

APPENDIX E

Stanislaus County Economic Development Strategy

Stanislaus County

Comprehensive Economic Development Strategy

2017-2022



Community
Economy
Challenges

Economic Development Action Committee Membership 2017

| Member Name | Representative |
|-------------------|--|
| Jim DeMartini | Board of Supervisor (Rep.) |
| Steve Hallam | City of Ceres |
| Harold "Bud" Hill | City of Hughson |
| Douglas Ridenour | City of Modesto |
| Laroy McDonald | City of Newman |
| Cherilyn Bairos | City of Oakdale |
| Joshua Naranjo | City of Patterson |
| Sean Scully | City of Riverbank |
| Nick Hackler | City of Turlock |
| Joshua Whitfield | City of Waterford |
| Katrina Kidd | District #1 (Higher Education) |
| Jeffrey J. Rowe | District #2 (Workforce Development) |
| Jon Rodriguez | District #3 (Agriculture) |
| Cecil Russell | District #4 (Chair) |
| Harpreet Singh | Community Representative |
| Rosalinda Vierra | Community Representative |
| Jennifer Carter | Community Representative |
| Lance Boullion | Community Representative |
| Bob Hondeville | Community (Utility Representative) |
| David L. White | Community (Opportunity Stanislaus CEO) |
| Ronald Jackson | Community (Private Sector Executive) |

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 2.06.2017]

Table of Contents

| | |
|---|----|
| Executive Summary | 1 |
| Background | 2 |
| Economy | 4 |
| Education and Workforce Development | 8 |
| Industry | 9 |
| Population | 11 |
| Taxable Sales | 11 |
| Transportation | 12 |
| Environmental Issues | 12 |
| Road Expansion Projects | 12 |
| Economic and Community Development Challenges (SWOT Analysis) | 13 |
| Local Economic Development Profiles and Projects | |
| Ceres | 17 |
| Hughson | 21 |
| Modesto | 27 |
| Newman | 37 |
| Oakdale | 39 |
| Patterson | 43 |
| Riverbank | 47 |
| Turlock | 50 |
| Waterford | 59 |
| Stanislaus County | 61 |
| Committee Recommendations | |
| Determining Regional Eligibility | 66 |
| Economic Issues Facing Stanislaus County | 66 |
| Development Strategy: Goals and Priorities | 67 |
| Appendix | |
| A - Stanislaus County Layoffs | |
| B - Stanislaus County Expansions | |
| C - Infrastructure Projects | |

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. Based on 24-month average data from the Census Bureau's American Community Survey for 2015 and 2016, the Stanislaus unemployment rate was nearly twice that of the national level.

Stanislaus County is situated in the agricultural heart of California's Central Valley. Based on 2015 American Community Survey statistics, the County has 538,689 residents. The Stanislaus population is expected to reach 674,019 by 2035 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 was particularly hard hit by the housing foreclosure crisis. The resulting fall-off in consumer spending impacted many segments of the local retail and service sectors, although a gradual recovery is now underway. 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 greatly impacting 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 neighbouring 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.

BACKGROUND

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 an eight-county 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 2015. 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 538,689 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.

ECONOMY

Stanislaus County suffers from continuously high unemployment. Between 2010 and 2016, local job growth remained challenged with a slight 5.4% population increase. Payroll job creation has languished even as the population expanded. American Community Survey data averaged for the two years of 2015 and 2016 puts the Stanislaus unemployment rate at 8.7% of the labor force, compared to 4.65% for the nation as a whole. Current preliminary unemployment for December 2016 remains at 8.3% while California and total U.S. are at 5.0% and 4.5% respectively. Rankings produced by the State of California’s Employment Development Department show Stanislaus County’s unemployment rate as recently ranking 37th out of 46 regions in California.

The following table reflects average unemployment of 8.7% in Stanislaus County for the two-year period. Compared with the overall United States, Stanislaus jobless rate is nearly twice as high.

| Stanislaus County | | United States | |
|-------------------------|-------------|---------------|-------------|
| Unemployment | | | |
| 2015 | 9.1% | | 4.8% |
| 2016 | 8.3% | | 4.5% |
| 24-Month Average | 8.7% | | 4.6% |

Source: <http://www.labormarketinfo.edd.ca.gov>

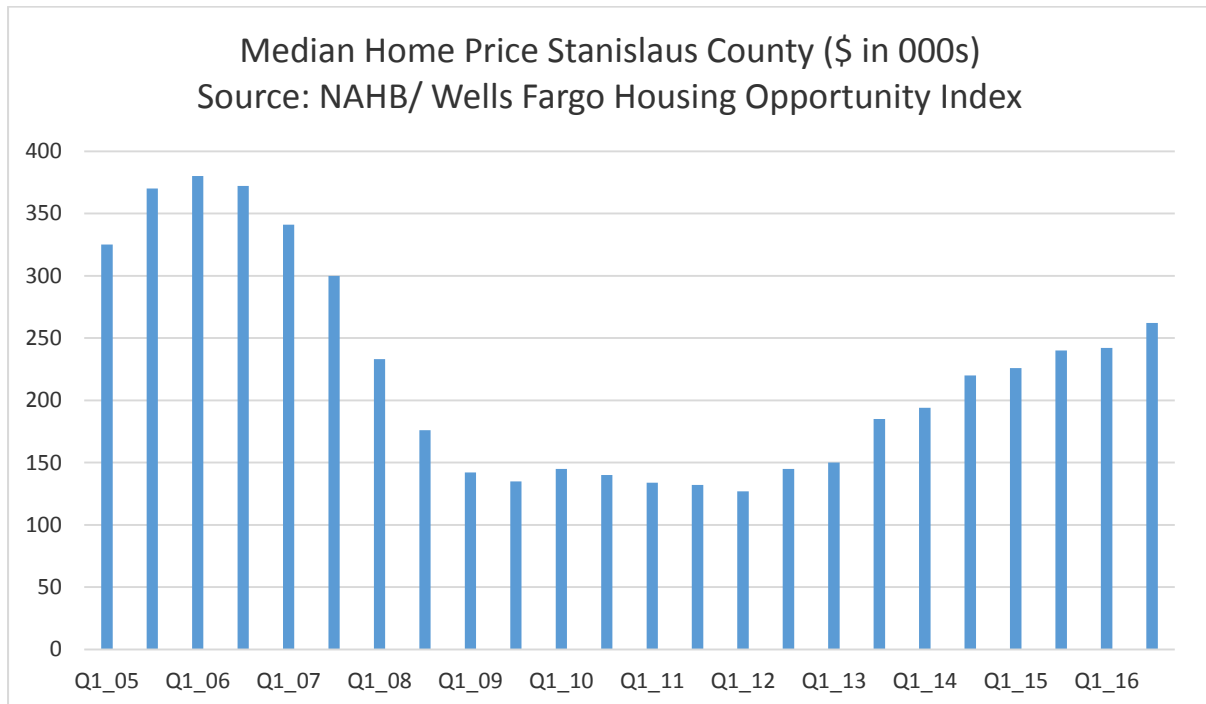
COMMUTER LIFESTYLE

A 2014 analysis of commuting patterns in the North San Joaquin Valley, which includes San Joaquin, Stanislaus, and Merced Counties, indicated that approximately 23% of Stanislaus County’s employed residents commute outside of the County, and 9 percent of its residents commute to San Francisco Bay Area communities, 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. The Commuter Lifestyle is an on-going challenge for our residents as well as those in neighbouring counties (San Joaquin and Merced) as documented in North San Joaquin Valley Regional Assessment¹ conducted by the University of the Pacific in Stockton.

¹ Business Forecasting Center, September 29, 2014. *An Analysis of Commuting Patterns in the North San Joaquin Valley*. Eberhardt School of Business at the University of the Pacific. Stockton, California

HOUSING

Stanislaus County stands near the epicentre of a region that was especially hard-hit by the housing crisis. From peak 2005 levels to year-end 2011, the median home sales price fell by approximately two-thirds, according to figures from the NAHB/Wells Fargo Housing Opportunity Index. By year-end 2015, prices were about two-thirds of their highs. Housing stats, an important engine of economic growth in the area, remain far below peak levels.

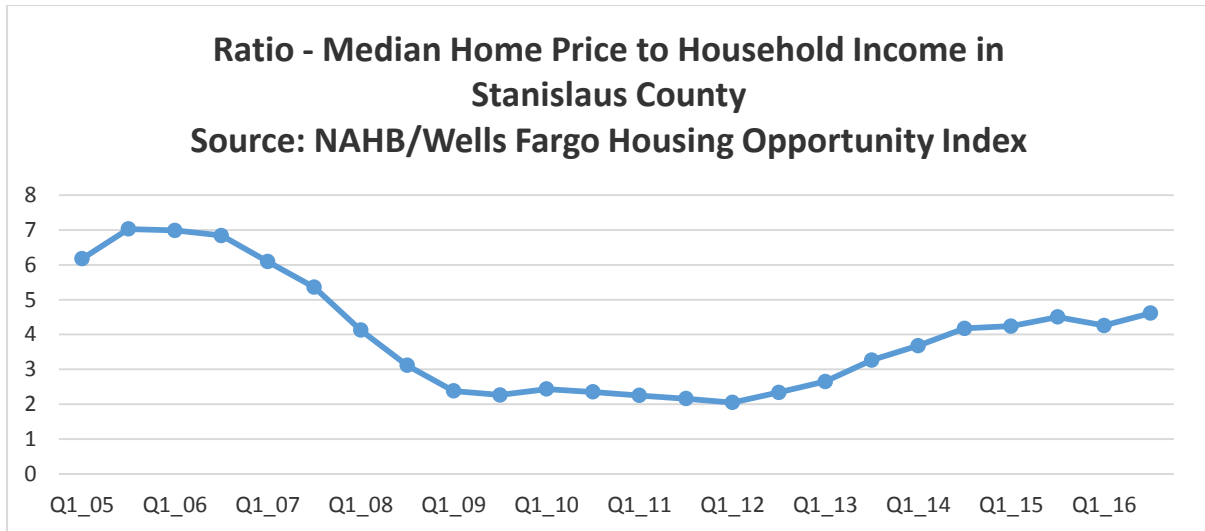


AFFORDABILITY

Families looking for lower-cost housing in California can find it challenging to find affordable housing, even as the foreclosure crisis eases into history. In many cases, the current local job market does not provide enough living wage jobs to allow a family to afford a mortgage. As the following chart illustrates, rising interest rates coupled with recent increases in home prices is starting to dent home affordability, although the region still fares much better on that score than it did during the middle years of the preceding decade, household income is not growing at the same pace as home prices.

A Ratio of Median Home Prices to Household Income in the 2.2 to 2.6 range has historically been viewed as an indicator of Home Affordability nationally. Prior to

the housing bubble the affordability was in the low 2s. The current Affordability Ratio is 4.6, higher than the historical average. As home prices increase and wages remain flat, the ratio will continue to reflect less affordability for our Stanislaus County residents.



PER CAPITA INCOME

High unemployment, coupled with larger than average family sizes, also contribute to relatively low per capita income in Stanislaus County. American Community Survey data, averaged over a 5-year period (2011 – 2015), shows income of \$20,447 per person for Stanislaus residents. This figure represents just 24.2% of the U.S. per capita income level of \$28,930 over the same time period.

AVERAGE UNEMPLOYMENT & PER CAPITA INCOME

| 2-Year Average Data (2014 and 2015) | | | | | |
|-------------------------------------|-------------------------|--------------|--------------------------|-----------|---------------|
| United States | | | | | |
| Unemployment | | | Per Capita Income | | |
| | 2014 | 7.2% | 2014 | \$ | 28,889 |
| | 2015 | 6.3% | 2015 | \$ | 29,979 |
| | 24-Month Average | 6.75% | 24-Month Average | \$ | 29,434 |
| Stanislaus County | | | | | |
| Unemployment | | | Per Capita Income | | |
| | 2014 | 14.9% | 2014 | \$ | 21,609 |
| | 2015 | 11.3% | 2015 | \$ | 23,066 |
| | 24-Month Average | 13.1% | 24-Month Average | \$ | 22,338 |

| Modesto | | | | | |
|-------------------------|------|--------------|--------------------------|-----------|---------------|
| Unemployment | | | Per Capita Income | | |
| | 2014 | 14.7% | | 2014 | \$ 24,197 |
| | 2015 | 11.9% | | 2015 | \$ 23,519 |
| 24-Month Average | | 13.3% | 24-Month Average | \$ | 23,858 |
| Turlock | | | | | |
| Unemployment | | | Per Capita Income | | |
| | 2014 | 10.0% | | 2014 | \$ 22,434 |
| | 2015 | 7.3% | | 2015 | \$ 27,331 |
| 24-Month Average | | 8.65% | 24-Month Average | \$ | 24,883 |

Source: U.S. Census Bureau, 2014 & 2015 American Community Survey (ACS)

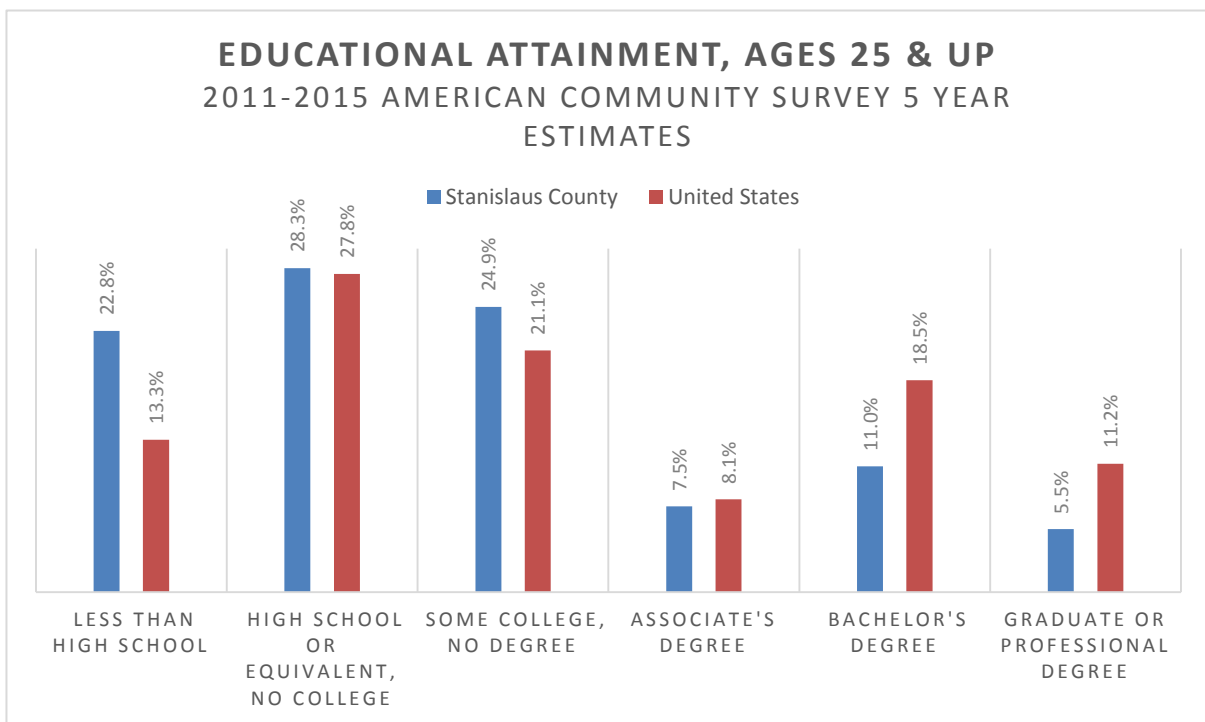
| 5-Year Average Data (2011-2015) | | | | | |
|--|-------------------------|--------------|--------------------------|-------------------------|------------------|
| Ceres | | | | | |
| Unemployment | | | Per Capita Income | | |
| | 60-Month Average | 16.2% | | 36-Month Average | \$ 18,163 |
| Oakdale | | | | | |
| Unemployment | | | Per Capita Income | | |
| | 60-Month Average | 14.8% | | 36-Month Average | \$ 22,791 |
| Riverbank | | | | | |
| Unemployment | | | Per Capita Income | | |
| | 60-Month Average | 13.2% | | 36-Month Average | \$ 21,697 |
| Hughson | | | | | |
| Unemployment | | | Per Capita Income | | |
| | 60-Month Average | 13.1% | | 60-Month Average | \$ 25,465 |
| Newman | | | | | |
| Unemployment | | | Per Capita Income | | |
| | 60-Month Average | 18.7% | | 60-Month Average | \$ 17,041 |
| Patterson | | | | | |
| Unemployment | | | Per Capita Income | | |
| | 60-Month Average | 14.0% | | 60-Month Average | \$ 18,957 |
| Waterford | | | | | |
| Unemployment | | | Per Capita Income | | |
| | 60-Month Average | 23.2% | | 60-Month Average | \$ 16,560 |

Source: U.S. Census Bureau, 2011-2015 American Community Survey

EDUCATION AND 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 lags well behind nationwide educational attainment averages in most categories. A dearth of four-year and advanced degrees are particularly telling as is the nearly 23% with less than a High School education.



The Employment Development Department (EDD) statistics for 2015 include information on payroll positions located in the County. Average annual jobs situated in Stanislaus County totalled 180,800. This figure includes:

- 27,600 in Government/Public Sector (including Education)
- 139,800 in Non-Government positions
- 14,500 in the Farm employment sector
- 166,300 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 processing 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 Appendix A. 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 Appendix B.

INDUSTRY

Agriculture plays an important role in Stanislaus County. Stanislaus agricultural sales hit an all-time high value of \$4.4 Billion in 2014, and exceeded \$3.8 billion in 2015 (a decrease of 12% over the prior year). This sector and its related industry accounts for \$13 Billion in our local economy or \$35 Million per day. Although vitally important to our community, this base does contribute to seasonal employment levels. One in four jobs is directly tied to agriculture or related food manufacturing, placing our county at significant risk due to a lack of diversity.

STANISLAUS MAJOR MANUFACTURING EMPLOYERS COUNTYWIDE

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

- The top manufacturing companies employ 19,228 workers.
- There are 954 agriculture businesses in the county and 434 manufacturing businesses (including food manufacturers).
- 9%, or 16,497 workers, are employed in farm related industries while 17%, or 23,824 workers, are employed in manufacturing related industries.

- The 26% of workers employed in the two industries demonstrates the need for developing a more diversified workforce and regional economy.

| Company or Organization | Employees | Description |
|-----------------------------|-----------|--------------------------|
| E&J Gallo Winery | 3,500 | Winery |
| Con Agra | 3,145 | Tomato/Bean Processor |
| Seneca Foods | 2,138 | Fruit Products |
| Del Monte Foods | 2,010 | Fruit Products |
| Stanislaus Food Products | 1,875 | Tomato Products |
| Foster Farms | 1,484 | Poultry Processor |
| Gallo Glass | 1,000 | Glass Containers |
| Frito Lay | 684 | Snack Products |
| Foster Farms Dairy | 520 | Dairy Products |
| Bronco Wine Company | 834 | Winery |
| G3 Enterprises | 488 | Wine Labeling & Bottling |
| Ball Corporation | 300 | Metal Can Manufacturing |
| Hughson Nut Company | 300 | Nut Grower & Processor |
| Sensient Dehydrated Flavors | 300 | Food Processor |
| Monschein Industries | 220 | Cabinet Manufacturing |
| Mid-Valley Dairy | 215 | Dairy Products |
| Mid-Valley Nut | 215 | Walnut Packer/Processor |

STANISLAUS MAJOR NON-MANUFACTURING EMPLOYERS COUNTYWIDE

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

- The top non-manufacturing companies employ 34,699 workers.
- Services and Retail Trade employ 86,600 workers.
- 70%, or 129,300 workers, are employed in non-manufacturing/farm related industries.

| Company or Organization | Employees | Description |
|---------------------------------------|-----------|---------------------------|
| Stanislaus County | 3,880 | County Government |
| Modesto City Schools | 3,500 | School District |
| Doctors Medical Center | 2,600 | Health Care |
| Memorial Medical Center | 2,300 | Health Care |
| Ceres Unified School District | 2,076 | School District |
| Turlock Unified School District | 1,778 | School District |
| Save Mart Supermarkets | 1,650 | Retail Grocer |
| Amazon | 1,605 | Distribution Center |
| Modesto Junior College | 1,582 | Higher Education District |
| Stanislaus County Office of Education | 1,371 | School District |
| Emanuel Medical Center | 1,250 | Health Care |
| City of Modesto | 1,100 | City Government |

| | | |
|---|-------|------------------------------|
| California State University, Stanislaus | 1,020 | Higher Education Institution |
| WalMart | 997 | Retailer |
| MedAmerica Billing Services | 900 | Medical Billing/Coding |
| Sylvan Union School District | 875 | School District |
| Kaiser Permanente | 800 | Health Care |
| WalMart | 745 | Retailer |
| Costco | 697 | General Merchandise |
| Oak Valley Hospital District | 600 | Health Care |
| City of Turlock | 580 | City Government |
| Modesto Irrigation District | 577 | Water & Electric Utility |
| Patterson Unified School District | 568 | Education District |
| Sutter Gould Medical Foundation | 564 | Health Care |
| Oakdale Joint Unified School District | 500 | Education District |
| CVS Caremark | 491 | Distribution Center |
| TID | 438 | Water & Electric Utility |
| Crimetek Security | 400 | Investigation & Security |

POPULATION

The California Department of Finance population estimates for Stanislaus County (projecting forward to 2035) anticipates a 20% increase in total population and increases are anticipated in both single family and multi-family households.

| | 2015 | 2035 | Percent Increase |
|------------------------------|---------|---------|------------------|
| Stanislaus Population | 540,794 | 674,019 | 24% |

Source: California Department of Finance.

TAXABLE SALES

Retail sales data reported by the California Board of Equalization showed a declining trend through 2009, but improvement has occurred since that time with significant increase in 2014.

| Stanislaus Taxable Sales (\$ in 000s) | | | | | | | | |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
| Total Retail & Food Services | 4,585,837 | 3,925,638 | 4,112,698 | 4,394,011 | 4,709,642 | 4,998,626 | 5,226,291 | 5,433,429 |
| All Other Outlets | 2,142,855 | 1,921,419 | 1,985,917 | 2,268,455 | 2,468,630 | 2,641,366 | 7,903,608 | 8,172,288 |
| TOTAL | 6,728,692 | 5,847,057 | 6,098,614 | 6,662,466 | 7,178,273 | 7,639,992 | 13,129,899 | 13,605,717 |

Source: California Board of Equalization

TRANSPORTATION

Transportation access to major markets and the Pacific Rim are key strategic advantages in Stanislaus County. Two of California's major north-south routes intersect the area: Interstate 5 and Highway 99 provide convenient and efficient means of shipment to all major markets by rail, air or truck line carriers. Deep-water ports in Oakland and Stockton are within 90 minutes. Air passenger service from San Francisco, San Jose, Oakland and Sacramento are all within 90 miles of Stanislaus County.

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.

For the past five years (2012-2016), California has experienced the most severe drought conditions in its recorded history. Growing concerns related to potential over drafting and exportation of groundwater inspired County leadership to adopt a groundwater ordinance to control groundwater mining and exportation. The formation of a Water Advisory Committee and the addition of a Water Resources Manager position to the Department of Environmental Resources was created to continue to address issues surrounding our limited water resources.

STANISLAUS COUNTY ROAD EXPANSION PROJECTS

One of the other main obstacles to economic growth is Stanislaus County's aging infrastructure. In 2008, the County made a concerted effort to align the regions' transportation planning document, Regional Transportation Plan (RTP), with its own Capital Improvement Program (CIP), and the regions Public Facilities Financing Plan (PFF). This alignment gave clear direction on needs and project priority.

State funding has diminished significantly with regard to roadway maintenance and capital funding. In the past two years State revenues have been reduced by more than 30% making it difficult to maintain and advance our transportation network. Yet in November 2016 the voters of Stanislaus County approved a ½ cent transportation funding measure that will generate nearly \$1 billion over 25

years for our region. Our new self-help status will advance many regional capacity and safety projects and provide much needed funds to maintain our roadway system.

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, drought impacts, road infrastructure deficits and major gaps in education and workforce preparation skills training are just a few of the many issues our communities face.

This 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 order for us to shape a better quality of place in Stanislaus County.

ECONOMIC AND COMMUNITY DEVELOPMENT CHALLENGES AND OPPORTUNITIES

COUNTYWIDE SWOT ANALYSIS

The following is an analysis of the strengths, weaknesses, opportunities and threats (SWOT) related to human and economic assets as posed by external and internal forces impacting the regional economy. A later section, entitled Local Economic Development Profiles and Projects, illustrates each of the cities in terms of economic characteristics, development strategies and priorities.

STRENGTHS

- Centrally located along transportation routes to major metropolitan areas in California and Nevada
- Close to two deep-water ports
- Large, available workforce
- Climate conducive to diverse agriculture; the Valley produces 250 types of crops
- # 7 Agricultural producing county in the nation
- Multiple higher educational institutions and facilities; CSU Stanislaus recognized by Princeton Review (Nation's Best Colleges for 10th consecutive

year), Forbes (America's Top Colleges list), Money (#1 Value-Added public university) Cultural diversity

- Strong culture of Entrepreneurship/Innovation
- Access to recreation and tourism attractions
- Primary and specialized health care facilities
- Competitive land costs and Lower electric rates through MID/TID

WEAKNESSES

- Transportation infrastructure needs expansion
- Relatively high cost of business taxes relative to Nevada
- Low skills in the workforce and low levels of educational attainment
- Air quality is poor relative to competitor regions
- Water supply is variable from year to year (drought related impacts)
- Need more full-service hotels to attract business travellers and tourists
- Image of region
- Not marketing agriculture as regional strength
- Relatively high poverty levels
- High unemployment and the effects this has on families, access to education, health care and public safety
- Impacted by high rates of foreclosures and bankruptcies and continuing affects
- Large percentage of adults with "Less than High School Diploma" and low number with college and degrees
- Low self-esteem/humbleness (negative self perception)
- Growing homeless issue

OPPORTUNITIES

- Expansion of workforce training programs
- Expansion of business retention programs
- Continued attraction of large companies
- Improve water management (long term strategies)
- Tourism
- Marketing agriculture as a regional strength, including agritourism
- Marketing campaign for Stanislaus County
- Social media to help promote Stanislaus County
- Encouragement of innovation and entrepreneurship

- Positive media coverage
- Positive community messaging—pride of place
- Quicker permitting response and anticipation of industry opportunities

THREATS

- Stalling economic recovery
- Lingering drought leading to inadequate or un-reliable water supplies
- Over-regulation by government
- Negative media coverage
- Illegal drugs and gangs (i.e. increased drug and gang activity)

Local Profiles & Projects

CERES

Chris Vierra, Mayor

Toby Wells, City Manager

Steve Hallam, Economic Development Manager

209.538.5756



Introduction to City:

Ceres is an active and growing community of nearly 47,000 people that still maintains a small town feel. The City is located in the middle of Stanislaus County, adjacent to State Route 99, in one of the richest and most diverse agricultural regions of the Stanislaus River Valley. While its vibrant local economy is based in agricultural production, its central location and prime accessibility to regional transportation arteries make Ceres a city on the rise. This expanding industrial sector is attracting large and small manufacturing companies as well as large logistics operations.

The City works actively with the Ceres Chamber of Commerce to support businesses of all sizes throughout our community. Ceres is also proud to partner closely with the Ceres Unified School District, which leads the County in its innovative education and training programs for students through an award-winning career technical education pathways program. In Ceres, we understand the importance of preparing our young people to excel in new technologies in order to become employees in demand by our current and future employers.

The City of Ceres continues to undertake numerous economic development projects that positions Ceres as an attractive destination for a business to remain, grow, or locate to. Recent city initiatives include approval of a Specific Plan to revitalize its downtown, visible to more than 100,000 motorists each day; an aggressive Capital Improvement Plan that is upgrading and expanding the City's backbone infrastructure; and the adoption of an Economic Development Strategic Plan that focuses the City's efforts to support the economic health and vitality of our citizens and businesses.

Some companies that call Ceres home are: Bronco Winery, G3 Enterprises, WinCo Foods West Coast Distribution Facility, Kingspan Insulated Panels,

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 to maintain a healthy and diverse economy to meet the present and future employment, shopping and service needs of Ceres residents and visitors, and expand the economic base through marketing Ceres strengths and addressing its challenges. The City is now underway on a comprehensive update to this existing General Plan that will establish a renewed vision of the City's future through 2035.

Economic Development Initiatives and Projects:

To accomplish these policies, the City is currently investing millions of dollars to upgrade its backbone infrastructure (waste water, water, storm water, and roadways) 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 at a key southern entryway from State Route 99, to be anchored by a SuperWalmart development center. Two adjacent corners of this same intersection are under design to accommodate another 25 acres for additional highway-oriented commercial developments. The City is also actively completing the design and preliminary environmental review for a new proposed, diverging diamond freeway interchange at Service Road and State Route 99 that will facilitate improved access to this important commercial area as well as facilitate enhanced access to the City's industrial manufacturing areas west of 99.

The West Landing Specific Plan is a master planned development that includes 1,310 new multi-family units and 2,325 single-family units, 34 acres of regional, office and light industrial uses near Crows Landing Road and Whitmore

Avenue. All environmental review is complete and this undeveloped territory is fully annexed into the City of Ceres, poised for new development.

The City maintains and regularly updates on its website, an inventory of commercial and industrial sites and buildings for sale or lease. The City is also expanding its understanding of the current retail leakage analysis in order to fine tune its economic development efforts.

Key Challenges:

A challenge Ceres faces is developing new revenue to replace the loss of State redevelopment funds, important to finance economic development activities and city-wide infrastructure upgrades. The City is working closely with regional and statewide organizations, including the Stanislaus Business and Workforce Alliance (Opportunity Stanislaus), as we examine cutting-edge tools and alternatives to promote economic development in our City.

Additionally, due to the success of past economic development efforts, Ceres is facing a current shortage of Tier 1 (available for development permits within 60 days) large and vacant industrial parcels. The Council's recent commitment to undertake a comprehensive update to the Ceres General Plan provides the opportunity to identify, plan, and annex to the City industrial-zoned lands necessary to meet the needs of new and expanding businesses over the next 20 years. Creating and maintaining an environment where our businesses, and our citizens, continue to have choices, new opportunities, and thrive, is our continuing focus.

Major Employers:

| City of Ceres | | | |
|-------------------------------------|-----------|----------|--------------------------|
| COMPANY OR ORGANIZATION | EMPLOYEES | CATEGORY | DESCRIPTIVE |
| Bronco Wine | 834 | MFG | Winery |
| G3 Enterprises | 488 | MFG | Wine Labeling & Bottling |
| Kingspan Insulated Panels | 101 | MFG | Building Systems |
| Ceres Unified School District | 2,076 | Non MFG | School District |
| WinCo Foods | 341 | Non MFG | Distribution Center |
| WalMart | 320 | Non MFG | Retailer |
| City of Ceres | 205 | Non MFG | City Government |
| United Parcel Service | 200 | Non MFG | Distribution Hub |
| Sutter Health Care | 182 | Non MFG | Healthcare |
| Home Depot | 135 | Non MFG | Home Building Supply |
| Kmart | 175 | Non MFG | Retailer |
| California Department of Correction | 166 | Non MFG | Public Administration |
| Chateaux Framing Inc. | 150 | Non MFG | Building Exteriors |
| E. R. Vine & Sons | 35 | Non MFG | Fuel Sales |

HUGHSON

Jeremy Young, Mayor

Raul L. Mendez, City Manager

209.883.4054



Introduction to City:

Hughson is a small but thriving agricultural community located in the heart of the Stanislaus River Valley. Just a few miles northeast of Turlock, east of Ceres, and southeast of Modesto nestled amidst fruit and nut orchards, Hughson preserves a small town atmosphere even as it continues to grow with a blend of high quality traditional and new homes.

Hughson was founded as a township in 1907 and named for the owner of the land, Hiram Hughson. The City of Hughson was incorporated in 1972 and has since been delivering efficient public services to residents.

Hughson's education needs are served by Hughson Unified School District whose schools have a long standing tradition and reputation for excellence. The City of Hughson partners with the Stanislaus County Sheriff's Department for the provision of law enforcement services that attribute to the lowest crime rate in the County. The Hughson Fire Protection District, the oldest established fire district in the County, has been providing critical fire protection and prevention services since 1915.

Community services are provided locally through the work of Stanislaus County (library, medical, etc.) and respected non-profit organizations such as Sierra Vista Child and Family Services, United Samaritan Foundation, and Community Hospice as well as other local entities for recreation. Samaritan Village is the City's hidden gem and the region's premier retirement community as is the Hughson Arboretum and Gardens made possible through the passion and generosity of a long-time resident.

Economic Development Focus

Agricultural Strength

The City of Hughson embraces its agricultural partners that reside around the City limits. Hughson is strategically placed at the center of one of the most

productive agricultural areas of Stanislaus County and home of domestic and international leaders in nut harvesting, growing, processing and traditional and viticulture nurseries. Generations of farming families call the Hughson area their home and partner with the City of Hughson to maintain that strength and unique characteristic of the region.

Industrial

While the City and the surrounding area is especially noted for nut growing and processing, it is also home to many agricultural related industrial businesses. The City of Hughson actively works with to support these businesses to encourage economic growth to ensure their success. These highly competitive industrial businesses:

- Engineer and prefabricate wood roof and floor trusses and wall panels;
- Market and distribute agricultural products, animal feed and specialty chemicals and ingredients;
- Engineer efficient processing systems (metal fabrication) for the almond and walnut industries;
- Provide cold storage services;
- Provide full service chemical and fertilizer services; and
- Serve other industrial uses that complement agriculture.

The City provides adequate infrastructure to its industrial lands to attract new businesses and to ensure the capability of existing businesses to grow. This includes:

- A new wastewater treatment facility;
- A municipal water system that complies with regulatory requirements; and
- Street infrastructure that has the highest pavement condition index in the region and conveniently connects to County roadways to provide quick and easy access to the State Highways (99 and 132).

There are approximately 167 acres of industrial use in the City limits and with the last 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 future potential of a rail spur.

The City is only a few miles south of the Beard Land Improvement Company which is served by Modesto and Empire Traction Company and offers a great advantage to rail customers by interchanging daily with both Burlington Northern Santa Fe Railway and Union Pacific Railroad.

Historically, the City has been able to offer businesses (existing and new) assistance with public improvements, capital facility fees, structural improvements, and expansion projects. The City takes great pride in maintaining a business friendly environment and offers a streamlined permitting process through efficient coordination with other local agencies.

Retail/Commercial

The City of Hughson has a uniquely vibrant downtown that consists of a variety of retail and commercial businesses. Centennial Plaza is located at the center of Hughson Avenue and is the home of the Hughson Historical Society Museum, Hughson Fruit and Nut Festival, the Hughson Farmers' Market, the Hughson Christmas Parade and other events designed to unite the community and visitors in a very positive and festive manner. The Marketplace is the City's premier shopping mall located just a short distance from the downtown. Local retail and commercial businesses in the downtown or at the shopping mall provide residents with local dining, shopping, and service options.

The City of Hughson offers an array of business assistance programs to assist existing and new businesses including incentives and loans. The Hughson Small Business Development Center and the Hughson Chamber of Commerce are wonderful resources for local entrepreneurs and the small business incubation center is a viable option for those getting started.

Economic Development Goals

The Hughson City Council's overall goal is to "maintain and enhance Hughson's economic vitality through promotion of job creation and retention, business enrichment and expansion, and development of existing retail, commercial and industrial areas."

Objective #1: Support business in commercial/industrial areas.

Strategy A: Improve the economic growth of City's commercial/industrial businesses by understanding their needs and providing programs/services that address them.

Action #A1: Meet with business owners annually, at a minimum, to discuss needs and available local programs/services.

Action #A2: Connect businesses to available resources through organizations such as the Opportunity Stanislaus, Alliance Worknet, Hughson Chamber of Commerce, etc.

Action #A3: Develop local programs/enhance services to best meet needs.

Strategy B: Promote the economic growth of City's commercial/industrial area through effective business attraction strategies, planning and infrastructure.

Action #B1: Engage Opportunity Stanislaus to conduct gap analysis to identify and pursue businesses that complement current landscape.

Action #B2: Strengthen planning and zoning to enhance City's marketability.

Action #B3: Explore and pursue construction of adequate infrastructure for business development (roads, water, sewer, storm drain, etc.).

Objective #2: Develop and enhance retail business opportunities.

Strategy A: Implement strategies to enhance resident/visitor presence in City's retail areas.

Action #A1: Promote activities in downtown that support and create opportunities.

Action #A2: Develop marketability of City through timely communication and accessibility of current market and demographic information.

Strategy B: Foster support of ventures that complement existing business climate.

Action #B1: Conduct and maintain inventory of existing businesses and develop strategies to support new ventures that complement current landscape.

Action #B2: Coordinate with existing businesses and identify or maximize opportunities for expansion.

Objective #3: Create a business friendly environment.

Strategy A: Ensure efficient business permitting process.

Action #A1: Conduct annual review of business permitting process for continuous improvement and to maximize efficiency.

Action #A2: Provide flexibility during implementation of the business permitting process to best meet needs of applicant.

Strategy B: Ensure adequate and competitive City business/development fee structure.

Action #B1: Review and evaluate business/development fee structure on an annual schedule and recommend modifications if necessary.

Action #B2: As part of the review, conduct comparable study and provide opportunity for input from stakeholders.

Objective #4: Create and develop effective business assistance programs.

Strategy A: Proactively market the City's business assistance programs.

Action #A1: Utilize variety of avenues to market local business assistance programs to increase accessibility.

Strategy B: Evaluate and develop the City’s business assistance programs to ensure effectiveness.

Action #B1: Conduct annual evaluation of entire business assistance programs on an annual basis and recommend modification to increase value.

Major Employers:

| City of Hughson | | | |
|---------------------------------|-----------|----------|---------------------------|
| COMPANY OR ORGANIZATION | EMPLOYEES | CATEGORY | DESCRIPTIVE |
| Hughson Nut | 300 | MFG | Almond Grower/Processor |
| Mid-Valley Nut Company | 215 | MFG | Walnut Packer/Processor |
| Grower Direct Nut Co. | 99 | MFG | Walnut Processor |
| Alpine Pacific Nut | 100 | MFG | Walnut Processor |
| Martella's Walnut Huller | 49 | MFG | Walnut Processor |
| Builder's Choice Truss | 45 | MFG | Truss Producer |
| Valley Tool & Manufacturing | 42 | MFG | Farm Equipment |
| Dairy Farmers of America | 90 | MFG | Dairy Products |
| Duarte Nursery | 350 | Non MFG | Wholesale Nursery |
| Hughson Unified School District | 267 | Non MFG | Education District |
| Samaritan Village | 122 | Non MFG | Retirement Center |
| J.O.V. Direct Growers, Inc. | 72 | Non MFG | Agriculture |
| Whitehurst-Lakewood Memorial | 51 | Non MFG | Funeral/Cemetery Services |
| Braden Farms | 25 | Non MFG | Almond Grower |
| City of Hughson | 16 | Non MFG | City Government |

MODESTO

Ted Brandvold, Mayor
Jim Holgersson, City Manager
Cynthia Birdsill Community &
Economic Development Department
209.577.5268



Introduction to City:

Modesto is geographically centered in Northern California. Located on Highway 99 in California's San Joaquin Valley, Modesto is the county seat for Stanislaus County with a population of over 210,000. The Tri-County Region's population of 1.5 million with a combined workforce of 518,000 forms the megaregion of the North Central Valley. Modesto's agricultural prosperity comes from abundant food production including dairy, eggs, poultry, fresh produce and nuts. Modesto is home to many local and brand-name manufacturers like Frito-Lay, Del Monte Stanislaus Foods, Pacific Southwest Container, Bell Carter Packaging, Racor and E&J Gallo Winery - the world's largest wine producer. Our health care sector is vibrant with the presence of Kaiser Permanente, Doctors Medical Center, Memorial Medical Center, Doctors Medical Center, Stanislaus Surgical Hospital and Valley Children's Hospital. The critically acclaimed Gallo Center for the Arts is a world-class facility that hosts regional, national and international artists, performers and events. Modesto maintains its small town charm with numerous music and family festivals and a certified farmers' market. 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 a Graffiti Summer Festival and classic car shows each June, and with the designation of a downtown Historic Graffiti Cruise Route walking tour. Modesto offers a great quality of life and is an ideal, affordable business location with economic incentives to assist business development. To learn more, visit www.choosemodesto.com or www.modchamber.org.

Economic Development Focus:

Business Attraction and Recruitment

- Identify and target “good-fit” companies to expand or relocate in Modesto. A good fit company is one that would have a compelling

reason to be in Modesto because of the strength of our economic clusters, our lower cost of doing business or the unique characteristics of our workforce.

- Research, target and develop messaging to visit these companies, inviting company decision makers to visit us.
- Grow, support and communicate our key industry clusters to further diversity Modesto's economy. Key clusters include Healthcare, Ag-Tech, Food Processing, Packaging, Professional Services & Tech and Advanced Manufacturing.
- Meet with key site selection consultants who focus their activities on advising companies in our key industry clusters.
- Leverage trade shows that fit our key industry clusters.
- Attract firms that offer high value jobs to create living wage opportunities.
- Identify fully entitled sites in the city that have the greatest opportunity for infill and in attracting industry, retail and commercial investment.
- Develop and implement a retail recruitment strategy to contribute to the City's economic health. Focus on downtown 10th Street Corridor and on areas that have the greatest opportunity to generate more tax revenue for the city. Target retailers that are expanding in the Northern California region and that complement and enhance Modesto's image and help create a better sense of place.
- Participate in International Council of Shopping Centers Deal Making Shows held in Monterey and San Diego.
- Identify and meet with developers that are actively investing in Northern California opportunities.

Business Retention and Support

- Develop a systematic approach that identifies and balances local industry visits to match with our major industry clusters.
- Identify high value/high growth companies.
- Utilize city interdepartmental data to reach out to companies.
- Coordinate technical, workforce training and other assistance to local businesses in support of business expansion plans and the community's economic development growth.
- Foster a pro-business environment to support local businesses and the retention of jobs.

- Support Opportunity Stanislaus’s efforts to create a Careers Manufacturing Technology Program.

Diversification of the Economic Base

- Strive to stabilize our economic base to minimize large fluctuations in employment due the nature of our agricultural focused industries.
- Focus on attracting industry clusters for business development whose needs can be met and maintained by current and future infrastructure plans.
- Evaluate and implement best practices in financing and technical assistance programs to attract and retain businesses in specified industry clusters.

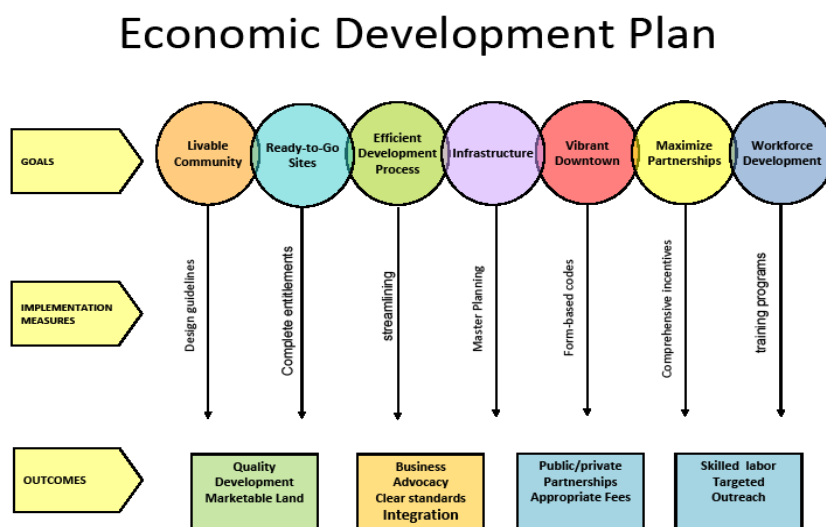
Economic Development Initiatives and Projects:

- 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 including Health Care, Ag-Tech, Food Processing, Packaging, Professional Services & Tech and Advanced Manufacturing, Retail Services, and Tourism. Develop relationships with local vendors and suppliers that provide ancillary services to these industries.
- 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.
- VIII. Encourage public/private partnerships to foster Downtown mixed used development.

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.
- Lack of State redevelopment support and business environment.
- Inadequate regional transportation infrastructure.
- California’s reputation as an unfriendly business state due to its tax structure and over regulation of labor and employment laws.

Economic Development Focus and Priorities:



Business Attraction

- Develop an attraction strategy that addresses both the City’s economic development goals and the needs of targeted companies.
- Promote Modesto to the development community to create and preserve jobs, and strengthen our revenue base.
- Update and renovate the economic development website to include local information and resources relevant to site selectors, and new and expanding businesses.
- Identify new and infill opportunity sites throughout Modesto and partner with those property owners to promote development and encourage targeted business and job growth.

- Effectively 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.
- Foster a pro-business environment to attract new businesses and retain existing companies.
- Work closely with community partners such as Go-Biz, Opportunity Stanislaus, 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):

Liveable Community

- General Plan Amendment under way will modernize the General Plan goal and policy framework, and will result in a revised land use designation program intended to facilitate enhanced economic development; the Amendment will identify priority locations for infrastructure, and establish stronger links to funding policies, programs and sources.
- Union Pacific Railroad Quiet Zone Study is complete and we are seeking funding opportunities.
- Extension of Altamont Commuter Express is intended to increase productivity and decrease stress and expense of long-distance commuting. A downtown rail station would stimulate investment in downtown and citywide, while improving the attractiveness of Modesto for both employees and employers.

Business and Industrial Parks Development

- Expansion of Business Park and Commercial Uses on General Plan Land Use Diagram.

- Partner with existing property owners and potential developers for the redevelopment and reuse of existing non-productive industrial sites.
- The City, in partnership with Stanislaus County, is developing a one-stop location for individuals experiencing homelessness for assessment and connection with services such as permanent housing, mental health services, potential employment and shelters.
- The Kiernan Avenue Business Park represents an important economic resource to the City. The Specific Plan Area consists of approximately 614 acres located to the City's Northern border, East of Highway 99 and South of Kiernan Avenue. It is proximate to Kaiser Permanente's Main Campus and is where Valley Children's Hospital is expanding. The park provides significant growth potential for the City.
- In 2013, EAH, Inc., a non-profit housing developer, completed Archway Commons – Phase 1 that provided 76 affordable housing units, a community center and other project amenities. In September 2015, the City awarded \$1,143,694 in Home Investment Partnerships Program (HOME) fund to EAH, Inc. EAH, Inc. is now ready to initiate Phase 2 that will provide an additional 74 affordable housing units. Staff anticipates bringing a Phase 2 Disposition and Development Agreement to the Council in January 2017. The EAH Inc., is looking to apply for tax credits in early 2017. Environmental Review for the project is complete.
- The Tivoli Specific Plan encompasses 454 gross acres in northeast Modesto. At build-out, the project is expected to develop between 1,900 and 3,200 housing units and 1,025,000 square feet of non-residential land uses. Approximately 80.5 acres are designated for neighbourhood-serving, regional-serving, and general commercial uses. Up to 1.6 acres are designated for professional office space. Staff from City Utilities and Community & Economic Development Departments have been meeting with interested parties to assure backbone utilities and development requirements are coordinated to assist with the timely development of properties within the Tivoli Specific Plan Area.

Development Review Process

- Implemented One-Stop Shop Development Center to streamline development review and entitlement process.
- Implemented permit process improvements such as Online Permitting.
- 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. In June 2016, the City Council approved reconvening the Comprehensive Fees Task Force. The task force has been formed and meetings are underway to review and align all development-related fees with the goals and policies of the City's General and Strategic Plans and to provide policy direction for an update to the City's Capital Facilities Fees program.
- Pre-submittal meetings with city development review staff members to ensure the applicant is aware of project submittal requirements.

Infrastructure

- Coordinate private developments and public Capital Improvements. Specific example, the newly constructed Infiniti Dealership on the south east corner of McHenry Avenue and Claratina Avenue.
- Improve Crows Landing Road including new paving, striping, and center dividers. This infrastructure update will improve the safety and attractiveness of the Crows Landing Road corridor and stimulate new investment in Modesto south of the Tuolumne River.
- Allow deferral of Capital Facilities Fees (CFF), Water Connection Fees, and/or Wastewater Capacity Fees for non-residential projects. Participants pay 20% of the fees at time of permit issuance and the balance, plus interest, is due over a five (5)-year period.
- Design and implement a high speed fiber network throughout the city that provides free Wi-Fi hot spots – especially in our Downtown core.

Downtown Vitality

- Improved Parking Management Model
Downtown's current parking management model acts as a deterrent to both downtown patrons and employers because it is not designed to respond to market forces. The City is working with the newly formed Downtown Business Improvement District to explore mechanisms to make more parking and to establish fees that encourage investment.
- Downtown Form Based Code
In 2010, the city of Modesto adopted its first form-based zoning code specific to downtown – creating the new Downtown Core Zone. The

downtown Zone was expanded in 2015 to encompass the entire square mile of downtown. The city's intent is to become more open and friendly for developers and businesses interested in a downtown location.

This Downtown Zone facilitates a mixed-use downtown environment where people can shop, live, dine and work. The new downtown zone allows for a mixture of uses in a single building, without having to go through a costly and time consuming rezone effort required by the previous conventional zoning. New development projects that meet the form based code would be reviewed administratively.

This was done to streamline the "entitlement" process. It creates clearly delineated design principles focusing on the building's use and how the public will interact with the building and the areas around it – such as on the streets and sidewalks. In the new Downtown Zone, development will fit with the character of the neighborhood and create appropriate public and open spaces.

The Downtown Zone consists of six areas with criteria tailored to affected neighborhoods. For example, the downtown core allows greater intensity with buildings six to 15 stories tall, while other areas require lower heights, typically one to three stories. The recently completed Tower Park Senior Apartments at 17th and G streets followed the form-based approach to zoning and development.

Economic Development Partnerships

- Economic Development Practitioners Committee
Hosted by Opportunity Stanislaus, the economic development representatives from the County and Cities meet monthly to share ideas to improve our business climate and standards of excellence in economic development.
- Grow Modesto Fund
In October 2014, the City Council approved a partnership with the Fresno Community Development Financial Institution to administer Modesto's Community Development Block Grant Small Business Loan Program. This new program leverages local small business development resources and also leverages a dollar- for-dollar match with non-CDBG funds to be deployed to small businesses in Modesto

and its Sphere of Influence to create and retain more jobs for low-to-moderate income persons.

- **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.
- **Modesto Chamber Economic Development Committee**
Support efforts of the Land Use and Transportation Committee to unleash the economic potential of the Greater Modesto Area.
- **Newly Formed Downtown Modesto Partnership**
Facilitate partnership's goal to build a positive image of Downtown Modesto by highlighting all the great things the community has to offer and bolstering services that improve sustainability and citizen experiences.
- **Modesto Convention and Visitors Bureau**
The functions of the Convention and Visitors Bureau have been temporarily assumed by the City's Community & Economic Development Department. The County and City are participating in the Destination Modesto Task Force to develop an action plan for tourism.

Major Employers:

| City of Modesto | | | |
|---------------------------------------|-----------|----------|--------------------------|
| COMPANY OR ORGANIZATION | EMPLOYEES | CATEGORY | DESCRIPTIVE |
| E&J Gallo Winery | 3,500 | MFG | Winery |
| Seneca Foods | 2,138 | MFG | Fruit Products |
| Del Monte Foods | 2,010 | MFG | Fruit Products |
| Stanislaus Foods | 1,875 | MFG | Canning |
| Gallo Glass | 1,000 | MFG | Glass Containers |
| Frito-Lay | 684 | MFG | Snack Products |
| Foster Farms Dairy (Crystal Creamery) | 520 | MFG | Dairy Products |
| Stanislaus County | 3,880 | Non MFG | County Government |
| Modesto City Schools | 3,500 | Non MFG | Education District |
| Doctors Medical Center | 2,600 | Non MFG | Health Care |
| Memorial Medical Center | 2,300 | Non MFG | Health Care |
| Save Mart Supermarkets | 1,650 | Non MFG | Retail Grocer |
| Modesto Junior College | 1,582 | Non MFG | Education Institution |
| Stanislaus County Office of Education | 1,371 | Non MFG | Education District |
| City of Modesto | 1,100 | Non MFG | City Government |
| MedAmerica Billing Services | 900 | Non MFG | Medical Billing/Coding |
| Sylvan School District | 875 | Non MFG | Education District |
| Kaiser Permanente | 800 | Non MFG | Health Care |
| WalMart | 745 | Non MFG | Retailer |
| Costco | 697 | Non MFG | General Merchandise |
| Modesto Irrigation District | 577 | Non MFG | Water & Electric Utility |
| Sutter Gould Medical Foundation | 564 | Non MFG | Health Care |

NEWMAN

Robert Martina, 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.

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. Through its General and master plans, the City has consistently crafted its vision of the future. This vision includes a walkable community with an accessible and safe street grid while encouraging 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. Recently, the City was the first in the region to adopt an Urban Growth Boundary, further preserving valuable agricultural land whilst allowing for economic development. 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's industrial/manufacturing areas contain a variety of uses and have vested and shovel-ready parcels ready to be developed. With access to Rail, Highway 33 and Interstate 5, Newman is an ideal location to live and work.

Major Employers:

| City of Newman | | | |
|---------------------------------|-----------|----------|------------------------------|
| COMPANY OR ORGANIZATION | EMPLOYEES | CATEGORY | DESCRIPTIVE |
| Valley Sun Products | 170 | MFG | Sun Dried Tomatoes |
| Stewart & Jasper | 152 | MFG | Nut Grower/Processor |
| Saputo | 123 | MFG | Cheese Production |
| Newman Flange | 71 | MFG | Metal Flange Manufacturing |
| Cebro Frozen Foods | 70 | MFG | Frozen Vegetables |
| Westside Pallet Inc. | 50 | MFG | Pallets, Wood |
| Newman-Crows Landing Unified | 331 | Non MFG | School District |
| DiMare Brothers | 165 | Non MFG | Tomato Grower/Packer |
| San Luis Convalescence Hospital | 63 | Non MFG | Nursing and Residential Care |
| Raley's Supermarket | 60 | Non MFG | Retail Grocer |
| Avalon Care Center | 52 | Non MFG | Nursing and Residential Care |
| City of Newman | 40 | Non MFG | City Government |

OAKDALE

Pat Paul, Mayor

Bryan Whitemyer, City Manager

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 travelled 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 21,895 residents within an area encompassing 6.1 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 of 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 2030 General Plan (adopted August 8, 2013) 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 Opportunity Stanislaus, to promote local businesses and leverage City resources.

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 45 acres vacant and available for development

with adjacent sewer, water and underground utilities in place. Another 450 acres have 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 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 the 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:

A key challenge for Oakdale is to maintain and enhance their quality of life and special assets, and to use those assets as economic development tools for retaining and expanding local businesses, and attracting new business to the City. Helping local entrepreneurs and small businesses prosper and expand will be critical for the City's continued growth and development.

Major Employers:

| City of Oakdale | | | |
|--|-----------|----------|--------------------------|
| COMPANY OR ORGANIZATION | EMPLOYEES | CATEGORY | DESCRIPTIVE |
| ConAgra Foods | 3,145 | MFG | Tomato/Bean Processor |
| Ball Corporation | 300 | MFG | Metal Can Manufacturing |
| Sconza Candy | 179 | MFG | Confectionery Products |
| Oak Valley Hospital/Care | 600 | Non MFG | Health Care |
| Oakdale Joint Unified School | 500 | Non MFG | School District |
| Burchell Nursery | 360 | Non MFG | Fruit & Nut Tree Nursery |
| Gilton Solid Waste & Resource Recovery | 191 | Non MFG | Solid Waste |
| Raley's | 101 | Non MFG | Retail Grocer |
| K Mart | 109 | Non MFG | Retailer |
| City of Oakdale | 97 | Non MFG | City Government |
| Remediation Constructors | 80 | Non MFG | Construction |
| A.L. Gilbert | 77 | Non MFG | Feed and Grain |
| Save Mart Supermarkets | 74 | Non MFG | Retail Grocer |
| Oakdale Irrigation District | 65 | Non MFG | Water Utility |
| Oakvalley Community Bank | 59 | Non MFG | Bank |

PATTERSON

Deborah M. Novelli, Mayor

Ken Irwin, City Manager

209.895.8000



Introduction to City:

Patterson, incorporated in 1919, is a growing community averaging a 6% annual growth rate since 1990 and its current population is approximately 22,000. 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.

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.

Patterson is also home to a rapidly expanding business park. 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, fulfillment centers, 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. In 2013 the City of Patterson annexed approximately 776 acres of industrial property and 105 acres of commercial/retail properties. The Business Parks have enticed several large distribution Centers, such as Kohls, CVS, Amazon, and Restoration hardware. To date these businesses have created over 2000 new jobs that have benefitted Patterson as well as our other Cities in Stanislaus County. These sites are all shovel ready and fully entitled. 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.

Economic Development Focus and Priorities:

During the 2015-2016 fiscal year the City performed a strategic planning process. We were very fortunate to have a good turnout of private citizens and local business owners participate. The strategic plan will provide guidance to city government to align with our council and resident's vision for growth of our fast growing city.

Several properties located 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 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.

Although the Economic Development Agency no longer exists, we hope to find creative funding encouraging both municipal and community growth opportunities. By improving our municipal infrastructure to create new and expanded retail opportunities for the community and support of existing

businesses will help create new jobs during its infrastructure development and permanent retail phases providing for a financially sustainable community.

The jobs created during the municipal and public improvement phases 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 needed 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 properties 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 farming operations for years to come. Some of our most recent commercial developments include nationally established businesses, such as Flying J, Wendy's, and Les Schwab, and local businesses such as Prime Shine.

The City of Patterson has approved and well established project design standards and procedures to ensure these improvements will be constructed and maintained to best serve the public. The City has also created a new Engineering Department to make sure the City's infrastructure needs are met. The land owners and its development partners have an established record of successful retail and community developments to complete the next 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 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.

Major Employers:

| City of Patterson | | | |
|-----------------------------------|-----------|----------|---------------------------|
| COMPANY OR ORGANIZATION | EMPLOYEES | CATEGORY | DESCRIPTIVE |
| Traina Dried Fruits | 170 | MFG | Sun Dried Tomatoes/Fruits |
| Amazon | 750 | Non MFG | Distribution Center |
| Patterson Unified School District | 568 | Non MFG | School District |
| CVS Caremark | 491 | Non MFG | Distribution Center |
| W. W. Grainger | 260 | Non MFG | Distribution Center |
| WalMart | 220 | Non MFG | Retailer |
| Stewart & Jasper Marketing, Inc. | 171 | Non MFG | Retailer |
| Restoration Hardware | 154 | Non MFG | Distribution Center |
| Kohl's Distribution Center | 123 | Non MFG | Distribution Center |
| City of Patterson | 97 | Non MFG | City Government |
| Save Mart Supermarkets | 93 | Non MFG | Retail Grocer |
| Affina | 84 | Non MFG | Distribution Center |
| Del Puerto Health Care District | 53 | Non MFG | Health Care |

RIVERBANK

Richard O'Brien, Mayor

Sean Scully, City Manager

209.869.7116



Introduction to City:

Riverbank is a progressive, growing community with over 23,000 residents which is located eight miles north-east 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 commercial, industrial, and retail businesses along its southern and eastern boundaries, in large part due to the expansion of the Crossroads Shopping Center and the closure of the Riverbank Army Ammunitions Plant (RAAP). Many of the new businesses are in the sustainable, green or clean-tech sector, creating a new business cluster that has the potential to transform the local economy and spur on job growth.

Economic Development Focus and Priorities

The City of Riverbank has focused economic development priorities in several areas. The key areas of focus are:

- Identify and develop a brand for the City of Riverbank that showcases the relative strengths of growing a business here;
- Ensure a timely and predictable permitting process;
- Recruit and secure new businesses in priority locations and industries; and
- Maintain and expand the infrastructure that businesses need to thrive.

Key projects areas in Riverbank include further development at the Riverbank Industrial Complex (the former Riverbank Army Ammunition Plant), the site of the former Sun Garden-Gangi Canning Company and expansion of the Crossroads Shopping Center.

Economic Development Initiatives and Projects:

Siding and Roof Replacement at the Former Riverbank Army Ammunition Plant

Project funds are needed to replace approximately 350,992 sq. ft. of siding and 515,650 sq. ft. of roofing that is being removed and disposed of as part of an Army-led remediation project approved of by the US Environmental Protection Agency. Under an EPA and Army agreement, the Army is required to remove and dispose roofing and siding material due contaminated with non-liquid PCBs, but they are not required to replace the material, rendering the buildings uninhabitable unless the roof and siding is replaced. The buildings are currently home to 40 growing businesses and several hundred employees.

The installation of new roofs and siding will ensure that the site's building infrastructure meets health and safety standards and is adequate to support manufacturing and industrial capabilities in a sustainable, energy efficient environment.

| Replacement Area | | |
|------------------|------------------|-----------------|
| Siding | Roofing - Sloped | Roofing - Flat |
| 350,992 sq. ft. | 515,650 sq. ft. | 159,026 sq. ft. |

| Estimated Project Cost | | | |
|------------------------|------------------|----------------|--------------------|
| Siding | Roofing - Sloped | Roofing - Flat | Total Project Cost |
| \$2,357,667 | \$3,445,402 | \$728,975 | \$6,532,044 |

The site has completed a National Environmental Protection Act (NEPA) and an Environmental Impact Report (EIR). A Finding of Suitability for Early Transfer is being circulated to regulatory agencies for final review. Early transfer documents have been prepared and conveyance by deed is expected upon Governor's signature of the early transfer documents.

Project Budget

Federal Investment:

EDA Funds Request \$ 2,500,000

Local Investment:

From Industrial Site Revenue
State grants and loans \$ 4,032,044

Project Readiness:

EDA is familiar with BRAC facilities and their unique circumstances. The project presented is ready to start upon funding approval.

Major Employers:

| City of Riverbank | | | |
|-----------------------------------|------------------|-----------------|-----------------------|
| COMPANY OR ORGANIZATION | EMPLOYEES | CATEGORY | DESCRIPTIVE |
| Monschein Industries | 220 | MFG | Cabinet Manufacturing |
| Silgan Containers | 75 | MFG | Metal Food Containers |
| Riverbank Unified School District | 330 | Non MFG | School District |
| Target | 185 | Non MFG | Retailer |
| Kohl's Dept. Store | 180 | Non MFG | Retailer |
| Home Depot | 160 | Non MFG | Retailer |
| Econtactlive, Inc. | 100 | Non MFG | Business Support |
| Save Mart Supermarkets | 95 | Non MFG | Retail Grocer |
| Riverbank Nursing Center | 78 | Non MFG | Health Care |
| City of Riverbank | 70 | Non MFG | City Government |
| O'Brien's Market | 53 | Non MFG | Retail Grocer |

TURLOCK

Gary Soiseth, Mayor

Gary Hampton, City Manager

209.668.5540



Introduction to City:

Turlock is a city on the move and has a vision for its future. As a thriving community of over 70,000 in the heart of California's Central Valley, Turlock has held firm to its agricultural roots while diversifying economically and expanding opportunities for its residents. It has become a very desirable community, attracting many people to both live and work locally. The City's rapid growth is expected to continue, adding some 35,000 new residents over the next 20 years. The City of Turlock has recently adopted a new General Plan to guide that growth and development.

Turlock has had a long history of planning. A general plan for the City was prepared in the early 1950s, and although it was never adopted, it served as a point of departure for future plans. The General Plan prepared in 1969, much before general plans acquired their present political and legal stature, addressed such contemporary issues as urban sprawl and unnecessary destruction of farmland, and was updated in the early 1980s. The next General Plan (formally adopted in 1993 and partially updated in 2002) has served the City well, guiding the creation of attractive new neighborhoods, parks, and major new retail and employment areas.

Population and economic growth in Turlock are intertwined. The city seeks to attract new industries and create jobs in order to boost revenue, remain competitive, attract new residents and provide opportunities for existing ones. The growing resident population demands increased goods and services which in turn fuel economic growth. The City of Turlock General Plan as well as the Westside Industrial Specific Plan creates a multi-pronged approach to economic development in order to achieve these goals: supporting the build out of the Turlock Regional Industrial Park (established by the Westside Industrial Specific Plan), drawing new businesses Downtown, identifying new industries to target, and building on existing assets such as California State University, Stanislaus.

Turlock's current land use pattern and built form are products of the City's historical growth within an agricultural area. Turlock was incorporated in 1908. Like many San Joaquin Valley towns from the time period, the original downtown core was focused around the railroad station, with streets arranged in a grid oriented to the tracks. The town proceeded to grow outward, shifting to an orthogonal north-south grid matching the rural road and parcel pattern around it. Golden State Boulevard, paralleling the railroad, was part of the original highway through the Central Valley, which became U.S. 99 roadway in 1926.

It is the City's goal to continue to provide a balance of jobs and housing in Turlock, which stimulates the local economy, reduces commuting, and maintains Turlock's competitiveness in the region. Therefore, the master planning process has extended to the non-residential sector, as well. In 2006, Turlock completed the Westside Industrial Specific Plan (WISP), which identified land use, transportation improvements, infrastructure improvements, and design guidelines for industrial and business park uses for some 2,500 acres west of Route 99. Aided by this specific plan, the city's industrial sector is expanding and shifting to this area.

Industrial Areas

Turlock's agricultural setting has historically provided a basis for the City's industry. Food processing is the primary industry, providing the largest number of industrial jobs in Turlock. Four of the top ten employers in the city are food processors, and Foster Farms, the third-largest employer in the city, employs 1,500 workers. Fourteen percent of jobs in Turlock are in manufacturing, and four percent are in the warehousing and transportation industries, which are large users of industrial space. Turlock boasts an agri-business industry cluster with several new emerging technical software and laboratories and other related sectors to bolster this cluster.

Economic Development

Through the creation and implementation of the Westside Industrial Specific Plan (WISP), Turlock has reaffirmed the continuing importance of industrial development as a main source of jobs and economic growth in the City. This Plan involved the development of a Master Plan and Certified Environmental Impact Report for an area of approximately 2600 acres immediately adjacent

to Highway 99 with the goal to create jobs. Adequate sewer and water capacity exists and a majority of the land is zoned industrial, with approximately eight percent devoted to commercial and office uses. The City and former Turlock Redevelopment Agency made significant contributions (\$15 million) to construct essential backbone infrastructure to create shovel ready ground to attract industrial development.

Economic Development Focus and Priorities:

The fundamental purpose of the Westside Industrial Specific Plan (WISP) is to implement the General Plan goal for a major industrial center in the City of Turlock. The Specific Plan provides the project vision and objectives, and establishes development policies: land use regulations, design standards, and a phasing plan that will guide the orderly growth of the existing and new industrial uses. The Specific Plan will accommodate growth of light and heavy industrial uses similar to those currently located in the Plan Area.

The Specific Plan will also accommodate and nurture the development of an Agri-Science Industry Cluster (referred to as the “Agri-Science Cluster”). The cluster is planned as a center for research and development, manufacture, processing, and celebration of agriculture and food products in the San Joaquin Valley. The Plan Area includes 2,615 gross acres allocated in a mix of industrial, industrial/business-professional, office, and commercial uses.

The Infrastructure Plan deals with public facilities and services required in the Plan Area. This includes all components of the transportation system, sewer, water, drainage, electric power, natural gas, communications, recreation and parks, fire protection, and solid waste management. Because the Plan Area land uses do not include residential (other than existing residences), the public services discussion does not include those services that would normally be associated with a residential use such as schools and libraries.

The Westside Industrial Specific Plan was developed in response to economic development opportunities over a period of years. Many of the infrastructure improvements required to serve development has and will occur on an incremental basis that corresponds to specific development proposals. Development of each area within the Turlock Regional Industrial Park (TRIP) has responded to landowner and developer interests. Front loading infrastructure through the use of redevelopment agency dollars has created

“shovel ready” areas of the TRIP. However, conventional phasing that identifies a specific sequence of development has not proven to be a practical approach to the development of this area.

The infrastructure requirements for each sub area of development include all roadway, sewer, water, reclaimed water, storm drainage, and dry utilities necessary for that sub area to develop. Development will occur within a sub area where the backbone infrastructure is completed and available, although subareas may be combined and interim improvements may allow for development of only a portion of a sub area. The City of Turlock intends to submit grant applications to various state and federal agencies to assist in the capital projects to bring additional parcels to “shovel ready” status.

Project Description(s):

Turlock Regional Industrial Park Infrastructure Project – Phase 2

The City proposes to construct additional infrastructure improvements that includes water and sewer lines as well as road improvements through the southern loop sub area of the Turlock Regional Industrial Park. As new firms have located into the Turlock Regional Industrial Park, there is a need to open and prepare sites in the southern portion of the TRIP for additional development and job growth. There are preliminary discussions with several firms who are attracted to this southern area because of the potential to connect with the current rail service in the area. The current project, as designed requires the installation of approximately \$6.7 million in infrastructure improvements. The City of Turlock Believe that this will spur an additional economic growth as was seen in the Phase 1 of the project that was funded through water bonds and former redevelopment agency funds. Both funds are no longer available as a financing tool.

Phase 1 has brought the following economic development and job growth:

- Construction of the Blue Diamond Almond Growers Processing Facility with more than a \$100 million investment that has already created almost 150 jobs. Blue Diamond anticipates adding an additional 150 jobs in the next year. There are three more phases of expansion planned that will create additional jobs.

- The Hilmar Cheese Co. is investing \$75 million to \$100 million to build a milk powder processing plant in Turlock. The plant will create 40 full-time jobs, plus expansion opportunities for dairies and related industries in Stanislaus and Merced counties.
- US Cold Storage has constructed a 3.5-million-cubic-foot expansion. The project will add three new storage rooms (including two convertible-temp rooms) and 16,000 more pallet positions. Upon completion, Turlock will have as many as 40,000 pallet positions and officials expect to hire more than 100 employees.
- Sensient Dehydrated Foods, a 227,000-square-foot warehouse showroom additional that added more than 20 jobs to their 100 plus workforce.
- Valley Milk LLC, is currently in construction of a new dehydrated milk facility also located in the north regional of the Turlock Regional Industrial Park. This plan will create another 50 full time jobs as well as provide additional demand for local milk producers.

North Valley Regional Recycled Water Program (NVRWP)

This program 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 NVRWP 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 NVERRWP, 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 NVERRWP will meet the recycled water goals and mandates of the State of California.

The NVERRWP 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 NVERRWP 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 12.2% unemployment rate.

Master Plan for Rail Revitalization

This project is a two-phased project. The first phase includes addressing some significant deficiencies in the infrastructure of this 80 year old industrial areas of Turlock. More than 2,000 jobs are located in this industrial areas near the downtown. However, some of the failing infrastructures such as the streets and storm water systems have precluded new firms from coming in to re-use some of these small, older manufacturing buildings. This project would assist in funding a portion of the infrastructure upgrades and leverage other funds, including private investment to revitalize this aging but vital area of Turlock.

The second phase of the project is the development of a Turlock Railroad Master Plan (TRMP) focused on developing a coordinated, comprehensive master plan outlining achievable projects that will improve transportation mobility in Turlock between and among Union Pacific and the Tidewater Railroads. The specific goals of the Master Plan would be to promote efficient transportation systems management and operation, and to support regional economic vitality and revitalization.

The TRMP is proposed to be a long-range planning document that is intended to guide redevelopment of the local rail system in Turlock into a vibrant, mixed-use employment center that includes commercial, office, light industrial and institutional uses. In order to fulfil the vision for redevelopment of rail in Turlock the TRMP proposes to provide the necessary framework to direct new development that respects the historic condition and context of the existing rail facilities and their adjacent properties.

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.

Food Innovation and Commercialization Center

This project proposes to develop a collaborative project with Opportunity Stanislaus to construct the Turlock Food Product Innovation and

Commercialization Center (FoodPIC) that will offer incubator space, as well as marketing and development services to companies in the food processing industry pursuing new product lines.

This program is patterned after a similar program that was initiated by the faculty of the department of food science and technology in the College of Agricultural and Environmental Sciences and associates of the University of Georgia. It is internationally recognized for development of innovative food products and discovery, for implementation of cutting-edge science and technology, and for developing innovative food products. The program forms a strategic alliance with external marketing, technology, and engineering groups to help food companies take a new product from conception, through consumer research, formulation, prototyping, shelf-life analysis, and market launch.

The Center will field test products for both domestic and export purposes and will help support the growth of the region's agricultural cluster and help counter losses to manufacturing and other industries in central California.

The Food Innovation and Commercialization Center effort is estimated to create approximately 57 on-going jobs (this number does not include the project-related construction jobs) to an area that has a 12.2% unemployment rate and would be included in a low income census tract that is classified as a Food Desert.

Major Employers:

| City of Turlock | | | |
|---------------------------------|-----------|----------|----------------------------|
| COMPANY OR ORGANIZATION | EMPLOYEES | CATEGORY | DESCRIPTIVE |
| Foster Farms Poultry | 1,484 | MFG | Poultry Processor |
| Sensient Dehydrated Flavors | 300 | MFG | Food Processor |
| Mid-Valley Dairy | 215 | MFG | Dairy Products |
| Blue Diamond Growers | 145 | MFG | Nut Processor |
| Evergreen Packaging | 126 | MFG | Beverage Packaging |
| SupHerb Farms | 120 | MFG | Culinary Herbs & Blends |
| Turlock Unified School District | 1,778 | Non MFG | School District |
| Emanuel Medical Center | 1,250 | Non MFG | Health Care |
| CSU Stanislaus | 1,020 | Non MFG | Public University |
| City of Turlock | 580 | Non MFG | City Government |
| TID | 438 | Non MFG | Water & Electric Utility |
| Crimetek Security | 400 | Non MFG | Investigation & Security |
| WalMart | 320 | Non MFG | Retailer |
| Costco | 300 | Non MFG | Retailer |
| Covenant Retirement & Care | 265 | Non MFG | Nursing & Residential Care |
| Target | 250 | Non MFG | Retailer |
| Home Depot | 150 | Non MFG | Building Materials |
| Save Mart Supermarkets | 133 | Non MFG | Retail Grocer |
| Northern Refrigerated Transport | 120 | Non MFG | Freight Trucking |
| Raley's | 110 | Non MFG | Retail Grocer |

WATERFORD

Michael Van Winkle, Mayor

Sean Scully, 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.

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, even though it is not the smallest in population. This is partly due to the lower overall City per capita income, but is due mostly to the absence of attractive, local shopping destinations, where over \$90 million in sales tax leakage occurs. Other than the school employment, agriculture and gas stations are the main economic and employment drivers in the City.

The downtown has several vacant commercial properties due to absentee landlords and inability to find tenants. The downtown has recently been improved with an award-winning downtown renovation project. The improved downtown is hoping to draw new restaurants, antique shops, and other stores that can make it vibrant, attractive and an asset to the city as a whole. Several annual events draw several thousand visitors to the downtown and new tenants will benefit from these audiences.

Major Employers:

| City of Waterford | | | |
|-----------------------------------|-----------|----------|-------------------------|
| COMPANY OR ORGANIZATION | EMPLOYEES | CATEGORY | DESCRIPTIVE |
| Frazier Nut Farms | 80 | MFG | Walnut Grower/Processor |
| Montipelier Orchards | 48 | MFG | Almond Grower/Processor |
| Waterford Nut Company | 48 | MFG | Almond Grower/Processor |
| Roberts Ferry Nut Company | 12 | MFG | Almond Grower/Processor |
| Waterford Unified School District | 285 | Non MFG | School District |
| Valley IGA Plus | 46 | Non MFG | Retail Grocer |
| Waterford Child Development | 22 | Non MFG | Social Assistance |
| City of Waterford | 15 | Non MFG | City Government |

STANISLAUS COUNTY

Vito Chiesa, Chairman of the Board of Supervisors
Stan Risen, Chief Executive Officer
209.525.6333



Introduction to the County:

Stanislaus County is located in Central California within 90 minutes of the San Francisco Bay Area, the Silicon Valley, Sacramento, the Sierra Nevada Mountains and California's Central Coast. With approximately 532,000 people calling this area home, our community reflects a region rich in diversity with a strong sense of community.

Two of California's major north-south transportation routes (Interstate 5 and Highway 99) intersect the area and the County has quickly become one of the dominant logistics center locations on the west coast.

The County is home to a vibrant arts community with the world-class Gallo Center for the Arts, a symphony orchestra, and abundant visual and performing arts.

Stanislaus County is a global center for agribusiness, positioned by its mild Mediterranean climate, rich soils and progressive farming practices. The area is recognized internationally for agricultural innovation with wine, almonds, poultry, milk, cattle, and walnuts being some of our featured industries.

The County was established in 1854 and has a total land area of 1,494 square miles. Temperatures range from an average low of 38 degrees Fahrenheit in the winter to an average high of 85 degrees Fahrenheit during the spring and fall season. Temperatures move up into the 90's during the summer months with a low humidity and cooling evening breezes from the San Joaquin Delta.

Economy:

Stanislaus County is an international agri-business powerhouse. The value of agricultural commodities produced in 2015 was nearly \$3.9 billion. Almonds are the number one commodity at \$1.3 billion, followed by milk at \$647.8 million in value.

Farmers in Stanislaus County export more than 133 commodities to 109 countries around the world. Spain receives 10% of exports followed by Japan and Hong Kong at 9% with Germany and Turkey at 7% and South Korea at 6% of exports. Approximately 8,860 export certificates were issued in 2015 and 10,800 export certificates were issued in 2016.

Economic Development Initiative and Project:

Stanislaus County continues to work toward final CEQA certification and approvals for the development of the former military air facility at Crows Landing on the west side of Stanislaus County.

The project, the Crows Landing Industrial Business Park (CLIBP) consists of approximately 1,528 gross acres, of which 880 net acres are designated for industrial uses and have the potential to support approximately 15 million square feet of built inventory over the next several decades. The site is oriented toward I-5, with the nearest entrance located less than 2 miles from I-5.

Approximately 17,000 workers from the manufacturing, transportation, and wholesale sectors live within a 30-minute drive of the site. The CLIBP would provide residents of the market area (over 60,000 in the tri-county area) an alternative to traveling out of county at an even greater distance from their homes (as roughly 40% of employed workers living in the market area currently do). This project would provide the region's sizable unemployed/underemployed workforce a more convenient work site.

The local industrial real estate market continues to show steady signs of improvement demonstrating six consecutive quarters of positive net absorption.² In calendar year 2013, the Stanislaus and San Joaquin counties area absorbed approximately 5.9 million square net feet of industrial space. This is significantly higher than average annual absorption since 2008, which was approximately 2.4 million square feet per year. This corresponds with

² Absorption refers to the change in physically occupied space during a given time period. Net absorption can be positive or negative. An example is when a tenant moves into a new location (positive absorption) and vacates its former space (negative absorption). The net change is measured as the amount of new space less the amount of vacated space. If the new location is larger than the former location, there is positive net absorption. If the new location is smaller than the former, there is negative net absorption. AECOM CLIBP Market and Absorption Analysis September 22, 2014.

strong year-over-year employment growth in industries that demand industrial space. From a pricing perspective, we anticipate that vacancy rates will continue to decline and expect to see upward pressure on lease rates as well as higher prices for industrial land and buildings. This near-term strengthening in market conditions has been responsible for the re-emergence of speculative construction, built-to-suit spaces, and building expansion activity.

While the CLIBP site is oriented toward Interstate 5 (I-5), establishing a viable connection to I-5 is critical to CLIBP's success. Recent distribution development in the City of Patterson, 2.2 miles to the North, has established the corridor as a prime location for logistics use. The two strongest advantages offered by the proposed CLIPB are its potential to support opportunities for large building footprints and its potential to offer cost advantages. However, given the level of planned and proposed development in the regional pipeline, timing is critical to bring CLIBP to market.

Over the next 12 months, Stanislaus County will be seeking various funding opportunities to assist with critical infrastructure necessary to bring this significant jobs creating project on line. Phase IA estimates for initial infrastructure which include roadway improvements, wet and dry utilities and potable/non-potable water options are estimated at \$29.6 million dollars.



Currently, absorption analysis estimates that demand for CLIBP could range from approximately 250,000 to 350,000 square feet per year or 7.5 to 10.5 million total square feet over a 30-year period.

This absorption estimate translates to average annual development at CLIBP between 14 to 20 net acres per year assuming a 0.4 floor area ratio (FAR)³. Other uses, such as office use, were not included in the absorption estimate because these uses are unlikely to compose a significant component of future development at CLIBP. All indicators (regional trends) anticipate that planning for CLIBP absorption should utilize the mid- to high-growth scenario, which would suggest achievable (conservative) absorption of approximately 520 to 600 net acres over the next 30 years.

Phase 1A projects include:

- Traffic and Road Infrastructure
- Sewer backbone
- Potable and non-potable water backbone
- Stormwater management
- Dry utilities
- Airport planning

³ This FAR was selected by the County Project Team as a planning factor to estimate net land area associated with projected levels of industrial square feet demanded. Research suggests that FARs in the region typically range from 0.35 to 0.40.

Committee Recommendations

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 one of the counties in the State of California with a growing population. However, nearly one fourth (22.8%) of our adults 25+ years of age are without a High School Diploma and 19.5% of our population is in poverty. We need to focus on the future of our residents and their economic improvement. 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 Comprehensive Economic Development Strategy (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 CEDS, to continue an alignment of efforts with those identified in the broader eight county economic development strategic efforts. 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;**
- **Encourage the further development of a vibrant ag-based economy looking for ways to add new products, generate food and beverage innovation, and promote our products and services;**
- **Develop specialized education including higher education, career technical education, and workforce development;**
- **Support the development of college level program infrastructure to provide opportunities for students to learn and stay here;**
- **Enhance goods movement transportation projects that build capacity while increasing safety, decreasing congestion, improving air quality and promoting economic development;**
- **Develop wet and dry utility infrastructure to increase business development interest;**
- **Participate in the development of comprehensive regional water planning;**
- **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 A

| Stanislaus Layoffs 2005 - 2016 | | Total | 8,216 | |
|---------------------------------------|-------------------------------------|----------------------------|----------------|-------------------|
| Year | Company | Product/Service | Job (-) | City |
| 2016 | SPX FLOW, Inc. | Food Manufacturing | 8 | Modesto |
| 2016 | Sutter Central Valley Hospitals dba | Healthcare | 96 | Modesto |
| 2016 | CST California Stations, Inc. | Retailer | 7 | Oakdale |
| 2016 | American Medical Response | Healthcare Services | 8 | Modesto |
| 2016 | DCS Facility Services | Social Services | 11 | Modesto |
| 2016 | Sutter VNA & Hospice | Healthcare Services | 14 | Modesto |
| 2016 | BlueScope Buildings North America | Manufacturing | 51 | Turlock |
| 2015 | Suchman, LLC | Professional Services | 21 | Modesto |
| 2015 | Centrex | Construction | 163 | Modesto |
| 2015 | Scarborough Management Corp. | Retail (Burger King) | 177 | Modesto |
| 2015 | Olam West Coast | Food Manufacturer | 65 | Modesto |
| 2015 | AM2T | Metal Manufacturer | 32 | Riverbank |
| 2015 | Medic Alert | Health Care Monitoring | 31 | Turlock |
| 2014 | AQH | Data Processing | 10 | Riverbank |
| 2013 | Sam's Food City | Retailer | 70 | Modesto & Turlock |
| 2013 | Zacky Farms | Agriculture | 9 | Various |
| 2013 | Memorial Medical Center | Healthcare | 114 | Modesto |
| 2013 | SaveMart | Retailer | TBD | Modesto |
| 2013 | Blockbuster | Entertainment | 20 | Modesto |
| 2013 | International Paper | Packaging | 136 | Modesto SOI |
| 2013 | Oak Valley Hospital | Healthcare | 20 | Oakdale |
| 2013 | Post Foods | Food Processing | 140 | Modesto |
| 2013 | Repsco | Plastic Slipsheets/Pallets | 9 | Riverbank |
| 2013 | Hormel | Food Processing | 163 | Turlock |
| 2012 | CVS Caremark | Distribution Center | 103 | Patterson |
| 2012 | Dawn Food Products | Food Processing | 265 | Modesto SOI |
| 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 |
| 2012 | MV Transportation | Transportation | 114 | Modesto |
| 2012 | United Rentals | Back Office | 29 | Oakdale |
| 2012 | Richland Market | Retailer | 35 | Ceres |
| 2012 | Mi Pueblo Food Center | Retailer | 85 | Modesto |
| 2012 | Emanuel Medical Center | Health Care | 24 | Turlock |
| 2011 | Conifer Revenue Cycle | Call Center | 100 | Modesto |
| 2011 | John B. Sanfilippo & Son | Food Processing | 19 | Modesto SOI |
| 2011 | State Farm Insurance | Insurance | 10 | Modesto |
| 2011 | Buy-Rite Thrift Store | Retailer | 75 | Modesto |
| 2011 | Raley's | Retailer | 60 | Ceres |
| 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 SOI |
| 2010 | NI Industries | Ammunition Plant | 15 | Riverbank |
| 2010 | Valley Fresh, Inc | Poultry Processing | 163 | Turlock |
| 2010 | Xanodyne Pharmaceuticals | Drugs | 1 | Modesto |
| 2009 | Mervyn'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 SOI |
| 2009 | Trim Masters | Automotive Parts | 83 | Modesto SOI |
| 2009 | Varco Pruden Buildings | Metal Buildings | 53 | Turlock |
| 2009 | Gallo Glass | Manufacturing | 45 | Modesto SOI |
| 2009 | County Bank | Bank | 30 | Modesto |
| 2009 | Hazel's Fine Dining | Restaurant | 10 | Modesto |
| 2009 | Modesto Steam Laundry | Cleaning Services | 19 | Modesto |
| 2009 | Blockbuster | DVD Rentals | 9 | Modesto |
| 2009 | Modesto Bee | newspaper | 40 | Modesto |
| 2009 | SaveMart | Supermarket | 50 | Modesto |
| 2009 | Modesto Bee` | newspaper | 11 | Modesto |
| 2009 | Modesto Flight Center | Transportation | 10 | Modesto |
| 2008 | Ace Hardware | Retailer | 9 | Modesto |
| 2008 | PennySaver | Newspaper | 7 | Modesto |
| 2008 | Crescent Jewelers | Jewelery Retailer | 9 | Modesto |
| 2008 | Brawley's RV | RV Sales | 5 | Modesto |
| 2008 | Ethan Allen` | Furniture Store | 15 | Modesto |
| 2008 | Enterprise Rent-A-Car | Car Rentals | 8 | Modesto |
| 2008 | Stanislaus Co. Child Support Services | Govt. | 21 | Modesto SOI |
| 2008 | Curt Hughes Generation Motors | New Cars | 50-99 | Modesto |
| 2008 | CA Fraternal Orer of Police Fundraising | Charity | 103 | Modesto SOI |
| 2008 | Sacramento Bldg Products | Construction Supplies | 65 | Modesto |
| 2008 | Hischier Nursery | Nursery | 10 | Modesto |
| 2008 | Addus Health Care | Health Care & Social Assist | 12 | Modesto |
| 2008 | American Auto Assn | Home & Vehicle Insurance | 10 | Modesto |
| 2008 | Westland Technologies | Rubber Products Mfg | 3 | Modesto SOI |
| 2008 | Skywest Airlines | Air Travel | 4 | Modesto |
| 2008 | Alliance Motor & Transmission | Auto Service Repair | 5 | Modesto |
| 2008 | North American Title Co. | Title Company | 5 | Modesto |
| 2008 | The Yard Lumber & Fence | Building Materials Retailer | 20 | Modesto SOI |
| 2008 | Special Days Bridal & Tuxedo | Bridal Retailer | 20 | Modesto |
| 2008 | Tony Roma's | Restaurant | 41 | Modesto |
| 2008 | Scrambl'z Country Kitchen | Restaurant | 20 | Modesto |
| 2008 | Calvary Temple Academy | Private School | 32 | Modesto |
| 2008 | Stanislaus County Building Permit | Govt | 9 | Modesto |
| 2008 | Wachovia Mortgage | Finance | 5 | Modesto |
| 2008 | Aqua Shi | Restaurant | 10 | Modesto |
| 2008 | Stanislaus County Library | Library | 94 | Countywide |
| 2008 | Compass Maps | Cartography | 17 | Modesto |
| 2008 | Michotti's Marketplace | Supermarket | 25 | Modesto |
| 2008 | Kraft Foods | Kool-Aid | 65 | Modesto |
| 2008 | Hammetts Womens Wear | Retailer | 5 | Modesto |
| 2008 | Indalex, Inc. | Extruded Aluminum | 139 | Modesto SOI |
| 2008 | Kindred Hospital | Hospital | 75 | Modesto |
| 2008 | Mervyn'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 | CompUSA | Computers | 35 | Modesto |
| 2007 | Levitz | Furniture Store | 10 | Modesto |
| 2007 | Mallard's | Restaurant | 51 | Modesto |
| 2007 | IHOP | Restaurant | 38 | Modesto |
| 2007 | Acapulco Restaurant | Restaurant | 35 | Modesto |
| 2007 | National City Mortgage | Home Loans | 8 | Modesto |
| 2007 | DeltaTRAK | Scientific Instrumentation | 4 | Modesto |
| 2007 | Planet Mitsubishi | Car Dealership | 17 | Modesto |
| 2007 | Owens Corning Homexperts | Home Finishers | 35 | Modesto SOI |
| 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 SOI |
| 2006 | Modesto Disposal Service | Waste Management | 64 | Modesto SOI |
| 2006 | Copeland Sports | Sporting Goods | 49 | Modesto |
| 2006 | Doctors Medical Center | Hospital | 40 | Modesto |
| 2006 | Northrup Grumman Technical Services, Inc. (US | Manufacturing | 9 | Modesto SOI |
| 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.

APPENDIX B

| Stanislaus Expansions 2005-2016 | | Total | 6957 | |
|--|-----------------------------------|-------------------------|----------------|-------------|
| Year | Company | Product/Service | Job (+) | City |
| 2016 | Stanislaus County | New Jail | 32+ | Modesto |
| 2016 | Flying J | Retailer | 100 | Patterson |
| 2016 | Amazon | Fulfillment Center | TBD | Patterson |
| 2016 | Don's RV | Retailer | TBD | Turlock |
| 2016 | Repsco | Plastic Slip Sheets | 15 | Riverbank |
| 2016 | Valley Milk | Dairy | TBD | Turlock |
| 2016 | E&J Gallo Winery | Winery | TBD | Modesto |
| 2016 | Oportun | Information Technology | 25 | Modesto |
| 2015 | Togo's | Restaurant | 14 | Oakdale |
| 2015 | Dollar General | Retailer | 7 | Oakdale |
| 2015 | Weinerschnitzel | Restaurant | TBD | Oakdale |
| 2015 | River Journey Adventures | Recreation | 10 | Oakdale |
| 2015 | Oakdale Kids Dentist | Dentist | 3 | Oakdale |
| 2015 | Bloomingcamp Ranch | Recreation | 5 | Oakdale |
| 2015 | Daily Harvest | Fulfillment Center | TBD | Modesto SOI |
| 2015 | Restoration Hardware | Distribution Center | 400 | Patterson |
| 2015 | CalCentral | Manufacturer | 38 | Modesto SOI |
| 2015 | dd's Discounts | Retailer | 60 | Turlock |
| 2015 | Grocery Outlet | Retailer | 30 | Turlock |
| 2015 | Dollar Tree | Retailer | 20 | Turlock |
| 2015 | Planet Fitness | Fitness Center | 25 | Turlock |
| 2015 | Buffalo Wild Wings | Restaurant | 80 | Turlock |
| 2014 | Pete's Joe & Snow | Restaurant | 5 | Oakdale |
| 2014 | Golden State Inspections | Home Services | 4 | Oakdale |
| 2014 | Wendy's | Restaurant | 28 | Oakdale |
| 2014 | Donaldson | Manufacturer | 5 | Riverbank |
| 2014 | Dick's Sporting Goods | Retailer | 60 | Turlock |
| 2014 | JoAnn Fabrics | Retailer | 40 | Turlock |
| 2014 | Hilmar Cheese | Powdered Milk | 40 | Turlock |
| 2014 | Blue Diamond | Almond Producer | 200 | Turlock |
| 2014 | Justice | Retailer | 25 | Turlock |
| 2014 | Maurice's | Retailer | 25 | Turlock |
| 2014 | Sprint | Retailer | 30 | Turlock |
| 2014 | Tilly's | Retailer | 25 | Turlock |
| 2013 | Blue Diamond | Almond Producer | 100 | Turlock |
| 2013 | Amazon | Fulfillment Center | 350 | Patterson |
| 2013 | Wal-Mart Supercenter | Retailer | 320 | Patterson |
| 2013 | Wal-Mart Neighborhood Market | Retailer | 95 | Turlock |
| 2013 | Central Valley Specialty Hospital | Healthcare | 150 | Modesto |
| 2013 | HealthSouth | Healthcare | 100 | Modesto |
| 2013 | Dollar General | Retailer | 20 | Ceres |
| 2013 | Pacific Southwest Container | Packaging Manufacturer | 12 | Modesto SOI |
| 2013 | Flower's Foods | Bakery | 100 | Modesto SOI |
| 2013 | Dollar General | Retailer | 6 | Newman |
| 2013 | AM2T | Metal Manufacturer | 15 | Riverbank |
| 2013 | AQH | Data Services | 6 | Riverbank |
| 2013 | Green Eyes Manufacturing | Recycled Plastic Lumber | 5 | Riverbank |
| 2013 | Intuitive Motion | Skateboard Manufacturer | 5 | Riverbank |
| 2013 | NxStage Security | Metal Door Manufacturer | 5 | Riverbank |
| 2013 | Dollar General | Retailer | 6 | Turlock |
| 2013 | InShape | Fitness Center | 35 | Turlock |
| 2013 | SDLG/Volvo | Equipment Dealer | 4 | Turlock |
| 2012 | Olive Garden | Restaurant | 185 | Turlock |
| 2012 | Ring Container Technologies | Plastic Container Mfg | 24 | Modesto |

| | | | | |
|------|---|-----------------------------------|-----|-------------|
| 2012 | Wal-Mart Neighborhood Market | Retailer | 80 | Modesto |
| 2012 | Grocery Outlet Bargain | Retailer | 38 | Oakdale |
| 2012 | Repsco | Plastic Pallets | 10 | Riverbank |
| 2012 | Duarte Nursery | Nursery | 40 | Hughson |
| 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 (now Sprout's) | 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 | Aarons | Retailer | TBD | Oakdale |
| 2011 | U.S. Cold Storage | Refrigerated Storage/Distribution | 15 | Turlock |
| 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 |
| 2010 | Walgreen's | Pharmacy | TBD | Oakdale |
| 2009 | Dawn Foods | Food Processing | 100 | Modesto SOI |
| 2009 | H&M | Retailer | 50 | Modesto |
| 2009 | Goodwill | Retailer | 18 | Modesto |
| 2009 | Kaiser Permanente | Hospital | 650 | 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 | Coach/Coldwater Creek | Retailer | 300 | Modesto |
| 2008 | Cost Less Food Co. | Supermarket | 75 | Modesto |
| 2008 | Fresh & Easy Neighborhood Market | Supermarket | TBD | Modesto |
| 2008 | Absopure-Div of Plastipak | Bottled Water | 10 | Modesto SOI |
| 2008 | Premier Bakers | Hot Dog/Buns Bakers | 10 | Modesto SOI |
| 2008 | CVS | Pharmacy | 20 | Modesto |
| 2008 | JEOL Ltd. | Mass Spectrometers | 5 | Modesto SOI |
| 2008 | Wal Mart Supercenter | Retailer | 350 | Modesto |
| 2008 | CarMax | Retailer | 90 | Modesto |
| 2008 | SunOpta | Food Processing | 100 | Modesto SOI |
| 2007 | Patterson Vegetable Company | Food Processing | 650 | Patterson |
| 2007 | Uno Chicago Grill | Restaurant | 140 | Modesto |
| 2007 | Raley's | Retailer | 125 | Modesto |
| 2007 | Choice Lighting Co. | Retailer | 7 | Modesto |
| 2007 | Fuddrucker's | Restaurant | 15 | Modesto |
| 2007 | Foster Farms Dairy | Food Processing | 35 | Modesto |
| 2007 | Royal Robbins | Clothing | 50 | Modesto |
| 2007 | Fiscalini Cheese Co. | Food Processing | 10 | Modesto SOI |
| 2007 | 5.11 Tactical | Clothing Manufacturer | 249 | Modesto SOI |
| 2007 | Save Mart Supermarkets | Retailer | 90 | Riverbank |
| 2007 | Dairy Farmers of America | Dairy Products | 7 | Hughson |
| 2007 | Tractor Supply | Retailer | TBD | Oakdale |
| 2006 | Home Depot | Retailer | 175 | Riverbank |
| 2006 | Longs Drug | Distribution Center | 470 | Patterson |
| 2006 | Fastenal | Distribution Center | 150 | Modesto SOI |
| 2006 | Grocery Outlet | Retailer | 49 | Modesto |
| 2006 | Just Tomatoes, Etc | Food Processing | 75 | Westley |
| 2006 | Plastipak Packaging | Plastic Container Mfg | 50 | Modesto SOI |
| 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 SOI |
| 2005 | Home Depot, Inc. | Retailer | 200 | Ceres |
| 2005 | Kohl's Corp. | Distribution Center | 100 | Patterson |
| 2005 | Target | Retailer | 200 | Riverbank |

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

APPENDIX C

StanCOG 2016 Regional Transportation Plan Tier I ROADWAY Projects

| Project Details | | | | | | Purpose/Need | | | | |
|---------------------------------------|---|--|----------------------|-------------------|------------------------|-----------------|-------------------|--------|-------|-----------|
| Location | Project Limits | Description | Total Cost | Construction Year | Funding Source | System Preserv. | Capacity Enhance. | Safety | Oper. | Alt. Mode |
| Regional Projects | | | | | | | | | | |
| SR-132 | SR-132 Connectivity to SR-99 | Construct a 4 lane expressway from SR-99 to Dakota Ave. Construct full I/C at SR-132W & SR-99, including improved intersections on SR-132/E/D St., construct extensions of 5th and 6th St. couplets (Maze Blvd to SR-132E/D, and construct a full SR-132 E I/C). | \$335,009,300 | 2028 | Local, STIP, IIP, Demo | | x | | x | |
| SR-99 | Keyes Rd to Taylor Rd | Construct Auxiliary Lane | \$6,226,600 | 2025 | STIP, IIP, RSTP, CMAQ | | | | x | |
| SR-99 | Taylor Rd to Monte Vista Ave | Construct Auxiliary Lane | \$6,520,300 | 2025 | STIP, IIP, RSTP, CMAQ | | | | x | |
| SR-99 | Monte Vista Ave to Fulkerth Rd | Construct Auxiliary Lane | \$6,461,600 | 2025 | STIP, IIP, RSTP, CMAQ | | | | x | |
| SR-99 | Fulkerth Rd to West Main Ave | Construct Auxiliary Lane | \$6,402,900 | 2025 | STIP, IIP, RSTP, CMAQ | | | | x | |
| SR-99 | San Joaquin County Line to Mitchell Rd | Install Ramp Metering Improvements including Intelligent Transportation Systems (ITS) | \$15,758,300 | 2028 | STIP, IIP, RSTP, CMAQ | | | | x | |
| SR-99 | Mitchell Rd to Merced County Line | Install Ramp Metering Improvements including Intelligent Transportation Systems (ITS) | \$3,097,400 | 2033 | STIP, IIP, RSTP, CMAQ | | | | x | |
| Total Regional (Roadways) | | | \$379,476,400 | | | | | | | |
| City of Ceres | | | | | | | | | | |
| Various Locations | ITS Signal Synchronization | Install fiber optic and signal interconnect cables and associated conduit. Install of CCTV Cameras. | \$533,600 | 2015 | CMAQ | | | | x | |
| Morgan Rd and Central Ave | (Morgan/Aristocrat & Central/Pine/Industrial) | Construct Roundabouts and Intersection Reconfiguration | \$67,700 | 2016 | CMAQ | | | x | x | |
| Whitmore Ave. | Whitmore and Morgan Intersection Improvements | Intersection improvements | \$437,100 | 2016 | PFF/CMAQ | | | x | x | |
| Various Locations | ITS Signal Synchronization, Phase II | Install fiber optic and signal interconnect cables and associated conduit. | \$583,000 | 2017 | CMAQ | | | | x | |
| Various Locations | Traffic Signal Synchronization Improvements | Improvements to the City's traffic signal system along the main corridor. | \$427,600 | 2017 | CMAQ | | | x | x | |
| Morgan Rd | Service Rd & Morgan Rd | Install Traffic Signal | \$347,800 | 2018 | PFF/CMAQ | | | x | x | |
| Crows Landing Rd | New Industrial St | Install Traffic Signal | \$262,200 | 2020 | PFF | | | x | x | |
| SR-99 | Mitchell Rd/Service Rd | Construct New Interchange - Phase I | \$122,987,400 | 2020 | PFF / RSTP/ Other | | x | | | |
| Morgan Rd | 7th St to Grayson Rd | Widen from 2 to 4 lanes | \$938,700 | 2020 | PFF | | x | | | |
| Whitmore Ave | Mitchell Rd to Faith Home | Widen from 2 to 4 lanes | \$1,072,500 | 2020 | PFF | | x | | | |
| Crows Landing Rd | Crows Landing Rd & A Street | Install Traffic Signal | \$430,500 | 2020 | WLSP/PFF | | | x | x | |
| Whitmore Ave | Ustick Rd to Blaker Rd | Widen from 2 to 4 lanes | \$1,621,200 | 2022 | PFF | | x | | | |
| Grayson Rd | Grayson Rd & Morgan Rd | Install Traffic Signal | \$1,075,200 | 2023 | CMAQ, PFF | | | x | x | |
| Hatch Rd | Hatch Rd & Faith Home Rd | Install Traffic Signal | \$484,500 | 2024 | CMAQ, PFF | | | x | x | |
| Central Ave | Hatch Rd to Grayson Rd | Widen from 2 to 4 lanes | \$8,361,100 | 2025 | PFF | | x | | | |
| Mitchell Rd | River Rd to Service Rd | Widen to 6 lanes | \$9,146,800 | 2025 | PFF | | x | | | |
| Crows Landing Rd | Crows Landing Rd & Grayson Rd | Install Traffic Signal | \$499,100 | 2025 | CMAQ, PFF | | | x | x | |
| Service Road | Service Road & Ustick | Install Traffic Signal | \$499,100 | 2025 | WLSP/PFF | | | x | x | |
| Roeding Rd | Roeding Rd & Faith Home Rd | Install Traffic Signal | \$499,100 | 2025 | CMAQ, PFF | | | x | x | |
| Whitmore Ave | Whitmore Ave. @ E Street | Install Traffic Signal | \$499,100 | 2025 | WLSP/PFF | | | x | x | |
| Whitmore Ave | Whitmore Ave & Boothe Rd | Install Traffic Signal | \$514,000 | 2026 | CMAQ, PFF | | | x | x | |
| Whitmore Ave | Whitmore Ave. @ Knox Rd | Install Traffic Signal | \$545,300 | 2028 | WLSP/PFF | | | x | x | |
| Central Ave | Redwood Rd & Central Ave and Grayson Rd & Central Ave | Install Traffic Signals | \$1,268,400 | 2030 | PFF | | | x | x | |
| Hatch Rd | Herndon Rd to Faith Home Rd | Install Complete Street Improvements | \$27,086,200 | 2030 | PFF | | x | x | | |
| Service Rd | Ustick Rd to Central Rd | Install Complete Street Improvements | \$34,650,200 | 2030 | PFF | | x | x | | |
| Crows Landing Rd | Crows Landing Rd & B Street | Install Traffic Signal | \$578,500 | 2030 | WLSP/PFF | | | x | x | |
| Ustick Rd | Ustick Rd & F Street | Install Traffic Signal | \$578,500 | 2030 | WLSP/PFF | | | x | x | |
| Whitmore Ave | Whitmore Ave. and Ustick Rd | Install Traffic Signal | \$578,500 | 2030 | WLSP/PFF | | | x | x | |
| Various Locations | Various Locations | Signal & ITS Improvements | \$3,353,200 | 2035 | CMAQ | | | x | x | |
| Various Locations | Various Locations | Reconstruct Major Streets (Annual Basis) | \$19,175,400 | 2035 | RSTP | x | | | | |
| Crows Landing Rd | Service Rd to Grayson Rd | Widen from 2 to 4 lanes | \$2,980,100 | 2035 | PFF | | x | | | |
| Ustick Rd | Ustick Rd & C Street | Install Traffic Signal | \$670,700 | 2035 | WLSP/PFF | | | x | x | |
| Whitmore Ave | Whitmore Ave & Faith Home Rd | Install Traffic Signal | \$670,700 | 2035 | CMAQ, PFF | | | x | x | |
| Ustick Rd | Ustick Rd & G Street | Install Traffic Signal | \$777,500 | 2040 | WLSP/PFF | | | x | x | |
| Grayson Rd | Ustick Rd to Central Ave | Widen from 2 to 4 lanes | \$2,889,600 | 2040 | PFF | | x | | | |
| Total City of Ceres (Roadways) | | | \$247,090,100 | | | | | | | |
| City of Hughson | | | | | | | | | | |
| Various Locations | Various Locations | Various Intersection Improvements | \$39,000 | 2015 - 2035 | RSTP, CMAQ | | | x | x | |
| Locust St | Orchard Lane to Euclid Ave | Add 2nd lane to a 2-lane Minor Collector | \$424,200 | 2024 | RSTP, Dev. Impact Fees | | x | | | |
| 7th St | Whitmore Ave to Santa Fe Ave | Improve to 2-lane Major Collector | \$2,288,100 | 2030 | RSTP, Dev. Impact Fees | | x | | | |
| Tully Rd | Santa Fe Ave to Whitmore Ave | Improve to 2-lane Arterial | \$425,300 | 2014 | RSTP | | x | | | |
| Santa Fe | 7th Street to Hatch Road | Roadway Rehabilitation | \$479,700 | 2019 | RSTP, Prop. 42 | x | | | | |

APPENDIX C

| Project Details | | | | | | Purpose/Need | | | | |
|--|---|--|----------------------|-------------------|-----------------------------|-----------------|-------------------|--------|-------|-----------|
| Location | Project Limits | Description | Total Cost | Construction Year | Funding Source | System Preserv. | Capacity Enhance. | Safety | Oper. | Alt. Mode |
| Euclid Ave | Hatch Rd to Whitmore Ave | Install Complete Street Improvements | \$2,630,400 | 2022 | Dev. Impact Fees | | x | x | | |
| Various Locations | Various Locations | Roadway Rehabilitation | \$242,400 | 2015-2035 | RSTP | x | | | | |
| Total City of Hughson (Roadway) | | | \$6,529,100 | | | | | | | |
| City of Modesto | | | | | | | | | | |
| SR-132 West | State Route 99 to Dakota Ave | Construct a new 4 lane expressway from SR-99 to Dakota Ave (Phase 1A of the SR-132 Connectivity to SR-99 Project- Reference: 2014 RTP Project ID - RE 01). | \$59,084,900 | 2018 | STIP, CFF, RSTP | | x | | | |
| SR-99 | Kiernan Avenue (SR-219) to SR-132 | Widen from 6 to 8 lanes | \$50,670,900 | 2020 | STIP, PFF, IIP | | X | | | |
| 10th and J Streets | 10th & J St. Corridor | Pedestrian & Bike Enhancements | \$3,167,000 | 2020 | CMAQ | | | | | x |
| Briggsmore Ave | Tully Rd to Oakdale Rd | Widen from 4 to 6 lanes | \$31,669,300 | 2020 | CFF | | x | | | |
| Brink Rd | Paralleling SR-99 to Murphy Rd & Carpenter | Install Complete Street Improvements | \$15,201,300 | 2020 | CFF, DEVELOPER | | x | x | | x |
| Carpenter Rd | Paradise Rd to Maze Blvd (SR-132) (Priority #1) | Install Complete Street Improvements | \$19,001,600 | 2020 | CMAQ, CFF | | x | x | | x |
| Claratina Ave | McHenry Ave to Coffee Rd | Widen from 2 to 6-lane Expressway | \$16,391,000 | 2015 | RSTP, CFF | | x | | | |
| Crows Landing Rd | SR-99 to 7th St | Widen from 2 to 4 lanes | \$7,342,700 | 2025 | RSTP, CFF | | x | | | |
| Dale Rd | Pelandale Ave to Kiernan Ave | Widen from 4 to 6 lanes | \$7,600,700 | 2020 | RSTP, CFD | | x | | | |
| Dale Rd | Pelandale Ave to Standiford Ave | Widen from 4 to 6 lanes | \$3,800,400 | 2020 | RSTP | | x | | | |
| Hwy 132 | SR 99 to 9th Street | Various improvements | \$6,333,900 | 2020 | STIP | x | | | | |
| Oakdale Rd | Sylvan Ave to Claratina Ave | Widen from 2 to 6 lanes | \$7,600,700 | 2020 | RSTP, CFF | | x | | | |
| Roselle Ave | Sylvan Ave to Claratina Rd | Widen from 2 to 4 lanes | \$8,867,400 | 2020 | RSTP, CFF | | x | | | |
| Scenic Avenue | Coffee to Bodem | Safety Improvements | \$2,533,600 | 2020 | RSTP | | | x | | |
| SR-99 | SR-99 & Briggsmore Interchange | PE and ROW (reconstruction to 8-lane Interchange) | \$12,667,800 | 2020 | STIP | | x | | | |
| SR-99 | SR-99 & Briggsmore Interchange | Reconstruct to 8-lane Interchange | \$98,679,400 | 2035 | STIP | | x | | | |
| SR-99 | SR-99 & Pelandale Interchange | Reconstruct to 8-lane Interchange - Phase II | \$5,835,000 | 2014 | STIP, CFF | | | | | |
| Various Locations | Various Locations | Roadway Rehabilitation | \$130,405,800 | 2014-2040 | RSTP | x | | | | |
| Various Locations | Various Locations | Various intersection Improvements | \$52,164,000 | 2014-2040 | CMAQ | | | x | x | |
| Total City of Modesto (Roadway) | | | \$539,017,400 | | | | | | | |
| City of Newman | | | | | | | | | | |
| SR-33 | Yolo St to Sherman Pkwy | Install 4 Lane Arterial Roadway Improvements | \$4,753,100 | 2017 | CFF, LTF, CMAQ, RSTP, Local | | x | | | |
| SR-33 | Sherman Pkwy to Stuhr Road | Install 4 Lane Arterial Roadway Improvements | \$4,298,600 | 2018 | CFF, LTF, CMAQ, RSTP, Local | | x | | | |
| Stuhr Road | CCID Canal to Highway 33 | Install 4 Lane Arterial Roadway Improvements | \$8,117,200 | 2019 | CFF, LTF, CMAQ, RSTP, Local | | x | | | |
| SR-33 | Yolo Avenue to Inyo Avenue | Install 4 Lane Arterial Roadway Improvements | \$3,689,700 | 2019 | CFF, LTF, CMAQ, RSTP, Local | | x | | | |
| Various Locations | Various Locations | Traffic flow and roadway improvements | \$2,459,800 | 2019 | CFF, LTF, CMAQ, RSTP, Local | | | x | x | |
| Inyo Ave | Highway 33 to Canal School Rd | Install Collector Street improvements | \$7,751,800 | 2023 | CFF, LTF, CMAQ, RSTP, Local | | x | x | | |
| Merced Avenue | Highway 33 to Canal School Rd | Install Collector Street improvements | \$3,965,100 | 2025 | CFF, LTF, CMAQ, RSTP, Local | | x | x | | |
| Total City of Newman (Roadway) | | | \$35,035,300 | | | | | | | |
| City of Oakdale | | | | | | | | | | |
| D St | Rodeo to Stearns Rd | Install Complete Street Improvements | \$3,582,200 | 2018 | CFF | | x | x | | |
| F St | Maag Ave to Stearns Rd | Widen Roadway to 5-lanes | \$4,152,800 | 2023 | CFF, RSTP, Developer | | x | | | |
| J St | Orsi Road to Stearns Road | Install Complete Street Improvements | \$3,460,600 | 2023 | CFF, Developer | | x | x | | |
| Crane Road | North Crane to F St | Widen Roadway to 4-lanes | \$8,997,600 | 2023 | CFF, Developer | | x | | | |
| Orsi Rd | Sierra Rd to F St | Install Complete Street Improvements | \$3,460,600 | 2023 | CFF, Developer | | x | x | | |
| Orsi Rd | Orsi Road and J St | Install Traffic Signal | \$692,200 | 2023 | CFF, Developer | | | x | x | |
| Second Avenue | D Street to E Street | Roadway Rehabilitation | \$546,400 | 2015 | RSTP, CMAQ, Grants | x | | | | |
| Sierra Rd | 5th St to Stearns Rd | Widen Roadways to 4-lanes | \$4,844,900 | 2023 | CFF, RSTP | | x | | | |
| South Yosemite Avenue | H Street to J Street | Widen northbound roadway to 2-lane road | \$819,600 | 2015 | RSTP, CMAQ, LTF | | x | | | |
| Stearns Rd | A St to F St | Widen Roadway to 4-lanes | \$2,076,400 | 2023 | CFF, Developer | | x | | | |
| Stearns Rd | F St to Sierra Rd | Widen Roadway to 4-lanes | \$2,768,500 | 2023 | CFF, Developer | | x | | | |
| Various Locations | Various Locations | Install Traffic Signals and Various Intersection Improvements | \$1,957,200 | 2018-2023 | CMAQ | | | x | x | |
| Various Locations | Various Locations | Roadway Rehabilitation | \$1,957,200 | 2018-2023 | RSTP, CMAQ, Prop 42 | x | | | | |
| Total City of Oakdale (Roadway) | | | \$39,316,200 | | | | | | | |
| City of Patterson | | | | | | | | | | |
| Sperry Ave | Ward Ave to Rogers Road | Widen to 4-lanes | \$11,255,100 | 2016 | Dev. Fees, RSTP | | x | | | |

APPENDIX C

| Project Details | | | | | | Purpose/Need | | | | |
|---|----------------------------|---|---------------------|-------------------|-------------------------------------|-----------------|-------------------|--------|-------|-----------|
| Location | Project Limits | Description | Total Cost | Construction Year | Funding Source | System Preserv. | Capacity Enhance. | Safety | Oper. | Alt. Mode |
| Sperry Ave Interchange | I-5 to Rogers Road | Signal and Off-Ramp Improvements at interchange. Widen Sperry Ave to 4 Lanes between Rogers Road and I-5. | \$17,505,100 | 2017 | Dev. Fees, STIP, CMAQ, Local | | x | | x | |
| Sperry Ave | Ward Ave to SR-33 | Install Complete Street Improvements | \$7,379,300 | 2019 | Dev. Fees, RSTP | | x | x | | |
| Various Locations | Various Locations | Install Traffic Signals | \$17,008,800 | 2014-2030 | Dev. Fees, CMAQ | | | x | x | |
| Various Locations | Various Locations | Roadway Rehabilitation | \$5,510,100 | 2014-2030 | RSTP, CMAQ | x | | | x | |
| Total City of Patterson (Roadway) | | | \$58,658,400 | | | | | | | |
| City of Riverbank | | | | | | | | | | |
| Various Locations | Various Locations | Roadway Rehabilitation | \$2,694,200 | 2014 - 2023 | RSTP, LTF, Gas Tax | x | | | | |
| Pavement Management: Preventative Maintenance | Various Locations | Roadway Rehabilitation | \$14,469,900 | 2014-2038 | RSTP, LTF | x | | | | |
| SR-108 | Jackson to BNSF Tracks | Widen roadway from 2-4 lanes | \$4,845,600 | 2023 | RSTP, Dev. Fees/Traffic Impact Fees | | x | | | |
| Patterson | Roselle Ave to Claus Rd | Install Complete Street Improvements | \$6,844,500 | 2029 | RSTP, Dev. Fees/Traffic Impact Fees | | x | x | | |
| Roselle Avenue | Patterson to Claribel | Install Complete Street Improvements | \$4,311,400 | 2033 | Dev. Fees/Traffic Impact Fees | | x | x | | |
| Claus Road | California to Claribel | Widen roadway from 2-4 lanes | \$1,895,700 | 2020 | Dev. Fees/Traffic Impact Fees | | x | | | |
| Claribel Rd | Claribel at Roselle | Signal improvements | \$162,200 | 2014 | CMAQ | | | x | x | |
| Patterson Rd | Patterson at Roselle | Signal improvements with pedestrian crossings and sidewalks | \$1,307,000 | 2015 | CMAQ | | | x | x | |
| Santa Fe Rd | Calendar at Santa Fe | Signal improvements | \$742,700 | 2014 | CMAQ | | | x | x | |
| Patterson Rd | Patterson at Third | Signal improvements | \$450,300 | 2016 | CMAQ | | | x | x | |
| Claus Road | Claus at California | Signal improvements | \$652,400 | 2021 | CMAQ | | | x | x | |
| Patterson Rd | Patterson at Eighth | Signal improvements | \$403,200 | 2022 | CMAQ | | | x | x | |
| Patterson Rd | Patterson at First | Signal improvements | \$933,500 | 2023 | CMAQ | | | x | x | |
| Claus Rd | SR-108 at Claus | Signal improvements | \$1,688,300 | 2016 | CMAQ | | | x | x | |
| Patterson Rd | Patterson at First | Railroad crossing improvements | \$396,600 | 2025 | Dev. Fees/Traffic Impact Fees | | | x | x | |
| Patterson Rd | Patterson at Third | Railroad crossing improvements | \$286,500 | 2014 | Dev. Fees/Traffic Impact Fees | | | x | x | |
| Patterson Rd | Patterson at Eighth | Railroad crossing improvements | \$303,900 | 2016 | Dev. Fees/Traffic Impact Fees | | | x | x | |
| Patterson Rd | Patterson at Snedigar | Railroad crossing improvements | \$273,500 | 2016 | Dev. Fees/Traffic Impact Fees | | | x | x | |
| Patterson Rd | Patterson at Terminal | Railroad crossing improvements | \$307,900 | 2020 | Dev. Fees/Traffic Impact Fees | | | x | x | |
| Santa Fe Rd | First at Santa Fe | Install roundabout | \$346,100 | 2023 | CMAQ | | | x | x | |
| SR-108 | SR-108 at First Street | Install Congestion Management improvements | \$2,512,700 | 2021 | CMAQ | | | | x | |
| Total City of Riverbank (Roadway) | | | \$45,828,100 | | | | | | | |
| City of Turlock | | | | | | | | | | |
| SR-99 | SR-99 & Fulkerth Rd | Reconstruct Interchange | \$12,667,800 | 2020 | CMAQ, Dev. Fees, RSTP, STIP | x | x | | | |
| Fulkerth Rd | Tegner Rd to Dianne Dr | Widen from 2-lane to 4-lane Arterial with Class II bike facility and transit | \$580,400 | 2018 | Dev. Fees, RSTP | | x | | | |
| Monte Vista Ave | Olive Ave to Berkeley Ave | Install Median; Add one (1) lane with Class II bike facility | \$1,317,500 | 2020 | Dev. Fees, RSTP | | x | | x | |
| Fulkerth Rd | Washington Rd to Tegner Rd | Widen from 2-lane to 4-lane Arterial with Class II bike facility | \$3,419,800 | 2018 | Dev. Fees, RSTP | | x | | | |
| Washington Rd | Linwood Ave to Fulkerth Rd | Widen from 2-lane to 4-lane Arterial with Class II bike facility and transit | \$2,176,400 | 2025 | Dev. Fees, RSTP | | x | | | |
| Tegner Rd | Linwood Ave to W. Main St | Construct new 2-lane Industrial Collector with Class II bike facility | \$434,600 | 2020 | Dev. Fees, RSTP | | x | | | |
| W. Canal Dr | SR-99 to Tegner Rd | Construct new 2-lane Collector with Class I bike facility | \$2,065,400 | 2016 | Dev. Fees, RSTP | | x | | | |
| N. Olive Ave | Tuolumne Rd to Tornell Rd | Widen from 2-lane to 4-lane Arterial with Class II bike facility | \$757,600 | 2020 | Dev. Fees | | x | | | |
| N. Olive Ave | Canal Dr to Wayside Rd | Widen from 2-lane to 4-lane Arterial with Class II bike facility and transit | \$852,600 | 2020 | Dev. Fees | | x | | | |
| N. Olive Ave | Wayside Dr to North Ave | Widen from 2-lane to 4-lane Arterial with Class II bike facility and transit | \$888,100 | 2020 | Dev. Fees | | x | | | |
| W. Linwood Ave | Walnut Rd to Lander Ave | Widen from 2-lane to 3-lane Collector with Class II bike facility and transit (West Ave. South to Lander) | \$615,700 | 2020 | Dev. Fees, RSTP | | x | | | |
| W. Linwood Ave | Walnut Rd to Washington Rd | Widen from 2-lane to 3-lane Collector with Class II bike facility | \$4,207,400 | 2025 | Dev. Fees, RSTP | | x | | | |
| W. Canal Dr | Washington Rd to Kilroy Rd | Construct new 2-lane Collector with Class I bike facility | \$2,507,600 | 2018 | Dev. Fees, RSTP | | x | | | |

APPENDIX C

| Project Details | | | | | | Purpose/Need | | | | |
|--|---|--|----------------------|-------------------|-----------------------|-----------------|-------------------|--------|-------|-----------|
| Location | Project Limits | Description | Total Cost | Construction Year | Funding Source | System Preserv. | Capacity Enhance. | Safety | Oper. | Alt. Mode |
| East Ave | Golden State Blvd to Daubenberger Rd | Widen from 2-lane to 4-lane Arterial with Class III bike facility from Minaret to S. Berkeley/Class II from S. Berkeley to Daubenberger and transit from Oak to S. Johnson | \$5,958,600 | 2030 | Dev. Fees, RSTP | | x | | | |
| Golden State Blvd | Taylor Rd to Monte Vista Ave | Complete 6-lane Boulevard with Class II bike facility and transit from Christoffersen to Monte Vista | \$3,310,100 | 2020 | Dev. Fees, RSTP | | x | | | |
| Golden State Blvd | Monte Vista Ave to Fulkerth Rd | Complete 6-lane Boulevard with Class II bike facility | \$2,869,300 | 2020 | Dev. Fees, RSTP | | x | | | |
| N. Kilroy Ave | W. Main St to W. Canal Dr | Construct new Collector | \$743,100 | 2025 | Dev. Fees, RSTP | | x | | | |
| Tegner Rd | Monte Vista Ave to Fulkerth Rd | Complete 2-lane Industrial Collector | \$674,300 | 2015 | Dev. Fees, RSTP | | x | | | |
| Tegner Rd | Fulkerth Rd to north of Pedretti Park | Construct new 2-lane Industrial Collector | \$995,700 | 2020 | Dev. Fees, RSTP | | x | | | |
| Taylor Rd | Tegner Rd to Golden State Blvd | Widen from 2-lane to 4-lane Collector with Class II bike facility | \$505,500 | 2020 | Dev. Fees, RSTP | | x | | | |
| S. Kilroy Ave | Spengler Way to W. Linwood Ave | Construct new Industrial Collector | \$934,000 | 2025 | Dev. Fees, RSTP | | x | | | |
| Taylor Rd | Golden State Blvd to SR-99 | Widen from 2-lane to 4-lane Arterial with Class II bike facility | \$139,600 | 2025 | Dev. Fees, RSTP | | x | | | |
| Tegner Rd | W. Main St to Fulkerth Rd | Construct new 2-lane Industrial Collector with Class II bike facility | \$2,795,800 | 2020 | Dev. Fees, RSTP | | x | | | |
| Various Locations | Various Locations | Install Traffic Signals and Various Intersection and Synchronization Improvements | \$4,105,100 | 2014 - 2025 | CMAQ, Dev. Fees | | | x | x | |
| SR-99 | Lander Ave (SR-165) to S. City Limits | Construct New Interchange | \$35,785,000 | 2028 | CMAQ, Dev. Fees, STIP | | x | | | |
| SR-99 | W. Main St | Construct New Interchange | \$19,091,000 | 2025 | CMAQ, Dev. Fees, STIP | | x | | | |
| SR-99 | Taylor Rd | Reconstruct existing Interchange | \$7,693,700 | 2025 | CMAQ, Dev. Fees, STIP | x | x | | | |
| SR-99 | Tuolumne Rd | Construct New Overpass | \$9,693,400 | 2018 | CMAQ, Dev. Fees, STIP | | x | | | |
| Washington Rd | Fulkerth Rd to Monte Vista Ave | Construct 4-lane Expressway with Class II bike facility and transit | \$2,674,000 | 2025 | Dev. Fees, RSTP | | x | | | |
| Golden State Blvd | Golden State Blvd & Taylor Rd | Widen Intersection from 2 to 4 lanes with bike improvements | \$2,690,400 | 2025 | Dev. Fees, RSTP | | x | | | |
| Various Locations | Various Locations | Roadway Rehabilitation | \$40,502,000 | 2014-2040 | RSTP | x | | | | |
| Total City of Turlock (Roadway) | | | \$173,651,500 | | | | | | | |
| City of Waterford | | | | | | | | | | |
| Various Locations | Various Locations | Traffic Signals, intersection improvements and other transportation enhancements | \$4,769,300 | 2014-2040 | CMAQ, RSTP, HSIP | | | x | x | |
| Various Locations | Various Locations | Roadway Rehabilitation | \$14,158,800 | 2014-2040 | RSTP | x | | | | |
| Total City of Waterford (Roadway) | | | \$18,928,100 | | | | | | | |
| Stanislaus County | | | | | | | | | | |
| Various Locations | Various Locations | Roadway Rehabilitation | \$65,993,400 | 2014 - 2040 | RSTP | x | | | | |
| SR-99 | SR-99 & Hammett Rd | Interchange Replacement | \$95,524,200 | 2015 | STIP, PFF | | x | | | |
| North County Corridor | Tully Rd to SR 120/108 | Construct 2-6 Lane Expressway | \$380,031,100 | 2020 | STIP, IIP, PFF | | x | | | |
| McHenry Ave | McHenry Ave @ Stanislaus River Bridge | Seismic Bridge Replacement | \$21,493,000 | 2015 | HBP, PFF | x | x | x | | |
| Crows Landing Rd | Crows Landing Rd. & Grayson Rd | Install Traffic Signal | \$2,740,100 | 2018 | CMAQ, PFF | | | x | x | |
| Santa Fe Ave & Terminal Ave | BNSF Railroad | Upgrade Railroad Crossings | \$656,800 | 2015 | Section 130 | | | x | x | |
| Geer-Albers | Milnes to Claribel | Widen to 3 lanes | \$4,111,900 | 2022 | PFF | | x | | | |
| McHenry Ave | Ladd Rd to Hogue Rd | Widen to 5 lanes | \$5,349,600 | 2018 | STIP, PFF | | x | | | |
| Crows Landing Rd | San Joaquin River Bridge | Seismic Bridge Replacement - 3-lane Bridge | \$17,653,500 | 2014 | HBP/LSSRP, PFF | x | x | x | | |
| Geer Rd | Geer Rd @ Tuolumne River Bridge | Seismic Bridge Retrofit | \$1,688,300 | 2014 | HBP/LSSRP | x | | x | | |
| Hickman Rd | Hickman Rd @ Tuolumne River | Seismic Bridge Replacement | \$20,563,300 | 2018 | HBP/LSSRP | x | | x | | |
| Hills Ferry Rd | Hills Ferry Rd @ San Joaquin River | Seismic Bridge Retrofit - Mandatory | \$7,800,500 | 2014 | HBP/LSSRP | x | | x | | |
| Pete Miller Rd | Pete Miller Rd @ Delta Mendota Canal Bridge | Seismic Bridge Retrofit | \$2,049,000 | 2015 | HBP/LSSRP | x | | x | | |
| Santa Fe Ave | Santa Fe Ave @ Tuolumne River Bridge | Seismic Bridge Replacement | \$27,057,300 | 2016 | HBP/LSSRP, PFF | x | x | x | | |
| Seventh St | Seventh St @ Tuolumne River Bridge | Seismic Bridge Replacement; 4 lane bridge with pedestrian access | \$35,666,400 | 2016 | HBP | x | x | x | | x |
| Claribel Rd | Claribel Rd & Coffee Rd | Install Traffic Signal | \$2,251,100 | 2014 | CMAQ, PFF | | | x | x | |
| Crows Landing Rd | Crows Landing Rd & Keyes Rd | Install Traffic Signal | \$2,822,300 | 2019 | CMAQ, PFF | | | x | x | |
| Crows Landing Rd | Crows Landing Rd & W. Main St | Install Traffic Signal | \$3,462,800 | 2015 | CMAQ, PFF | | | x | x | |
| Crows Landing Rd | Crows Landing Rd & Fulkerth Ave | Install Traffic Signal | \$2,851,600 | 2021 | PFF | | | x | x | |
| Claribel Rd | McHenry Ave to Oakdale Rd | Widen to 5 lanes | \$15,875,400 | 2014 | STIP, PFF | | x | | | |
| Kilburn Rd | Kilburn Rd @ Orestimba Creek Bridge | Replace Bridge (Critical) | \$6,292,900 | 2016 | HBP | x | | x | | |
| Carpenter Rd | Crows Landing Rd & Carpenter Rd | Install Traffic Signal | \$3,251,100 | 2029 | CMAQ, PFF | | | x | x | |
| Carpenter Rd | Carpenter Rd & Grayson Rd | Install Traffic Signal | \$3,305,700 | 2026 | CMAQ, PFF | | | x | x | |
| Carpenter Rd | Carpenter Rd & Hatch Rd | Install Traffic Signal | \$1,791,100 | 2015 | CMAQ, PFF | | | x | x | |

APPENDIX C

| Project Details | | | | | | Purpose/Need | | | | |
|---|--|---|------------------------|-------------------|----------------|-----------------|-------------------|--------|-------|-----------|
| Location | Project Limits | Description | Total Cost | Construction Year | Funding Source | System Preserv. | Capacity Enhance. | Safety | Oper. | Alt. Mode |
| Carpenter Rd | Carpenter Rd & Keyes Rd | Install Traffic Signal | \$3,612,300 | 2029 | CMAQ, PFF | | | x | x | |
| Carpenter Rd | Carpenter Rd & W. Main St | Install Traffic Signal | \$3,359,800 | 2019 | CMAQ, PFF | | | x | x | |
| Carpenter Rd | Carpenter Rd & Whitmore Ave | Install Traffic Signal | \$2,213,800 | 2016 | CMAQ, PFF | | | x | x | |
| Central Ave | W. Main St & Central Ave | Install Traffic Signal | \$6,523,900 | 2018 | CMAQ, PFF | | | x | x | |
| Claribel Rd | Claribel Rd & Roselle Ave | Install Traffic Signal | \$2,251,100 | 2014 | CMAQ, PFF | | | x | x | |
| Geer Rd | Geer & Santa Fe | Install Traffic Signal | \$3,522,900 | 2018 | CMAQ, PFF | | | x | x | |
| Geer Rd | Geer & Whitmore | Install Traffic Signal | \$3,262,000 | 2018 | CMAQ, PFF | | | x | x | |
| Golden State Blvd | Golden State Blvd & Golf Rd / Berkeley Ave | Intersection Improvements | \$2,388,200 | 2015 | CMAQ, PFF | | | x | x | |
| Santa Fe Ave | Santa Fe & Hatch Road | Install Traffic Signal; Upgrade Railroad Crossing Equipment | \$3,376,600 | 2014 | CMAQ, PFF | | | x | x | |
| Santa Fe Ave | Santa Fe Ave & East Ave | Install Traffic Signal | \$3,612,300 | 2029 | CMAQ, PFF | | | x | x | |
| Santa Fe Ave | Santa Fe Ave & Keyes Rd | Install Traffic Signal; Upgrade Railroad Crossing Equipment | \$4,537,800 | 2023 | CMAQ, PFF | | | x | x | |
| Santa Fe Ave | Santa Fe Ave & Main St | Install Traffic Signal; Upgrade Railroad Crossing Equipment | \$4,405,700 | 2022 | CMAQ, PFF | | | x | x | |
| Santa Fe Ave | Santa Fe Ave & Service Rd | Install Traffic Signal; Upgrade Railroad Crossing Equipment | \$4,537,800 | 2023 | CMAQ, PFF | | | x | x | |
| Faith Home Rd | W. Main St & Faith Home Rd | Install Traffic Signal | \$3,176,500 | 2023 | CMAQ, PFF | | | x | x | |
| Carpenter Rd | Whitmore Ave to Keyes Rd | Widen to 3 lanes | \$5,534,500 | 2016 | PFF | | x | | | |
| Carpenter Rd | Keyes Rd to Monte Vista Ave | Widen to 3 lanes | \$3,783,900 | 2018 | PFF | | x | | | |
| Carpenter Rd | Monte Vista Ave to W. Main St | Widen to 3 lanes | \$3,737,500 | 2020 | PFF | | x | | | |
| Claus Rd | Terminal Ave to Claribel Rd | Widen to 3 lanes | \$2,648,600 | 2024 | PFF | | x | | | |
| Crows Landing Rd | Keyes Rd to Monte Vista Ave | Widen to 3 lanes | \$2,459,800 | 2016 | PFF | | x | | | |
| Crows Landing Rd | Monte Vista Ave to W. Main St | Widen to 3 lanes | \$2,459,800 | 2016 | PFF | | x | | | |
| Crows Landing Rd | W. Main St to Harding Rd | Widen to 3 lanes | \$2,533,600 | 2017 | PFF | | x | | | |
| Crows Landing Rd | Harding Rd to Carpenter Rd | Widen to 3 lanes | \$3,091,100 | 2019 | PFF | | x | | | |
| Crows Landing Rd | Carpenter Rd to River Rd / Marshall Rd | Widen to 3 lanes | \$1,425,800 | 2021 | PFF | | x | | | |
| Crows Landing Rd | River Rd/Marshall Rd to SR-33 | Widen to 3 lanes | \$15,112,300 | 2024 | PFF | | x | | | |
| Geer-Albers | Taylor Rd to Santa Fe Ave | Widen to 3 lanes | \$4,550,600 | 2016 | PFF | | x | | | |
| Geer-Albers | Santa Fe Ave to Hatch Rd | Widen to 3 lanes | \$3,927,000 | 2017 | PFF | | x | | | |
| Geer-Albers | Hatch Rd to SR-132 | Widen to 3 lanes | \$3,628,600 | 2019 | PFF | | x | | | |
| Geer-Albers | SR-132 to Milnes Rd | Widen to 3 lanes | \$10,696,400 | 2028 | PFF | | x | | | |
| McHenry Ave | Hogue Rd to San Joaquin County Line | Widen to 5 lanes | \$8,891,600 | 2014 | STIP, PFF | | x | | | |
| Santa Fe Ave | Keyes Rd to Geer Rd | Widen to 3 lanes | \$4,405,700 | 2022 | PFF | | x | | | |
| Santa Fe Ave | Geer Rd to Hatch Rd | Widen to 3 lanes | \$3,116,000 | 2024 | PFF | | x | | | |
| Santa Fe Ave | Hatch to Tuolumne River | Widen to 3 lanes | \$2,809,900 | 2026 | PFF | | x | | | |
| W. Main St | San Joaquin River to Carpenter Rd | Widen to 3 lanes | \$5,398,600 | 2020 | PFF | | x | | | |
| W. Main St | Carpenter Rd to Crows Landing Rd | Widen to 3 lanes | \$3,443,700 | 2016 | PFF | | x | | | |
| W. Main St | Crows Landing Rd to Mitchell Rd | Widen to 3 lanes | \$5,288,500 | 2016 | PFF | | x | | | |
| W. Main St | Mitchell Rd to Washington Rd | Widen to 3 lanes | \$3,783,900 | 2018 | PFF | | x | | | |
| SR-219 | SR-99 to McHenry Ave | Widen to 6-lanes | \$41,527,100 | 2020 | STIP | | x | | | |
| SR-132 West | Dakota to Gates | Construct new 2-lane alignment on existing Right of Way | \$55,369,400 | 2020 | STIP | | x | | | |
| Cooperstown Rd | Cooperstown Road at Gallup Creek | Bridge Replacement - Off System Bridge Toll Credits | \$3,249,200 | 2018 | HBP | x | | x | | |
| Cooperstown Rd | Cooperstown Road at Rydberg Creek | Bridge Replacement - Off System Bridge Toll Credits | \$3,313,000 | 2018 | HBP | x | | x | | |
| Crabtree Rd | Crabtree Road at Dry Creek | Bridge Replacement - Off System Bridge Toll Credits | \$6,646,800 | 2017 | HBP | x | | x | | |
| Gilbert Rd | Gilbert Road at Ceres Main Canal | Bridge Replacement - Off System Bridge Toll Credits | \$1,254,200 | 2017 | HBP | x | | x | | |
| Pleasant Valley Rd | Pleasant Valley Road at South San Joaquin Main Canal | Bridge Replacement - Off System Bridge Toll Credits | \$2,325,200 | 2018 | HBP | x | | x | | |
| Shiells Rd | Shiells Road over CCID Main Canal | Bridge Replacement - Off System Bridge Toll Credits | \$2,041,000 | 2018 | HBP | x | | x | | |
| St. Francis | St. Francis Ave at MID Main Canal | Bridge Replacement - Off System Bridge Toll Credits | \$1,722,400 | 2018 | HBP | x | | x | | |
| Tegner Rd | Tegner Road at Turlock Irrigation District Lateral #5 | Bridge Replacement - Off System Bridge Toll Credits | \$2,586,100 | 2018 | HBP | x | | x | | |
| Tim Bell Road | Tim Bell Road at Dry Creek | Bridge Replacement - Off System Bridge Toll Credits | \$15,482,400 | 2018 | HBP | x | | x | | |
| Las Palmas | Las Palmas Ave over San Joaquin River | Bridge Replacement | \$24,221,700 | 2016 | HBP | x | | x | | |
| Milton Road | Milton Road over Rock Creek Tributary | Bridge Replacement - Off System Bridge Toll Credits | \$830,200 | 2016 | HBP | x | | x | | |
| Sonora Road | Sonora Road over Martells Creek | Scour Countermeasure | \$145,900 | 2016 | HBP | x | | x | | |
| Faith Home Rd | Keyes Rd to Faith Home Rd Interchange | Construct new 4-lane Expressway | \$18,820,300 | 2024 | PFF | | x | | | |
| Faith Home Rd | Faith Home Rd Interchange to Service Rd including FHRD overcrossing of SR-99 | Construct new 4-lane Expressway | \$19,630,400 | 2024 | PFF | | x | | | |
| Faith Home Rd | Service Rd to Hatch Rd | Construct new 4-lane Expressway | \$25,332,600 | 2024 | PFF | | x | | | |
| Faith Home Rd | Hatch Rd to Garner Viaduct | Construct new 4-lane Expressway | \$47,798,500 | 2024 | PFF | | x | | | |
| Faith Home Rd | Garner Rd to SR-132 | Construct new 4-lane Expressway | \$12,463,800 | 2024 | PFF | | x | | | |
| Total Stanislaus County (Roadways) | | | \$1,168,550,700 | | | | | | | |
| Total Tier I Roadway Costs | | | \$2,713,501,300 | | | | | | | |

APPENDIX C

| Project Details | | | | | | Purpose/Need | | | | |
|----------------------------------|-------------------|---|--------------------|-------------------|-----------------|-----------------|-------------------|--------|-------|-----------|
| Location | Project Limits | Description | Total Cost | Construction Year | Funding Source | System Preserv. | Capacity Enhance. | Safety | Oper. | Alt. Mode |
| Regional Planning | | | | | | | | | | |
| Various Locations | Various Locations | Planning, Programming and Monitoring Activities | \$1,420,000 | 2014-2018 | RSTP, STIP, FTA | | | | | |
| Total Regional (Planning) | | | \$1,420,000 | | | | | | | |