

San Joaquin County, California
2025-2030 Comprehensive
Economic Development Strategy

Table of Contents

INTRODUCTION.....	4
Developing the CEDS.....	5
CURRENT CONDITIONS.....	8
Economic Environment	8
Social Environment	9
Physical Environment.....	10
Development Opportunities.....	11
S.W.O.T.	14
Strengths and Assets.....	14
Weaknesses and Challenges	14
Opportunities.....	15
Threats.....	15
STRATEGIC DIRECTION.....	17
Implementation Strategies	18
Implementation Team	23
Performance Metrics	24

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) 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.

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.

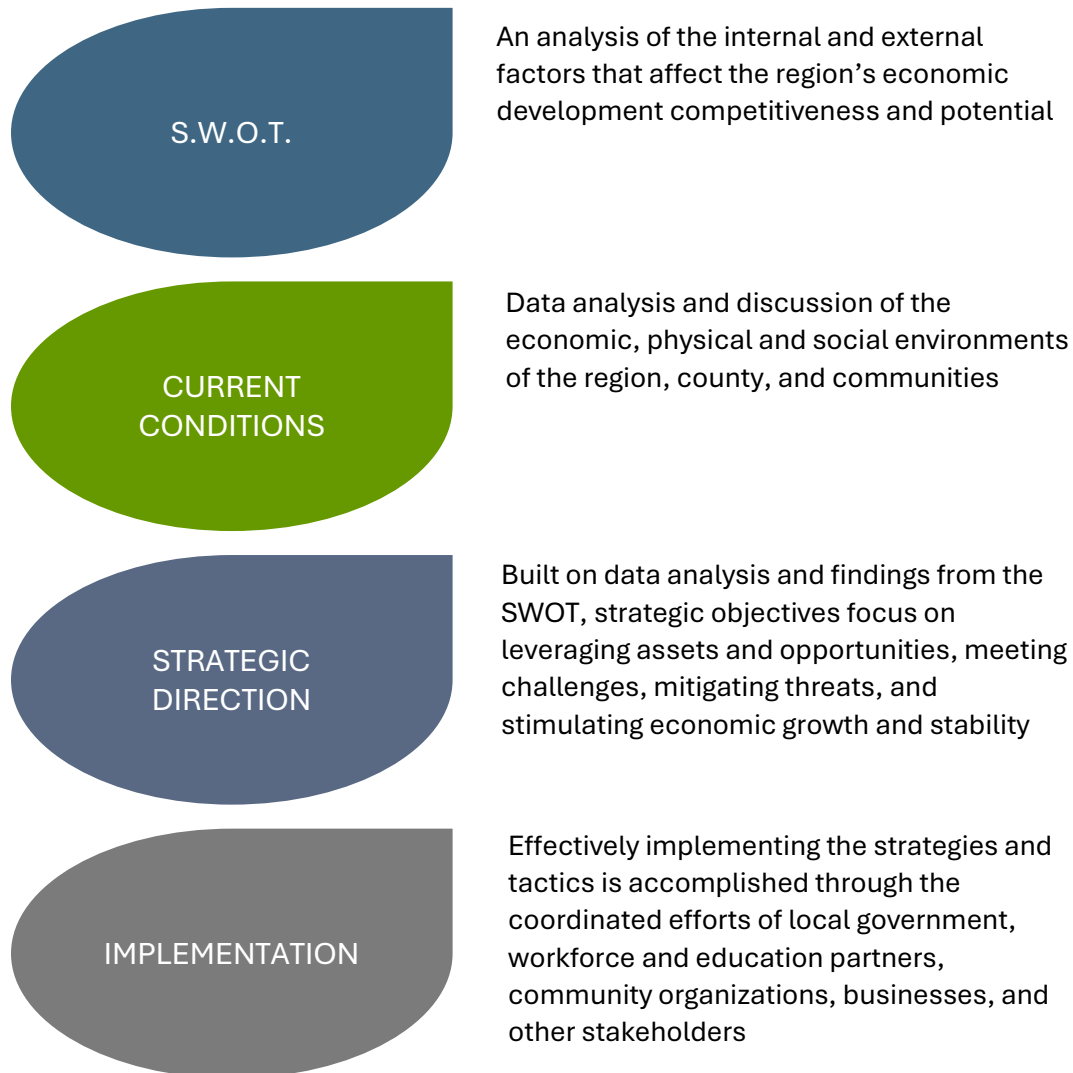
- Aaron Edwards – Second Vice President, District 1 Rep and Area Manager for Active Education
- Steven Ding – District 4 Supervisor, Alternate Supervisor Rep
- Ronnie Lozano – District 4 Representative and local business owner
- Kim Parco – District 5 Rep, Secretary and VP/Commercial Banker for Oak Valley 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
- Skip Allum, Caltrans
- Jorge Barerra, City of Tracy Economic Development
- Joann Beattie, Manteca Chamber of Commerce
- Nancy Beckman, Visit Lodi
- Adam Brucker, San Joaquin County Administration
- Shelley Burcham, City of Lathrop Economic Development
- Kim Byrd, Miracle Mile Improvement District
- Alex Clifford, SMART/San Joaquin RTD
- Yvette Davis, SJC Council of Governments
- Kelly Donohue, Ripon Chamber of Commerce
- JP Doucette, Lodi Chamber of Commerce
- Brad Ecker, San Joaquin Partnership/Business Council
- Robert Flores, Pacific Gas & Electric
- Les Fong, Cal Asian SBDC
- Jaylen French, City of Escalon Community Development
- Barbara Harb, City of Manteca Economic Development
- Heather Heinks, San Joaquin Valley Air Pollution Control District
- Michael Huber, Downtown Stockton Alliance
- Pedro Mendez, CTE and Workforce Development, San Joaquin Delta College
- Jordan Peterson, City of Stockton Economic Development
- Thomas Pogue, Center for Business and Policy Research, University of the Pacific
- Timm Quinn, Greater Stockton Chamber of Commerce
- Wes Rhea, Visit Stockton
- Nicole Snyder, SJC EEDD/WorkNet, EDA, RLF
- Richard Sokol, Stockton Airport
- Maria Valenzuela, Tracy Chamber of Commerce
- Lisa Sunday Vela, San Joaquin County Hispanic Chamber of Commerce
- Patricia Virgen, SJC EEDD/WorkNet, EDA, RLF
- Craig Wafer, African American Chamber of Commerce
- Jeff Wingfield, Port of Stockton
- Ken Zuidervaart, City of Ripon Planning

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.

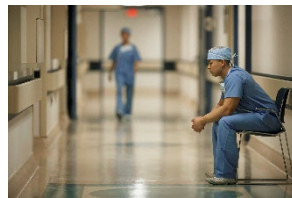
The San Joaquin Partnership, a private nonprofit corporation primarily funded by the cities, county, and member organizations, markets the county and its cities for business attraction, retention, and expansion. The Partnership works with local, regional and state economic development agencies and organizations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



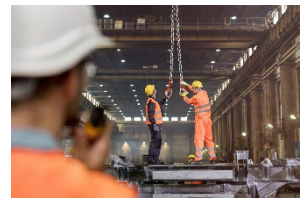
Logistics & E-commerce



Healthcare



Agriculture



Industrial Construction

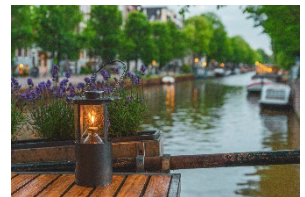
Common among these industries is the use of cutting-edge technology and reliance on a skilled workforce.



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 home rental costs
- 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

- 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 economy
- Expand and diversify economy by building on the county’s establishing 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.

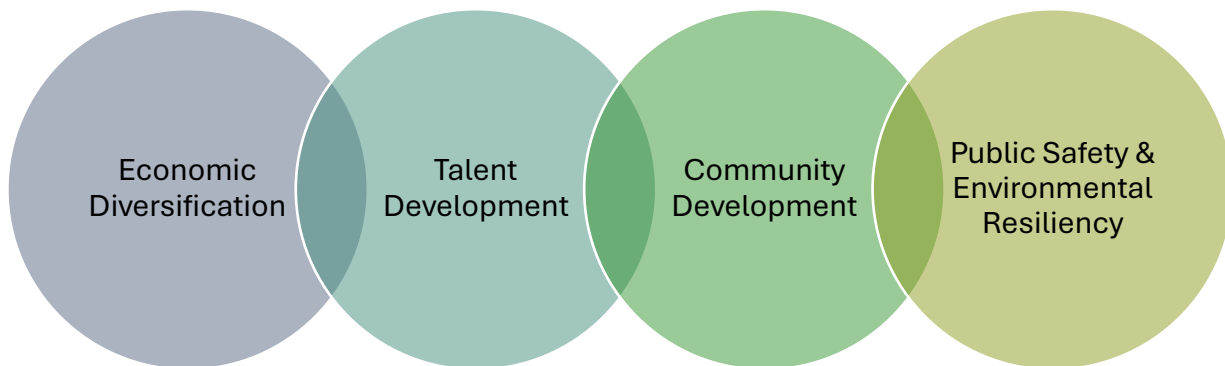
VISION

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 the 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, 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.

- 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						