin County Office of Education. This site has resources for high school students, adult learners, and employers including information about the county's leading industries.

Training and ongoing education is also available through the dozen higher education institutions serving San Joaquin County and located within 50 miles. Three campuses are located within the county.

- University of the Pacific: average enrollment of 6,200 and offering courses and degrees in sciences, business, communications, information technology, engineering, health and more
- California State University Stanislaus, Stockton Campus: enrollment of about 1,000 offers degrees and credentials in business, criminal justice, teaching, physical and social sciences

- San Joaquin Delta College: has an average enrollment of 16,000 and offers two-year degrees and certifications sciences in business, information technology, construction trades, engineering, health, protective services and mechanic technologies. Data on enrollment and completions for what are typically mid-level skills is presented in Figure 7.

STRONG WORKFORCE PROGRAM ENROLLMENT						AVERAGE ANNUAL CHANGE
	2017-18	2018-19	2019-20	2020-21	2021-22	
Statewide	1,015,923	1,014,576	1,008,154	901,435	838,713	-3.49%
San Joaquin Delta College	14,539	14,904	16,058	14,362	12,729	-2.49%
EARNED DEGREE OR CERTIFICATE						
Statewide	69,397	75,382	77,754	79,883	80,082	3.08%
San Joaquin Delta College	1,095	1,111	884	936	1,120	0.46%
<i>Figure 7. Career Technical Education performance. Source: California Community Colleges Chancellor's Office, Launchboard hosted by Cal-PASS Plus</i>						

PROJECTED SKILLS GAP

A gap of over 38,000 skilled workers is estimated for the region (Figure 8). In 2024 the Central Valley/ Mother Lode Center of Excellence, which serves the San Joaquin, Tuolumne, Calaveras, Mariposa, Stanislaus, and Merced counties, examined the potential of workers to fill middle-skill jobs (those requiring some education or training beyond a high school diploma but less than a bachelor's degree) in each of the ten priority industry sectors. This demand includes new job openings and replacements.

INDUSTRY SECTOR	ANNUAL DEMAND	CERTIFICATE AWARDS	GAP
Health	9,687	2,007	7,680
Business, Entrepreneurship	7,559	971	6,588
Energy, Construction, Utilities	5,044	326	4,718
Advanced Transportation, Logistics	4,945	244	4,701
Retail, Hospitality, Tourism	4,592	623	3,969
Education	2,991	523	2,468
Ag, Water, Environmental Technology	2,885	401	2,484
ICT/Digital Media	2,657	303	2,354
Advanced Manufacturing	2,515	189	2,326
Public Safety	1,510	494	1,016
TOTAL	44,387	6,081	38,306
<i>Figure 8. North Central Valley/Northern Mother Lode Subregional 2023 Labor Market Overview, prepared by the Central Valley Mother Lode Center of Excellence</i>			

EMPLOYMENT AND WAGE TRENDS

Several of the mid-skill level occupations listed in Figure 10 are not offering wages sufficient to support families (Figure 9).

FAMILY STRUCTURE	SAN JOAQUIN COUNTY LIVING WAGE	CALIFORNIA LIVING WAGE
1 Adult		
No children	\$48,818	\$56,826
1 child	\$85,238	\$99,757
2 children	\$109,450	\$128,086
3 children	\$148,346	\$170,893
2 Adults / 1 Working		
No children	\$67,018	\$75,608
1 child	\$82,098	\$91,749
2 children	\$92,477	\$102,128
3 children	\$101,712	\$113,381
2 Adults / 2 Working		
No children	\$33,509	\$37,794
1 child	\$47,882	\$54,517
2 children	\$60,174	\$69,181
3 children	\$72,571	\$83,699

Figure 9. Living Wage (required annual income before taxes, assumes employment at 2080 hours per year). Source: Massachusetts Institute of Technology, data as of May 2024

OCCUPATION	EMPLOYMENT		WAGES	
	2023	AVERAGE ANNUAL CHANGE 2019-2023	2023	AVERAGE ANNUAL CHANGE 2019-2023
Architecture and Engineering	2,200	3.9%	\$99,669	2.2%
Arts, Design, Entertainment, Sports, Media	1,890	2.6%	\$64,238	4.0%
Building/Grounds Cleaning, Maintenance	7,030	4.9%	\$43,575	6.3%
Business and Financial Operations	10,350	6.7%	\$82,618	2.6%
Community and Social Services	4,080	2.6%	\$70,084	6.6%
Computer and Mathematical	2,600	9.9%	\$101,279	5.0%
Construction and Extraction	11,810	3.1%	\$66,671	3.3%
Education, Training, and Library	16,880	-2.3%	\$73,802	3.6%
Farming, Fishing, and Forestry	6,550	-3.3%	\$38,341	7.1%
Food Preparation and Serving-Related	21,440	0.5%	\$36,394	5.4%
Healthcare Practitioners and Technical	13,810	1.1%	\$117,406	3.3%

OCCUPATION	EMPLOYMENT		WAGES	
	2023	AVERAGE ANNUAL CHANGE 2019-2023	2023	AVERAGE ANNUAL CHANGE 2019-2023
Healthcare Support	14,910	31.0%	\$38,746	0.3%
Installation, Maintenance, and Repair	10,310	0.6%	\$63,217	4.2%
Legal	1,040	3.6%	\$118,164	7.4%
Life, Physical, and Social Science	2,300	7.7%	\$88,921	5.7%
Management	13,440	6.8%	\$123,341	1.6%
Office and Administrative Support	29,280	-3.7%	\$50,573	4.9%
Personal Care and Service	3,840	-13.9%	\$40,439	9.4%
Production	16,100	1.7%	\$47,021	3.7%
Protective Service	7,230	2.4%	\$64,583	1.8%
Sales and Related	20,430	-1.4%	\$46,466	3.9%
Transportation and Material Moving	51,980	11.3%	\$47,461	2.4%

Figure 10. Occupational Employment and Wages. Source: California Employment Development Division Labor Market Information, OWES Employment and Wage Statistics

Industry and Jobs

INDUSTRY MIX

Three groups of industries comprise a local economy. First are the goods-producing or traded sector. They generate income primarily from outside the area; e.g., manufacturing, construction, wholesale trade, and transportation. Traded sector businesses also tend to offer higher wages which adds to income security and greater disposable income which benefits local businesses.

Most of San Joaquin's business establishments and employment are in the population-serving sector. These are businesses that provide goods and services to residents, they include retail, banking, medical and personal care. Unlike the traded sector, these businesses tend to recirculate dollars within the local economy.

Like the traded sector, the visitor-serving industries (lodging and a portion of recreation, restaurants and retail) import dollars into the economy. While the visitors and local serving sectors do not always offer higher paying or more-skilled jobs, they are important employers in that this is often where people who are entering the workforce can find employment and gain basic employment skills.

INDUSTRY SECTOR	ESTABLISHMENTS	EMPLOYMENT
Traded Sector	35.5%	34.4%
Population Serving	59.7%	58.8%
Visitor Serving	4.8%	6.8%

INDUSTRY SECTOR	ESTABLISHMENTS BY INDUSTRY	EMPLOYMENT BY INDUSTRY
Accommodation and food services	1,264	19,752
Admin, support, and waste management services	684	12,788
Agriculture, forestry, fishing, and hunting	72	1,386
Arts, entertainment, and recreation	144	1,371
Construction	1,274	12,784
Education	141	4,185
Finance and insurance	590	6,236
Health care and social assistance	1,560	29,331
Information	141	1,725
Manufacturing	535	18,924
Other services, ex public administration	1,171	7,006
Professional, scientific, and tech services	890	5,289
Real estate and rental and leasing	692	4,215
Retail trade	1,623	27,892
Transportation and warehousing (logistics)	1,298	30,077
Utilities	17	222
Wholesale trade	594	13,165

Figure 11. Source: U.S. Census, County Business Patterns, 2021

BUSINESSES BY SIZE

Typical of rural communities and regions, small businesses dominate the economy and employment choices. Small businesses are essential to local economies in that they

- encourage innovation and adapt quickly to changing market demands
- support economic growth, community development, meet consumer needs
- often support and participate in local charities, schools and events
- contribute to the unique character of their communities by offering products that reflect local tastes, preferences, and cultural heritage, which can be a draw for tourism and local pride

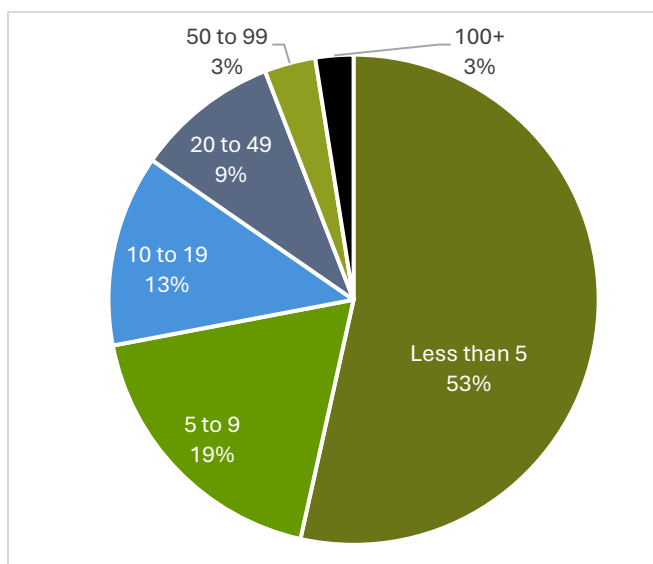


Figure 12. Distribution of businesses by employment size. Source: U.S. Census County Business Patterns, 2021

GROSS REGIONAL PRODUCT (GRP)

Figure 13 is an indicator of the health of the local economy in relation to the state. Data compares the change in the county's Gross Regional Product (GRP) to the state from 2018 to 2022. The GRP is the total value of goods produced and services provided. The growth and decline of the county's GRP mirrored

that of the state until recently. The decline from 2021 to 2022 in San Joaquin (-2.2%) is significant when compared to the state's growth (0.7%).

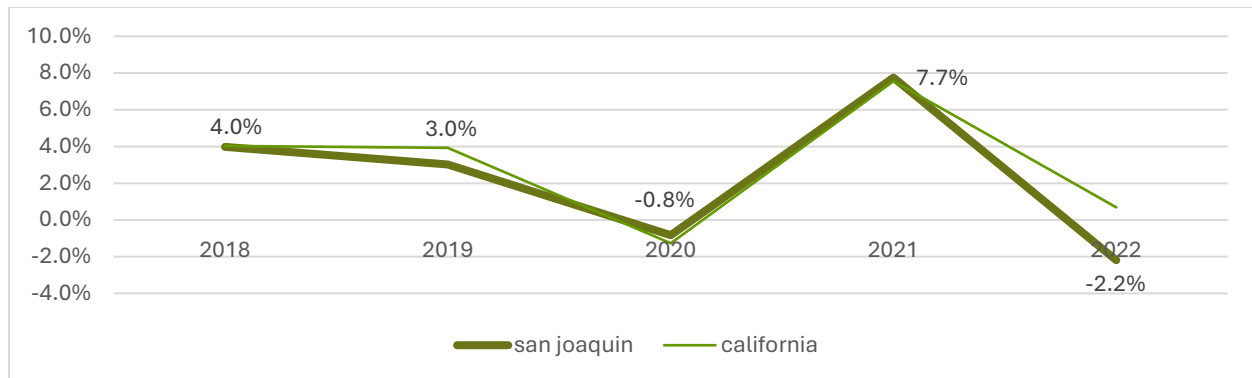


Figure 13. Gross Regional Product (GRP) percent change year-to-year. Source: Bureau of Economic Analysis inflation adjusted data collected June 2024

VISITOR SPENDING

Travel related employment increased by just 8% (2018 to 2023). However, travel-related spending increased 30% over the same time. While this may be an indication of travelers spending more it is more likely due to increased costs.

	TRAVEL-RELATED SPENDING (\$M)	TRAVEL RELATED EMPLOYMENT	EARNINGS IMPACTED BY TRAVEL (\$1M)
Accommodations, Food Service	\$566	6,100	\$280
Arts, Entertainment, Recreation	\$124	2,220	\$65
Local/Air Transportation, Gas	\$198	830	\$30
Retail Sales	\$159	790	\$35
Total	\$1,047	9,940	\$411

Figure 14. San Joaquin County Visitor Spending. Source: Economic Impact of Travel in California 2013-2023; Visit California

TARGET INDUSTRY SECTORS

San Joaquin County can boast of several competitive advantages for industry—central location, access to major markets, multimodal transportation hub, workforce, available and affordable real estate, and a welcoming business climate.

The San Joaquin Partnership, a private nonprofit corporation primarily funded by the cities, county, and member organizations is the group responsible for marketing the county and its cities for business attraction, retention, and expansion. The Partnership works with local, regional and state economic development agencies and organizations to actively promote the county to the priority industry targets noted below.

A common theme of all these target industries is cutting-edge technology. From agriculture production and processing, to manufacturing, logistics, e-commerce, and healthcare companies are relying on advanced technologies to streamline operations and develop better products, which depends on a highly skilled workforce and often specialty sites and buildings.

Logistics and E-commerce has always been a growing and important industry in San Joaquin County due to the advantages of the multimodal transportation hub and central location which are critical to not just distribution employers like Amazon and FedEx but manufacturers, ag producers, and food processors. Overall, this industry sector is on a path of robust growth and significant transformation due to technological innovation, sustainability efforts, and evolving global supply chain strategies.

Healthcare in San Joaquin County consists of primary health care, specialty care, behavioral health, and acute care hospital services. The county's expertise in all aspects of health care services is a major factor in attracting health care professionals and supporting industries such as health technology, product manufacturing, and distribution. Technological innovation and increased demand due to an aging population are critical drivers to growth in this industry.

Agriculture in San Joaquin County is a \$3 billion industry. Production includes a diverse crop mix wine grape vineyards, nuts, citrus, vegetables, and grains. The agricultural production industry in California's Central Valley is poised for growth driven by technological advancements, sustainability practices, and adaptive strategies to tackle water scarcity and labor challenges. Opportunities exist in using sustainability practices and technology to enhance precision agriculture, improve water conservation, soil health, and crop management and yield.

Industrial Construction industry has been active and successful in San Joaquin County resulting in developable land, industrial parks and build-to-suit spaces suitable for a diversity of industries. This industry is expected to experience moderate but sustained growth in the next few years supported by federal investments and sector-specific expansions, barring any economic uncertainties or further cost pressures. Initiatives such as the CHIPS Act and other infrastructure investment programs are directing billions of dollars towards the construction of semiconductor plants, clean energy projects, and transportation infrastructure, significantly boosting industrial construction activities. Institutional construction (healthcare and education) is also projected to see steady growth.

Renewable and Green Energy encompasses sectors involved in the production and distribution of energy from sources that are naturally replenishing, have a minimal impact on the environment, reduce greenhouse gas emissions, and promote a more sustainable and environmentally friendly energy infrastructure. Primary components of the renewable or green energy industry are solar, wind, hydropower, geothermal, biomass, hydrogen fuel, energy storage and efficiency.

Advanced Manufacturing is typically defined as firms that use innovative technologies that improve products or processes; e.g., artificial intelligence, robotics, advanced materials, laser machinery. While many manufacturing firms today could be considered "advanced" the industry sectors that are most often associated with the term are automotive, medical devices, pharmaceuticals, energy equipment, and scientific instruments.

Tourism contributes to economic growth and can be a catalyst for economic development. Tourism generates direct and indirect employment opportunities; generates revenue for businesses and governments through sales and other taxes; supports infrastructure improvements that benefit both visitors and residents; diversifies local economies; promotes the preservation of culture, history, and natural resources. Communities in San Joaquin County are investing in this industry by adding amenities to their downtowns, promoting local wineries, and developing destination attractions, and improving parks, trails, and open spaces.

REAL ESTATE COSTS

Sale prices of industrial and commercial properties in San Joaquin are much lower than in Sacramento or the East Bay. On average, industrial properties in Sacramento and the East Bay sell for 40% to 100% more than in San Joaquin. Commercial properties in Sacramento are closer to San Joaquin prices but still higher. Commercial properties can be as much as 160% more in the East Bay than in San Joaquin.

Differences in lease prices between these markets is less dramatic which may be related to the available inventory or market demand.

	SAN JOAQUIN COUNTY	SACAMENTO	EAST BAY ²
MEDIAN SALE PRICE (PER SF)			
Industrial Building	\$125.00	\$179.50 (+43%)	\$250.00 (+100%)
Class B or C Office	\$242.50	\$283.50 (+17%)	\$449.00 (+85%)
Retail Building	\$164.00	\$193.50 (+18%)	\$425.00 (+159%)
MEDIAN LEASE PRICE (PER SF/NNN)			
Industrial Building	\$15.30	\$14.70 (-4%)	\$19.80 (+25%)
Class B or C Office	\$17.70	\$21.00 (+18%)	\$25.20 (+42%)
Retail Building	\$19.14	\$17.76 (-7%)	\$38.10 (+100%)
<i>Figure 15. Comparative cost of real estate. Source: LoopNet, data gathered July 2024</i>			

Social Environment

This section presents demographic and socio-economic data.

Population

Overall population growth in San Joaquin County (1.3%) compares well to that of the state which essentially saw no growth over the last five years and has continued to lose population. Every city in the county was flat or gained population. The median age is slightly younger than that of the state (35 vs. 37 years). The largest age group of the predominately Hispanic population is under 19 but projections show this age group declining (Figure 3) which is not promising for a future workforce.

GROWTH

POPULATION GROWTH						AVERAGE ANNUAL GROWTH
	2018	2019	2020	2021	2022	
State of California						0.1%
San Joaquin County	732,212	742,603	751,615	771,406	779,445	1.3%
City of Escalon	7,509	7,538	7,553	7,458	7,456	-0.1%
City of Lathrop	21,393	22,341	23,863	28,078	29,633	7.7%
City of Lodi	65,006	65,846	66,562	66,107	66,509	0.5%
City of Manteca	77,073	79,129	81,078	82,408	83,897	1.8%
City of Mountain House	n/a	n/a	n/a	n/a	n/a	n/a
City of Ripon	15,367	15,777	16,049	15,961	16,092	0.9%
City of Stockton	306,283	309,228	311,103	317,818	320,030	0.9%
City of Tracy	88,806	90,675	91,462	92,792	94,027	1.2%
<i>Figure 16. U.S. Census Bureau, American Community Survey; 5-Year Estimates, Table DP05</i>						

DIVERSITY

	SAN JOAQUIN COUNTY					CALIFORNIA
	2018	2019	2020	2021	2022	2022
White (not Hispanic)	32.5%	31.8%	30.7%	29.6%	28.7%	35.2%
Hispanic (any race)	41.1%	41.4%	41.7%	42.3%	42.5%	39.7%
Black, African American	6.8%	6.7%	6.8%	6.7%	6.7%	5.3%
Asian, Hawaiian, PI	15.0%	15.2%	15.5%	16.1%	16.7%	14.9%
Other or Multiple Races	4.6%	4.9%	5.3%	5.3%	5.4%	4.9%

Figure 17. U.S. Census Bureau, American Community Survey; 5-Year Estimates, Table DP05

AGE

	2018	2019	2020	2021	2022
Age 0-19	30.3%	29.9%	30.1%	29.9%	29.5%
Age 20-29	14.2%	14.1%	14.1%	13.7%	13.9%
Age 30-39	13.3%	13.5%	13.3%	13.0%	13.8%
Age 40-49	12.6%	12.5%	12.7%	12.6%	12.7%
Age 50-59	12.1%	11.8%	11.8%	11.8%	11.8%
Age 60-69	9.4%	9.6%	9.6%	9.8%	9.7%
Age 70-79	5.2%	5.5%	5.4%	5.4%	5.7%
Age 80+	2.9%	3.1%	2.9%	2.8%	3.0%
Median age (years)	34.1	34.3	34.4	34.6	34.8

Figure 18. U.S. Census Bureau, American Community Survey; 5-Year Estimates, Table S0101

Wealth

All three measures of income (median household, median family, and per capita) showed growth over the last five years. The source of this income is primarily from wages (80%), this has remained consistent since 2018. The share of income from retirement increased (18% to 23%), which is indicative of an aging population.

There are signs of improvement; e.g., the share of income from Supplemental SSI and Public Assistance was down slightly (1%) and the share of the population living in poverty is declining.

The overall cost of living in San Joaquin County compares favorably with the state. The largest cost factors are housing and transportation.

INCOME

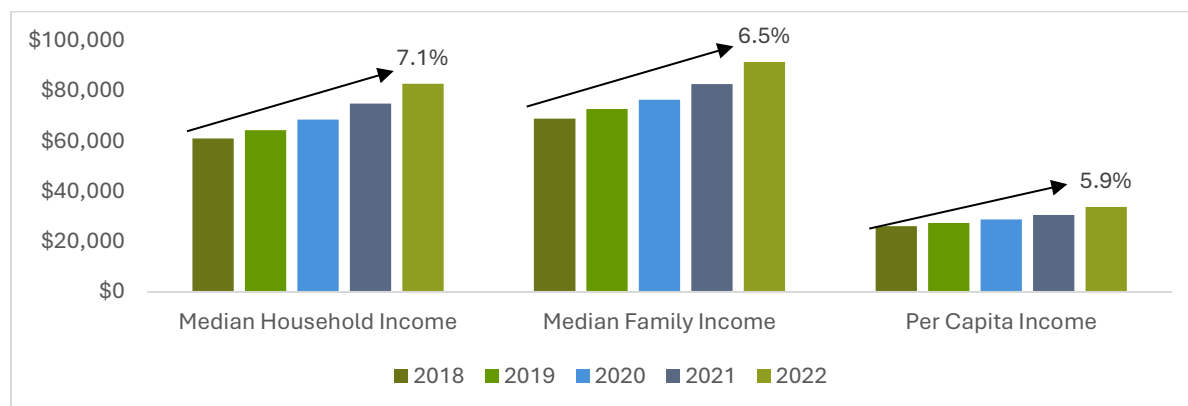


Figure 19. U.S. Census Bureau, American Community Survey 5-Yr Estimates, Table DP03

SOURCES OF INCOME

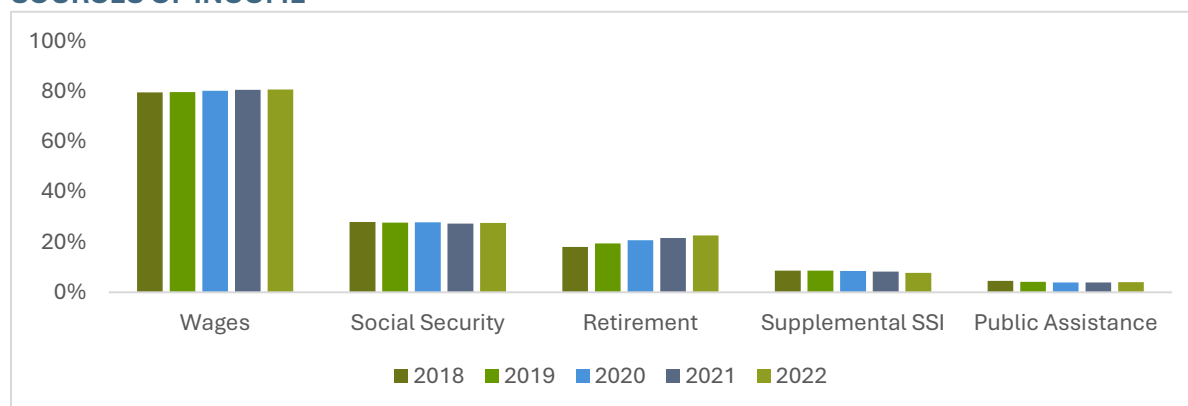


Figure 20. U.S. Census Bureau, American Community Survey 5-Yr Estimates, Table DP03

POVERTY

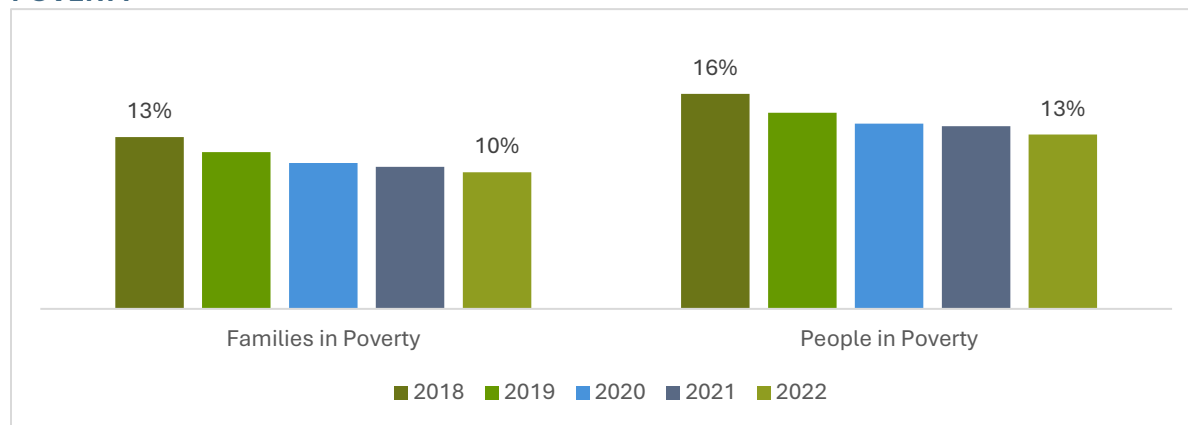


Figure 21. U.S. Census Bureau, American Community Survey 5-Yr Estimates, Table DP03

COST OF LIVING

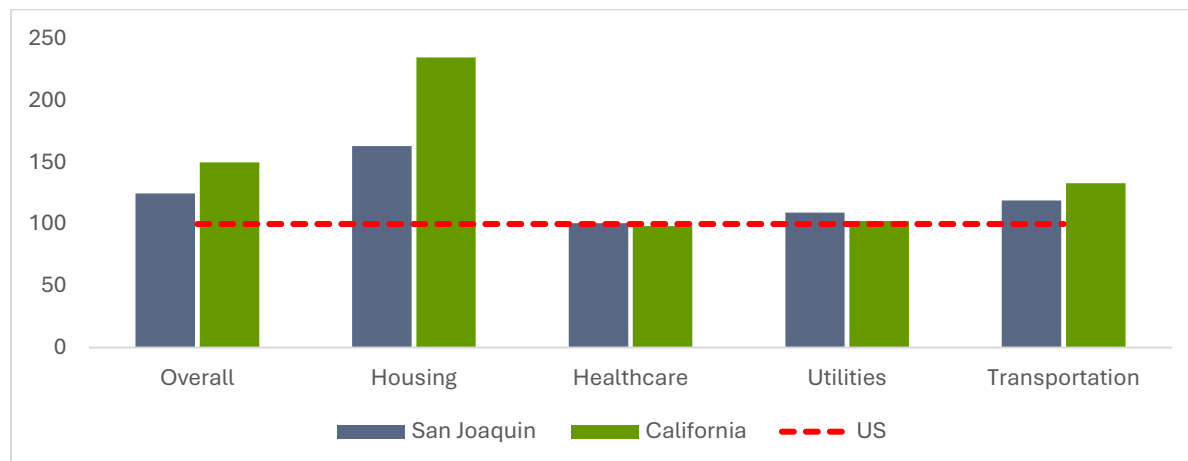


Figure 22. Source: Sperling's Best Places, (www.bestplaces.net) May 2024

Housing

The affordability of housing in San Joaquin County as compared to the state is evidenced in the data presented here. The value and appreciation of homes has consistently increased but then so have rental costs, which can be a burden on entry-level workers and the first-time home buyer hopefuls.

Vacancies (as a percentage of housing units) have remained stable. The share of owner-occupied housing units (vs. renter-occupied) is improving.

The median age of homes in San Joaquin County is just 39 years, seven years younger than the statewide median age (46 years).

HOUSING MIX

	2018	2019	2020	2021	2022	AVG ANNUAL CHG
Total housing units	241,005	243,260	245,192	249,018	252,327	0.9%
Occupied units	226,727	228,567	231,092	234,662	237,423	0.9%
Owner-occupied	55.6%	56.6%	57.7%	59.1%	60.0%	1.6%
Renter-occupied	44.4%	43.4%	42.3%	40.9%	40.0%	-2.0%
Median owner-occupied	\$313,800	\$342,100	\$367,900	\$391,500	\$462,000	9.4%
Median rent	\$1,159	\$1,208	\$1,286	\$1,387	\$1,542	6.6%

Figure 23. U.S. Census Bureau, American Community Survey 5-Yr Estimates, Table DP04

HOUSING NEED

The housing units needed in each city and the unincorporated county is presented below. The county and cities' plans for addressing the need follow Figure 24.

JURISDICTION	TOTAL ALLOCATION		LOW INCOME	MODERATE INCOME	ABOVE MODERATE
Escalon	367	0.7%	146	66	155
Lathrop	8,402	15.9%	3,884	1,342	3,176
Lodi	3,909	7.4%	1,533	706	1,671
Manteca	8,306	15.8%	3,654	1,381	3,270
Ripon	1,424	2.7%	565	255	604
Stockton	12,673	24.0%	4,014	2,572	6,088
Tracy	8,830	16.7%	4,873	1,175	2,782
Unincorporated	8,808	16.7%	2,969	1,734	4,105
County Total	52,719	100.0%	21,637	9,231	21,851

Figure 24. San Joaquin Council of Governments Regional Housing Needs Assessment 2023-2031

- San Joaquin County is seeing significant growth in housing developments, particularly in the cities. New investments by major developers include a mix of family-friendly, workforce affordable, luxury homes, and modern neighborhood amenities to cater to diverse lifestyles. County investment of \$1.5 million has triggered \$70 million for new housing units.
- The City of Escalon has one approved, to be built Senior Apartment Housing Development consisting of 16 units and one proposed 73-unit single family home subdivision, which is currently seeking entitlements.
- The City of Lathrop, through its 6th Cycle Housing Element Report, has outlined a local program to address housing development objectives. Multiple projects—River Islands, Stanford Crossing, Eagles Landing, Del Webb, and Mariposa, are at various stages of development that will account for 17,388 single family homes at full build out; and the Escala development will provide 195 multi-family residential units. The Mossdale Landing West development is currently under planning review for an additional 829 single family lots.
- The City of Lodi's Lakehouse Mixed Used Development is planned as a resort hotel, 150-unit residential apartment complex, and approximately 18,500 square feet of retail and commercial spaces on North Lower Sacramento Road.
- The City of Manteca is updating its zoning code to guide future development. This update will help facilitate housing production in Downtown Manteca and along existing, developed mixed-use corridors. Additionally, five affordable housing projects are in various states of development in Manteca. In total 754 affordable housing units are seeking financial support from the city to make their projects viable. (1) 103 units on Airport Way; (2) 100 units on Yosemite & Sycamore; (3) 264 units on Yosemite; (4) 264 on S. Airport; and (5) 100 units on N. Main.
- The Mountain House community has seen significant residential development over the past decade. The community has built out the first six neighborhoods, each with a neighborhood center that includes a park, school, and small commercial area. Two neighborhoods south of Grant Line Road have constructed 631 of the 2,200 units planned adjacent to the Delta College South Campus with the balance in the construction or planning stages. Construction began in 2024 on three of four new neighborhoods north of Byron Road, which will accommodate an estimated 15,000 new residents. South of the Town Center is Aviara, a 304-unit apartment complex with full amenities, helping to fill the high demand for quality rental housing. An additional 172 townhome style apartment units are underway next to Aviara.

- Ripon's North Pointe is a 310-acre mixed use and residential development.
- In the City of Stockton, Neighborhood Action Plans are being created for South Airport Way, Little Manila/Gleason Park, and Cabral/East Cabral Station to encourage and remove barriers for new housing. The Plans, currently in draft form, include an assessment of existing conditions, identify specific vacant sites for new housing, and provide examples of the types of units that should be constructed.
- City of Stockton has also drafted a Housing Action Plan, an original planning document that creates a user manual to encourage housing development of all types in Stockton and will serve as a strategic plan to identify housing priority sites and outline recommendations for further action.
- The City of Tracy has a pipeline (approved and under construction) of 4,260 housing units; another 4,800 units have been approved or are under city review. Development at Tracy Hills on the southwest side of the city is focused on higher-end single family residential and some commercial development. The City of Tracy also has seven publicly assisted housing development projects with 659 units set aside as affordable for lower income households.
- The Tracy Senior Living Project Phase I is rehabilitation of existing, vacant public housing buildings that will be converted into a three-story, garden-style apartment complex of 55 units equipped with a leasing office, community room, computer room, laundry facility, outdoor picnic area, and on-site parking space. This is an affordable senior housing project to which the city has committed \$4,000,000 in Low to Moderate Housing Successor funds and a \$1,107,490 loan financed through the HOME Investment Partnership Program.

AFFORDABILITY

	TRADITIONAL SF HOME		FIRST-TIME BUYER	
	San Joaquin County	California	San Joaquin County	California
First Quarter 2024	26.0%	17.0%	44.0%	31.0%
First Quarter 2023	27.0%	20.0%	47.0%	36.0%
Median Home Price	\$535,000	\$814,280	\$454,750	\$692,140
Minimum Qualifying Income	\$136,800	\$208,400	\$91,500	\$139,500

Figure 25. The percentage of households that can afford to purchase a median priced home based on traditional assumptions. Source: California Association of Realtors (May 2024).

RENTAL COSTS

	SAN JOAQUIN CO.	CALIFORNIA
Studio	\$1,040	\$1,540
1 Bedroom	\$1,160	\$1,730
2 Bedroom	\$1,510	\$2,150
3 Bedroom	\$2,150	\$2,870

Figure 26. Source: Sperling's Best Places, (www.bestplaces.net) May 2024

APPRECIATION

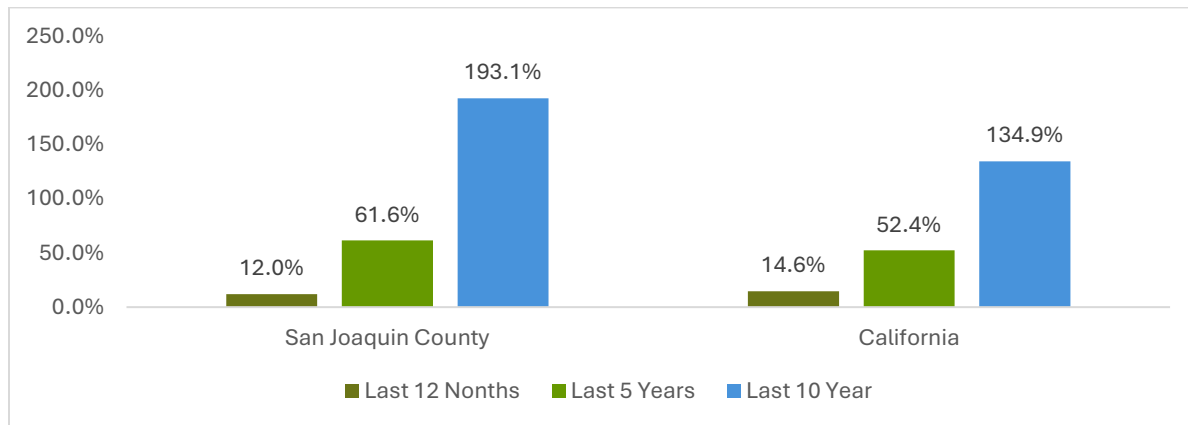


Figure 27. Source: Sperling's Best Places, (www.bestplaces.net); May 2024

Health and Safety

AT-RISK POPULATION

Recognizing that some groups are less likely to have the capacity and resources to overcome obstacles presented during a perilous event, the Census Bureau's Community Resilience Estimates (CRE) measures the capacity of individuals and households to absorb, endure, and recover from the health, social, and economic impacts of a disaster such as a flood, earthquake, or pandemic so that communities can facilitate disaster preparedness.

Risk factors include living below poverty level, no vehicle access, no health insurance, no broadband access, single or no caregiver households, language barriers, reliance on seasonal employment, households with persons age 65+ living alone, and households with disabilities.

	SAN JOAQUIN COUNTY	CALIFORNIA
Population with 0 Risk Factors	28.9%	28.9%
Population with 1-2 Risk Factors	52.2%	51.0%
Population with 3+ Risk Factors	18.9%	20.0%

Figure 28. U.S. Census Bureau, 2019 Community Resilience Estimates for Equity and Disasters

UNHOUSED POPULATION

The San Joaquin Continuum of Care (SJCoC) provides leadership, resources, and facilitates community planning, design, and implementation of programs critical to ending homelessness in San Joaquin County. The SJCoC conducted a Point-in-Time (PIT) count of both sheltered and unsheltered homeless persons on January 29, 2024. Data was gathered by over 300 volunteers through surveys, observations, and supportive service events. SJCoC found 4,723 homeless individuals living in San Joaquin County. Of those, 1,254 (27%) were sheltered and 3,469 (73%) were unsheltered—a 104% increase from 2022.

This upward trend in the unsheltered population in San Joaquin County can be in part attributed to the impacts of the COVID-19 pandemic but also to availability of affordable housing and barriers to

obtaining stable housing, including lack of income, lack of recent housing and employment history, criminal history, physical and mental health challenges, and struggles with substance abuse.

San Joaquin County, SJCoC, and the City of Stockton recently approved a regionally coordinated Homeless Action Plan to make homelessness rare, brief, and non-recurring. Several programs underway to address the complex issue of homelessness are highlighted here.

- San Joaquin County funded a Homeless Leadership Forum, facilitated by United Way, San Joaquin County, and Health Care Services; appointed an Interim Program Administrator of Homeless Initiatives; created a Community Assessment, Response and Engagement (CARE) Team; and transitioned its Neighborhood Preservation division to the Human Services Agency
- San Joaquin County funded several projects (Home Key, Room Key, and emergency shelter beds) thereby adding 1,000 new beds and doubling capacity
- The San Joaquin Community Assessment, Response, and Engagement Services (CARES) multi-disciplinary team actively conducts outreach to the unhoused population throughout San Joaquin County to connect people with the support resources available
- City of Stockton created a Homeless Strategic Initiative Manager position in 2023; supported and received three Homekey Awards creating more than 100 housing units; funded a navigation center and the Pathways project at St. Mary's Community Services that will net more than 400 beds for unsheltered homeless
- City of Lodi added over 100 permanent/transitional housing units and shelter beds; partnered with social service providers to aid 330 families with rental assistance; has plans for 108 additional affordable housing units for seniors and Veterans; intends to open a permanent Access Center and Emergency Shelter by Fall 2025
- City of Tracy created a Homeless Services Division in June of 2022; opened a 48-bed shelter in November 2022; added 38 beds to the shelter in December 2023; construction will begin on a 70-bed Navigation Center in 2024
- City of Manteca opened two, 25-bed dormitory modular units for overnight use; His Way Refuge Center is the current provider of the city's unsheltered emergency center; plans are to complete the Manteca Navigation Center with mixed-use/affordable housing components

HEALTH CARE

Health care access and quality are significant components of the social determinants of health. For people without health insurance and/or those who reside in locations lacking providers, access to and the quality of health care may be a problem. Quality health care is essential for preventive care and treatment of chronic illnesses and can improve the quality of life, reduce premature death, and increase life expectancy.

San Joaquin County's 2022 Community Health Needs Assessment (CHNA) is unique in that all its non-profit hospitals, the local health department and key stakeholders joined to support one countywide assessment. Nine health needs were identified (Figure 29).

This CHNA report placed particular emphasis on the health issues and contributing factors that impact underserved populations including seniors and neighborhoods that often have poorer access to health care.

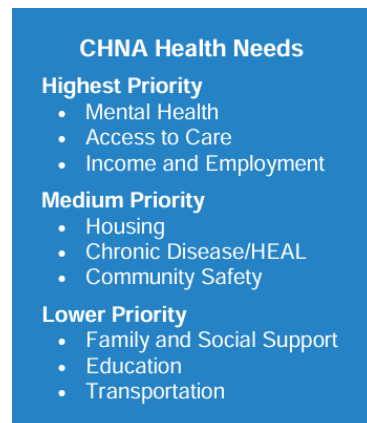


Figure 29. Primary health needs identified in the 2022 San Joaquin County Community Health Needs Assessment.

Key findings and disparities regarding access to health care in San Joaquin County include: ³

- Residents have access to significantly fewer health care providers than the state average; 26% fewer primary care physicians and 34% fewer dentists than the state benchmarks.
- Pregnant and postpartum mothers and their babies in experience significantly worse outcomes in San Joaquin County compared to state including infant deaths, low birth weight, and preterm births.
- The percentage of mothers receiving prenatal care in the first trimester in the county is significantly worse than the state benchmark.
- The county has a comparable percent of insured children and adults than the state, but disparities exist; Hispanic children are more likely to be uninsured than White children, and Hispanic, Asian, Black and Multiracial adults are more likely to be uninsured than White adults.

	SAN JOAQUIN COUNTY					CALIFORNIA
	2018	2019	2020	2021	2022	2022
Private or Public Insurance	92.5%	93.6%	93.7%	93.6%	93.5%	93.5%
No Insurance	7.5%	6.4%	6.3%	6.4%	6.5%	6.5%

Figure 30. Share of civilian, non-institutionalized population with insurance. Source: U.S. Census Bureau, American Community Survey 5-Year Estimates Table DP03

CHILDCARE

San Joaquin County Council for the Quality Education and Care of Children (CQECC) serves as the planning body for childcare in San Joaquin County. Childcare services are offered throughout the county, including the rural areas, through the state, local and federally subsidized programs. Several organizations, including CQECC, San Joaquin County Raising Quality! Consortium, and Head Start San Joaquin, meet regularly to discuss needs related to the workforce training and professional development opportunities, and share challenges, successes, resources, and legislative updates.

At the time the Needs Assessment was published (2022), there was an unmet need for over 50,000 children. The typical cost for childcare in San Joaquin County is \$14,300 per child (according to Massachusetts Institute of Technology cost of living estimates).

Currently, low-income housing developers are including childcare facilities on the site of new apartment complexes.

CRIME

Both violent and property crime are on the decline in San Joaquin County over the last five years. The rate of property crime in the county compares favorably with the state data (19.9 vs. 23.5 statewide). Violent crime is slightly higher in the county compared to the state (6.8 vs. 5.0 statewide).

The expertise and specialization to address safety issues is often beyond the capability of the frontline uniformed Patrol Deputy. To address this challenge, the San Joaquin County Sheriff's Office established the Special Services Division (SSD). The SSD contains four key units:

- Community Revitalization Unit (CRU) addresses community blight-related issues within the county including Homeless Outreach, Abatement, Illegal Dumping, and other quality of life issues

- The Ordinance Compliance Unit (OCU) is responsible for ensuring that legal commercial cannabis operations comply with county ordinances and California state laws.
- The Agriculture, Gang, and Narcotics Enforcement Team (AGNET) is a hybrid unit of detective-level personnel who proactively investigate and mitigate agricultural-related crimes, gang activity, and street-level narcotics sales and possession; the unit is also responsible for general enforcement within high crime areas within the county and is commonly assigned to locate and apprehend wanted persons from high profile or violent related crimes
- Deputies in the Homeless Outreach unit proactively identify problems in homeless encampments including trespassing, property destruction, mental health issues, and improperly discarded garbage, drug, and medical waste

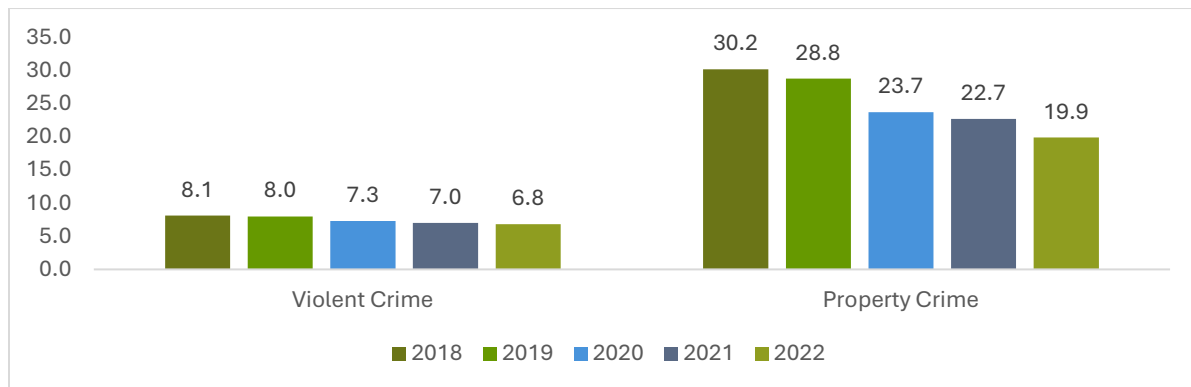


Figure 31. Crimes per 1,000 population. Source: California Department of Justice, Office of the Attorney General, May 2024

Physical Environment

This section presents data and information on the physical environment of the county, cities, and region. The physical environment includes infrastructure, sites and buildings for job-creating industry, and the region's susceptibility to natural disasters.

The county and cities continue to invest in physical infrastructure to expand services to new developing areas, replace deficient equipment, and maintain and enhance existing services. Many of these improvements were financed using federal and state grant and low-interest loan programs which are summarized below.

- \$19,845,541—American Rescue Plan Act (ARPA) funds supporting business façade improvement program, animal shelter facility upgrades, Adventist Health Arena scoreboard, city hall HVAC upgrades, Miracle Mile Improvement District traffic and safety improvements, vehicles and equipment to support the Clean City initiative, emergency generators, digital traffic cameras, fiber master plan and construction, vaccination incentives, utility debt relief, small business assistance, Lodi Access Center, long-term broadband project, employee leave expenses, a downtown parklet grant program that provided support for businesses and to expand outdoor dining and enhance attractiveness, tourism attraction initiatives to draw visitors to the region
- \$10,641,342—Federal Transit Administration formula grants
- \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the city's transit operation, including a purchase of 18 buses

- \$5,236,338—Department of Toxic Substances Control under the Equitable Community Revitalization Grant Program to clean-up the nine-acre city-owned site known as South Pointe, located on the south shore of the waterfront
- \$4,529,789—Community Development Block Grant (CDBG) funding for public programs and projects that expand food distribution, youth education, senior and special needs, and homeless services to low-moderate income population, food insufficiency, rental assistance, family support services, housing repair program, workforce development, fair housing, public infrastructure, and small business assistance
- \$1,258,074—Caltrans in partnership with San Joaquin Council of Governments to create a Downtown Multimodal Transportation Network Plan; Caltrans Low Carbon Transit Operations Program funded a free K-12 student fare program; Caltrans State of Good Repair Program funded various facility repairs at the Lodi transit station and downtown parking structure
- \$1,000,000—Small Business Administration for the Resurgent Stockton project to rehabilitate city-owned ground-floor commercial space at Arena Garage into a food hall/micro-restaurant space
- \$963,946—U.S. Department of Treasury Direct Programs, California State Water Resources Control Board, COVID-19 Coronavirus State and Local Fiscal Recovery Funds, COVID-19 Relief Fund, COVID-19 CARES Act Cash/Material Aid, Telephone Reassurance Services
- \$635,108—U.S. Department of Transportation Pass-Through Programs, State of California Office of Traffic Safety, Highway Planning and Construction
- \$443,952—Housing and Urban Development (HUD) for COVID-19 Relief Funding Small Business Forgivable Loan Program to help retain jobs held by low-income workers, ADA improvements to remove architectural barriers at city owned facilities
- \$318,012—U.S. Department of Justice Direct Programs, Public Safety Partnership and Community Policing Grants
- \$31,842—U.S. Department of Transportation Pass-Through, State of California Office of Traffic Safety, National Highway Safety Administration State and Community Highway Safety

Planned Capital Improvements

The County and Cities of San Joaquin are planning and investing in capital improvements that will ensure a robust and resilient infrastructure exists to help existing businesses expand, attract private sector investment, and provide a safe and quality environment for residents, workers, and visitors. The capital improvement projects summarized here are planned or underway and will serve to revitalize areas within the jurisdictions, including housing developments, community parks, and commercial and industrial developments in the Economic Opportunity Centers which are presented at the end of this chapter.

COUNTY OF SAN JOAQUIN

- New construction and facility planning (DA office tenant improvements and renovations, medical examiner facility replacement, emergency medical services warehouse, sheriff's office, detention, classrooms and training facilities, evidence and property room, public defender replacement facility, transfer station replacement facility, Hazelton complex facility, registrar of voters facility, youth recreation complex, office of emergency services facility)
- Existing facility improvements (ARPA funded parks improvements, behavioral health services roof and siding replacement, jail central controls, and other necessary upgrades)

- Design and demolition of former courthouse structure to prepare for site reuse
- Parks and recreation (needs assessment and design South County Park, recreational complex construction, water and sewer related projects within the county parks system)

ESCALON

- Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows
- Sewer Line Upgrade from Wastewater Treatment Plant to city limits to right-size and improve line quality
- Surface Water Conveyance connecting the existing Nick DeGroot Surface Water Treatment Plant conveyance lines to the City of Escalon to provide an alternate water supply and reduce the reliance on groundwater
- Community buildings and facilities (new construction and improvements)
- Streets (reconstruction, overlays, traffic signals)
- Parks (facility renovations, new and renovations to sports fields, parking lot improvements, walkways, lighting, fencing and other amenities)
- Water (wells, waterline replacement, meter replacements, production and storage projects)
- Sewer and Storm Drains (wastewater reuse and connection, treatment plan upgrades, improve or replace lift stations, trunk lines, treatment pond, pipes, valves, pump station, storm sewer extension, drain inlets)

LATHROP

- Regulatory compliance and improvements (drought-resistant landscaping, striping and pavement markings, safe and sustainable water, supply, storm and sewer systems)
- Drainage improvements (planning, design and installation of improvements necessary for operational efficiencies and resiliency)
- Wastewater improvements (to ensure public health, safety and capacity of the city's water, wastewater and recycled water systems)
- Recycled water system (improvements to the recycle facilities to meet compliance requirements of the State Water Resource Control Board)
- Streets (improvements, replacements, realignments, design and construction of roadways, bridges, and intersections to accommodate bike lanes, sidewalks, shoulders, traffic calming and safety, signs and traffic signal upgrades, interchange work, street paving and rehabilitation, and micro seals)
- Water (ground water treatment improvements and replacements to comply with legislation and ensure public health and safety)
- General government and public safety (infrastructure master plans, police training facility, citywide surveillance system for crime prevention and public safety, drought-tolerant landscaping, corporate yard improvements, capital facilities fees update, cathodic protection systems maintenance and upgrades, citywide fiber optics improvements, ADA improvements, public transit, animal shelters)

- Parks and recreation improvements and new amenities (safety features, walkways, picnic tables, benches, barbeque, waste receptacles, play structures, rubberized surfacing, tree removal, perimeter fences, community center and public venue, dog park facilities, trails, fitness stations, new park design concepts, sports fields/courts)

LODI

- Water (repairs and upgrades to wells, treatment and delivery systems)
- Wastewater (repair and upgrade delivery and treatment systems, expand capacity)
- Storm Drains (add or upgrade equipment and facilities to accommodate necessary capacity)
- Streets (improve traffic flow and safety through street widening, repairs and upgrades, medians, traffic signals, lights, and sidewalks, refresh striping and markings)
- Parks (tree trimming and removal, demo and construct recreational amenities, add ADA accessible pathways, playground equipment, renovate community park buildings and parking lots, fencing, lighting)
- Transit (station repair and reconstruction to improve integrity and aesthetics, upgrade surveillance systems to improve, public safety)
- Electric Utility (upgrade system efficiency, undergrounding, expand service for new development, construct a new 230/60kV substation as part of the Northern San Joaquin Transmission Project to improve system capacity, reliability, and safety)
- Community Improvement (bicycle facilities and trails, assistance and shelter for unsheltered persons, develop a community Access Center to facilitate services delivery during emergencies, pool renovations to meet county health department standards, public art, animal shelter construction, facility improvements at city hall, fire and police departments)

MANTECA

- General (vehicle replacement, fiber optic cabling, software and equipment replacement for city departments and processes, replace environmental management systems, building repairs and maintenance to ensure public safety and to meet state and federal standards and requirements)
- Parks, Recreation, Community Services (building and facility repairs and improvements, grounds improvements, pathways and walkways, add or upgrade amenities, playground and shade structures, update landscaping to lower water use greenery, feasibility study for potential locations for new recreation facilities,
- Public Safety (fire and police software upgrades, vehicles and equipment, communication and safety equipment and software, building improvements and expansions, fire station construction, establish an Emergency Operations Center, construct a public safety training facility)
- Public Transit (vehicles and equipment, additional transit shelters and amenities, safety equipment)
- Public Utilities (remove and replace aged gravity sewer pipeline along city's central sewer system deeper and at a steeper slope; construct new drain lines to improve storm water management and reduce flooding; process improvements to increase wastewater capacity and sewage treatment; replace water lines to meet current standards, improve reliability, and accommodate growth; vehicles and equipment for water, wastewater, solid waste, and storm drain systems for efficient and safe processing and delivery, communications and software upgrades)

- Transportation (convert existing overcrossing at Airport Way & SR120 to a diverging diamond interchange to improve safety and accommodate expected growth from new commercial developments; improve traffic flow and safety through several street widening projects, road extensions, pavement repairs and upgrades, median and intersection improvements, traffic signals, lights, and sidewalks, refresh striping and markings)

MOUNTAIN HOUSE

- Roads (extension of Mountain House Parkway north across Byron Road and a new consolidated railroad crossing, landscaping, pedestrian and traffic safety projects, fiber optic installations, pavement repairs, tree removal and replacement, equipment and fleet purchase and replacement, sidewalk repairs)
- Buildings and Facilities (catalog and record into GIS, assess for repairs)
- Parks (assess facilities, equipment and buildings for repair and maintenance, create a prioritized list of needed equipment, upgrades, redesign, etc. necessary for safety)
- Water (treatment facility repairs and equipment purchases, drill wells to establish an emergency Aquifer Storage and Recovery (ASR) reservoir, replace water meter units with cellular-based transmitters, drought contingency planning)
- Wastewater (facility and equipment repairs, new equipment purchases)
- Stormwater (facility repairs and upgrades, install full capture systems)

RIPON

- General (equipment and vehicles repair and purchase, GIS system upgrade, landscaping, signage, parking lots, fencing)
- Parks (parking lots, community center improvements, sports field and courts resurfacing, playground equipment, vehicles and equipment purchases, irrigation controls)
- Streets and Roads (overlays, reconstruction and repair, landscaping, lighting, traffic signals)
- Water and Sewer (equipment and vehicle purchases, wells, system upgrades)

STOCKTON

- Buildings and Structures (rehabilitation of Arena Garage, modernize the Corp Yard Facility, fiber optic upgrades to public facilities, purchase zero emission Public Works equipment, historic preservation, building retrofitting, new construction, expansion, replacement, improvement of recreation centers, fire stations, community centers and other city buildings, facilities and structures)
- Community, Parks and Open Spaces (Teen Impact Center, improvements to playgrounds, park and recreation facilities, sports fields and city swimming pools, comprehensive bicycle system, including Banner Island Ballpark, Civic Auditorium, Delta Aquatic Center)
- Water Supply (improvements and repairs to infrastructure supporting the city's current and future water utility system including the Delta Water Treatment Plant (DWTP))
- Sanitary Sewer and Wastewater (modifications to the Regional Wastewater Control Facility to replace equipment and processes that are 40 to 70 years old and beyond their useful life; Lincoln and Church Streets sewer and lift station; Channel (Smith Canal) storm drain pump station;

French Camp reservoir and pump station; improvements to ensure the integrity of the city's water transportation system, fortifying or replacing aging sewer mains, preventing sewage discharge into the fresh water surrounding deltas and protecting the environment)

- Storm Drainage and Watershed (infrastructure improvements to prevent stormwater runoff from discharging pollutants into local waterways)
- Street and Transportation (STAA terminal access route improvements, road diets, street paving and rehabilitation, streetscape, sidewalk and curb ramps, bridge repair, traffic calming, safe routes to schools, pedestrian safety, bicycle improvements, and traffic signals)
- Brownfields efforts to assess, investigate, and clean up infill sites
- General (food desert mitigation, vehicle replacement, fiber optic cabling, urban forestry to build upon the work conducted under the Transformative Climate Communities grant to provide resources to improve the urban tree canopy, EV charging stalls, zero emission equipment)
- Public Utilities (downtown utility infrastructure improvements)

TRACY

- Several Infrastructure Master Plans have been or are currently being updated. These plans will guide the city's capital investments, ensure infrastructure is in place to meet increasing needs from population growth, and protect public safety. Completed plans are Parks, Recreation and Trails; Public Facilities; and Public Safety and Water System. Plans underway are Transportation, Storm Drainage, and Wastewater.
- Street, Roads and Bridges (I-580 Patterson Pass Road/International Parkway Interchange Diverging Diamond Interchange [DDI], traffic and crosswalk signal installation and upgrades, intersection improvements, traffic management software upgrade, pedestrian and bikeway improvements, sidewalk and pavement patching and markings, street lights, building and equipment replacement and upgrades, roadway and bridge widening and traffic calming measures)
- Sanitary Sewer and Wastewater (improvements to ensure the reliability and capacity of city's system includes a Wastewater Master Plan, new or upgrades to sewer connections, storm drains, new equipment installation and upgrades, system software and hardware upgrades, security)
- Airport and Transit (new buses, bus stop and transit station improvements, transit station security, Airport Master Plans, storage and maintenance facility, plan for implementing Intelligent Transportation System (ITS) technology, pavement and runway repairs)
- Community Facilities and Parks (repairs and upgrades to public pool, Grand Theater, and Aquatics Center, emergency housing construction, safety and user amenities to community parks, construct a multi-generational recreation center)
- Public Safety (firearms training and classroom facility construction, radio communication towers, fire training site improvements, facility and equipment improvements, fencing, cameras and lighting improvements, new fire engines)
- Commercial Corridors (landscaping and tree removal, signage and wayfinding)

Infrastructure

TRANSPORTATION

Air. The Stockton Metropolitan Airport (SCK) serves as a logistics hub for cargo transport and a low-cost alternative for general aviation and commercial flights to Phoenix and Las Vegas. Other general aviation airports in the county include Lodi Airpark and Tracy Municipal Airport. Four international airports are easily accessible, Sacramento (SMF), Oakland (OAK), San Jose (SJC), and San Francisco (SFO) are located less than 100 miles from Stockton.

Port. The Port of Stockton is a major deepwater inland port located on the Sacramento-San Joaquin Delta only seventy nautical miles from the Pacific Ocean. The Port specializes in both dry and liquid bulk cargo, offers domestic and international distribution by ship, rail, and truck, logistics facilities, state of the art cargo handling equipment, and over 400 acres of land approved for new development. As the Delta provides drinking water for Californians and is a habitat for varieties of fish, birds, and wildlife, Port officials work closely with local, state, and federal agencies to plan and implement programs to identify and reduce environmental impacts from operations.

Rail service in San Joaquin County is provided by Burlington Northern Santa Fe and Union Pacific Railroad, both operate well connected intermodal rail facilities for distribution in and out of San Joaquin County.

Truck service is available from dozens of national carriers and third-party logistic providers located throughout the county offering a wide variety of goods movement services.

Passenger Train and Bus Service is available through Greyhound and Amtrak, both stop in Stockton. Amtrak offers an Oakland-Stockton-Fresno-Bakersfield route, and a Sacramento-Stockton-Fresno-Bakersfield route. The Altamont Corridor Express (ACE) is a commuter rail service connecting Stockton and San Jose during peak hours. Valley Link is a planned passenger rail service offering transportation between Mountain House and the Dublin-Pleasanton Bay Area Rapid Transit (BART) station. Estimates are that service will be available in 2028.

Public Transportation is provided by San Joaquin Regional Transit District (SJRTD) in Stockton, intercity routes throughout the county, and subscription commuter routes to Livermore, Pleasanton, Sacramento, and Santa Clara County. The cities of Lodi, Escalon, Manteca, Tracy and Ripon operate separate bus systems. “Van Go” is a dial-a-ride service available throughout the county.

PUBLIC SERVICES

Water. South San Joaquin Irrigation District (SSJID) provides irrigation and domestic water for communities in and around southern San Joaquin County (cities of Escalon, Manteca, and Ripon) through hundreds of miles of tunnels, canals, pipelines, and similar facilities that allow for water conveyance and irrigation deliveries.

- Escalon is connected to a surface water treatment plant and is considering a distribution project and associated rate study pending funding (grants and loan programs), acquiring property for flow control facility; anticipated construction in 2026.
- Lathrop’s water supply is from groundwater and surface water sources. Groundwater from four wells located within city limits is treated at the Louise Avenue Water Treatment Facility (LAWTF); a fifth well (Well 9) has been offline since 2018 due to water quality concerns. Surface water is treated and delivered by the SSJID to the city’s water service area.

- Lodi's surface water treatment plant provides approximately 50% of the city's drinking water. Twenty-five computer-controlled wells, located throughout the city, provide high quality groundwater. The wells operate automatically on water pressure demand so that when water use increases, more wells are started. Nine wells are equipped with Granular Activated Carbon (GAC) filtration units to ensure high quality water.
- Manteca's potable water supply includes purchased treated surface water from SSJID conveyed from the Stanislaus River and groundwater pumped by the city from city-owned and operated wells. The city uses irrigation wells and recycled water from the city's Wastewater Quality Control Facility (WQCF) for non-potable uses (landscaping and irrigation). The city's allocation from SSJID is expected to increase by 60 percent around 2040 because of a planned expansion of the surface water treatment plant. The city plans to upgrade its water system to allow utilization of the full allotment of this treated surface water.
- Mountain House water system consists of one water treatment plant, three storage tanks, three booster pump stations, and approximately 74 miles of pipelines. The current water supplies are purchased from the Byron Bethany Irrigation District (BBID); the primary source is the State Water Project (SWP), which diverts surface water from the Sacramento-San Joaquin Delta (Delta). The City is looking at alternative water supply sources to enhance its water service reliability especially as the community continues to develop and demand increases. A fully developed community which is expected in 2040, is estimated to increase demand by approximately 105%.
- Ripon's drinking water originates from five groundwater wells on the west and east side of Highway 99. Wells tap aquifers approximately 125 to 500 feet below the surface. Water is pumped from the wells directly into the city's water distribution system. The maximum pumping capacity from all wells is 7,350 gallons per minute (gpm); the city also has two elevated storage tanks with a combined storage capacity of 4 million gallons that can provide an additional 10,000 gpm to support peak demand or firefighting needs.
- Stockton uses a combination of water sources including water from the Sacramento-San Joaquin Delta and Mokelumne River treated at the city's Delta Water Treatment Plant; water from the Stanislaus River via New Melones Reservoir and the Calaveras River via New Hogan Reservoir which is treated and delivered by Stockton East Water District; and local groundwater from wells owned and operated by the city.
- Tracy's water supply includes the Stanislaus River, the Delta-Mendota Canal, and groundwater pumped from wells. The City has participated with the cities of Manteca, Lathrop, Escalon, and the SSJID to bring high quality Sierra water from the Stanislaus River which has increased the reliability of water supplies by having a third source and redundancy in treatment facilities. This source comprises the majority of water consumed in the city and is the only supply source used during the winter months.
- County of San Joaquin largely depends on groundwater for its water supply, which is pumped by domestic water wells. The county operates and maintains about 52 domestic water wells with appurtenances. 66 miles of water distribution systems, and 30 independent water systems.

Solid Waste is a division of the San Joaquin Public Works Department which oversees the operations of several solid waste facilities and sanitary landfills, administers state mandated waste diversion programs, and conducts outreach to the public regarding the health and safety of the public and the environment. Programs include commercial recycling, landfill diversion for a wide variety of products (agriculture plastics, tires, oil, sharps, medicines, appliances, etc.). The facilities are in key locations to serve residents and businesses.

ENERGY

Electric and Natural Gas power throughout the county is provided primarily by Pacific Gas & Electric (PG&E). PG&E's Northern San Joaquin 230 kV Transmission Project a series of electrical upgrades planned for Northern San Joaquin County that will help provide safe and reliable electric service. The project includes a new substation that will be constricted by Lodi Electric Utility. The California Public Utilities Commission (CPUC) is currently conducting an environmental review.

In 2024 the city of Stockton chose East Bay Community Energy (EBCE) as its new electric provider. EBCE operates a community choice aggregation program, which offers local governments more control over energy rates and sources, aiming to provide greener and more cost-effective energy solutions.

Lodi Electric Utility, a department within the City of Lodi, provides service within the city boundaries.

Electric utility service in the City of Mountain House is provided by Modesto Irrigation District (MID).

Solar: San Joaquin County is actively participating in the development and expansion of solar energy. The county is installing solar panels across various county-owned facilities, a move expected to save \$142 million over the next 25 years. This project includes installing solar panels on 12 buildings, including the Stockton Metropolitan Airport and San Joaquin General Hospital, and is projected to reduce greenhouse gas emissions significantly. These initiatives reflect the county's strategic push towards sustainable energy solutions, aligning with broader state goals to increase renewable energy capacity and reduce dependence on non-renewable power sources.

Wind: San Joaquin County is part of the broader California wind energy landscape due in part to its geographic and climatic conditions which are suitable for wind energy production. Wind energy development in and around San Joaquin County is primarily in nearby regions like the Altamont Pass, which is part of a broader area that includes parts of San Joaquin, Alameda, and Contra Costa Counties. There is a growing interest and support for wind energy in the county, aligning with California's aggressive renewable energy goals. Currently residents and businesses in San Joaquin County can take advantage of small-scale installations or broader regional wind energy projects supported by incentives and rebates to reduce the cost of installing wind turbines and generators.

TELECOM

The market in San Joaquin County is competitive which helps ensure better service quality and pricing. There are 17 internet providers covering nearly all the county and fixed wireless and satellite services that cater to areas that might not have access to wired internet. Key providers include Spectrum, Xfinity, Frontier, and AT&T, each offering distinct plans based on speed and technology (cable, DSL, fiber, and fixed wireless). The average home can get speeds up to 2,604 Mbps which is an exceptionally high internet speed and more than adequate for residential and commercial needs. Typical home internet speeds range from about 50 Mbps to 1,000 Mbps (1 Gbps).

The City of Manteca developed a fiber master plan and adopted policies to facilitate a robust fiber and wireless infrastructure, worked successfully with providers to extend high speed wireless connectivity for Smart City applications. The next phase will produce a pilot segment of a new fiber network for underserved residents and businesses, areas identified from the CPUC's Local Agency Technical Assistance (LATA) grant program. This will increase opportunities for new hi-tech manufacturing, startups and other living wage jobs.

PUBLIC SPACES

The cities in San Joaquin County maintain hundreds of acres of open space and over 250 local community parks and facilities. The variety of community and regional parks provide recreational opportunities

for residents and visitors. Notable parks are the Regional Sports Complex, Micke Grove Park, Shumway Oak Grove Regional Park, Dos Reis Park, Westgate Landing, Mossdale Crossing Regional Park, Stillman Magee Regional Park, Woodbridge Wilderness Area, and about a dozen community parks throughout the county. These parks offer amenities such as campgrounds, picnic areas, boat launching facilities, and scenic natural environments suitable for outdoor activities.

Environmental Threats

San Joaquin County faces significant environmental risks, including severe heat, flooding, drought, wildfires, air quality issues, and potential for seismic activity. The San Joaquin County 2023 Local Hazardous Mitigation Plan is organized to follow FEMA's Local Mitigation Plan guidelines. Additionally, most of the cities have established plans that describe the actions taken to mitigate threats and respond to natural disasters.

HEAT

San Joaquin County is considered to have severe risk from heat. A hot day in San Joaquin County is considered to be one with a “feels like” temperature of 102°F and, due to a changing climate, San Joaquin County is expected to experience more days above 102°F in the next 30 years.⁴ An area's heat trends are primarily determined by its latitude, exposure to sunlight, elevation, and climate, but there are other factors that can exacerbate heat and its effects including but not limited to construction materials used, city design, distance to water and vegetation, vehicle and industrial operations that release heat as a byproduct.

FLOODING

San Joaquin County has a minor to moderate risk of flooding; approximately 63% of all properties in San Joaquin County have a risk of flooding over the next 30 years.⁵ The risk assessment considers all major flood types and sources (tides, coastal surges, rains, and rivers) and uses historical flooding events and anticipated environmental changes to calculate risk. To help mitigate the risk and safeguard the wellbeing of its residents several resources are available on the County's Water Resources webpage to monitor current flood conditions and forecasts, as well as access information on preparedness and insurance.

In the early 1900s, many natural wetlands in the San Joaquin Valley were drained for agricultural use. A system of levees was built to prevent flooding the natural wetlands. These levees are monitored and maintained by reclamation districts. One way San Joaquin County works to reduce flooding risks is by participating in the National Flood Insurance Program (NFIP) Community Rating System (CRS). This program rewards communities that go beyond minimum NFIP floodplain management requirements to reduce the risk from flooding. The County has a CRS classification of 7 which means that County residents with properties in areas with a high level of flood risk receive a 15% discount on their flood insurance premiums each year. A 5% discount applies in lower risk areas.

In the San Joaquin Valley, there are four major rivers (the Stanislaus River, Tuolumne River, Merced River, and Mokelumne River) and smaller tributaries that flow into the San Joaquin River. Melting snowpack from the Sierra Nevada and rainwater is carried through these rivers until they drain into the San Joaquin Delta. Historically, there have been levee failures in the Delta; however, due to intensified rehabilitation and maintenance efforts, there have been only 22 failures in the Delta since 1990 (San Joaquin County General Plan).

Currently there are two active Flood Control Zones in the County. Zones 9 (areas east of the City of Stockton) includes 107 miles of channels and 216 miles of levees which were constructed as part of State or Federal flood control projects. Additional channels exist on unimproved waterways that carry

storm runoff. Zone 10 (areas northwest of the City of Lodi) is approximately 5.3 miles of a levee system along the Mokelumne River. Vicinity maps of each Zone are available on the District’s website.

DROUGHT

California’s severe drought has been a decades-long health and economic problem for residents, farmers and ranchers, and any business that uses water as a primary input. The National Integrated Drought information System (www.drought.gov) tracks the severity of drought conditions. Since 2021 most (often all) of the land area in San Joaquin County has been in severe to exceptional drought conditions.

WILDFIRES

Related to drought and climate change are wildfires. San Joaquin County is considered to have a moderate risk of wildfires over the next 30 years. Almost 130,000 properties (54% of all properties) in the county that have some risk of being affected by wildfire over the next 30 years.⁶ Nearly 13,000 acres burned in San Joaquin County from 2018 to 2023. The most significant fire damage was in 2018 when the Waverly Fire burned over 11,000 acres. In addition to damaging properties, wildfire can also cut off access to utilities, emergency services, impacts evacuation routes, and may impact the county’s overall health and economic well-being.

According to CalFire, recent (2024) rainfall has reduced the risk of large fires for now. While the number of fires in the state is typical of the five-year average, the number of acres burning is much higher. Climate predictions indicate above normal temperatures which may result in higher risk of fires.

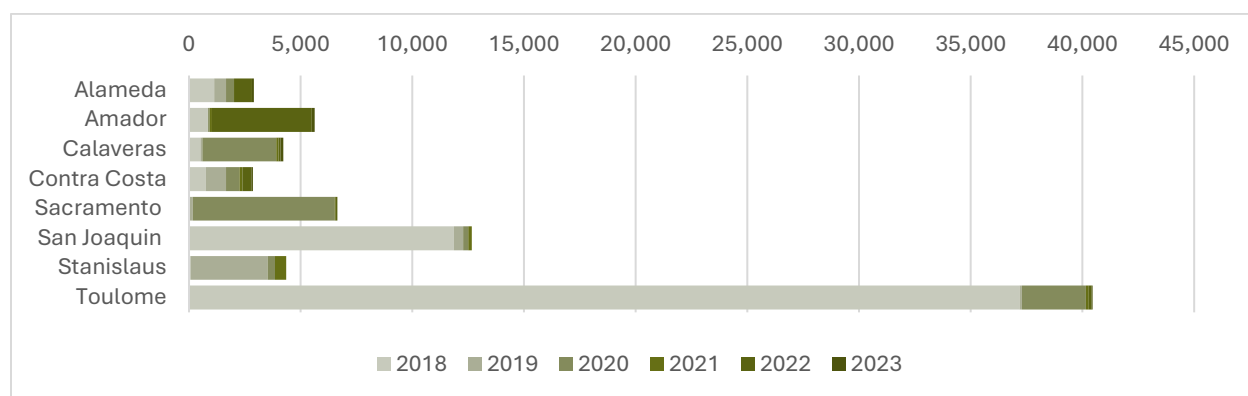


Figure 32. Acres burned in San Joaquin and surrounding counties. Source: CalFire Incident Reports

AIR QUALITY

The San Joaquin Valley Air Pollution Control District (District) includes eight counties in the Central Valley, from San Joaquin south to Kern County. Primary contributors to air quality problems in the region are population growth, wind patterns, emissions from traffic, farm equipment, and wildfires. Geography is also a factor in the Valley’s air quality. Surrounding mountain ranges can cause air pollutants to concentrate in the valley and be trapped if prevailing winds are not able to rise over the mountain ranges. All these factors combine to make it difficult to meet federal air quality standards for Ozone (smog) and Particulate Matter (PM). The District is continuously investing in projects to help reduce emissions.

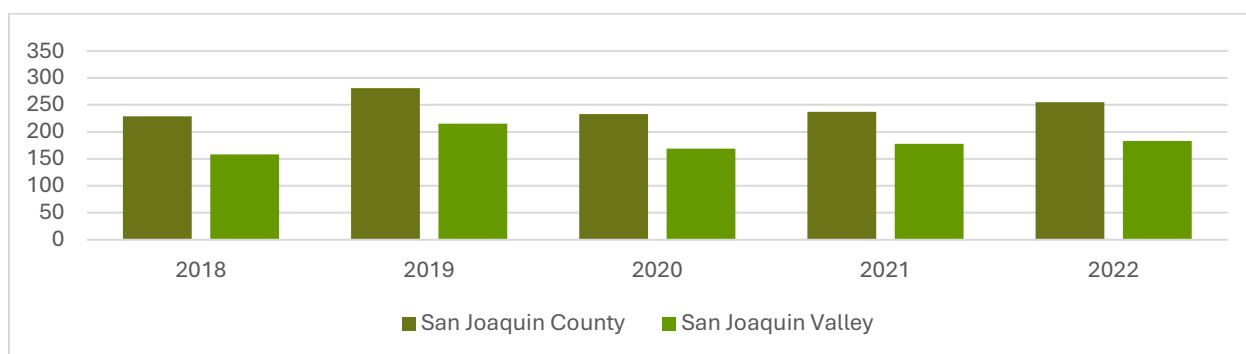


Figure 33. Number of "good air days" in San Joaquin County compared to the San Joaquin Valley. Source: San Joaquin Valley Air Pollution Control District, web-based Archived Air Quality (WAAQ) System

SEISMIC STABILITY

San Joaquin County is situated within a seismically active region, and there is a high probability of experiencing significant earthquakes. According to the U.S. Geological Survey, there is a 79% chance of a major earthquake (magnitude 6.7 or greater) occurring in the next 50 years.⁷ Of particular concern is the vulnerability of the Delta levees to earthquake shaking. A strong earthquake centered in or adjacent to the Delta region could cause widespread levee failure, which, in turn, would likely disrupt or terminate water supplies to agricultural and residential areas throughout the central valley and southern California.

The San Joaquin County Office of Emergency Services provides resources and guidance to residents on mitigating their risk and preparing for potential earthquakes.

Economic Development Projects

San Joaquin County and Cities identified priority economic development projects and approximately 24,000 acres of distinct Economic Opportunity Areas (Areas) and that are or can be developed or further developed to retain and create jobs and significantly increase economic activity and resiliency. These priorities are based on the jurisdictions' long-term planning efforts and the sites' development readiness (appropriate zoning, entitlements, and infrastructure) and potential for new and in-fill development, revitalization and enhancement of space for industrial, commercial, retail and visitor use. The focus on these Areas does not exclude other sites or areas from development or improvement which can be added in future CEDS updates to accommodate new opportunities.

The economic health of these Areas is essential to improving and sustaining the county and cities as safe, healthy communities with balanced economic, physical, and social environments. Improvements to the Areas will result in

- a county that is more competitive and attractive to employers and workers
- added resiliency to economic and natural threats
- more economic diversity and employment options for area workers
- increased business activity which will generate additional revenue for the jurisdictions through sales, property and lodging taxes

The primary Economic Opportunity Areas that have been identified by each jurisdiction are described here along with the anticipated opportunities and identified challenges to achieving their full potential.

SAN JOAQUIN COUNTY

San Joaquin County has 21 designated Federal Opportunity Zones, which cover a total of approximately 50,300 acres. These zones are spread across various areas in the county, including Stockton, Lodi, and Tracy. The county actively promotes the Opportunity Zones to encourage long-term investments in low-income and economically distressed communities by offering tax incentives to investors.

ESCALON

Liberty Business Park—Construction is slated to start on 150 acres of undeveloped rail-served land in the northwest corner of Escalon adjacent north of State Route 120. This project will provide shovel-ready sites to a range of rail-oriented industrial operations, office and commercial uses. A 38-acre parcel north of the Plan Area is designated “Future Industrial Reserve” for annexation by the city for future industrial expansion. The Specific Plan, completed in 2007, presents the project goal as providing space for light industrial and commercial operations related to agriculture, food processing, and associated industries. The development provides an opportunity to establish a quality visual gateway to the city and will allow agricultural production to continue. One or more north/south connector roadways will be needed as will funding for planning and completing infrastructure improvements.

LATHROP

The **Central Lathrop** Specific Plan provides for a two-phased development of 1,521 acres south of the northern city limits, west of I-5, and east of the San Joaquin River. Phase I is 797 acres south of Dos Reis Road for residential, commercial, public facilities, and parks. Phase 2 is 724 acres north of Dos Reis Road for industrial, open space, and park along the Mossdale Tract levee.

Crossroads Industrial Park, located at the northeast intersection of I-5 and SR 120, includes 10.8 million square feet of existing industrial buildings with an additional 448,904 square feet available for new industrial development.

Lathrop Gateway Business Park is located east of the I-5 freeway and north of SR120 between two UP Railroad tracks. The park consists of 1.8 million square feet of existing industrial buildings with 1.2 million square feet available for new industrial development.

Mossdale Village is a pedestrian-oriented development located west of I-5 and east of the San Joaquin River. Over 1,000 acres are designed for a village center, service and highway commercial, recreational uses, and open spaces.

River Islands is a two-phased master planned waterfront community with 4,000 homes built and single-family residential permits being issued at an average of 600 per year. Commercial development is anticipated to begin in 2025.

South Lathrop Park includes 2.7 million square feet of existing industrial buildings. The developers are moving forward on plans for an additional 2.1 million square feet of new industrial construction.

West Lathrop is 7,405 acres in the western portion of the city near I-5, I-205 and SR 120 interchanges with rail lines passing through the site. The West Lathrop Specific Plan is the overall document that includes design and development as outlined in the subsequent specific plans created for River Islands, Mossdale Village (1,611 acres), River Islands and Southeast Stewart Tract (5,794 acres). In addition, a train station is planned for a future passenger rail system (Valley Link) that will provide direct connectivity to the BART system to offer public transit between the northern Central Valley and the San Francisco Bay Area.

LODI

Beckman Road includes two sites for commercial development. Beckman and E. Kettleman Road is 23.07 acres (five parcels) with direct access to Highway 99. Beckman Road and E. Vine Street is 6.9 acres (three parcels) also with direct access to Highway 99.

Lakehouse Mixed Used Development is planned as a resort hotel, 150-unit residential apartment complex, and approximately 18,500 square feet of retail and commercial spaces on North Lower Sacramento Road. The hotel portion of the development is intended to meet growing demands for accommodations stemming from the wine and related tourism industries. The undeveloped project site is located in the northwestern portion of the city at the intersection of two minor arterial streets, Lower Sacramento and Turner Roads.

Lodi Energy Center (LEC) is a public-private Tier 1 project in the State's federal hydrogen hub project which was recently funded with \$1.2 billion from the Infrastructure Investment and Jobs Act (IIJA). The LEC is an existing natural gas electric generation facility that is capable of transitioning to a hydrogen-powered facility that will enable power production for industrial uses and truck traffic along adjacent I-5 and Highway 99 corridors. The LEC is shovel-ready to operate at a 45% blend of hydrogen today and 100% hydrogen by 2028. The project will also include research and development opportunities on the transmission of hydrogen across our state's existing natural gas pipeline system, offer training programs to support the workforce of the future, create up to 200 construction jobs, support power reliability and sustainability.

Reynolds Ranch, located at the southwest quadrant of Harney Lane and Highway 99, is part of a 220-acre mixed use, master planned community of 580 homes and, at full build out, over 499,000 square feet of retail space and 200,000 square feet of office space. The center is currently anchored by several large national retailers.

MANTECA

Big League Dreams is one of eleven well-known similar facilities located throughout the western United States. The 38-acre Manteca location includes a 20,000 square foot soccer pavilion, flag foot-ball 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. The facility started a remodeling process in 2022 and now receives 825,000 visits each year.

Community Navigation Center: South Main Street is the site of a 7.2-acre shovel-ready mixed use project that will contain a low barrier navigation center for the unsheltered population, transitional housing, affordable housing, parks, and commercial development opportunities, pending financing.

Downtown Property and Business Development District (PBID) was passed in July 2024 that is expected to yield \$184,555 annually to support the downtown. Over 60% of the 111 parcel owners voted in favor of forming the district which will be managed by a newly created nonprofit.

Family Entertainment Zone (FEZ), located on Daniles Street adjacent to the Great Wolf Lodge and in close proximity to Highway 120, is the city's major development area that is expected to create job opportunities and increased revenue for the city. The city is working with developers (Hunden Partners) to create a 140-acre master planned commercial retail and recreation area that will attract new business and attract visitors.

Great Wolf Resort opened in 2020 and remains the second largest employer in Manteca. This six-story, 500-room hotel includes a 95,000 square foot indoor water park, pool, and other entertainment venues for guests. It also houses a family entertainment center for the public that includes restaurants, play areas, arcade, and a bowling center. This \$180 million investment provides 250 full-time jobs and another 250 part-time jobs. Great Wolf generated 1.4 million visits in 2023.

Manteca Crossing is a 13-acre planned mixed-use Regional Power Center located on Airport Road and SR 120 with space for lease and build-to-suit

Marketplace at Main is a 50-acre planned commercial development targeting fast and casual dining restaurants, service stations, financial institutions, and neighborhood retailers.

Prologis Manteca 2 is a 278,213 square foot speculative industrial building with approximately 178 auto staffs and 83 truck trailer stalls.

Promenade Shops at Orchard Valley was recently sold. Plans are to turn the former outdoor lifestyle center into a mixed-use development.

Stadium Center on Daniels Street at the Airport Road and SR 120 interchange is adjacent to the 38-acre Big League Dreams facility. This Power Center offers 420,000 square feet of prime retail space amid dozens of national retailers.

Union Crossing is a planned mixed use Regional Power Center located at Union Road and SR 120 that will add over 220,000 square feet for national and regional retailers.

MOUNTAIN HOUSE

The **Mountain Technology Center** is a new building complex that consists of five core and shell light industrial logistics structures with a total area of over 500,000 gross square feet.

Market Mountain House is a new 86,872 square foot retail plaza located adjacent to Byron Road at Mountain House Parkway. The center is anchored by Safeway Grocery & Fuel and includes a developing collection of restaurants, shops, and services conveniently accessible to meet local demand.

RIPON

North Pointe—A 310-acre mixed use developed in northern Ripon for commercial, technology, office, recreation, entertainment, and residential uses. Land use and transportation planning focuses on alternate modes of transportation (walking, bicycling, public transit) to minimize vehicle miles.

STOCKTON

Arena Garage Commercial Development project will rehabilitate the city-owned ground-floor commercial space at the Arena Garage into a food hall/micro-restaurant space.

There are a number of infill **Brownfield Sites** within the City of Stockton, some of which are city-owned, that need to be assessed and investigated in order to initiate clean-up activities and transform them into productive assets.

Adjacent to the **Children's Museum** is a vacant city-owned site within the city's Commercial Downtown zoning district. The City has targeted this site for revitalization that would provide additional community open space and complement the Children's Museum. Within the vicinity are several community assets including a promenade, open public spaces, retail, restaurants, marina, and transit services.

Downtown Stockton wayfinding signs, infrastructure modernization and revitalization for the downtown core, waterfront, and the South Shore is one of the city's primary goals. A recently completed infrastructure analysis details utility and infrastructure improvements that would help facilitate infill projects on underutilized parcels.

North Shore/Marina District and Shoreline Restoration is an initiative to revitalize underutilized space along the north shore of the Stockton Channel from abandoned and vacant properties into a distinctive,

walkable waterside destination with public and recreational amenities, housing, retail and entertainment, and commercial uses.

South Pointe Redevelopment is a multi-phased, mixed-use development that will transform vacant and former industrial land into high-density residential, commercial and offices, visitor and recreational amenities, and community-serving facilities.

Teen Impact Center Activation to transform the underutilized space into community-serving facilities that could include workforce development and training opportunities.

Stockton is using a **Data-Driven Market Analysis and Attraction Strategy** that incorporates data-driven decision-making to measure policy results and progress in executing the initiatives detailed in the Economic Development Strategic Action Plan.

Stockton aids and encourages the local entrepreneurial spirit by providing support for programs and activities such as 1) the Stockton **Community Kitchen Incubator**, a culinary incubator established in 2020 to support food entrepreneurs by providing space and mentors to help aspiring entrepreneurs gain skills and business expertise; 2) during **Small Business Week** the city and partner organizations plan and promote special events, social media, and business training; 3) **Art Festival** that showcases local talent and juried artists from across the nation; and 4) **Intern and Apprenticeship** programs that provide training and experience for parttime and volunteer positions.

TRACY

The **Chrisman Road** property's (+/-116 acres) prevailing use is agricultural and highway-oriented commercial and light industrial areas west of Chrisman Road. Because of access constraints, this area is viewed as a longer-term development opportunity. The General Plan identifies a future Chrisman Road interchange on I-205 and proposals to introduce commuter rail service through downtown (Valley Link) would encourage development of multi-family housing.

Downtown Tracy includes 137.5 acres of retail, restaurant, and office uses anchored by the Tracy Transit Center and the Grand Theatre. The Union Pacific Railroad controls considerable vacant land and railroad right-of-way on the southern edge of downtown. Residential districts adjacent to downtown are defined by significantly older (pre-1940) construction. Downtown Tracy includes opportunities to support higher density residential and mixed-use development along key arterials and side streets. Loss of surface parking may dictate eventual need for structured parking. The city is in the process of developing a Downtown Tracy Specific Plan with a focus on attracting residential development which will provide built-in support for retail, entertainment, and new transit stations.

International Park of Commerce is an 1,800-acre full-entitled master planned business park being marketed by Prologis; the site offers approximately 28 million square feet of industrial space and 2.5 million square feet of office space. Commercial sites exist along the 11th Street Business Loop commercial corridor

I-205 and West Valley Mall area serves as the primary commercial node in Tracy with some recently built apartment complexes. With its direct access from I-205, retail offerings include a mix of national big-box retailers (Home Depot, Target, Walmart, etc.) and national chain restaurants. While the district has a mixed-use flavor, it remains focused on cars, with limited pedestrian access. A proposal for Valley Link Commuter rail service includes the option of a new transit station in this area, possibly leveraging the West Valley Mall 740,000 square foot site. Existing infrastructure capacity and potential for using zoning overlays and other tools need to be studied for successful reuse.

The **Northeast Industrial District** is approximately 870 acres and includes large logistics and e-commerce facilities and major distribution operations associated with Amazon, Crate & Barrel, Home Depot, and similar Fortune 500 companies. Also located along the corridor is Leprino Foods (a food

manufacturer and major employer), and a former retail outlet mall that has been repositioned for retail and office use. The site has visibility from I-205. West of this site is a compact and dense business park on Holly Drive with service businesses and highway-oriented commercial uses including hotels. The area is approaching build-out, as development to the north of I-205 is constrained by flood plains. Opportunities exist to develop and redevelop underperforming, underdeveloped and underutilized properties.

A one mile stretch of **Tracy Boulevard between Valpico Road and Linne Road** supports industrial activity surrounded by residential use. There is potential for transit-oriented development in proximity to the ACE commuter rail station and park/ride facility located on Linne Road at Tracy Boulevard, and community-oriented retail adjacent to the north, but there is no higher density transit-oriented housing at the site. Municipal infrastructure is not available to the airport or adjacent sites and would be needed to support aviation-linked development (such as advanced manufacturing for aviation). Several quarries remain in operation in the area. Additional assessment needs to be conducted to evaluate future land use transitions.

Tracy Hills is an expansive 2,761 acres on the southwest side of the city with excellent interstate access via I-580. Current development is focused on higher-end single family residential development, with plans for commercial development. There is an opportunity to balance single-family versus multi-family housing in the small area plan, and to increase retail offerings for south side residents. Access between Tracy Hills and the rest of the City of Tracy is constrained, with one primary route, Corral Hollow Road.

West 11th Street and Grant Line Road, two commercial corridors, include standalone retail buildings and larger community-oriented shopping centers. Retail occupancies are currently positive, but there are notable vacancies; e.g. former grocery stores. Supporting reinvestment of existing older corridor shopping centers remains a priority as the city's population expands and new retail locations emerge.

The **West Side/Prologis** area is about 538 acres identified for commercial and health care developments. While highly visible land on I-205 is undeveloped, at current rates of development, this sub-area will be built-out within 10 years. Additional vacant land remains within the sphere of influence generally south of Schulte Road, but sites are being developed. Current demand for logistics and e-commerce facilities will put pressure on sites zoned for office use, as the sphere of influence includes more intense manufacturing activities.

PUBLIC ENGAGEMENT

The public participated in the CEDS preparation by attending community workshops and completing online surveys. A summary of the outcomes of these events is presented here.

San Joaquin County Economic Development Association (SJ EDA) held several listening sessions throughout the county to understand each community's goals and priorities. Online surveys were used to gather input from residents and businesses to inform concerns and issues important in the county. Participation in the CEDS process was promoted through local media, social media, and a project-specific website.

North Valley THRIVE (NVT), a multi-faceted coalition of agencies, organizations, and groups working throughout San Joaquin, Merced, and Stanislaus counties on the state's Jobs

First initiative also held listening sessions. The findings of community members participating in these sessions have been incorporated into the CEDS vision, goals, and strategies to broaden and diversify the public input process further. The San Joaquin County stakeholders participating in these regional sessions included:

- 44 community, philanthropic, and environmental justics organizations
- 21 employers, business associations, and labor organizations
- 7 government and economic development agencies
- 7 education and training providers

Community Workshops

Four public workshops were held during the month of July at four different locations throughout the county for the convenience of attendees. Participants provided input on their city's priority initiatives, unique opportunities, challenges, and key issues faced by businesses. A summary of these discussions is presented here.

OPPORTUNITIES

- Proximity to Bay Area and tech businesses (business attraction)
- Workforce re-entry programs
- Multi-faceted transportation network
- Expanded hospitality industry, special events

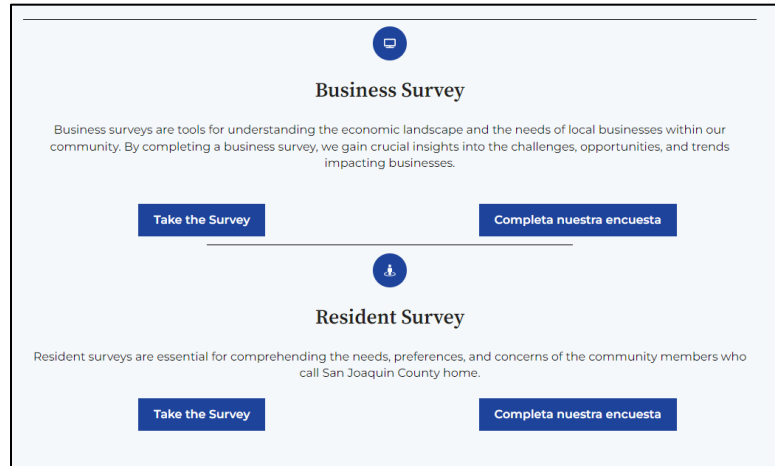


Figure 34. San Joaquin County's CEDS website promoted public participation through surveys and workshops.

CHALLENGES

- Government regulations and slow response time
- Workforce (skills including managerial and soft skills, retention, wages)
- Cost of doing business and development
- Small business assistance
- Outdated municipal codes
- Barriers to employment (training, childcare, housing)
- Homelessness
- Law enforcement officers
- Negative image, perception

PRIORITY INITIATIVES

- Workforce development (training, soft skills, and career pathways)
- Quality of life (inclusive for all populations, available throughout the county)
- Diversifying economy
- Site and infrastructure development
- Quality of Life (access to healthcare, safety, recreation, parks and open space)
- Housing (low-income and worker affordable)
- Small business support (entrepreneurial programs, financing, shared workspace)
- Business retention and attraction
- Downtown revitalization including façade improvement programs



Resident Survey

Over 460 residents from throughout San Joaquin County responded to an online survey to share their opinions of the county as a place to live and work and provided suggestions for improvements. Respondents include both new and “born and raised” residents; respondents’ average length of residency is 23.5 years.

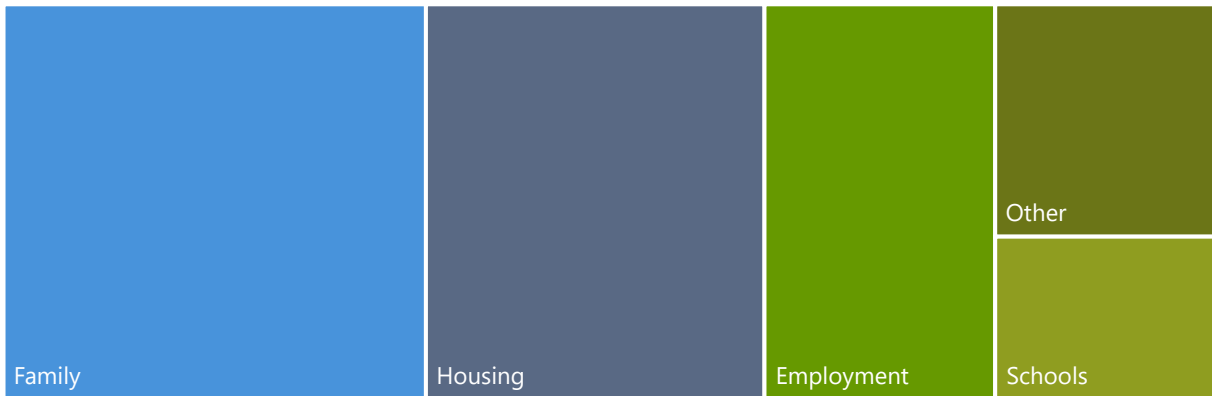


Figure 35. Reasons residents chose to live or choose to stay in San Joaquin County.

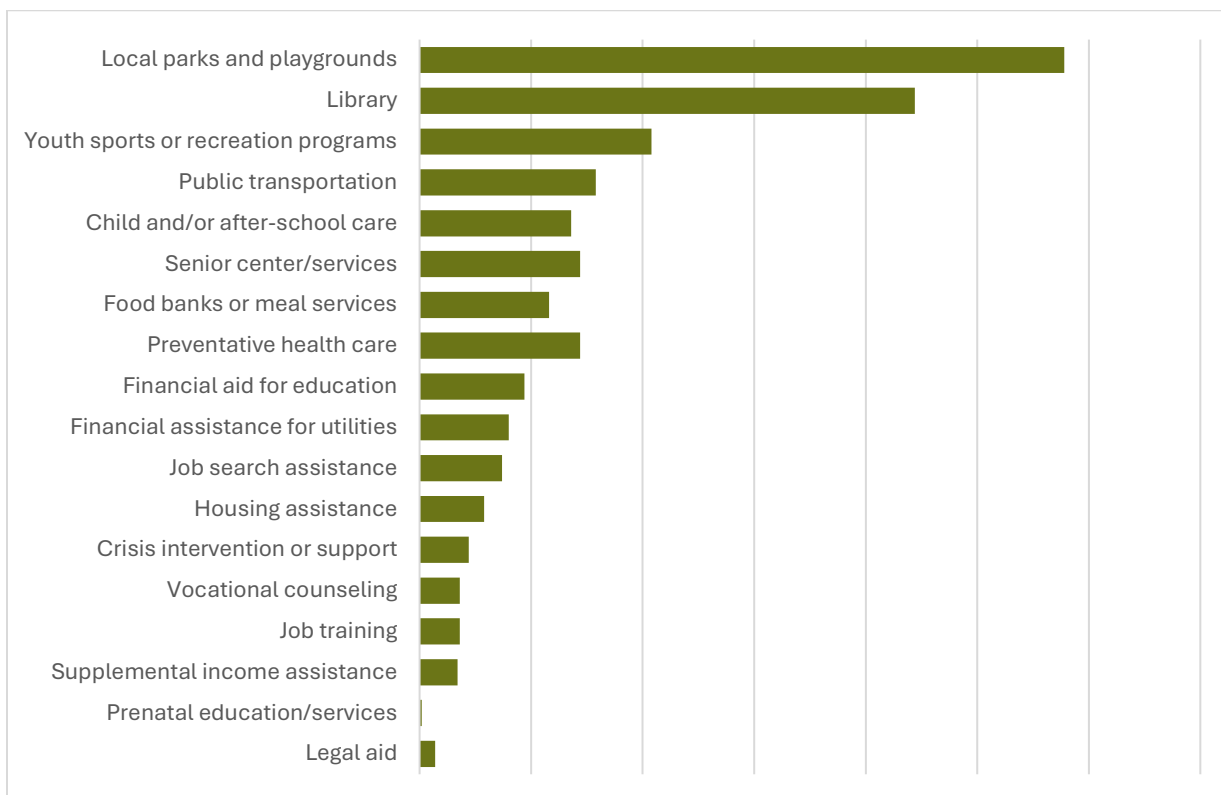
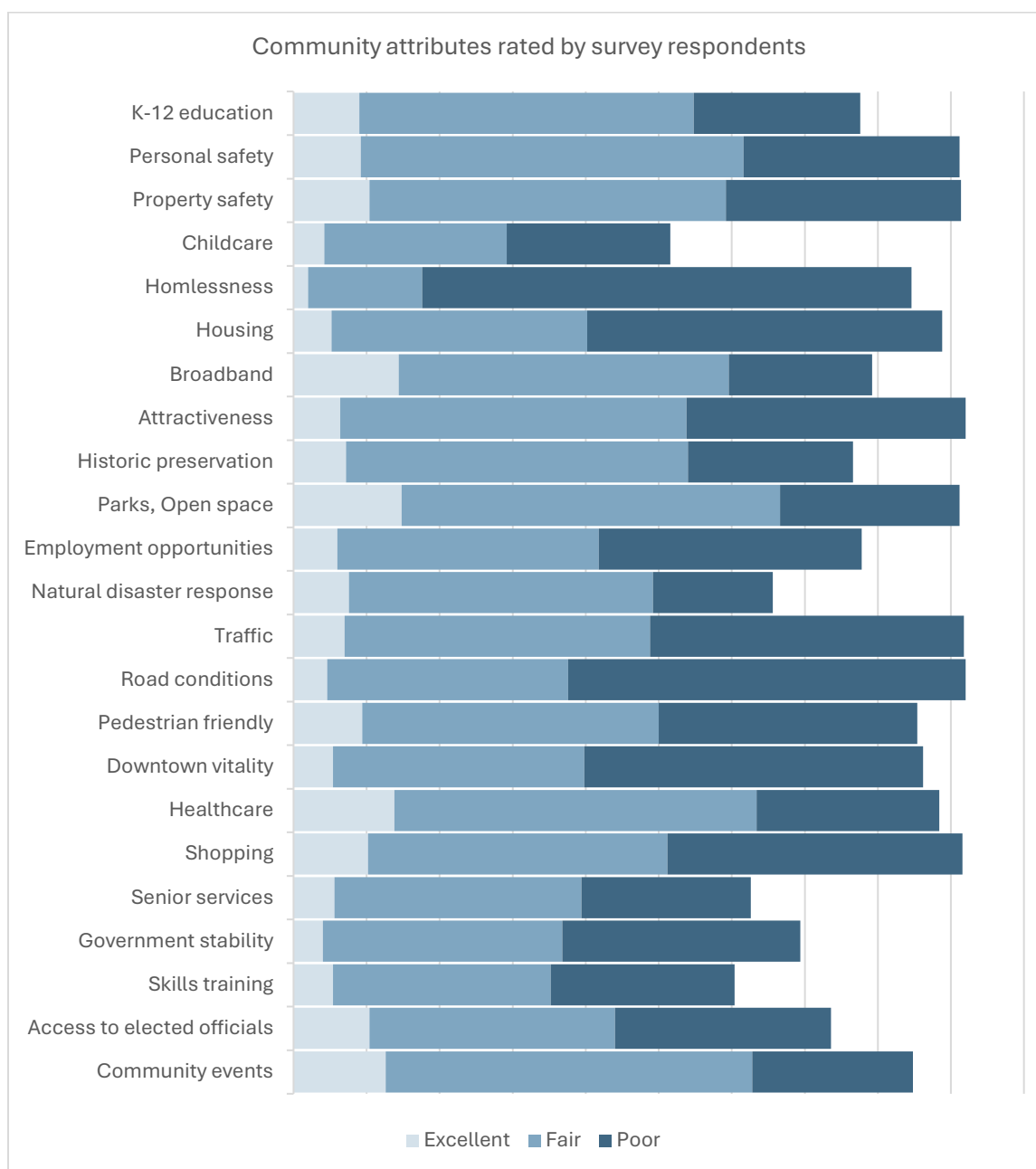


Figure 36. Most popular or most used community services

The following services were identified as ones that should be increased or are lacking in respondents' neighborhoods.

- **Public Safety and Law Enforcement:** neighborhood policing, addressing roaming or neglected dogs, abandoned cars, illegal dumping, enhancing neighborhood watch programs, increased police presence, more police patrols, enforcement of traffic laws, reducing panhandling and street crimes, crime prevention
- **Homelessness Solutions:** more and larger scale shelters and services offering rehabilitation, medical services, retraining, and family reconnections; outreach programs, assistance with substance abuse treatments and mental health care; address cleanliness of parks and streets by reducing illegal dumping and homelessness in public spaces
- **Community Infrastructure and Development:** recreational space: new parks, trails, water parks, and large event centers to provide family-friendly activities, dog parks, pickleball courts, and safe walking/biking trails
- **Corporate and Educational Growth:** bring high-paying jobs and reduce commuting, expand the Delta College campus to offer UC/CSU extensions and support higher education in Tracy to foster economic growth
- **Transportation Improvements:** public transit connections, including links to BART, high-speed rail, and better bus services
- **Green Initiatives:** solar-powered air purifiers, organic community gardens, and more hydrogen fueling stations to tackle environmental issues such as climate change and pollution
- **Youth and Family Programs:** recreational centers for youth, after-school programs, nature trails, soccer fields, and family-friendly businesses
- **Career Development for Youth:** vocational training for high school students and assistance in certifications for adults needing to adapt to changing job markets
- **Health and Emergency Services:** medical facilities, a 24-hour Kaiser hospital, additional emergency services, accessible healthcare providers
- **Senior Support Services:** affordable housing, senior transportation, home repair assistance, and healthcare services catering to the elderly
- **Affordable Housing and Economic Assistance:** affordable housing for low-income families, financial aid for utilities and rent, services for job seekers, especially for those over 60, and career training for people with outdated qualifications
- **Neighborhood Engagement:** garage sales, neighborhood meetings, block parties, and neighborhood beat cops to strengthen community ties and relationships with local authorities
- **Mental Health and Disability Services:** greater support for mental health programs, day programs for the disabled, training centers for neurodiverse young adults transitioning from high school
- **Environmental Concerns:** services to manage floods, extreme heat, and environmental toxins affecting the land, water, and air



Favorite things about living in San Joaquin County

- **Proximity to Major Cities:** Many residents appreciate being within a few hours' drive of places like San Francisco, Sacramento, Lake Tahoe, and Yosemite. This location provides the best of both worlds: living in a quieter area but having access to big-city amenities.
- **Affordability:** Compared to the Bay Area or Sacramento, the cost of living is often more manageable, particularly in terms of housing. Affordable homes allow people to live more comfortably and even own property, which can be difficult in larger, more expensive regions.
- **Agriculture and Fresh Produce:** Region's agricultural roots, fresh produce, and farmer's markets are widely cherished. People enjoy the availability of fresh, locally grown fruits and vegetables.

- **Small-Town Charm:** Strong sense of community, especially in smaller towns within the county. Many people appreciate the friendly atmosphere, less crowded areas, and the "small town" vibe that offers a peaceful living environment.
- **Diversity:** Residents highlight the diversity of the population and how everyone celebrates each other's cultures and traditions. This blend of different cultures contributes to the area's vibrant character, including local food scenes with authentic offerings like wood-fired pizza and Mexican food stands.
- **Weather:** The mild climate, fresh air, and even the occasional Delta breeze are common highlights for people living in this area, allowing for outdoor activities and a comfortable lifestyle.
- **Community Services and Family Life:** People also love the family-oriented nature of the area. Many appreciate the balance of family time, affordable living, and the support that the community provides, including resources and community events that help foster relationships.

Least favorite things about living in San Joaquin County and the **most critical problems** or challenges that need to be addressed to ensure economic prosperity in San Joaquin County.

- **Crime and safety:** gang activity, increasing crime rates
- **Homelessness:** an overwhelming issue, encampments and garbage on the streets affecting public safety
- **Traffic:** congestion related to commuting to Bay Area, need for more public transportation infrastructure, road quality and maintenance
- **Jobs:** lack of local high-paying jobs, jobs outside of the warehouse and logistics industries
- **Housing:** high cost and insufficient affordable housing options for both the homeless and middle-class families, too much residential expansion without adequate infrastructure
- **Government and Leadership:** frustrated with local government dysfunction, corruption, infighting is holding back progress, lack of vision for handling major issues such as crime, homelessness, and infrastructure; need better planning and support for small businesses, an emphasis on reviving shopping malls and bringing in diverse industries for sustained growth
- **Environmental and Public Health:** air quality from local traffic and agricultural activities; heat, dust, and poor air quality during certain times of the year make it difficult for people to enjoy outdoor spaces; need more green spaces, parks, and public recreation areas, clean up trash
- **Community and Youth Services:** need more family-friendly activities, youth programs, and safe spaces for teenagers and children, including afterschool programs, sports fields, and community centers

Business Survey

The eighty-two businesses responding to the survey come from each of the eight cities in San Joaquin County and include a range of industries, i.e., agriculture, business and personal services, retail, lodging, manufacturing, healthcare and education.

Only ten businesses indicated they plan to decrease the number of employees over the next year. Most (85%) will maintain or increase their employment level.

Critical issues facing these businesses are:

- Financial—cash flow, obtaining financing, declining or slow sales, higher operating costs, and general economic conditions
- Competition
- Obsolete equipment, inventory
- Finding and retaining workers
- Need room to expand
- Regulations

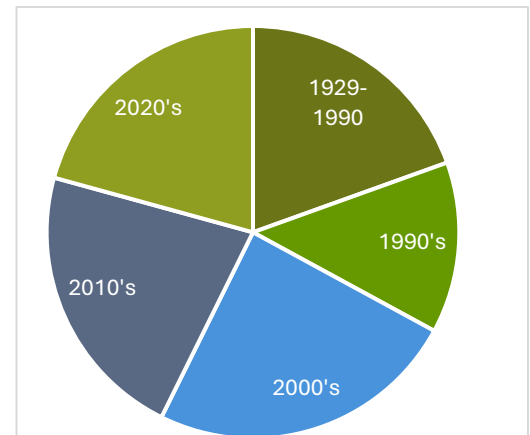


Figure 37. Business respondents are a mix of long-established and newer businesses.

Businesses cited the following **advantages** to doing business in San Joaquin County.

- **Community Support and Engagement:** a strong network of support through chambers of commerce, non-profits, and other local organizations; sense of community and camaraderie, particularly for family businesses and small enterprises, fosters a positive environment for growth.
- **Opportunities for Growth:** population size and diverse demographics create opportunities for businesses to thrive, particularly in emerging markets and services like food trucks, retail spaces, and mom-and-pop shops
- **Location and Accessibility:** central location within California makes it a strategic hub, providing easy access to major cities like San Francisco and Sacramento, beneficial for distribution, logistics, and expanding businesses; also benefit of strong infrastructure, including two intermodal railways, transportation pathways, an inland port, and an airport, supporting logistics and trade operations
- **Cost of Living and Real Estate:** relatively lower cost of rent and real estate compared to the Bay Area provides an attractive environment for businesses looking to expand or relocate
- **Diverse and Growing Workforce:** a large and varied talent pool for businesses, region's agricultural roots provide opportunities for both labor and partnerships with the local ag industry, workforce and education infrastructure provide opportunities to support business growth and development
- **Business-Friendly Environment:** business-friendly environment that supports long-term success, support from local government and institutions, particularly in areas like workforce development, incentives, and infrastructure investments
- **Arts, Culture, and Creativity:** adds to appeal, creating a rich cultural environment that attracts both residents and visitors

Businesses cited the following **disadvantages** to doing business in San Joaquin County.

- **Crime and Safety:** theft, vandalism, and the presence of homeless individuals are significant threats to businesses, particularly small businesses; these issues affect public spaces, increase security costs, and deter both customers and employees; also concerned about unlicensed businesses cutting into market share
- **Cost of Doing Business:** rising costs in rent, insurance, wages, materials, and utilities like PG&E are making it harder for businesses to operate; higher operational costs due to overregulation and government compliance requirements
- **Workforce Challenges:** attracting and retaining reliable employees, more competition with other businesses, the availability of skilled labor, and people not wanting to work due to government benefits or low incentives; lack of employment and services for youth is seen as a hindrance to building a strong local workforce
- **Government and Bureaucracy:** frustration with bureaucratic red tape, delays in the permitting process, lack of grants or funding for small businesses, burdensome regulatory compliance
- **Economic Conditions:** limited income of many residents impacts sales and business growth, especially for businesses offering luxury or non-essential services; economic inflation and uncertainty make it challenging for businesses to maintain cash flow and invest in growth
- **Competition:** tough competition from larger corporations, illegal or unlicensed operators, out-of-county businesses coming in and offering lower prices; new approaches to business or economic development are difficult to implement
- **Community Perception and Communication:** negative perception of areas like Stockton, both locally and from the outside, which makes it difficult to attract customers and investors; frustration with the lack of communication between city officials and businesses, difficulty in getting the word out about available resources and programs
- **Infrastructure and Logistics:** transportation and commuting difficulties in and out of town, concerns that they limit growth and access for both employees and customers, lack of affordable warehouse and office space is a challenge for businesses looking to expand

REFERENCE DOCUMENTS

DATE	TITLE	JURISDICTION/AGENCY
2024	Lathrop Active Transportation Plan	City of Lathrop
2024	Manteca Citywide Fiber Master Plan	City of Manteca
2024	Wildfire Mitigation Plan	Lodi Electric Utility
2024	North Shore/Marina District Area Wide Plan	City of Stockton
2024	City of Tracy Housing Element Update	City of Tracy
2024	San Joaquin County Homelessness Point in Time Count	San Joaquin Continuum of Care
2023	Five Year Capital Improvement Plan (2023-2028)	San Joaquin County
2023	Regional Housing Needs Assessment 2023-2031	San Joaquin County
2023	Capital Improvement Plan	City of Lathrop
2023	Local Hazard Mitigation Plan	San Joaquin County
2023	Downtown and South Shore Infrastructure Analysis	City of Stockton
2023	Economic Development Strategic Plan	City of Tracy
2023	Capital Improvement Plan	City of Lodi
2023	Operating Budget	Mountain House CSD
2023	Adopted Budget	City of Ripon
2023	Housing Element Update	City of Lodi
2022	Community Health Needs Assessment	San Joaquin County
2022	Continuum of Care Report	San Joaquin County
2022	Quality Education & Care of Children Needs Assessment	San Joaquin County
2022	Farm to Fork, San Joaquin County Crop Report	San Joaquin County
2022	General Plan Update	City of Lathrop
2022	Water Master Plan	So. San Joaquin Irrigation District
2022	Capital Improvement Plan	City of Stockton
2022	Capital Improvement Plan	San Joaquin County
2021	Water Master Plan Update	City of Stockton
2021	Operating and Capital Budget	City of Tracy
2021	Ten-Year Facility Master Plan	San Joaquin County
2020	River Islands Specific Plan	City of Lathrop
2019	Capital Improvement Plan	City of Manteca
2018	Defining Tracy's Labor Force to Attract Tech Business	City of Tracy
2017	Bicycle Master Plan	City of Stockton
2016	2035 General Plan	San Joaquin County
2015	South Lathrop Specific Plan	City of Lathrop
2012	Bicycle Master Plan	City of Lodi
2012	Storm Drainage Master Plan	City of Lodi
2012	Wastewater Master Plan	City of Lodi
2012	Water Master Plan	City of Lodi

DATE	TITLE	JURISDICTION/AGENCY
2010	Lathrop Gateway Business Park Specific Plan	City of Lathrop
2009	Crossroads Industrial Park Specific Plan	City of Lathrop
2007	Liberty Business Park Specific Plan	City of Escalon
2004	Central Lathrop Specific Plan	City of Lathrop
2004	Mossdale Village Specific Plan	City of Lathrop
2002	West Lathrop Specific Plan	City of Lathrop

ENDNOTES

¹ Annual Estimates of the Resident Population for Incorporated Places in California: April 1, 2020 to July 1, 2023 (SUB-IP-EST2023-POP-06); U.S. Census Bureau, Population Division; Release Date: May 2024

² East Bay communities included for comparison are Oakland, Fremont, Livermore, Pleasanton, Hayward

³ 2022 San Joaquin County Community Health Needs Assessment

⁴ Source: Riskfactor.com; a tool created by the nonprofit First Street Foundation to help agencies and individuals understand the risk and impact of natural disasters. A “feels like” temperature considers different combinations of environmental data like the ambient air temperature, relative humidity, and wind speed to determine how weather conditions feel to bare skin.

⁵ Source: Riskfactor.com

⁶ Source: Riskfactor.com; a tool created by the nonprofit First Street Foundation to help agencies and individuals understand the risk and impact of natural disasters.

⁷ Source: California Earthquake Authority

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