

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
ACTION AGENDA SUMMARY

DEPT: Chief Executive Office *Christine Ferraro*

BOARD AGENDA # *B-3

Urgent Routine

AGENDA DATE October 30, 2012

CEO Concurs with Recommendation YES NO
(Information Attached)

4/5 Vote Required YES NO

SUBJECT:

Approval to Accept the Comprehensive Economic Development Strategy (CEDS) as Submitted by the Stanislaus County Economic Development Action Committee (EDAC) as Part of the U.S. Economic Development Administration (EDA) Requirement for Application for Federal EDA Grant Funding

STAFF RECOMMENDATIONS:

1. Review and accept the Comprehensive Economic Development Strategy (CEDS) as submitted by the Stanislaus County Economic Development Action Committee (EDAC) as part of the U.S. Economic Development Administration (EDA) requirement for application for Federal EDA Grant Funding.
2. Direct the Chief Executive Office to submit the Comprehensive Economic Development Strategy to the U.S. Economic Development Administration for formal approval and certification.

FISCAL IMPACT:

The Economic Development Action Committee (EDAC) is a Board appointed committee charged with the development and maintenance of the Comprehensive Economic Development Strategy (CEDS). The U.S. Economic Development Administration (EDA) requires that a region seeking Federal EDA grant funding maintain an active CEDS and that economic development priorities and areas of focus be contained in the approved strategy. The local CEDS was last approved in 2010 and is required to be updated every two years to remain active. Compliance with the EDA requirement makes available Federal grant funding opportunities to local jurisdictions through an ongoing competitive process.

BOARD ACTION AS FOLLOWS:

No. 2012-529

On motion of Supervisor Chiesa, Seconded by Supervisor Withrow

and approved by the following vote,

Ayes: Supervisors: Chiesa, Withrow, Monteith, De Martini and Chairman O'Brien

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1) X Approved as recommended

2) _____ Denied

3) _____ Approved as amended

4) _____ Other:

MOTION:

Christine Ferraro

ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

Approval to Accept the Comprehensive Economic Development Strategy (CEDS) as Submitted by the Stanislaus County Economic Development Action Committee (EDAC) as part of the U.S. Economic Development Administration (EDA) Requirement for Application for Federal EDA Grant Funding

DISCUSSION:

Background

The County Economic Development Action Committee (EDAC) has been in existence since 1962 and functions to develop and implement the Comprehensive Economic Development Strategy (CEDS) for Stanislaus County and its nine incorporated cities. The Committee serves as a liaison between member jurisdictions and the programs offered by the United States Economic Development Administration (EDA) that promote permanent employment and economic growth. This Committee has been increasingly active since late 2008 with major emphasis being placed on development and maintenance of a countywide CEDS document.

In October 2008, the EDAC revised its bylaws in order to better regulate its actions. Due to the large membership (21) and the desire of members to refine guidelines for attendance, the Committee, with approval by the Board of Supervisors, adopted revised governing rules and regulations. These revisions have allowed more flexibility in recruiting EDAC members and has encouraged a consistent quorum at meetings since process revision.

Shortly after, the EDAC collaboratively developed an update to the Comprehensive Economic Development Strategy for Stanislaus County. The updated CEDS was formally accepted by the Board of Supervisors on October 6, 2009 and included a strategy that presented the socio-economic overview of Stanislaus County along with highlights of the economic development activities and projects being pursued by our jurisdictions and local partners. The updated CEDS summarized infrastructure projects that require support and established core project area themes that the workgroup intended to develop and expand upon into the future. The updated CEDS was presented as a fluid document that would be refreshed as needed. On July 13, 2010, it was again updated to incorporate projects in Riverbank (Former Army Ammunition Plant) and in Patterson (Keystone Business Park).

Current Update

Since the 2010 CEDS update, the Economic Development Action Committee has seen several changes to its membership structure through attrition and reassignment. Local jurisdictions continue to deal with the economic decline and changes at the State level that has impacted local economic development programs and projects. In addition to the dwindling of local resources, other events such as the dissolution of the redevelopment agencies in the State of California, have severely impacted the ability to maintain an economic development focus. Historically, redevelopment agencies have provided a funding mechanism for making infrastructure improvements in blighted areas to make possible local economic development opportunities.

Approval to Accept the Comprehensive Economic Development Strategy (CEDS) as Submitted by the Stanislaus County Economic Development Action Committee (EDAC) as part of the U.S. Economic Development Administration (EDA) Requirement for Application for Federal EDA Grant Funding

As a result of the changing economic development environment, the EDAC began a review of the current CEDS to determine whether the emphasis and projects contained were still viable. Over several quarterly meetings, City representatives were asked to thoroughly review their profile and project sections. Through discussions, the EDAC agreed that a comprehensive revise was warranted. This would provide an opportunity to update information based on current economic conditions and strategies. Working with the Stanislaus Economic Development and Workforce Alliance Business Research Center, demographic information was also refreshed. Through this process, the focus of the CEDS took on a very different approach. Rather than identifying specific projects for inclusion, which limited the local jurisdictions ability to go after EDA funding as market conditions and economic initiatives changed, information was incorporated that addressed each jurisdictions economic development focus and strategy. The end result was a CEDS that was richer and broader and provided additional flexibility to jurisdictions to bring forth projects for EDA funding consideration provided that they were within the economic development approach described.

The updated Comprehensive Economic Development Strategy does contain several projects that are well underway in development and in process of being packaged for EDA funding consideration when ready. A summary is included in brief below:

Patterson – infrastructure improvements along Sperry Avenue, Ward Avenue, West Las Palmas and Ninth Street. These streets encompass a mostly undeveloped piece of land surrounded by land uses located in the middle of the City of Patterson. This project is expected to make possible future business and retail investments.

Riverbank – renovation of approximately 50,000 square feet of facilities at the 174-acre facility formerly known as the Riverbank Army Ammunition Plant. This project is expected to support manufacturing and industrial capabilities in a sustainable, energy efficient environment.

Turlock – regional recycled water program designed as a solution to address water crises by making tertiary-treated recycled water available to the drought impacted west side of several California counties for farmland irrigation. This project is expected to provide environmental and economic benefits in the near-term while meeting long-term water supply and environmental objectives. Beneficiaries will include agricultural customers that would be provided a valuable local resource for production purposes.

EDAC Review and Action

The Economic Development Action Committee began working on a revise to the Comprehensive Economic Development Strategy at the first regular meeting of the calendar year held on February 16, 2012. At that time, Chief Executive Office staff had worked with the Stanislaus County Economic Development and Workforce Alliance to update the Executive Summary which contains extensive demographic information

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required by the U.S. Economic Development Administration. Recognized Federal sources for important statistics such as population, unemployment, housing, and workforce were used where possible. During this time, the EDAC reviewed projects currently in the CEDS and each City jurisdiction was asked to review their viability given their fiscal standing and current economic conditions. It was determined that the majority of the projects had either already been advanced through other means or were no longer viable for EDA funding. As such, EDAC staff was asked to develop a template for updating the City profile information and the economic development focus and project information. City representatives were asked to revise information so that a revised CEDS draft could be circulated amongst the Committee for review.

Prior to the September 5, 2012 regular meeting, a draft revised CEDS was distributed amongst Committee members and was thoroughly reviewed and discussed at the meeting. A few minor modifications were identified at that time and the EDAC decided that once those changes had been made a special meeting would be scheduled in order to take formal action on the document. A special meeting was held on October 22, 2012 and the Economic Development Action Committee unanimously approved forwarding the revised Comprehensive Economic Development Strategy to the Board of Supervisors for acceptance and formal submission to the United States Economic Development Administration.

POLICY ISSUES:

The recommended action is consistent with the Board priority of A Strong Local Economy and Effective Partnerships. The Stanislaus County Comprehensive Economic Development Strategy is a required collaboration that makes available, on a competitive basis, Federal economic development funding opportunities for local jurisdictions.

STAFFING IMPACT:

The Chief Executive Office will continue to facilitate the work of the Economic Development Action Committee including the ongoing maintenance and development of the Comprehensive Economic Development Strategy based on available local resources and economic conditions.

CONTACT PERSONS:

Keith Boggs, Assistant Executive Officer, 209.525.6333
Raul Mendez, Senior Management Consultant, 209.525.6333

Stanislaus County

Comprehensive Economic Development Strategy

2012-2014



Community
Economy
Challenges

Economic Development Action Committee Membership 2012.2014

Member Name	Representative
Jim DeMartini	Board of Supervisor (Rep.)
Bryan Briggs	City of Ceres
Ramon Bawanan	City of Hughson
Stephanie Burnside	City of Modesto
Ed Katen	City of Newman
Michael Brennan	City of Oakdale
Deborah Novelli	City of Patterson
Debbie Olson	City of Riverbank
Nick Hackler	City of Turlock
Mike Van Winkle	City of Waterford
Vacant	District #1
Jeffrey Rowe	District #2
Vacant	District #3
Cecil Russell	District #4
Bill Bassitt	Community Representative
Lance Boullion	Community Representative
Kyle A. Hampton	Community Representative
Thomas Reeves	Community Representative
Vacant	Community Representative
Vacant	Community Representative
Vacant	Community Representative

This document was compiled in joint effort with the Economic Development Action Committee (EDAC) membership, Stanislaus County and the nine incorporated cities, with research assistance provided by the Stanislaus Economic Development and Workforce Alliance/Business Resource Center.
[roster update 9.11.2012]

EXECUTIVE SUMMARY

The Stanislaus County Economic Development Action Committee (Stanislaus EDAC) has collaboratively developed an update to the Stanislaus Comprehensive Economic Development Strategy (CEDS). This Strategy will present the socio-economic overview of Stanislaus County, along with highlights of the economic development activities and projects that will be undertaken by public and private entities in a mission to create new jobs and provide critical services to the residents of Stanislaus County.

A central focus for pursuing economic development assistance is to begin to overcome the dramatic employment disparity between Stanislaus County and State and National figures. This employment gap has persisted for a period of many years. As of April 2012, the Bureau of Labor Statistics put Stanislaus unemployment at 155% and 201% of California and U.S. levels, respectively.

Stanislaus County is situated in the agricultural heart of California's Central Valley. Based on 2010 American Community Survey statistics, the County had over 515,000 residents. The Stanislaus population is expected to reach 582,746 by 2020 according to the State of California estimates. This high pace of growth underscores the urgency of developing increased economic opportunity in the area.

In addition to a shortage of employment opportunities and a rapidly expanding population base, the County faces other major economic challenges. The area has been particularly hard hit by the housing foreclosure crisis. The resulting fall-off in consumer spending has impacted many segments of the local retail and service sectors. For many of the residents commuting long distances to jobs in the San Francisco Bay Area, high gas prices have become a budget buster. Years of drought are posing a real risk to the agricultural sector as well.

This CEDS master document develops not only a summary of infrastructure projects that require support for future growth within the County but establishes core project area themes that the workgroup intends to develop and expand upon into the future. It is critical that the community has the benefit of these projects as the local economy continues to face a number of challenges. These projects envision working in collaboration to meet the needs of a growing community through expanded employment opportunities. In order for this process to succeed, continued investment in a combination of

education and workforce development efforts is required. This theme is evident in the multiple project descriptions described later in the document.

This overall vision can be enormously enhanced through the involvement of the U.S. Department of Commerce and Economic Development Administration. With this partnership, the County is more likely to achieve a self-sufficient and balanced economy. Along with neighboring counties, we continue to fall at the bottom of rankings in the areas of education, income attainment, and funding to assist with public assistance needs. Without EDA's support and investment, economic growth will remain seriously hampered. Finally, this document has been developed with a conscious effort to complement and expand upon the eight county Central Valley Regional Comprehensive Economic Development Strategy.

GENERAL INFORMATION

In December 2001, California Housing and Community Development Department approved Stanislaus County's grant to undertake a strategic plan. The purpose of this process was to identify goals and strategies to attract new business and retain and expand existing business as a means of raising the economic vitality of the community. A focus of the Comprehensive Economic Development Strategy (CEDS) was to address the jobs-to-housing imbalance in the county and to develop strategies to reverse the widening trend of slow job creation juxtaposed with rapid population growth. The plan was designed to guide the economic development and workforce development activities in the County. Input from the public, utilization of area demographics, and review and research of economic and community development problems and opportunities within the County were used as a foundation for the CEDS tool.

During 2006, staff was directed to begin developing an updated CEDS that would address unfinished projects in the current CEDS, while becoming a tool to guide the EDAC in a new direction including the regional collaboration reflecting the changing dynamics and the factors influencing economic growth from a regional perspective.

The Stanislaus Economic Development Action Committee plans to update the CEDS to mobilize limited resources through the collaboration and commitment of all stakeholders to achieve goals and implement the plan. The collaboration will include direct and active involvement in the development and

implementation of the California Central Valley Economic Development Corporation (CCVEDC) CEDS that includes all eight Central California San Joaquin Valley Counties (San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, and Kern).

In 2011, the California Central Valley Economic Development Corporation (CCVEDC) was requested by regional Federal Economic Development Administration representatives to apply for the designation of Economic Development District for purposes of receiving funding for regional economic development projects through the U.S. Economic Development Administration (EDA) and other Federal funding agencies. In March 2012, Stanislaus County joined its CCVEDC members in adopting a resolution to support the establishment of a San Joaquin Valley Economic Development District.

Over the past few years, the CEDS has become a fluid document for Stanislaus County and is updated and revised as needed with the last update occurring in 2010. The EDAC provides general oversight to the document and has developed flexible protocols to allow updates to occur frequently. Demographic and project information is refreshed as the need arises and in an effort to keep information current. All formal changes require approval from the Board of Supervisors.

SETTING

Stanislaus County, California was created on April 1, 1854 and covers a land area of approximately 1,495 square miles. It has a population of over 515,000 and includes nine incorporated cities. Modesto is the county seat. Located near the center of California, Stanislaus County is 80 miles east of San Francisco, 300 miles north of Los Angeles, and 80 miles south of Sacramento. With an abundance of rich farmland, Stanislaus County is noted for its agriculture and food processing. Other major segments include manufacturing and a range of service industries, including healthcare, retail, and many others. Despite proximity to some of the wealthiest areas of California, Stanislaus County faces severe challenges in terms of rapid population growth, limited employment opportunities, and low per-capita income.

ECONOMIC AND DEMOGRAPHIC FACTORS

The California Department of Finance population estimates for Stanislaus County (projecting forward to 2020) anticipates a 13% increase in total population and

increases are anticipated in both single family and multi-family households although not to the level in recent years due to the state of the housing market locally.

Stanislaus Population			
	2010	2020	Percent Increase
Population	515,358	582,746	13%

Source: American Community Survey (2010) and California Department of Finance (2020)

Stanislaus agricultural sales exceeded \$3 billion in 2011 (approximately 19% increase from the prior year). This sector and its related industry accounts for one-third of the County’s jobs, either directly or indirectly. Although this base is vitally important to the local economy, it also contributes to wide seasonal variations in employment levels. It is not unusual to see as much as a 2.5% increase in the unemployment rate over the course of the processing season.

CHRONIC UNEMPLOYMENT AND A COMMUTER LIFESTYLE

Data from the Decennial Census shows that many area workers seek employment outside of the County. According to that source, nearly 14,000 Stanislaus residents (approximately 7% of the labor force at that time) worked in the San Francisco Bay Area, a journey that can easily exceed 100 miles roundtrip. Frequently, workers are willing to endure the personal sacrifice and professional hardships associated with such commutes to reach a location with more plentiful, higher paying jobs.

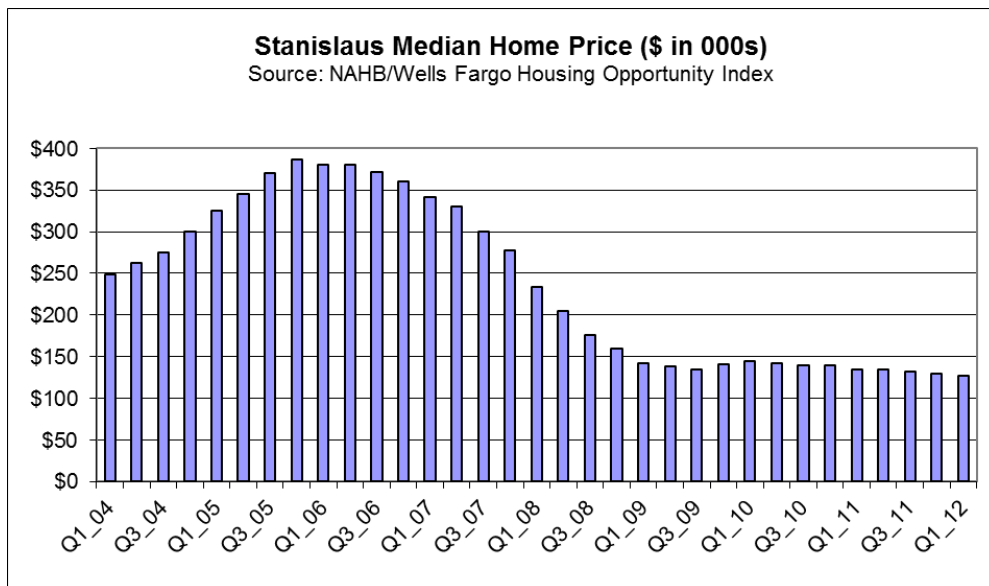
Despite a large agricultural base and a significant number of commuters working outside the region, Stanislaus County suffers from chronically high unemployment. Between 2000 and 2010, local job growth has failed to keep pace with a 15.3% population increase. According to State estimates, payroll job creation was virtually non-existent even as the population expanded. In April 2012, Stanislaus unemployment stood at 16.3% of the labor force according to the Bureau of Labor Statistics figures, compared to 10.5% for California and a National unemployment rate of 8.1%. Since the year 2000, average annual Stanislaus unemployment levels have exceeded U.S. rates from 3.2% to 7.9% according to the Bureau of Labor Statistics figures. Stanislaus County’s unemployment rate recently ranked 50th out of 58 counties in California.

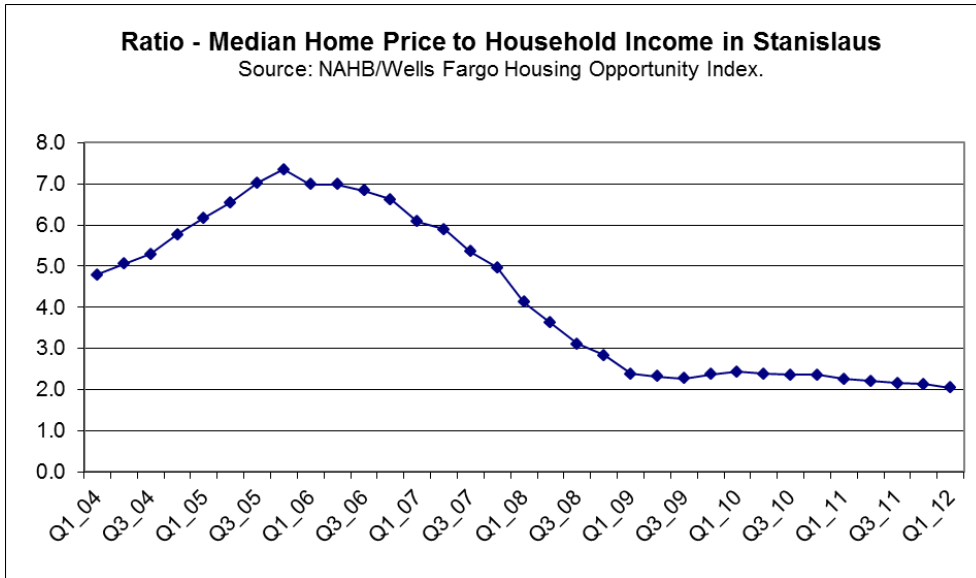
A HOUSING CRISIS

Stanislaus County stands near the epicenter of a region that has been especially hard-hit by the housing crisis. From peak 2005 levels to early 2012, the median home sales price fell by two-thirds, according to figures from the NAHB/Wells Fargo Housing Opportunity Index. Fueled by declining home prices and rising unemployment, foreclosures have taken a toll on the local economy. As of early 2012, figures from CoreLogic indicate that 9.2% of Stanislaus mortgages were 90 or more days late on payments.

DECREASING HOUSING VALUES CONTINUE

Families looking for lower-cost housing in California's inflated housing market still find it challenging to find affordable housing; even with the Central Valley being part of the national foreclosure crisis. In many cases, the current job market does not provide enough living wage jobs to allow a family to afford a mortgage. For those fortunate enough to have a living wage job, housing has become more affordable.

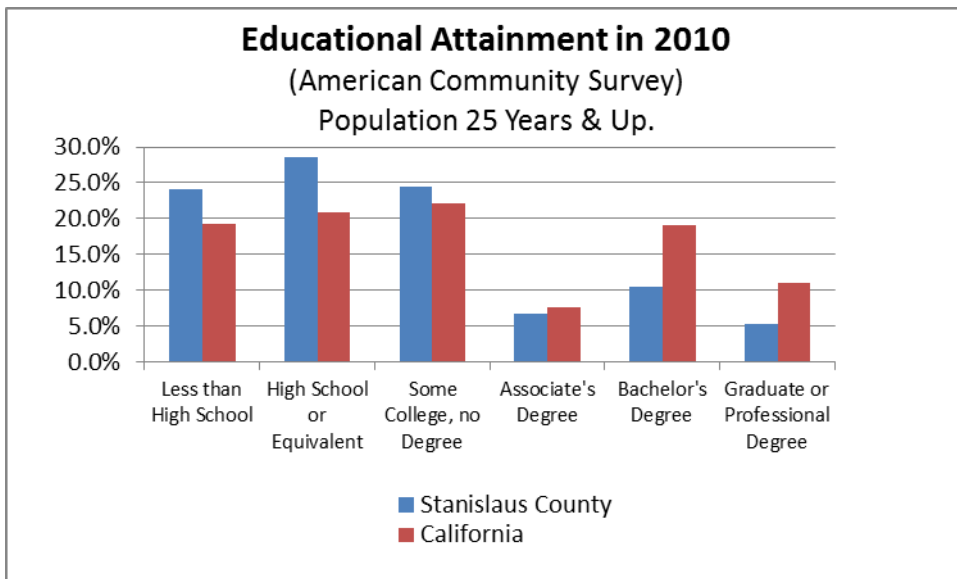




WORKFORCE DEVELOPMENT

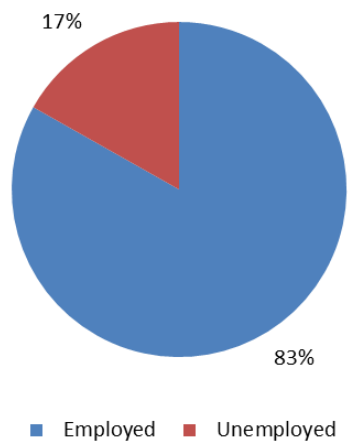
Workforce skill levels and high school graduation rates are a significant impediment to economic growth. At the same time, global competition and technological advances are continually increasing the need for a skilled workforce.

Stanislaus County continues to lag behind the State educational attainment averages in most categories.



The following spreadsheet and pie chart reflect unemployment of approximately 17%. This data, accounts for civilians who are ages 16 or older and who are working or looking for work.

Average Annual Employment in 2011	People
Civilian Labor Force	236,576
Employed	196,782
Unemployed	39,791
Unemployment Rate	16.8%
Source: Bureau of Labor Statistics	



The Employment Development Department (EDD) statistics for 2011 include information on those that are currently in Stanislaus County’s workforce.

Average annual payroll positions in Stanislaus County totalled 156,600. This includes:

- 25,700 in Government/Public Sector (including Education)
- 130,900 in Non-Government positions
- 12,800 in the Farm employment sector
- 118,100 in Private (Non-Farm) industries

There have been considerable layoffs in the private sector that have impacted the local economy.

These job losses have impacted all major areas, but have hit food areas especially hard. The impact includes processors of fruits and vegetables, confectioners, poultry processors, and cheese manufacturers. For a detailed summary of total Stanislaus County layoffs since 2005, see the Appendix, at the

back of this document. Major layoffs compound Stanislaus’ already high unemployment rate. Notably, many of the reductions have occurred because of the off-shoring of production or foreign competition.

Whereas workforce reductions have taken a major toll on production related sectors, retailers and distributors have been a major area of expansion in Stanislaus County. For a more detailed summary of total Stanislaus County business expansions see the Appendix, also at the back of this document.

TAXABLE SALES

Retail sales data reported by the California Board of Equalization showed a decline in growth trend through 2009. This decline was driven by significant decreases in Total Retail and Food Services.

Stanislaus Taxable Sales (000s)	2005	2006	2007	2008	2009	2010
Total Retail & Food Services	5,143,024	5,268,389	5,092,753	4,585,837	3,925,638	4,112,698
All Other Outlets	2,142,876	2,084,143	2,043,130	2,142,855	1,921,419	1,985,917
Total Taxable Sales	7,285,900	7,352,532	7,135,883	6,728,692	5,847,057	6,098,614

Source: California Board of Equalization

STRUGGLING PER CAPITA INCOME

The above factors, coupled with larger than average family sizes, also contribute to relatively low per capita income in Stanislaus County. American Community Survey data shows this indicator at \$20,719 per person and area residents made less than 80% of the U.S. average in 2010. Census data further shows that Stanislaus income is just 76% of California income levels.

ENVIRONMENTAL ISSUES

Water supplies, wastewater treatment, and air quality are among the major concerns that could pose a threat to future economic prosperity. These issues will likely increase as the population of the entire San Joaquin Valley continues to expand.

STANISLAUS COUNTY ROAD EXPANSION PROJECTS

One of the other main obstacles to economic growth is Stanislaus County’s aging infrastructure. The Appendix reflects the need for infrastructure investment within the economic development areas of the community.

STANISLAUS MAJOR MANUFACTURING EMPLOYERS COUNTYWIDE

The following chart provides an overview of Stanislaus County’s major manufacturing employers countywide.

COMPANY OR ORGANIZATION	EMPLOYEES*	DESCRIPTIVE
E&J Gallo Winery	3,181	Winery
Seneca Foods	2,100	Fruit Products
Stanislaus Food Products	1,784	Tomato Products
Del Monte Foods	1,700	Fruit Products
Foster Farms	1,550	Poultry Processor
ConAgra Foods	1,200	Tomato & Bean Products
Frito-Lay	684	Snack Food Products
Racor	650	Filtration Products
Foster Farms Dairy	644	Dairy Products
Silgan Containers	444	Metal Food Containers
Pacific Southwest Containers	384	Packaging Products
Olam Spices & Vegetables	360	Vegetable Processor
Blue Diamond Growers	350	Nut Processor
Bronco Wine Company	350	Winery
Hughson Nut Company	348	Nut Grower/Processor
Ball Corporation	317	Metal Can Manufacturing
Rizo-Lopez Foods	305	Cheese Producer

** Reflects peak seasonal 2010 & 2011 levels where applicable and may include estimates.*

STANISLAUS MAJOR NON-MANUFACTURING EMPLOYERS COUNTYWIDE

The following chart provides an overview of Stanislaus County’s major non-manufacturing employers countywide.

COMPANY OR ORGANIZATION	EMPLOYEES*	DESCRIPTIVE
Stanislaus County	3,607	County Government
Memorial Medical Center	3,023	Health Care
Modesto City Schools	3,010	Education District
Doctors Medical Center	1,962	Health Care
Kaiser Permanente	1,759	Health Care
Save Mart Supermarkets	1,661	Retail Supermarket
Modesto Junior College	1,475	Education Institution
Turlock Unified School District	1,437	Education District
Emanuel Medical Center	1,411	Health Care
Wal-Mart	1,389	Retailer
Ceres Unified School District	1,300	Education District
City of Modesto	1,281	City Government
California State University, Stanislaus	983	Education Institution
Sutter Gould Medical Foundation	750	Health Care
Sylvan Union School District	712	Education District
American Medical Response	704	Health Care
Oakdale Joint Unified School District	525	Education District
CVS Caremark	500	Distribution Center
Oak Valley Hospital/Care	483	Health Care
TID	476	Water & Electric Utility
WinCo Foods	475	Distribution Center
Patterson Unified School District	430	Education District

** Reflects peak seasonal 2010 & 2011 levels where applicable and may include estimates.*

SUMMARY

In these opening pages, you have seen the broad brush challenges that continue to face Stanislaus County at a time of unprecedented local economic conditions. Rapid growth, decreasing land values, road infrastructure deficits and major gaps in education and workforce preparation skills training are just a few of the many issues faced.

The Comprehensive Economic Development blueprint takes a closer look at the nine incorporated jurisdictions in Stanislaus County and core priorities and development projects that have been identified as critical in shaping a better quality of place in Stanislaus County.

CITIES DEMOGRAPHICS

Ceres	45,417	Population
	19.3%	Unemployment
	\$17,382	Per Capita Income
Hughson	6,640	Population
	20.2%	Unemployment
	\$18,646	Per Capita Income
Modesto	201,165	Population
	13.5%	Unemployment
	\$23,005	Per Capita Income
Newman	10,224	Population
	23.1%	Unemployment
	\$17,132	Per Capita Income
Oakdale	20,675	Population
	14.7%	Unemployment
	\$25,507	Per Capita Income
Patterson	20,413	Population
	21.2%	Unemployment
	\$19,703	Per Capita Income
Riverbank	22,678	Population
	23.0%	Unemployment
	\$20,150	Per Capita Income
Turlock	68,549	Population
	11.9%	Unemployment
	\$22,367	Per Capita Income
Waterford	8,456	Population
	14.5%	Unemployment
	\$16,018	Per Capita Income

Stanislaus	514,453	Population
	15.6%	Unemployment
	\$21,931	Per Capita Income

Population based on the 2010 American Community Survey. Unemployment rates for the month of May 2012 from California Employment Development Department. Per capita income figures from 2010 American Community Survey and use the one-year or shortest available time span data for that year.

CERES

Chris Vierra, Mayor

Art de Werk, City Manager/Administrator

Bryan Briggs, Economic Development Director

209.538.5756

Introduction to City:

Ceres is an active and growing community of nearly 46,000 people that still maintains a small neighborhood feel. The City is located just south of Modesto in one of the richest and most diverse agricultural regions of the Stanislaus River Valley. It is home to the annual Ceres Street Faire held every May. A vibrant local economy based in agricultural production, together with various supporting industries and manufacturing, make Ceres a City on the rise.

The Ceres Chamber of Commerce is working with its existing commercial and industrial recycling businesses to encourage the growth of an emerging industry. In addition to recognizing and assisting emerging industries, the City and the Ceres Chamber are working with a select group of Ceres businesses to ensure that businesses holding a unique niche in its industry that pays good wages and do not relocate to greener pastures outside of Ceres. It is important for Ceres to retain its strategically valuable businesses.

The City of Ceres has undertaken numerous economic development projects that will position Ceres as an attractive destination for a business to locate, including adopting a specific plan to revitalize its downtown and an aggressive Capital Improvement Plan that will upgrade and expand the City's backbone infrastructure.

Some manufacturing companies that call Ceres home are: Bronco Winery, Stanislaus Farm Supply, B&H Labeling, Stiles Custom Metal, and Diamond Bar Arena to name a few.

Economic Development Focus:

The City has made a concerted effort toward responsible growth through a balanced mix of commercial, industrial and residential development while striving to provide adequate infrastructure and improved quality of life for its residents.

The City of Ceres created a vision for the community that will attract and retain residents and businesses. Under this vision, the City's General Plan has established economic development policies which will maintain a healthy and diverse economy to meet the present and future employment, shopping and service needs of Ceres residents, and expand the economic base through marketing Ceres strengths and addressing its challenges.

Economic Development Initiatives and Projects:

To accomplish these policies, the City is upgrading its backbone infrastructure to accommodate the expansion of existing business and attraction of new businesses.

The City recently approved the Mitchell Ranch and West Landing projects. The Mitchell Ranch project is a 26 acre commercial retail development anchored by a super Walmart. The West Landing project is a master planned annexation that includes 1,310 new multi-family units and 2,325 single-family units, 34 acres of regional, office and light industrial uses.

The City is maintaining a vacant and underutilized property site-survey on its website. The City is undertaking efforts to prepare both a retail leakage analysis as well as a general marketing strategy. The City is attempting to acquire various underutilized and blighted sites at one of its gateways with the intention of assembling the parcels and causing a regional serving retail project to be developed.

Key Challenges:

The biggest challenge Ceres faces is developing new revenue to replace the loss of redevelopment funds needed to finance economic development activities. The City has been working with regional and statewide organizations to devise new alternatives to funding economic development programs in the wake of the dissolution of redevelopment in California. The City has been working with its business improvement districts to ensure Ceres remains competitive with other retail options in the region. The City has also engaged the Ceres Chamber of Commerce and the Stanislaus Economic Development and Workforce Alliance, to market and promote Ceres businesses.

Major Employers:

CITY OF CERES			
COMPANY OR ORGANIZATION	EMPLOYEES*	CATEGORY	DESCRIPTIVE
Bronco Wine	350	MFG	Winery
Kingspan Insulated Panels	92	MFG	Building Systems
Stiles Custom Metal	63	MFG	Metal Doors & Frames
B & H Labeling Systems	50	MFG	Labeling Systems
West-Mark	50	MFG	Transport Tanks
Stuart's Fine Furniture	42	MFG	Furniture Manufacturer
Ceres Unified School District	1,300	Non MFG	School District
M. A. Garcia Agrilabor	481	Non MFG	Labor Contractor
WinCo Foods	475	Non MFG	Distribution Center
Wal-Mart	320	Non MFG	Retailer
City of Ceres	202	Non MFG	City Government
Superior Fruit	79	Non MFG	Fruit & Almond Grower
Ace Lath & Plaster	70	Non MFG	Contractor
McBay Tile	55	Non MFG	Contractor
Save Mart Supermarkets	42	Non MFG	Retail Grocer

HUGHSON

Ramon Bawanan, Mayor

Bryan Whitmeyer, City Manager

209.883.4054

Introduction to City:

Hughson is a small but productive agricultural community located in the heart of the Stanislaus River Valley. Just a few miles northeast of Turlock and southeast of Modesto nestled amidst fruit and nut orchards, Hughson preserves a small town atmosphere even as it continues to grow.

Hughson was founded as a township in 1907 and named for the owner of the land, Hiram Hughson. Hughson commemorated its 100th birthday with a Centennial Celebration. The celebration centered on the agricultural heritage of the community and the unveiling of a bronze statue of a Peach Farmer.

While the City is especially noted for nut growing and processing it is also home to many agricultural related industrial businesses. These industrial uses in Hughson include cold storage, food processing, fertilizer, and other agricultural-supporting facilities, as well as light manufacturing.

Hughson actively works with these businesses to encourage growth and to ensure their success. Hughson has provided infrastructure to an additional 64 acres of Industrial land to attract new businesses and ensure the capability of existing business to grow. Historically, the City has been able to offer businesses help with public improvements, capital facility fees, structural improvements, and expansion projects.

There are approximately 167 acres of industrial use in the City limits and with the recent update to the City's General Plan the potential of many more which currently lie in the Sphere Of Influence. These uses are located mostly in the southwest area of the City, along the Santa Fe railroad and allow the potential of a rail spur.

Major Employers:

CITY OF HUGHSON			
COMPANY OR ORGANIZATION	EMPLOYEES*	CATEGORY	DESCRIPTIVE
Hughson Nut	348	MFG	Almond Grower/Processor
Mid-Valley Nut Company	215	MFG	Walnut Packer/Processor
Grower Direct Nut Co.	137	MFG	Walnut Processor
Alpine Pacific Nut	100	MFG	Walnut Processor
Martella's Walnut Huller	56	MFG	Walnut Huller
Pohl & Holmes Hulling	50	MFG	Almond Processing
Builder's Choice Truss	45	MFG	Truss Producer
Valley Tool & Manufacturing	42	MFG	Farm Equipment
Dairy Farmers of America	36	MFG	Dairy Products
Duarte Nursery	350	Non MFG	Wholesale Nursery
Hughson Unified School District	251	Non MFG	Education District
Samaritan Village	107	Non MFG	Retirement Center
Whitehurst-Lakewood Memorial	51	Non MFG	Funeral/Cemetery Svcs.
Braden Farms	25	Non MFG	Almond Grower
City of Hughson	16	Non MFG	City Government

MODESTO

Garrad Marsh, Mayor
Greg Nyhoff, City Manager
209.577.5223

Introduction to City:

Modesto is the center of it all in California. Located on Highway 99 in California's San Joaquin Valley, Modesto is the county seat for Stanislaus County with a population of over 200,000. Modesto's abundant food commodities include dairy and poultry, fresh produce and nuts that contributes to its agricultural prosperity. Modesto's local commerce of brand-name manufacturers includes Frito-Lay, Del Monte and E&J Gallo Winery - the world's largest wine producer. The critically acclaimed Gallo Center for the Arts is a world-class facility that hosts regional, national and international performers and events in downtown Modesto. Modesto maintains its small town charm with numerous music and family festivals and farmers markets. Native George Lucas' homage to his teen years in Modesto is the subject of his 1973 film, "American Graffiti". Modesto has revived the Graffiti spirit with the designation of a downtown walking tour of the Historic Graffiti Cruise Route. Modesto offers a great quality of life and is an ideal business location with economic incentives to assist in business development. To find out more, visit www.choosemodesto.com or www.modchamber.org.

Economic Development Focus:

Business Attraction and Recruitment

- Attract firms that offer high value jobs to create living wage opportunities.
- Develop and implement a Downtown retail recruitment strategy to contribute to the City's economic health as well as to the vitality of downtown.

Business Retention and Support

- Provide technical assistance to local businesses in support of business expansion plans and the community's economic development growth.
- Focus on the creation of a positive business environment to support local businesses and the retention of jobs.

Diversification of the Economic Base

- Stabilize large fluctuations in employment due to the seasonal operations of the agribusinesses that are major employers in the area through the creation of a more diversified economic base for a more sustainable economy.
- Focus on attraction of industry clusters for business development whose needs can be met and maintained by current and future infrastructure plans.
- Consider financing and technical assistance programs to attract and retain businesses in specified industry clusters.
- To increase the tax base of our community to provide higher quality public services.

Economic Development Initiatives and Projects:

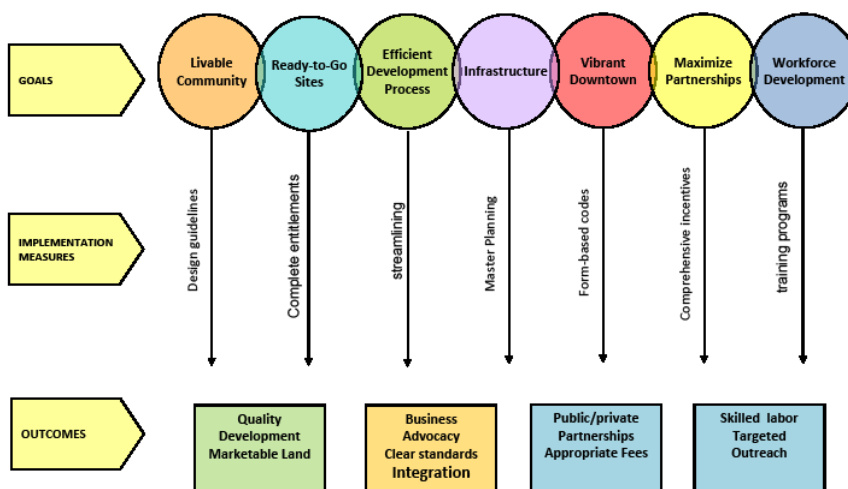
- I. Promote Modesto and encourage business attraction and retention through coordinated partnership efforts:
- II. Determine and plan for the appropriate mixture and placement of regional commercial development:
- III. Promote and facilitate growth in Modesto's home grown industries such as food processing, health services, retail services, local vendors and suppliers:
- IV. Pursue a strategy to maximize long-term dependable and sustainable revenues:
- V. Preserve and revitalize downtown by encouraging infill development and higher densities:
- VI. Facilitate the creation and expansion of business parks to achieve more equitable jobs-housing balance:
- VII. Attract new firms with ties to existing industry and target new companies keyed to diversification:

Key Challenges:

- Limited land available for development of Tier 1 sites (sites that can meet a 60 days or less development timeframe) and Tier 2 sites (sites that can be ready for business development within a year) in Modesto proper for business park and industrial land uses.
- Lack of infrastructure financing resources for the development of existing sites for business park and industrial land uses.
- Need additional staff to identify and pursue the availability of workforce development programs to provide the necessary skills training which will assist in the attraction of higher-end businesses.
- Lack of staff and a marketing budget to effectively focus on business attraction and retention.
- Inadequate regional transportation infrastructure.
- California’s reputation as an unfriendly business state due to over regulation of labor and employment laws, and business permitting processes.

Economic Development Focus and Priorities:

Economic Development Plan



Business Attraction

- Develop an attraction strategy that addresses both the City’s economic development goals and the needs of targeted companies.
- Develop Wastewater Capacity Allocation Program and Capacity Bank procedures to maximize food processing and industry attraction to the community.
- Update and continued development of the economic development website.
- Attend site selection and trade show conferences as budget and time allows.
- Market the City’s Economic Development Incentive Program and other local and State incentive programs to generate interest from targeted companies to relocate to Modesto.
- Invest time in building and maintaining relationships with representatives of companies that have been identified as a candidate for relocation or expansion.
- Work closely with community partners such as the Alliance, Chamber, and other organizations to provide requested information and assistance to companies interested in locating in Modesto.

Business Retention

Focus on the needs of existing companies and employers by working with other government staff and organizations that are addressing:

- Public infrastructure improvements;
- Regional transportation issues;
- Regional commercial development planning; and
- Business-friendly regulatory environments.

Project Description(s):

1. Livable Community

- Comprehensive Zoning Code Amendments have recently been completed to more effectively guide development throughout the City and to ensure quality and compatibility of the built environment.
- Smart Valley Places – General Plan Amendment

A network of San Joaquin Valley cities and local and regional partners which was awarded a U.S. HUD/EPA/DOT Sustainable Communities Initiative Regional Planning Grant. A portion of Modesto's share will be applied to General Plan amendment-related work which will include a revised land use designation program intended to facilitate enhanced economic development potential, including mixed-use development.

- Develop Corridor Plans for McHenry and Crows Landing.
- Develop Neighborhood compatibility standards.
- Completed residential and commercial design guidelines.

2. Business and Industrial Parks Development

- Entitlement process for Kiernan Business Park East, West and South.
- Annexation of Kiernan Business Park area.
- Expansion of Business Park on General Plan.

3. Development Process

- Implemented One-Stop Shop Development Center to streamline development review and entitlement process.
- Implemented permit process improvements
- Regular project tracking, monitoring, facilitation, and concept review through the Development Review Team (DRt) and Red Teams
- Comprehensive Fee Restructuring through the implementation of policy, process, and procedural changes recommended by the Comprehensive Fees Task Force and adopted by City Council.

4. Infrastructure

- Water and sewer master plans
- Specific Plan Process, Facilities Master Plans
- Coordination of private developments and public Capital Improvements
- Smart Valley Places – Complete Streets

A portion of Modesto's U.S. HUD/EPA/DOT Sustainable Communities Initiative Regional Planning Grant funding share will include the General Plan's circulation element amendment of "Complete Streets". This refers to providing transportation

opportunities for all public rights-of-way, and the focus on enhanced economic development potential.

5. **Downtown Vitality**

- Downtown Core Form Based Code emphasizes building form over building function for the zoning of properties in the development review and entitlement process. The Downtown Core (DC) Zone was adopted by City Council July 13, 2010 to help streamline the review and entitlement process and incentivize the redevelopment of the downtown core. The DC Zone is roughly bounded by L, 14th, F and 6th Streets, but jogs in one block between 12th and 14th streets on either side.

- Extend Form-Based Code for Entire Downtown area.

- Hospitality Zone Program
 - At their June 5, 2012 meeting, City Council authorized the creation of a Hospitality Zone Program (HZP) for downtown Modesto and directed staff to work with the Downtown Improvement District, Modesto Chamber of Commerce, Convention and Visitors Bureau and other stakeholders to develop this program. The downtown HZP will assess the operations and management of downtown Modesto and work toward a solution for issues such as parking management, vagrancy and panhandling, policing practices, downtown cleanliness, and plaza events. The goal of the HZP is to act as a catalyst for private investment, attracting more businesses and patrons to the downtown area.

- Modesto Historic Graffiti Cruise Route
 - The Modesto Historic Graffiti Cruise Route Committee includes community activist Chris Murphy, the Modesto Convention and Visitor's Bureau, and the Downtown Improvement District. The Committee developed the walking tour route and obtained City Council's approval. They also designed route markers to display historic information and promoted the route through banners, media exposure and displays in City Hall and the City-County Airport.

- South Downtown Gateway

The South Downtown Gateway will mark the transition between the downtown and the Tuolumne Regional River Park at 10th Street. The gateway will serve both as an important automobile, bicycle and pedestrian linkage and a visual conduit to the scenic beauty of the park. In order to complete the link between downtown and TRRP, 10th Street will be re-opened and 11th Street will be closed. This will also allow Stanislaus Foods, a local tomato processor, improved access to and from Highway 99. In addition, the cannery will benefit from improved internal circulation and possible facility expansion resulting from the closure of 11th Street. These circulation improvements at the cannery have the potential of creating approximately 100 new jobs.
- Downtown Clean-Up Campaign
- Completed New Downtown Streetscape and New Street Stripping Plans
- Streamlined the Outdoor Dining Permit Process to include allowance for more activity on sidewalks
- Utility Master Plan for Downtown
- As part of the California High Speed Rail Project, conduct a Feasibility Study in planning for a Downtown Passenger Rail Station
- Plan and Implement a Downtown Business Development Incentive Program

6. **Economic Development Partnerships**

- Capital Improvement Program (CIP) Task Force

Appointed by the City Council, the 14 member Task Force is led by the Community and Economic Development Director and was formed to obtain input and participation from a broad range of community stakeholders for the development of a comprehensive CIP. The CIP Task Force is responsible for reviewing and ranking all proposed CIP projects to ensure that they meet the

qualifications described in the CIP Policies and Evaluation Criteria. The resulting ranking of CIP projects will reflect the goals and policies established by the General Plan.

- **Wastewater Capacity Allocation Review Committee**
This committee is composed of City staff representing the departments of Public Works, Utility Planning and Projects and Community & Economic Development. It is the responsibility of the City to regulate, control, and manage the means and methods of wastewater collection, treatment, and disposal within the City's jurisdiction. The Wastewater Capacity Bank is a City program that allows for the banking, transfer, purchase and lending of allocated capacity. Uncommitted capacity is new wastewater capacity resulting from wastewater treatment facility and wastewater collection system improvement and expansions. The committee will provide suggestions for establishment of priorities and guidelines to allocate the City's system capacity, and to review commercial and industrial applications for connection to the wastewater system.
- **Stanislaus County Regional Tourism Roundtable**
The Stanislaus County Regional Tourism Roundtable promotes a regional perspective for economic development through local travel and tourism by including all County cities, chambers, and interested stakeholders in a collective marketing effort.
- **Host regular meetings of an Economic Development Partnership with the Modesto Chamber of Commerce, the Modesto Convention and Visitors Bureau, the Modesto Downtown Improvement District, and the Stanislaus County Economic Development and Workforce Alliance to strengthen relationships and coordinate economic development efforts and events.**
- **Coordination of Workforce Development efforts with the Alliance.**

Major Employers:

CITY OF MODESTO			
COMPANY OR ORGANIZATION	EMPLOYEES*	CATEGORY	DESCRIPTIVE
E&J Gallo Winery	3,181	MFG	Winery
Seneca	2,100	MFG	Fruit Products
Stanislaus Food Products	1,784	MFG	Tomato Products
Del Monte Foods	1,700	MFG	Fruit Products
Frito-Lay	684	MFG	Snack Products
Racor	650	MFG	Filtration Products
Foster Farms Dairy	644	MFG	Dairy Products
Olam Spices & Vegetables	360	MFG	Dehydrated Vegetables
Memorial Medical Center	3,023	Non MFG	Health Care
Modesto City Schools	3,010	Non MFG	Education District
Doctors Medical Center	1,962	Non MFG	Health Care
Kaiser Permanente	1,759	Non MFG	Health Care
Modesto Junior College	1,475	Non MFG	Education Institution
City of Modesto	1,281	Non MFG	City Government
Save Mart Supermarkets	950	Non MFG	Retail Grocer
Sutter Gould Medical Foundation	750	Non MFG	Health Care
Wal-Mart	745	Non MFG	Retailer
Sylvan School District	712	Non MFG	Education District

NEWMAN

Ed Katen, Mayor

Michael Holland, City Manager

209.862.3725

Introduction to City:

As a result of the growing importance of the surrounding agricultural lands and the arrival of the railroad to the community, the City of Newman (known as the jewel of the West Side) was Founded by Simon Newman in 1888 and incorporated as a City in 1908. Agriculture still continues to play an important role in the community, providing jobs and influencing the physical design of Newman. The City of Newman offers a variety of land and site uses ranging from agricultural operations to major retail; these sites include but aren't limited to highway/retail commercial, a large food processing facility, historic buildings, and a variety of light/heavy industrial. The City is continuing to focus its efforts on the revitalization of downtown and commercial and office development along the City's Highway 33 corridor. A primary goal of the City is to offer unique shops, services, restaurants, and additional retail development within both the downtown and highway corridor areas. In addition to these areas, the City is looking forward to beginning development of phase III of the Downtown Plaza (including a visitor's center) and it's planned Aquatic Center.

Nestled on the west side of Stanislaus County, Newman is called home by approximately 10,000 residents. Located directly on California's Highway 33 with a beautiful view of the Diablo Range, the City of Newman is sited in an agriculturally rich and naturally beautiful geographical area. The City of Newman is a General Law city that operates under the City Council/City Manager form of municipal government. The General Law format allows for citizens to elect a governing body that will set policy, pass ordinances and resolutions, and approve fiscal spending. With its slogan of "Honoring the Past, Celebrating the Present, Building for the Future" the City of Newman looks forward towards progress and has positive goals for the future while keeping its historical roots in place. Recently completing general plan and master plan updates, the City has consistently crafted its vision of the future. This vision includes a walkable community with an accessible and safe street grid and encourages new employment opportunities to allow residents to work, shop and live within the community. Currently, the number of commuters traveling

outside of Newman for their jobs is increasing with approximately 50 percent of Newman residents traveling more than 30 minutes to their job; the City would like to see these jobs available locally. To address housing, the City's master plan areas require a variety of housing types to provide housing to satisfy the public's needs, while limiting growth and protecting surrounding agricultural lands. These goals will assist the City in meeting the challenge of managing growth while enhancing the unique feel and character of Newman.

Presently, the City of Newman is a lovely small town with a vibrant historic downtown predominately surrounded by single family residential neighborhoods and then by agricultural and ranch lands. Made famous by the beautifully restored and active West Side Theatre, the downtown is centered along Main Street and consists of one and two story commercial buildings, many of which are historic and dating from the early 20th Century. Highway 33 also contains historical buildings with a mix of suburban and rural industrial and auto oriented commercial uses. The City of Newman is also part of the Stanislaus County Zone 40 Enterprise Zone which offers valuable employer and employee benefits and incentives to job creation, retention, and expansion in the community.

Major Employers:

CITY OF NEWMAN			
COMPANY OR ORGANIZATION	EMPLOYEES*	CATEGORY	DESCRIPTIVE
Stewart & Jasper	147	MFG	Nut Grower/Processor
Saputo	123	MFG	Cheese Production
Newman Flange	80	MFG	Metal Flange Mfg.
Cebro Frozen Foods	70	MFG	Frozen Vegetables
Valley Sun Products	52	MFG	Sun Dried Tomatoes
Newman-Crows Landing Unified	300	Non MFG	School District
DiMare Brothers	217	Non MFG	Tomato Grower/Packer
San Luis Convalescence Hospital	74	Non MFG	Long-Term Care Facility
Raley's Supermarket	67	Non MFG	Retail Grocer
Cerutti Brothers	49	Non MFG	Trucking
City of Newman	40	Non MFG	City Government

OAKDALE

Pat Paul, Mayor

Stanley Feathers, Interim City Manager/Administrator

George Osner, Community Development Services

209.845.3625

Introduction to City:

Situated near the Stanislaus River, Oakdale, so named for the groves of oak trees that line the hills, boasts an impressive history. In 1848, gold was discovered along the Stanislaus River by the natives living in the area and thousands of miners soon traveled through the area, following their dream to stake their claim to part of the mother lode. This stampede to the mine fields also brought representatives of the Stockton and Visalia Railroad to the area. Land was purchased and the railroad was extended from Stockton, thereby putting Oakdale on the map and creating our place in history as the gateway to the Sierras.

With the railroad extension to Oakdale, the town quickly became a freight center that created new business opportunities. A blacksmith, wagon shops and livery stables began operating to serve the needs of the miners. Hotels, dining halls, saloons, and general stores soon followed to accommodate the teamsters.

Oakdale was incorporated as a city in 1906 and continues to the present day as an important crossroads to the Central Sierras. An irrigation system was brought in by 1909, enabling ranchers to plant fruit and almond trees. This was followed by stockmen raising sheep, cattle, hogs and poultry, and operating dairy farms. Today, Oakdale is diverse, being both agricultural and industrial. Oakdale is now a city of approximately 20,675 residents within an area encompassing 6.05 square miles. While Oakdale is considered a small city, it continues to be a desired community of choice with many residents working in town and an increasing number to them commuting to Modesto, Manteca, Tracy, and over the Altamont Pass to work sites in the East Bay Area.

Economic Development Focus:

The City of Oakdale has a rich agricultural and rural ranching heritage. Industrial activity is a major component of the City's economy which centers on agriculture, food manufacturing and tourism.

Manufacturing and food processing, packaging, and shipping companies are some of Oakdale's largest employers. The City is an attractive location for these businesses because of its proximity to productive farmlands and nearby rail lines that transport raw materials and agricultural products for processing and wholesale distribution. Opportunities exist for the City to build upon and diversify its existing job base, leverage its increasingly educated workforce, and capitalize on access to the future North County Corridor and the Oakdale Municipal Airport. Oakdale is home to large food manufacturing operations including Ball Western Can Company; ConAgra Foods, one of the largest tomato processing plants in the world; and Sconza Candy Company.

Economic Development Initiatives and Projects:

The Draft General Plan (May 2012) addresses the City's goals for collaboration and workforce development. In the business community, the City will continue to build long-term partnerships with local business organizations to collaborate on economic development activities and to regularly provide input to the City on its services and development review and permit processes.

In addition, the City will continue to actively participate in regional economic development programs and organizations, such as the Stanislaus Economic Development and Workforce Alliance, to promote local businesses and leverage City resources.

In April of 2012, the City Council adopted a policy for deferral of Capital Facilities fees. Developers can defer fees at time of building permit application until final building inspection and/or occupancy.

The City of Oakdale offers a variety of industrial and commercial property sites from two acres in size, many with rail access service from 3 different rail companies. For larger projects, the city has sites ranging from 70 to 200 acres. Oakdale actively works with new and existing businesses to encourage growth and ensure their success.

Oakdale's existing developed industrial area encompasses 500 acres within the city limits with approximately 50 acres vacant and available for development with adjacent sewer, water and underground utilities in place. Another 450 acres have recently been added to the city and planned for future industrial development pursuant to the adopted South Oakdale Industrial Specific Plan. All environmental review for this recently-annexed area is complete and infrastructure planning has commenced.

The City has established Industrial Development Design Expectations, ensuring that new industrial and manufacturing and business centers are of high quality, protecting the value of private investment as well as enhancing Oakdale's unique community setting and environment.

It may be this combination of factors that prompted a recent relocation from Oakland, California, to Oakdale by Sconza Candy Company. In 2008, Sconza officials purchased an 80-acre developed industrial site from Hershey's Chocolate Company after Hershey's closed their west-coast plant and moved all their domestic manufacturing operations to Mexico.

With excellence in planning, coupled with an outstanding location and business environment, Oakdale is poised to remain the community of choice by businesses and employers for years to come.

Key Challenge:

The key challenge for Oakdale is to restructure, modify business practices, and keep adequate public safety services in place to serve city residents. The next few years will be critical in continuing efforts to ensure the City of Oakdale remains a going concern financially.

Major Employers:

CITY OF OAKDALE			
COMPANY OR ORGANIZATION	EMPLOYEES*	CATEGORY	DESCRIPTIVE
ConAgra Foods	1,200	MFG	Tomato/Bean Processor
Ball Corporation	317	MFG	Metal Can Manufacturing
Sconza Candy	100	MFG	Confectionery Products
American Pallet	45	MFG	Pallet Manufacturer
Hi-Tech Emergency Vehicle Service	37	MFG	Emergency Vehicles
Oakdale Joint Unified School	525	Non MFG	School District
Oak Valley Hospital/Care	483	Non MFG	Health Care
City of Oakdale	127	Non MFG	City Government
K Mart	109	Non MFG	Retailer
Save Mart Supermarkets	85	Non MFG	Retail Grocer
Burchell Nursery	80	Non MFG	Fruit & Nut Tree Nursery
A.L. Gilbert	77	Non MFG	Feed & Grain
Oakdale Irrigation District	75	Non MFG	Water Utility
Oak Valley Community Bank	59	Non MFG	Bank
California Healthcare Medical Billing	42	Non MFG	Medical Billing

PATTERSON

Luis Molina, Mayor

Rod Butler, City Manager

209.895.8000

Introduction to City:

Patterson, incorporated in 1919, is a growing community averaging a 6% annual growth rate since 1990. Strategically located in the western part of Stanislaus County near Interstate I-5, the City derives much of its economic vitality from agriculture, food processing, and distribution.

Patterson is also home to a rapidly expanding business park. The City's street layout, inspired by the great metro areas of Paris and Washington D.C., features a circular format in the central district surrounded by radiating spokes, many trees and palm-lined thoroughfares.

Because of its proximity to the San Francisco Bay Area and Highway 5, Patterson is positioned to absorb a considerable share of growth over the coming years. There are many opportunities for retailers, service, and light manufacturing companies.

The West Patterson Business Park provides easy access to transportation options and tremendous potential for growth. The Business Park consists of 814 acres with a diverse range of parcel sizes, ready-to-build sites, and several flex buildings ready for tenants. The Business Park is located within an area of seismic stability and minimal flood risk.

Located along Interstate 5 with access to I-205 and I-580 as well as Highways 120 and 99, Patterson provides business with convenient, and less congested, access to the major metropolitan markets of Northern and Southern California. Patterson is located just 70 miles east of the Port of Oakland (the nation's third busiest port), 40 miles south of the Port of Stockton, 280 miles north of Los Angeles, 92 miles south of Sacramento and 89 miles southeast of San Francisco.

Along with its central location, Patterson offers access to many transportation options. The seaports at Oakland and Stockton provide access to maritime transport. Several nearby airports offer a variety of flight options including

local service out of Modesto and international service out of Oakland and Sacramento. Rail transportation is highly-accessible and convenient. The Central Valley is the confluence point for two national rail lines - the Burlington Northern Santa Fe and the Union Pacific Railroad. Additionally, local daily service is provided by the California Northern Railroad.

The City offers competitive fees to invite businesses to Patterson. The City offers a concurrent plan check and one-stop permitting process. The majority of properties zoned for commercial use are located within a California Enterprise Zone. The Patterson Redevelopment Agency provides aid to businesses that utilize properties within the redevelopment area including infrastructure improvements and other incentives.

Economic Development Focus and Priorities:

This project located at along Sperry Avenue, Ward Avenue, West Las Palmas Avenue and Ninth Street will enhance and improve the opportunities for the City of Patterson to entice much needed and expanded retail and other opportunities for the benefit of its citizens. The full development of these sites will stem the retail and other economic leakage that currently exists within the City of Patterson resulting in its citizens spending their shopping, dining, and other activity dollars in the surrounding communities.

Project Description(s):

The project includes the installation of curb, gutter, and sidewalks along Sperry Avenue, Ward Avenue, West Las Palmas Avenue and Ninth Street. These streets encompass a mostly undeveloped piece of land surrounded by urbanized land uses located in the middle of the City of Patterson.

The requested funding complies with EDA's goals of encouraging both municipal and community growth opportunities by improving municipal infrastructure to create, new and expanded retail opportunities for the community and support of existing businesses in addition to the creation of jobs during its infrastructure development and permanent retail phases providing for a financially sustainable community

The jobs created during the municipal and public improvement phase will provide much needed local and regional employment during our historically

high unemployment while the long term use of these improvements will create sustained local and regional employment, retail opportunities and tax generation by private and institutional investors who will now have the cornerstone of basic infrastructure to allow professional developers to build out these needed business and retail investments to create a sustainable economic base for the betterment of the region and city.

Though the limited and shrinking base of governmental economic development funds has become extremely competitive; the magnitude of the economic potential received from the use of the requested funds will spur private and institutional capital investment and will become the catalyst need to be successful from a magnitude of governmental and private capital sources. The USDA and HUD funding in addition to other governmental incentive programs that the region qualifies for establishes multiple and combined funding opportunities including public and private partnerships.

This investment will improve the municipal improvements surrounding property located in the heart of the City of Patterson allowing private and institutional investors to continue the pattern of existing retail development and establish a regional retail core of commercial and personal service opportunities for the community of Patterson as well as critical support of the surrounding Westside communities and framing operations for years to come. The City of Patterson has an approved and well established project design standards and procedures to ensure these improvements will be constructed and maintained to best serve the public. The land owner and its development partners have an established record of successful retail and community developments to complete the second phase of enticing, selling and developing the commercial opportunities needed to complete the City's goal of establishing a sustainable retail and jobs oriented campus for the financial support and success of the community.

Given the expansion and evolution of the central valley from Americas' Breadbasket to include vibrant business, industrial and residential communities to complement and support of its core enterprise. The master planned community of Patterson plays a pivotal role in providing the retail, personal and industry services to preserve and protect the fragile environment of the central valley in coordination with a wide spectrum of local, regional and Federal agencies.

Lead Project Contact/Project Manager(s):

Rod Butler
City Manager
City of Patterson
PO Box 667
Patterson, CA 95363
209-895-8010

Major Employers:

CITY OF PATTERSON			
COMPANY OR ORGANIZATION	EMPLOYEES*	CATEGORY	DESCRIPTIVE
Traina Dried Fruits	175	MFG	Sun Dried Tomatoes/Fruits
HPL Contract	40	MFG	Furniture Manufacturer
CVS Caremark	500	Non MFG	Distribution Center
Patterson Unified School Dist.	430	Non MFG	School District
Wal-Mart**	350	Non MFG	Retailer
W.W. Grainger	198	Non MFG	Distribution Center
Kohl's Corporation	150	Non MFG	Distribution Center
City of Patterson	130	Non MFG	City Government
Lucich-Santos Farms	128	Non MFG	Fruit Grower/Shipper
Save Mart Supermarkets	93	Non MFG	Retail Grocer
Affinia	84	Non MFG	Distribution Center
Del Puerto Health Care District	68	Non MFG	Health Care

** Expected opening in late 2012.

RIVERBANK

Virginia Madueño, Mayor
Jill Anderson, City Manager
209.869.7116

Introduction to City:

Riverbank is a progressive, growing community with over 21,000 residents located eight miles north of Modesto. Nestled along the Stanislaus River and State Highway 108, Riverbank offers a wide variety of recreational, cultural, and social activities for people of all ages. Agriculture and food processing are important aspects of the local community which proudly hosts the Riverbank Annual Cheese and Wine Exposition every October. Riverbank is also attracting and cultivating a growing number of industrial and manufacturing operations, in large part due to the closure of the Riverbank Army Ammunitions Plant (RAAP).

The 173-acre RAAP industrial complex, used for the manufacturing of steel cartridge cases for military armaments, was recommended for closure by the 2005 Base Closure and Realignment Commission. As production waned, underutilized facilities, denoted as the Riverbank Industrial Complex, have been leased out to private manufacturing businesses that include plastic recycling, oil recycling, filtration system, construction materials, and manufacturing of a beryllium replacement used extensively by Department of Defense and NASA. The U.S. Army plans to relocate the Plant's cartridge production mission starting in late 2009, and begin to convey the property to the City of Riverbank soon after, with complete transfer of ownership by 2011.

The closure of the Riverbank Army Ammunition Plant is impacting the Riverbank community in several ways. It is estimated that the closure of the Plant will contribute to a direct loss of 89 jobs associated with the military mission, as well as 122 indirect jobs throughout the community. However, it may be possible to retain some or all of these jobs with the community's Reuse Plan that provides for the manufacturing businesses to remain, attract new businesses to the site, expand production and create new jobs, in addition to leveraging the "green" facility assets and current business clusters.

Project Description(s):

Mid-Site Renovations at the Former Riverbank Army Ammunition Plant

Project funds are needed to renovate approximately 50,000 sq ft. of facilities at the 174-acre facility formerly known as the Riverbank Army Ammunition Plant. The improvements will ensure that the site's building infrastructure meets safety standards and is adequate to support manufacturing and industrial capabilities in a sustainable, energy efficient environment.

Since the announced closure of the military mission, maintenance of the site has visibly declined. The increased vacancy and the deteriorating state of the buildings and infrastructure has added to the blight of the facility and hindered the attraction of new businesses or development in the vicinity.

The community-developed and supported Reuse Plan was submitted in November 2008, and calls for a unique "green" or "cleantech" industrial and manufacturing center to replace the aged military facility and create a new economic growth based on clean energy, clean technology or green industries. This new kind of industrial complex would economically uplift the surrounding communities by providing a range of high-wage jobs and promoting businesses with responsible, environmental technologies and energy efficient or sustainable practices.

The City has developed long-term leases with 24 businesses and holds letters of intent with several others. The project components will directly benefit 12 of the businesses at the facility, allowing several businesses to expand and new companies to occupy the approximately 50,000 sq. ft. of renovated space, while creating 225 new jobs in the clean technology and manufacturing businesses. Permanent, high-wage employment is created with this Investment and is consistent with the skill level of the unemployed and recently displaced workers in the community. These renovated industrial and manufacturing spaces will provide jobs that stimulate and support a sagging American middle-class.

The businesses providing new jobs fit squarely into the "green" or "cleantech" sector. These businesses are the core of a promising new sustainable industry

cluster for Stanislaus County that is built on clean energy technology or by using new, sustainable or recycled materials in traditional applications. These and other cleantech businesses will contribute to the resurgence of manufacturing and promote sector-based economic development that is sustainable, community based and environmentally compatible with the community ethos.

The RAAP has a completed National Environmental Protection Act (NEPA) and an Environmental Impact Report (EIR) is in draft form and scheduled to be completed in the last quarter of 2012. A Finding of Suitability for Early Transfer is being circulated to regulatory agencies for final review and comment. Early transfer documents have been prepared and are in process to the Governor. Final conveyance by deed is expected upon Governor's signature of the early transfer documents.

Project Components and Scope of Work

Funds are requested to renovate and upgrade infrastructure supporting approximately 50,000 square feet of interior space and 50,000 square feet of exterior space at the 174-acre Riverbank Army Ammunition Plant. The renovation and infrastructure improvements will include electrical upgrades, seismic upgrades, roof repair, communication upgrades, encapsulation of lead paint and asbestos tiles, rail repair, exterior grading and paving and storm water control that will allow for the expansion of existing businesses and provide an industrial space for two new businesses.

Project Components

The components of the project include:

Renovation of Building 9

- Install new Fire suppression System throughout the building
- Segregate power lines from other buildings on the site; provide upgrades to accommodate transformer and metering
- Seismic retro fit includes 21 truss repairs, 22 truss seismic upgrades, 44 clearstory seismic upgrades and 8 column upgrades
- Install new telephone/data lines to MPOE and repair connection to building superstructure
- Install new base, pad and carpeting in East, North and South offices

- Repair, prime and paint offices and bathrooms in the interior sections of building
- Add/move transformer from Building 8 to Building 9

Renovation of Building 10

- Truss repairs and roof replacement

Renovation of Building 17

- Installation of new H-VAC system

Renovation of Building 120

- Removal of surplus Army property (furnace/ovens)

Outside Space

- Removal of old storage structures along exterior of Building 9
- Grading/paving/storm drain rough grade
- Pave 41,000 square feet of exterior surface
- Add 6 storm drain inlets and inlet filters
- Add 500 linear feet of sub-drain system

Entire Mid-Site Area

- Segregate power lines for Building 10 and Building 17 from the rest of the base
- Upgrade electrical system for Building 9, 10 and 17 to include isolating, relocating and installing discrete electrical wiring and panels for lines not associated with the subject building and removing and relocating wiring for critical site-wide systems out of tenant areas (i.e., sewer lift station, storm water pumps, well generators)
- Installing electrical meters for individual tenant spaces as part of the electrical system upgrades
- Remove and relocate electrical terminal sub 22 and re-termination of electrical terminal sub 8

Discuss the long range impacts of this project. Identify in detail the potential real job creation associated with the candidate project proposal:

Investment Impact

The mid site renovation is the first step in the redevelopment process which will transform the barren, unusable, and potentially unsafe facilities at RBAAP into a unique, industrial space with business-ready sites that utilize earth-sensitive materials, and sustainable practices to create a diverse industrial and manufacturing center where entrepreneurship, opportunity, environmental consciousness and local economic growth can thrive.

The investment will allow for:

- the redevelopment of a BRAC facility and local brownfield
- the retention and expansion of 12 local companies, producing a minimum of 225 new jobs at a rate of \$18- \$22 with benefits
- improve the environment in an industrial area to benefit surrounding neighborhoods
- promote sustainable, energy efficient and energy saving building practices
- attract and encourage cleantech industrial users to the region
- stimulate at least \$14,000,000 private investment in the community immediately
- provide the catalyst for a new regional-jobs cluster in cleantech employment

The project investment addresses EDA Investment Priorities for 2012.

Collaborative & Regional Innovation. Base closures are unique and by nature and by law, collaborative. The development of the RBAAP Reuse Plan took two years of extensive stakeholder meetings, community workshops, open houses, public hearings and facility tours and presentations. What emerged was a community-driven and supported, multi-jurisdictional plan to better set the stage for economic recovery and bring the retention and expansion of green and cleantech jobs and other high-wage manufacturing jobs to the region.

The project boosts the following committed multijurisdictional support:

Federal Agencies:

U.S. Army; Department of Defense; Environmental Protection Agency; Office of Economic Adjustment; Housing and Urban Development

Elected Officials:

Senator Dianne Feinstein; Senator Barbara Boxer; Congresswoman Nancy Pelosi; Congressman Jeff Denham; Congressman Dennis Cardoza; State Senator Tom Berryhill; Assembly member Kristen Olsen; Supervisor Bill O'Brien

State Agencies:

Governor's Office; CA Office of Planning and Research; CA Department of Business, Housing and Transportation; CA Environmental Protection Agency; CA Department of Toxic Substances Control; California Water Board; Public Utilities Commission

Private Companies:

BNSF Railroad; Sierra Pacific Railroad; Pacific Gas & Electric; Advanced Materials & Manufacturing Technologies, LLC; PlastiFuel, Inc.; Donaldson Company, Inc.; Dayton Superior; Design, Community & Environment; Bay Area Economics; Weston Solutions; Bulldog Oil; Technikon; EnviroPlastics, Agylix, Donaldson Company, Intuitive Motion, KKI Corporation, Mission Builders, Kay's International, San Joaquin Engineering Solutions, Castle Pest Control, ROTA, Kamps/Kiva Propane, Nx Stage Security.

Other Organizations: Stanislaus Workforce Alliance; Association of Defense Communities

Public Private Partnerships. New cleantech businesses and investment will depend on a workforce that is prepared and trained to build and implement those innovations. To realize the community vision and make regional progress, the Project will be supported by collaborations between the California Veteran's Administration; Modesto Junior College and the Stanislaus Workforce Alliance in the development of a green and cleantech training center on the site of the facility.

National Strategic Priorities. The Project investment will create manufacturing space that supports a growing regional green or cleantech sector. The cleantech manufacturing sector is part of the national strategy of the Obama Administrations Advanced Manufacturing Initiative to revive our slumping economy. The marketing strategy anticipates attracting new technology, processes, and business models that are designed to minimize or eliminate the generation of waste and pollution while improving operational performance, productivity, and efficiency. The project consists of IT broadband infrastructure investment and creates an investment of \$1MM from private sources.

Global Competitiveness. California is leading the way in climate change investment. With this investment, comes new products and new technology. The Project will provide manufacturing space for products and processes that reduce energy and or improve environmental quality. These innovative products and technologies have an expanding local, national and global market. As other citizens become more conscious of the environmental choices they make, new markets open up. Likewise, as countries develop their environmental public policies, and move toward developing and implementing a vision of sustainability, this region's green and cleantech businesses will be there to meet their needs.

Environmentally Sustainable Development. The Project promotes sustainable development in two ways. First, Clean technology is one of the fastest growing segments of the economy. The recent Center for Community Innovation study (2009), confirms California is one of the best states in the nation in promoting renewable energy and leading the way to sustainability. The number of jobs emerging from clean tech is expected to create thousands of new companies and millions of new jobs in the coming decade. The Project investment will create manufacturing space that supports a growing regional green or cleantech sector. The cleantech manufacturing sector is part of a targeted marketing program for the site. The marketing strategy anticipates attracting new technology, processes, and business models that are designed to minimize or eliminate the generation of waste and pollution while improving operational performance, productivity, and efficiency.

Economically Distressed and Underserved Communities. The building and infrastructure improvements will facilitate long-term regional economic development goals by promoting significant business expansion and direct job

creation in a BRAC-affected and critically underemployed region. Base closures are inherently unique and inevitably costly. For this reason, there are a multitude of agencies involved in the reuse planning process and in ensuring the success of manufacturing tenants.

Increased revenues from the expanded businesses will offset LRA funds for additional necessary upgrades to the site's infrastructure and increase regional sales tax base. Increased amenities are also likely to stimulate interest and attract additional business, jobs and more investment in the region.

Of the businesses anticipated to provide new jobs, four of them fit squarely into the "green" or "cleantech" sector. These businesses are the core of a promising new sustainable industry cluster for Stanislaus County that is built on clean energy technology or by using new, sustainable or recycled materials in traditional applications. For example, one of the new businesses, Agilyx, utilizes regional resources, such as agricultural waste, to produce fuel. These and other cleantech businesses will contribute to the resurgence of manufacturing and promote sector-based economic development that is sustainable, community based and environmentally compatible with the community ethos.

Studies performed by the California Energy Commission (2002), Union of Concerned Scientists (2006) University of California at Berkeley (2008) and Center for Energy Efficiency and Renewable Technologies (2009) all confirm that renewable energy sources generate greater employment than equivalent investments in traditional manufacturing jobs.

Expanding green and cleantech companies will provide a competitive advantage for the region, build a bridge between existing and emerging new markets, utilize the RBAAP existing assets (including rail and excess equipment left behind by the Army), improving the appearance and utility of the site overall.

Project Budget

Federal Investment:

EDA Funds Request \$ 948,692

Local Investment:

From Industrial Site Revenue \$ 406,582

PROJECT TOTAL: \$ 1,355,274

Discuss Project Readiness:

EDA is familiar with BRAC facilities and their unique circumstances and will accept control of the site via lease in furtherance of conveyance (LIFOC) until final transfer takes place. The City is be ready to begin renovation work and can start on this project immediately.

Lead Project Contact/Project Manager(s):

Debbie Olson
Executive Director
City of Riverbank Local Redevelopment Authority
5300 Claus Road, Suite 1
Modesto, CA 95357
Office Phone: 209 863-8352
Email: dolson@riverbanklra.org

Major Employers:

CITY OF RIVERBANK			
COMPANY OR ORGANIZATION	EMPLOYEES*	CATEGORY	DESCRIPTIVE
Rizo-Lopez Foods	305	MFG	Cheese Producer
Silgan Containers	208	MFG	Metal Food Containers
Monschein Industries	100	MFG	Cabinet Manufacturer
Riverbank Unified School District	302	Non MFG	School District
Target	185	Non MFG	Retailer
Home Depot	119	Non MFG	Retailer
Save Mart	90	Non MFG	Retail Grocer
Riverbank Nursing Center	78	Non MFG	Health Care
City of Riverbank	77	Non MFG	City Government
O'Brien's Market	58	Non MFG	Retail Grocer

TURLOCK

John Lazar, Mayor

Roy Wasden, City Manager

209.668.5540

Introduction to City:

Founded by John Mitchell on December 22, 1871, the City of Turlock was incorporated in 1908. Today, Turlock is a growing community of 70,000 plus, home of California State University Stanislaus, and the second largest city in Stanislaus County.

Turlock is at the center of many of California's premier destinations such as San Francisco, Yosemite National Park, the state capitol in Sacramento, coastal beaches, and the Sierra Nevada.

The City of Turlock has a large inventory of industrial and commercial property. Approximately 1,758 acres are vacant and designated for industrial/business park use. Many of the industrial parks are adjacent to commercial sites, including a viable downtown. The City of Turlock has experienced increased demand for public services and infrastructure and the funding to satisfy these services has not met this increased demand.

Currently, Turlock is implementing (with considerable RDA and other local funding sources), the Westside Industrial Specific Plan to facilitate economic and job development through orderly growth and development. The area is envisioned as a bridge from contemporary industry and agriculture to new technology and products. The Plan Area encompasses 2,615 acres on the west side of the City of Turlock adjacent to Highway (SR) 99. The Plan Area is partially developed with industrial and commercial uses. Many of the industrial uses process or manufacture agriculture related products. A Master Plan and certified Environmental Impact Report (EIR) were adopted in 2006. The Turlock City Council has made an almost \$15 million dollar commitment to provide critical backbone infrastructure in the Turlock Regional Industrial Park location.

Another area of concern is the housing slump that has taken a serious toll on Turlock economically along with the social fabric of the community. Decreases in building permit activity as well as rises in unemployment levels are just a few

of the many lingering effects.

Economic Development Focus and Priorities:

The NVRRWP could produce and deliver up to 32,900 acre-feet per year of tertiary-treated recycled water -- worth an estimated total annual economic output of \$67.5 million - to the drought-impacted west side. This water can be used to irrigate food crops, public and privately owned landscaping, and for industrial uses.

The economic benefits of the NVRRWP are substantial. The project will provide irrigation for approximately 10,966 acres of prime agricultural land with an estimated total annual income of \$29 million. The \$29 million total annual income is estimated to generate an additional \$67.5 million per year to the region's economy in indirect and induced impacts (this is based on an economic analysis completed by the University of the Pacific's Dr. Jeffrey Michael using the IMPLAN model). The five-year cumulative economic value to the region is expected to be \$206.5 million.

The NVRRWP is estimated to create approximately 572 on-going jobs (this number does not include the project-related construction jobs) to an area that has a 17.2% unemployment rate.

Project Description(s):

The North Valley Regional Recycled Water Program (NVRRWP) is designed as a regional solution to address California's water crisis by making tertiary-treated recycled water available to the drought-impacted west side of several California counties (Stanislaus, San Joaquin, and Merced Counties) for farmland irrigation.

Current participants in the NVRRWP include the Cities of Modesto, Ceres, Turlock, Stanislaus County, and the Del Puerto Water District on the west side of the San Joaquin Valley. Modesto and Turlock currently produce recycled water and provide wastewater treatment for communities in Stanislaus County.

Essentially, the project would consist of: (1) in the short term, upgrades to San Joaquin River diversion facilities to enable Modesto's and Turlock's recycled water to be either diverted from the San Joaquin River and delivered to Del Puerto Water District via the Delta Mendota Canal (2) in the long term a dedicated pipeline will be constructed directly to Del Puerto Water District facilities. These facilities would allow near and long-term delivery of recycled water for irrigation of lands in the Del Puerto Water District.

The City of Turlock and Modesto both treat either all or a portion of their wastewater to tertiary standards meeting Title 22 standards. Modesto has a 2.5 MGD facility online and is in the beginning phases of a 100 plus million dollar SRF loan for construction for full tertiary for all of their wastewater inflow. Turlock has had full tertiary treatment since 2006, currently producing of 10 MGD. Turlock has also begun construction of a 36" pipeline directly to the San Joaquin River funded by a \$20 million dollar SRF loan. As a part of the proposed NVRWP, this pipeline will be joined with the City of Modesto facilities and extended across the San Joaquin River to Del Puerto Water District facilities.

This project provides environmental and economic benefits in the near-term, while meeting long-term water supply and environmental objectives. This project could provide affordable recycled water to agricultural customers in the Del Puerto Water District as early as 2016. By implementing the project, productive agricultural lands can be brought back into full production and the North Valley communities can recognize an additional \$29 million in total annual income with the creation of more than 572 permanent jobs. Additional jobs associated with project construction would also be created during project implementation.

The environmental benefits are also significant. The project will reduce the reliance on unsustainable area groundwater supplies south of the Delta and on pumped Delta water supplies. The NVRWP will meet the recycled water goals and mandates of the State of California.

Additional information can be found at <http://www.nvr-recycledwater.org/>

Lead Project Contact/Project Manager(s):

Dan Madden, Municipal Services Director- City of Turlock 209 668-5590, e-mail dmadden@turlock.ca.us

Rich Ulm, Interim Utilities Planning and Projects Director-City of Modesto 209 577-5261, e-mail rulm@modestogov.com

Bill Harrison, General Manager Del Puerto Water District 209 892-4470, e-mail wharrison@delpuertowd.org

Major Employers:

CITY OF TURLOCK			
COMPANY OR ORGANIZATION	EMPLOYEES*	CATEGORY	DESCRIPTIVE
Foster Farms	1,550	MFG	Poultry Processor
Mid-Valley Dairy	215	MFG	Dairy Products
Sensient Dehydrated Flavors	124	MFG	Food Processor
SupHerb Farms	120	MFG	Culinary Herbs & Blends
Evergreen Packaging	108	MFG	Beverage Packaging
Turlock Unified School District	1,437	Non MFG	School District
Emanuel Medical Center	1,411	Non MFG	Health Care
CSU Stanislaus	983	Non MFG	Public University
TID	476	Non MFG	Water & Electric Utility
City of Turlock	331	Non MFG	City Government
Wal-Mart	324	Non MFG	Retailer
Target	235	Non MFG	Retailer
Costco	215	Non MFG	Retailer
Save Mart Supermarkets	133	Non MFG	Retail Grocer
MedicAlert Foundation	127	Non MFG	Emergency Medical Identification

WATERFORD

Charlie Goeken, Mayor

Tim Ogden, City Manager

209.874.2328

Introduction to City:

The first modern record (1850's) of permanent residents in Waterford, other than the Native Americans that long frequented the area, were the homesteading and farming activities of William Wilkerson Baker. The main economic activities were agriculture and fishing as well as commerce with the nearby gold mining communities.

Reflecting the area's river fording characteristics, the name of Waterford was eventually chosen.

Other than government (primarily schools), agriculture and recreation are today's main economic drivers in the City. Commerce is developing. Bordered by the Tuolumne River and known as a key gateway to the area's lakes, Yosemite National Park and other natural amenities, Waterford is being discovered as a place with a high quality of life that has a lot to offer.

This premise has been verified by recent quality developments underway in Waterford. The future looks bright. Residents of and visitors to Waterford enjoy a full spectrum of year-round recreational activities. Seven lakes within a twenty-mile radius provide fishing, boating, camping and waterskiing opportunities.

The City of Waterford is currently the lowest generating sales tax city in Stanislaus County. The city generates less sales tax than cities of smaller size in the same county. This is partly due to the lower overall City per capita income, but is due mostly to the absence of attractive, local shopping destinations.

The downtown has several vacant commercial properties due to absentee landlords and inability to find tenants. The downtown area has limited on-street parking and very little off-street parking. The streets, sidewalks and city services downtown are in critical need of repair. It has been shown that improved streetscapes will improve the downtown and draw new restaurants,

antique shops, and other stores that can make it vibrant, attractive and an asset to the city as a whole.

Major Employers:

CITY OF WATERFORD			
COMPANY OR ORGANIZATION	EMPLOYEES*	CATEGORY	DESCRIPTIVE
Frazier Nut Farms	112	MFG	Walnut Grower/Processor
Riddle Ranch/Waterford Almond	95	MFG	Almond Grower/Processor
Montpelier Orchards	58	MFG	Almond Grower/Processor
Roberts Ferry Nut Company	23	MFG	Almond Grower/Processor
Waterford Nut Company	17	MFG	Almond Grower/Processor
Waterford Unified School District	210	Non MFG	School District
Valley IGA Plus	54	Non MFG	Retail Grocer
Ragsdale & Son	50	Non MFG	Paving Contractor
Michel Ranch & Dairy	14	Non MFG	Dairy Farm
City of Waterford	14	Non MFG	City Government

** Reflects peak seasonal levels where applicable and may include estimates or press reports.*

COMMITTEE RECOMMENDATIONS

EDA determines regional eligibility for a Public Works or an Economic Adjustment Assistance investment based on the unemployment rate, per capita personal income, or a special need in the region in which the project will be located.

For economic distress levels based on the unemployment rate, EDA will base its determination upon the most recent American Community Survey (ACS) published by the US Census Bureau.

If a recent ACS is not available, EDA will base its decision on the most recent Federal data from other sources. If no Federal data is available, an applicant must submit to EDA the most recent data available from the State.

Generally, the amount of the EDA grant may not exceed fifty (50) percent of the total cost of the project. During the pre-application process, the EDA regional representative will assess and evaluate the current community stress points and determine whether any additional matching fund break can be leveraged for a candidate project.

Economic Issues Facing Stanislaus County

Stanislaus County continues to be among one of the fastest growing counties in the State of California with our fastest growing population segment being Hispanic. The economy continues to be based upon agriculture and food manufacturing which inherently causes significant seasonality in employment cycles and unemployment rates. In order to address these issues and strengthen local and regional economies, the communities of Stanislaus will need to continue to diversify and strive to better prepare and develop the workforce with the skills and technology awareness to make locations attractive to new clusters and expanded, non-agricultural employment sectors.

Development Strategy: Goals and Priorities

First and foremost, the priority objective of this CEDS strategic effort is to inspire and facilitate future investments in infrastructure—both physical and human so as to maintain a competitive place in the economic development future of the San Joaquin Valley.

In addition, it is important to the Stanislaus County Economic Development Action Committee (EDAC), through the development of this Comprehensive Economic Development Strategy (CEDS), to continue an alignment of efforts with those identified in the broader eight county economic development strategic effort. To that end, development goals and priorities are consistent with regional objectives and include:

- Encourage and support new business innovation and entrepreneurs;
- Promote the region as a tourism destination;
- Develop specialized education including higher education and workforce development;
- Develop a college going culture in Stanislaus County;
- Continue to implement computer literacy outreach to align with community college curriculum;
- Enhance goods movement transportation projects that build capacity while increasing safety, decreasing congestion, improving air quality and promoting economic development;
- Participate in the development of a comprehensive San Joaquin Valley Regional Water Plan;
- Continue to promote accessibility and utilization of advanced communications services (through targeted technology training efforts, etc.) as fundamental and necessary for all residents and businesses.

These primary themes will serve as the general parameter for the Stanislaus County CEDS development process over the next performance and implementation cycle. It is the intention of the Stanislaus Economic Development Action Committee to continue to review this strategy, themes and projects on an annual basis moving forward.

APPENDIX

Stanislaus Layoffs 2005-2012		Total	7,360	
Year	Company	Product/Service	Job (-)	City
2012	CVS Caremark	Distribution Center	103	Patterson
2012	Dawn Food Products	Food Processing	265	Modesto
2012	Hostess Brands	Bakery	23	Modesto
2012	Raley's	Retailer	71	Modesto
2012	Patterson Vegetable Company LLC	Food Processing	526	Patterson
2012	Xpal Power	Portable Power Products	6	Modesto
2011	Conifer Revenue Cycle	Call Center	100	Modesto
2011	John B. Sanfilippo & Son	Food Processing	19	Modesto
2011	State Farm Insurance	Insurance	10	Modesto
2011	Buy-Rite Thrift Store	Retailer	75	Modesto
2011	Valley Heart Associates	Health Care	58	Modesto
2010	Angelica Textile Services	Laundry Services	211	Turlock
2010	First Transit	Transportation	120	Modesto
2010	Kindred Hospital	Hospital	127	Modesto
2010	Stellar Relay	Call Center	147	Salida
2010	Trim Masters	Automotive Parts	186	Modesto
2010	NI Industries	Ammunition Plant	15	Riverbank
2010	Valley Fresh, Inc	Poultry Processing	163	Turlock
2010	Xanodyne Pharmaceuticals	Drugs	1	Modesto
2009	Meryn's LLC	Retailer	89	Turlock
2009	Circuit City Stores	Retailer	53	Modesto
2009	Crossmark Home Improvement Services	Merchandising Services	10	Modesto
2009	Gottschalks Inc.	Retailer	256	Modesto
2009	Modesto Cal Fruit	Food Processing	77	Modesto
2009	CDG Management/Civic Development Group	Call Center	105	Modesto
2009	NI Industries	Ammunition Plant	33	Riverbank
2009	Servicecraft Logistics LLC	Logistics	21	Modesto
2009	Trim Masters	Automotive Parts	83	Modesto
2009	Varco Pruden Buildings	Metal Buildings	53	Turlock
2008	Indalex, Inc.	Extruded Aluminum	139	Modesto
2008	Kindred Hospital	Hospital	75	Modesto
2008	Meryn's LLC	Retailer	104	Modesto
2008	Patterson Vegetable Company LLC	Food Processing	20	Patterson
2008	People First Rehabilitation	Health Care	2	Modesto
2008	Richland Markets	Retailer	60	Modesto
2008	Linens 'n Things	Retailer	25	Modesto
2008	Stellar Nordia	Call Center	237	Riverbank
2008	Modesto Bee	Newspaper	172	Modesto
2007	Lactalis USA	Cheese Mfg	94	Turlock
2007	Patterson Frozen Foods	Frozen Food Processing	633	Patterson
2007	US Postal Service	Encoding Services Center	350	Modesto
2007	Hershey Co. (Total layoff number)	Candy Mfg	575	Oakdale
2007	Graham Packaging	Packaging	25	Oakdale
2007	Plyco	Vent Mfg	33	Waterford
2007	Alliance Title Co.	Title Company	30	Countywide
2006	Valley Fresh, Inc	Poultry Processing	200	Turlock
2006	California Fruit & Tomato Kitchen	Food Processing	200	Riverbank
2006	Signature Fruit, LLC	Food Processing	1,190	Modesto
2005	Richland Markets	Retailer	50	Modesto
2005	Doctors Medical Center	Hospital	75	Modesto
2005	Modesto Tallow Co.	Tallow/Rendering	65	Modesto

Note - these lists are a partial view of some major expansions and downsizings in Stanislaus. They are not comprehensive. Information is from a variety of sources, including WARN Notices and press reports. May reflect midpoint of estimates.

Stanislaus Expansions 2005-2012		Total	6,788	
Year	Company	Product/Service	Job (+)	City
2013	Blue Diamond	Almond Producer	TBD	Turlock
2013	Amazon	Fulfillment Center	1,500	Patterson
2012	Wal Mart Supercenter	Retailer	350	Patterson
2012	Olive Garden	Restaurant	80	Turlock
2012	Ring Container Technologies	Plastic Container Mfg	24	Modesto
2012	Repsco	Plastic Pallets	10	Riverbank
2011	Maxx Value Foods	Retailer	35	Modesto
2011	Greens Market	Retailer	35	Modesto
2011	T3-Direct	Call Center	60	Modesto
2011	Dick's Sporting Goods	Retailer	60	Modesto
2011	Prime Shine	Car Wash	10	Modesto
2011	AE Biofuels	Ethanol Production	50	Keyes
2011	Sunflower Farmers Market	Retailer	80	Modesto
2011	Ross Dress For Less	Retailer	40	Modesto
2011	Golden Corral	Restaurant	150	Modesto
2011	Paeteria La Michoacana	Ice Cream	25	Modesto
2011	Hobby Lobby	Retailer	35	Modesto
2011	W.W. Grainger	Distribution Center	150	Patterson
2010	Buffalo Wild Wings	Restaurant	160	Modesto
2010	Save Mart Supermarkets	Retailer	10	Modesto
2009	H&M	Retailer	50	Modesto
2009	Goodwill	Retailer	18	Modesto
2009	99 Cents Only Store	Retailer	50	Modesto
2009	Forever 21	Retailer	150	Modesto
2008	HPL Contract	Furniture Manufacturer	50	Patterson
2008	Westfalia Separator	Biotechnology Equipment	50	Patterson
2008	Sconza Candy Company	Candy Maker	130	Oakdale
2008	Wal Mart Supercenter	Retailer	350	Modesto
2008	CarMax	Retailer	90	Modesto
2008	SunOpta	Food Processing	100	Modesto
2007	Patterson Vegetable Company	Food Processing	650	Patterson
2007	Uno Chicago Grill	Restaurant	140	Modesto
2007	Raley's	Retailer	125	Modesto
2007	Save Mart Supermarkets	Retailer	90	Riverbank
2007	Dairy Farmers of America	Dairy Products	12	Hughson
2006	Home Depot	Retailer	175	Riverbank
2006	Longs Drug	Distribution Center	470	Patterson
2006	Fastenal	Distribution Center	150	Modesto
2006	Just Tomatoes, Etc	Food Processing	75	Westley
2006	Plastipak Packaging	Plastic Container Mfg	50	Modesto
2006	Kohls	Distribution Center	104	Patterson
2005	Food 4 Less	Retailer	125	Ceres
2005	Piranha Produce	Distribution Center	100	Keyes
2005	American Medical Response, Inc.	Emergency Response	120	Modesto
2005	Home Depot, Inc.	Retailer	200	Ceres
2005	Kohl's Corp.	Distribution Center	100	Patterson
2005	Target	Retailer	200	Riverbank

Note - Information is from a variety of sources, including estimates, press reports and averages. May reflect midpoint of estimates.

Map No.	Project	Project Description	Const. Date	Est. Project Cost	Proposed Funding Sources (See Pg. 2 for Funding Guide)	Jobs Created	County Supervisor
1	Geer Road over Tuolumne River	Seismic strengthening of the existing two-lane bridge; will install outriggers bents and other strengthening measures for seismic safety.	2012	\$1,500,000	HBP, LSSRP	16.3	O'Brien Chiesa
2	Santa Fe Avenue @ Hatch Road Traffic Signals	Installation of traffic signals at the intersection; to include installation of left turn lanes on each leg of the intersection, upgrade of the existing RR crossing, and signals to coordinate the traffic signal with the RR signals; installation of a dedicated right turn lane from NB Santa Fe Ave over the Ceres Main Canal (TID).	2012	\$3,000,000	PFF	32.6	Chiesa
3	Claribel Road Widening Project	Widen Claribel between McHenry & Oakdale & signalize Claribel/Coffee. All four legs will be widened as necessary to accommodate traffic volumes.	2012	\$14,000,000	STIP, TE, CMIA, CMAQ, PFF	152.7	Monteith O'Brien
4	Golden State @ Berkeley Roundabout Improvements	Improve the intersection of Golden State Blvd @ Golf Rd and Berkeley Avenue.	2014	\$2,000,000	CMAQ	21.7	Chiesa
5	Hatch Road Widening Segment 2	Project involves the widening of Hatch Rd. between Clinton Road and Baldwin Road.	2014	\$3,950,000	PFF	42.9	Chiesa
6	Hickman Road @ Tuolumne River Bridge	Project consists of a 2-lane replacement bridge, which will be built in phases to keep traffic open between Hickman and Waterford.	2014	\$13,000,000	HBP, LSSRP	141.3	Monteith
7	McHenry Avenue Widening	Segment is between Ladd Rd and the San Joaquin County Line, includes overlay of the existing 2-lane highway to a 5-lane highway with 14-foot 2-way left turn lane with 8-foot shoulders. Project will include a Class III bike lane within the 8-foot shoulders.	2015	\$12,000,000	STIP, PFF	130.4	Monteith
8	Crows Landing & West Main Traffic Signal	Improve intersection to include new traffic signals, widening of existing roadway to accommodate two through lanes and dedicated left turn lanes on Crows Landing, and one through lane and a dedicated left turn lane on West Main Street.	2015	\$2,900,000	CMAQ, PFF	31.5	Chiesa
9	Geer Road @ Santa Fe Avenue	Intersection improvements to include the install of new pavement, curbs, striping, traffic signals, and street lights. Additionally BNSF RR will upgrade the existing RR crossing and signal at this intersection. Left turn lanes will be provided on all legs of the intersection and a right turn lane will be provided for SB Geer Road to NB Santa Fe Ave.	2015	\$2,700,000	CMAQ, PFF	29.3	Chiesa
10	SR 219 (Kernan Avenue) @ SR 99 Interchange Replacement	Replace the interchange at Kernan Avenue (SR 219) at State Highway 99. Structure replacement, roadway widening, SR 99 auxiliary lanes.	2015	\$52,800,000	SR 99 BOND FUNDS, PFF	573.9	Withrow
11	Seventh Street Bridge	Study rehabilitation or replacement of historic bridge that is structurally deficient and functionally obsolete.	2016	\$25,000,000	STIP, HBP	271.7	Monteith Withrow DeMarini
12	Las Palmas Avenue Bridge over San Joaquin River	Replace structurally deficient bridge. Moving up in CIP to address deficiencies.	2018	\$10,000,000	HBP	106.7	DeMarini
13	SR 132 (SR-99 to Dakota Ave) - Realignment	Project will realign SR 132 between downtown Modesto and Dakota Ave. Project will be widened to a 4-lane expressway with access control and will require a grade separation at Hwy 99.	2018	\$41,400,000	STIP, IIF, DEMO PFF, TCRP	450.0	Withrow
14	West Main Avenue Segment 1 - Widening	Project involves the widening of the West Main Ave to 3-lanes from the San Joaquin River to Crows Landing Road.	2016	\$12,000,000	STIP, PFF	130.4	DeMarini
15	SR 99 @ Hammett Rd - Interchange Replacement	Replace the interchange at SR 99 and Hammett Rd. Interchange.	2023	\$47,000,000	STIP, PFF	510.8	Withrow
16	Santa Fe Avenue - Segment 3	Project involves widening of Santa Fe Ave. to three lanes from Hatch Rd and the Tuolumne River.	2024	\$1,700,000	PFF	18.5	Chiesa
17	North County Transportation Corridor - Phase 1	Construct an expressway between McHenry Ave and SR 120/108. Limits of this phase of the project have yet to be determined. Project is approximately 18 miles long.	2020	\$400,000,000	STIP, IIF, DEMO, PFF, TAX MEASURE	4,346.0	Monteith O'Brien Withrow
18	South County Corridor - Project Initiation & Development - Expressway	Will study potential alignments and corridor options for an expressway from the City of Turlock on the east to I-5 on the west. The expressway will provide 4-6 lanes total and a new bridge structure over the San Joaquin River.	TBD	TBD	STIP, TAX MEASURE, PFF	TBD	Chiesa DeMarini

Priority	Bridge Name	Year Built	Suff. Rating	AADT	Project Type	Description	Constr. Date Begins	Total Cost	County Share
1	Seventh Street Bridge	1916	2	13400	Capacity / Sufficiency	Bridge is in poor shape / adding 2 lanes	2017	\$22,000,000	\$1,268,300
2	Las Palmas over San Joaquin River	1959	41	10700	Obsolete Bridge	Widen Bridge to Current Standards	2023	\$18,000,000	\$2,075,400
3	Kilburn over Orestimba Creek	1910	31	172	Steel truss	Replace Deficient Bridge	2016	\$6,000,000	\$691,800
4	Geer Road Bridge	1960	78	13200	Seismic Rehab.	Strengthen Bridge Seismic	2012	\$2,000,000	\$230,600
5	McHenry Bridge	1959	64	13000	Seismic / Capacity	Increase Bridge from 2 lanes to 5	2016	\$25,000,000	\$1,441,250
6	Tim Bell Bridge	1925	55	200	Wooden Bridge	Replace Maintenance Intensive Br.	2014	\$10,000,000	\$1,153,000
7	Crows Landing Bridge	1949	72	5600	Seismic / Capacity	Increase Bridge from 2 lanes to 5	2015	\$22,000,000	\$2,536,600
8	Hickman Bridge	1964	60	7700	River Scour	Bridge replacement	2016	\$18,000,000	\$2,075,400
9	Hills Ferry/River Rd	1969	89	4000	Seismic	Strengthen Bridge Seismic	2014	\$6,000,000	\$691,800
10	Crabtree Bridge	1920	30	71	Obsolete Bridge	Weight and Height Restricted Bridge	2015	\$8,000,000	\$922,400
11	Santa Fe Bridge	1947	67	9600	Seismic / Capacity	Increase Bridge from 2 lanes to 5	2017	\$22,000,000	\$2,536,600
12	Milton Rd over Rock Creek	1918	48	705	Obsolete Bridge	Bridge is in poor shape	2015	\$8,000,000	\$922,400
13	Pleasant Valley Bridge	1964	42	250	Wooden Bridge	Replace Maintenance Intensive Br.	2018	\$6,000,000	\$691,800
14	Ceres Main Canal @ Keyes Rd	1920	71	4700	Obsolete Bridge	Weight Restricted Bridge	2016	\$6,000,000	\$691,800
15	Cooperstown over Gallup Creek	1965	33	35	Steel truss	Replace Deficient Bridge	2014	\$6,000,000	\$691,800
16	Cooperstown Rd over Rydberg Creek	1922	53	35	Obsolete Bridge	Widen Bridge to Current Standards	2014	\$6,000,000	\$691,800
18	Pete Miller Rd over Delta Mendota	1949	68	106	Seismic Retrofit	Strengthen Bridge Seismic	2014	\$6,000,000	\$691,800
20	Schielle Rd over CCID Main Canal	1928	52	250	Obsolete Bridge	Widen Bridge to Current Standards	2014	\$6,000,000	\$691,800
22	Tegner Rd over TID Lateral #5	1919	57	1000	Obsolete Bridge	Widen Bridge to Current Standards	2014	\$6,000,000	\$691,800
								Federal Match	Local Match
								\$227,000,000	\$23,463,550