

**CITY OF LODI
INFORMAL INFORMATIONAL MEETING
"SHIRTSLEEVE" SESSION
CARNEGIE FORUM, 305 WEST PINE STREET
TUESDAY, JULY 25, 2006**

An Informal Informational Meeting ("Shirtsleeve" Session) of the Lodi City Council was held Tuesday, July 25, 2006, commencing at 7:02 a.m.

A. ROLL CALL

Present: Council Members – Beckman, Hansen, Johnson, Mounce, and Mayor Hitchcock

Absent: Council Members – None

Also Present: City Manager King, City Attorney Schwabauer, and Deputy City Clerk Taylor

B. TOPIC(S)

B-1 "Report from the San Joaquin Partnership on its recently adopted Economic Development Strategic Plan"

Mike Locke, President and CEO of the San Joaquin Partnership, provided a PowerPoint presentation (filed) outlining the results of a one-year study indicating the current direction and recommended plan for future economic development efforts in San Joaquin County. He shared that the plan is a blueprint for San Joaquin County's future economic development efforts, designed and orchestrated to culminate in a county-wide effort with the Partnership serving as one of many organizations involved in implementing the strategic plan. Developed over the course of 2005, the plan encompassed several meetings of the advisory committee acting as the steering group, which received input from a number of community focus groups and public workshops before adopting the plan on January 26, 2006. The community assessment, target industry analysis, and recommendation portions of the report are available at www.sjpnet.org; however, the competitive cities portion was not posted on the Partnership website so as to avoid elaborating on perceived weaknesses or comparisons with competitive cities. The strategic plan, organized to recommend eight goals for economic development efforts, contains objectives and strategies that would work to increase San Joaquin County's opportunities for growing its target industries and other high-impact businesses:

- Economic Development Focus
- Economic Development Marketing
- Business Climate
- Sites & Infrastructure
- Entrepreneurship
- Tourism
- Education & Workforce Development
- Quality of Life

In response to Council Member Hansen, Mr. Locke shared that the consultant, Angelou Economics, was aware that five of the seven county communities have growth limitations in place and were cognizant of the different attitudes in each community about the quality of growth. He shared that the focus of the 46 detailed recommendations of the report included issues of quality of redevelopment, uniqueness of community, and differentiating and setting of high standards so that what is built in different communities represents an improved quality of life from the perspective of existing citizens and those relocating to the area. Further, the report recommends supporting Measure K renewal and focusing greater emphasis on collaborations between communities with regard to transit programs so that dependency reduction upon vehicles can be accomplished. Additionally, the report encourages a balance in growth to maintain the quality of life as it relates to open space as

well as the protection of viticulture, which is the core base of tourism and the foundation of the local economy in the northern county region.

Council Member Hansen asked if the report focused on the higher cost of doing business in California and whether engaging in activities regarding legislative policy was discussed. Mr. Locke explained that California has a 15% to 20% cost differential when compared to other states, which is factored into decision making, especially in light manufacturing. The differential includes regulatory processes, labor costs, energy costs, and the higher cost of worker's compensation in California. He shared that one of the recommendations was that the business community get involved with creating a legislative policy body, perhaps led by the business council working with local chambers of commerce to create a coalition representing local political interests in state legislation. Council Member Hansen commented that if a stand is not taken to lobby on the state and federal level, decisions will be made may negatively impact the efforts of a community or county.

Mr. Locke stated that an entrepreneurial team is being formulated to create a high-end business incubator program, which will focus toward scientific and technology-driven businesses, developing an entirely new business base as well as qualified workers to support them. The strategic plan calls for the enhancement of Kindergarten through 12th grade programs, job training programs, vocational training, and support of the Delta College multi-campus strategy, all of which were viewed as significant parts of the education workforce development group. Tourism is recognized as an economic center for San Joaquin County to be developed and marketed with a county-wide focus on wine tourism, sports, entertainment events, and Delta waterways. A number of strategic priorities were identified in terms of job development relating to support of the master plan for the Mariposa Lakes property project, Stockton/San Joaquin Airport promotions, the Port of Stockton and Rough and Ready Island projects, and support of downtown revitalizations in each of the County cities. Lodi was pointed out as being the most successful in completing a comprehensive downtown revitalization and was encouraged to continue its efforts. Further, the report indicated that San Joaquin County could do better than other regions in California when competing nationally for comprehensive manufacturing businesses due to its rail, port, and aviation support and noted that the west coast consists of approximately 45 million consumers as the marketing target. The main focus for the Stockton Airport will be air freight and related developments since the proximity to Sacramento International Airport makes passenger transportation competition difficult.

Mayor Pro Tempore Johnson suggested that a vocational school might be interested in focusing on aircraft maintenance and landing gear repair in a cooperative effort with the Stockton airport to best utilize the airport facility. He noted that such a program would provide training to young community members, offering good paying jobs and the ability to remain in or near their community.

Mr. Locke reported that in the late 1990s San Joaquin County dropped out of the food processing industry due to issues over water availability, sewer discharge, and regulatory constraints. The consultant recommends returning to the food processing arena with a focus on viticulture, organic snack foods, nutritional items, and high value products with specialization that will become exports from the region such as the international distribution of aseptic packaged foods now being produced in Lathrop. Additionally, energy resources and agricultural biotechnology, as it relates to fuels, biomaterials, horticulture and fertilizer, are recommended, as well as energy resource technology, such as fuel cells, biomass, waste, solar, and wind power.

Logistics and distribution has historically been a heavy growth industry; however, the consultant recommended focusing on international trade, relying on assembly and component parts that tie to local industry. One recommendation currently being implemented is to form target industry teams comprised of community members related to

goal industries to work with the Partnership to create targeting and marketing outreach. Over the past 13 years, 90% of the Partnership effort has been on attraction and 10% has been on retention and expansion. The Partnership, by adoption of the strategic plan, is to change the formula to focus funding and staff time as follows: 60% toward attraction, 30% toward retention and expansion, and 10% toward entrepreneurship. Additionally, the consultant recommended that the Partnership hire three new staff members and that it generate another \$500,000 in funds, both of which the board indicated would be impractical and not feasible at this time. To implement the proposed strategies, four community partner groups have been formed: education and workforce development, public entities, allied chamber and visitor organizations, and business community. Initial group meetings were conducted in late June; bi-monthly meetings are scheduled to begin in August with the goal of identifying priorities, designating responsible parties, defining the pursuit of priorities, and implementation.

Recommendations specific to the Lodi community include: encouraging a mix of uses within the downtown area to continue development; consistently creating comprehensive incentive packages within the downtown area; developing a marketing strategy and campaign for business retention; supporting Measure K half cent sales tax; supporting international trade through new initiatives; creating business incubators, venture capital funds, and angel networks; expanding tourism resources to link diverse segments of activities promoting tourism; expanding and encouraging development of wine tourism; supporting the Delta College multiple campus strategy; making the County's high schools leading edge; creating a county-wide beautification plan; and working to streamline procedures for development and permit processes.

At the request of Council Member Hansen, Mr. Locke explained that, while the consultant did not specifically consider the Delta College program which offers high school students accelerated learning through college-accredited courses sponsored by or at the Delta College campus, it did provide examples of successful efforts and programs, such as accelerating traditional educational programs. Educators were consistent participants in the advisory committee in terms of workforce development components and noted that graduation from high school is the end of education for many individuals who could benefit from vocational training to better prepare for employment opportunities. Delta College is currently involved in contracts for vocational training programs in nursing, medical technology, and heavy machine operation, and the consultant recommended this be continued on a more broad scale, including skill set development for technicians in manufacturing and research.

Mayor Hitchcock commented that the County-wide beautification is an important aspect in drawing business and tourism to the area and asked about the changing focus on the range of technology to higher technology. Mr. Locke shared that San Joaquin County does not have a research institution or educational institution conducting research and development, which is highly sought after by technical industries looking for new site locations which can support research capabilities within the education field for basic research and training of personnel. San Joaquin County has very limited capacity past the undergraduate levels, and because of that many companies will not look in this county or bring a research capability until that can be remedied by our area, most probably after the next decade. The University of the Pacific (UOP) campus is not seen as being capable of offering this type of education due to the high cost of establishing such programs; however, it does produce many graduates in pharmaceuticals and chemistry. The Partnership is currently working to line up the UOP school chemistry curriculum with community fuels, allowing for internships, which could be established for chemical processes used in reconstituting used fuel products.

At the request of Mayor Pro Tempore Johnson, Mr. Locke explained that, during the past four years, the Partnership has worked to expand vocational education and training in the

valley by promoting a computer sciences program undergraduate degree at the University of Stanislaus at Stockton. The program is available at the Turlock campus; however, the Stockton campus has been designed to focus primarily on health care and nursing services which, while vital to the region, do not support the diverse and greater technology skilled employers and employees. He stated that expanding the Stockton campus curriculum to offer a computer sciences program would require private sector funding, the necessary equipment for a teaching computer lab, and funding for staff to support the program.

In response to Council Member Hansen, Mr. Locke explained that the Partnership will dedicate 60% of its efforts toward attraction and retention of business by contacting site selection consultants and brokers throughout the nation to share information about business opportunities in San Joaquin County through literature, trade shows, and meetings.

In reply to Mayor Hitchcock, Mr. Locke shared that the Partnership conducted a workshop to review and discuss the various recommendations before unanimously adopting the report in January 2006. There was concern voiced over the shortage of staff in the Partnership to address the consultant's recommended actions; however, if the Partnership is able to continue to rely on the community partner groups, the workload will be carried by the groups. The Partnership and staff are charged with moving forward with the recommendations and will continue to rely upon the cooperation, communication, and good will of all communities to meet the strategic plan objectives. He stated that interested individuals and groups are encouraged to contact the Partnership and become involved in sharing thoughts and ideas regarding the strategic plan and future growth.

Council Member Hansen asked if Mr. Locke would recommend that communities put their economic development budget dollars into the Partnership or into City staff positions to realize the greatest return on the investment. Mr. Locke shared that the County Board of Supervisors has contributed the same amount for 13 years and that the Partnership has not approached public entities for increased contributions since increased costs have been absorbed through private sector membership expansion. He added that each community faces economic development challenges such as retail and hotel/motel issues, in which the Partnership does not get involved. He stated that additional funding would be welcome but that, likewise, local staff members are encouraged to interact with the Partnership on the level that is desirable for the community, and to participate with the Partnership in programs and trade shows at the individual's expense. He stated that the Partnership will continue to support communities and take its direction from local communities to set the pace and direction of the working relationship.

C. COMMENTS BY THE PUBLIC ON NON-AGENDA ITEMS

None.

D. ADJOURNMENT

No action was taken by the City Council. The meeting was adjourned at 8:19 a.m.

ATTEST:

Jacqueline L. Taylor
Deputy City Clerk



**CITY OF LODI
COUNCIL COMMUNICATION**

AGENDA TITLE: Report from the San Joaquin Partnership on Its Recently Adopted Economic Development Strategic Plan.

MEETING DATE: July 25, 2006

PREPARED BY: City Manager

RECOMMENDED ACTION: Not Applicable.

BACKGROUND INFORMATION: The San Joaquin Partnership is a collaboration of public and private organizations to promote economic development and job creation in San Joaquin County. The Partnership has recently completed a County-wide economic development strategic plan and is beginning to implement the recommendations of the plan.

Mr. Mike Locke, President and CEO for the San Joaquin Partnership has requested to make a presentation to the City Council regarding the strategic plans and its recommendations.

Of special note to Lodi is the strategic plan's identification of wine related tourism, downtown development, and education related facilities as corner stones for job development.

The Partnership engaged the services of AngelouEconomics, an Austin, Texas based economic development firm specializing in the field of high technology, to draft the plan and facilitate focus groups and interviews.

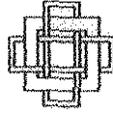
FISCAL IMPACT: Not applicable



Blair King
City Manager

APPROVED: 

Blair King, City Manager



SAN JOAQUIN PARTNERSHIP

A Private Non Profit Economic Development Corporation Serving San Joaquin County

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CITY of Lodi

Board of Directors:

Chairman - Robert K. Wheeler
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Atlas Properties, Inc.

Dan Billbrey
City of Tracy

Edward Chavez
City of Stockton

Roger Coover
The Record

Donald DeRosa
University of the Pacific

Douglass Eberhardt
Bank of Stockton

Lisa Finer
Wells Fargo Bank

John Harris
City of Manteca

Kevin Huber
The Grupe Company

Dennis Hurst
Bank of the West

Bob Johnson
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Robert Matthews
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Ole Mettler
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Victor Mow
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Gloryanna Rhodes
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José Rivera
Kaiser Permanente

Luis Sanchez
Washington Mutual Bank

Jerry Sperry
A. G. Spanos Companies

Stephen Thurtle
Richland Planned Communities, Inc.

Doug Urbiek
A. Teichert & Son, Inc.

Martin Van Houten
City of Escalon

Douglass Wilhoit
Stockton Chamber of Commerce

Chuck Winn
City of Ripon

May 18, 2006

Also copied
CM

Susan Hitchcock
Mayor
City of Lodi
P. O. Box 3006
Lodi, CA 95241-1910

JRFYI

Dear Susan:

The San Joaquin Partnership has completed a comprehensive economic development strategic plan - with an eye on creating jobs for San Joaquin County - and is ready to begin implementation of the plan recommendations.

This plan is the result of several months of research by AngelouEconomics, a nationally recognized firm that specializes in helping communities prepare for and market to high technology companies. Its project team conducted focus groups and interviews with leaders from local and state government, colleges and universities, local businesses, and other community leaders.

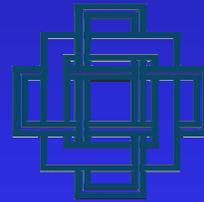
I would be pleased to make a 30-minute presentation to the Lodi City Council summarizing this blueprint for San Joaquin County's future economic development efforts. Please contact Communications Manager Jan Klevan Ruby to arrange a date for this presentation at 209-956-3380 or jklevan@sjpnet.org

We are also making preparations for the initial meetings of "Community Partners" to begin the implementation of this plan and we sincerely hope that you will make time in your schedule to participate. Public agencies make up one of the four Community Partner Task Forces and by separate letter we will provide an invitation for your participation.

Sincerely,

Michael E. Locke
President & CEO

Strategic Plan for San Joaquin County



San Joaquin Partnership
Stockton, California



 **AngelouEconomics**
technology-based economic development



Strategic Plan

“The Strategic Plan is a blueprint for San Joaquin County’s future economic development efforts.”

“This effort was designed & orchestrated to culminate in a county-wide plan.”

“The San Joaquin Partnership serves as one of many organizations that will be called on for implementation of the Strategic Plan.”

The Process

- ❑ Developed over the course of 2005
- ❑ Advisory Committee Direction (5 meetings)
- ❑ Community Focus Groups
- ❑ Board Workshop (Nov. 17, 2005)
- ❑ Board Adoption (Jan. 26, 2006)

The Products

- Community Assessment *
- Comparative Cities Analysis
- Target Industry Analysis *
- Recommendation Report *

* Report accessible at www.sjpnet.org

Strategic Plan Goals

**Economic Development
Focus**

**Economic Development
Marketing**

Business Climate

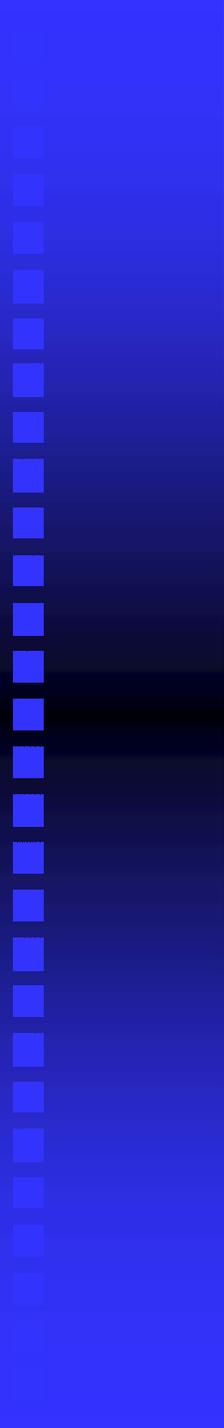
Sites & Infrastructure

Entrepreneurship

Tourism

**Education &
Workforce Development**

Quality of Life



Summarize the Forty-six Recommendations

Entrepreneurship

- Develop Entrepreneur Team
- Create Incubators
- Angel Networks – Expand Availability of Investors & Venture Capital

Education & Workforce Development

- Enhancement of K-12 Programs
- Job Training Complements Target Industries
- Vocational Training – at appropriate levels
- Support Delta College Multi-Campus Strategy

Tourism

Recognize Tourism as an Economic Center for San Joaquin County

Develop & Market as a County-Wide Focus

- Wine Tourism
- Sporting/Entertainment Events
- Build on Delta Waterways
- Lifestyle Centers

Strategic Priorities

- Support Master Plan for Stockton/San Joaquin Airport
- Support Port of Stockton Master Plan
 - Rough & Ready Island
- Implement Development Strategy for 800-Acre Stockton Mega Site
- Support Downtown Revitalization for all Cities

Economic Development Marketing

Target Industries

Medical Equipment Supplies

Focus on: Hospital and Home Care supplies
and Biometrics/Laser techniques

Air Transport Services

Focus on: Supplies/Maintenance/Services

Food Processing

Focus on: Wine, Organics, Snack Foods
and Nutritional

Economic Development Marketing

Target Industries

Ag Biotech

Focus on: Fuels, Biomaterials, Horticulture,
and Fertilizers/Feeds

Energy Resources & Technology

Focus on: Fuel Cells, Biomass, Waste, Solar,
and Wind

Logistics/Distribution

Focus on: Automotive OEM & Aftermarket

Economic Development Marketing

- **Form Target Industry Teams**
- **Change in Focus for Partnership**

60% / 30% / 10%

Attraction / Retention/Expansion / Entrepreneurship

Implementation

San Joaquin Partnership

Community Partners

- Education & Workforce Development
- Public Entities
- Chambers of Commerce & Allied Organizations
- Business Community

Recommendations Specific to the Lodi Area

- Downtown Redevelopment
 - Encourage office executive space, retailers, mixed-use development & lifestyle centers
 - Create Downtown Incentive Package
- Develop a Marketing Strategy & Campaign for Business Retention
- Streamline Development/Permitting Process

Recommendations Specific to the Lodi Area

- ❑ Support Measure K, ½ cent sales tax
- ❑ International Trade through New Initiatives
- ❑ Create Business Incubators, Venture Capital Funds and Angel Networks
- ❑ Expand Tourism Resources – Linking Diverse Segments of Activities Promoting Tourism

Recommendations Specific to the Lodi Area

- Expand & Encourage the Development of Wine Tourism
- Support Delta College Multiple Campus Strategy – New Campuses at Lodi, Mountain House, and Manteca
- Make the County's High Schools Leading Edge
- Create a County-wide Beautification Plan

Report:
STRATEGIC RECOMMENDATIONS



Presented to:
SAN JOAQUIN PARTNERSHIP

www.angelouconomics.com

January, 2006

REPORT 4: Strategic Plan

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Delivered to:



SAN JOAQUIN PARTNERSHIP

Final Report
January, 2006

Prepared by:

 **Angelou Economics**
technology-based economic development

Introduction

This report, *Strategic Plan*, is a blueprint for San Joaquin County's future economic development efforts. It reflects a six-month planning process including input from citizens, a 24-person steering committee, the San Joaquin Partnership, various City offices, and regional and state leaders. Hundreds of hours of research and discussion have led to this *Strategic Plan* for the San Joaquin Partnership, San Joaquin County, and San Joaquin cities. This effort was designed and orchestrated to culminate as a county-wide plan. The San Joaquin Partnership serves as one of many organizations that will be called on for the implementation of this *Strategic Plan*.

This is the final of three reports delivered to the San Joaquin Partnership (SJP) by AngelouEconomics (AE). The first report, *Community Assessment*, contains quantitative and qualitative information profiling the county and uncovering citizens' and business executives' perceptions of major economic development issues. AE presented its own assessment of key issues for the county, resulting in a strengths/weaknesses summary leading to future recommendations. The second report, *Benchmark Case Studies*, presented an assessment of six regions in the U.S.: three direct competitors to San Joaquin and 3 "best practices" that San Joaquin can learn from.

The recommendations in this *Strategic Plan* will be organized according to topic area:

1. Economic Development Focus
2. Economic Development Marketing
3. Business Climate
4. Sites & Infrastructure
5. Entrepreneurship
6. Tourism
7. Education & Workforce Development
8. Quality of Life

This report contains a review of key findings from the *Community Assessment*, a recommended vision for the county's economic development efforts, target industry analysis and direction, and a list of specific goals and actions to improve the economic vitality of the county. An implementation matrix is attached that identifies each recommendation's timeline, priority, and organization who should participate.

While there have certainly been some very positive occurrences throughout the county in the last five years, there have also been some set-backs; primarily in the area of increased cost-of-living and job creation at lower than needed wages. The Partnership has asked for guidance and ideas for the cities within the county and for the San Joaquin Partnership (SJP) to continue with their efforts to improve the long-term economic conditions in the county.

Throughout this planning process, AngelouEconomics identified a pro-business attitude coupled with city-specific identity requirements as the common thread. AE believes that the county, the individual Cities, and the Partnership can best serve its collective community through the county-wide development of programs specific to the needs of the individual cities. It is also a matter of working to define strategies in creating a prosperous and sustainable future for the county and its cities through focused business development strategies. To be successful these strategies must reflect current market demands and trends. It is important to garner the area's collective assets and leverage them through business development practices, gaining regional and national recognition, and subsequent business opportunities.

AE has prepared these recommendations based on its research, analysis, collective experience, and observations. We believe strongly that the **recommendations presented here will help to target San Joaquin County's economic development effort toward supporting existing assets and creating opportunities in new areas.**

San Joaquin leaders understand that a fundamental change is occurring in the San Joaquin economy. In the past decade, the industrial, warehouse, and distribution businesses in the county, alongside the agricultural businesses, have generated a great number of jobs and a large amount of investment. However, much of that current industry base is shifting to overseas operations, or other parts of the U.S. due to cost pressures in San Joaquin. Additionally, these types of businesses generally do not offer the level of wage needed (or desired) to live in San Joaquin today. The county and its individual cities must now work to diversify its industry base and build out other assets.

Through our interviews and focus groups, the collective community has acknowledged this need and has indicated the desire to take San Joaquin County to its "next level" -- sustainable economic prosperity. This *Strategic Plan* reflects this desire and lays out specific action items that will achieve the goal.

The San Joaquin Partnership must now gather its constituents and rally the broad community behind this new strategy. By maintaining momentum and encouraging on-going participation, the SJP, the county, and each of the cities can facilitate speedy and effective implementation of this plan.

Acknowledgements

AngelouEconomics would like to thank the staff at the San Joaquin Partnership for its support throughout the course of this project. We would also like to show our appreciation to the distinguished individuals on the Advisory Committee for their invaluable insight and ideas that led to the creation of this plan.

Jerry Sperry	A.G. Spanos Co.	Jose Rivera	Kaiser Permanente
Douglass Eberhardt	Bank of Stockton	Bill Huyett	Lodi Unified School District
Dennis Hurst	Bank of the West	Mark Chandler	Lodi-Woodbridge Winegrape Commission
Pat Mitchell	California Natural Products	Mark Martinez	S.J. Cty. Hispanic Chamber
Marty Van Houten	City of Escalon	Phil Pennino	P G & E
Gloryanna Rhodes	City of Lathrop Mayor	Mike Clevenger	Pegasus Development
Bob Johnson	City of Lodi	Anthony Neal	RAM Services Inc.
John Harris	City of Manteca	Manuel Lopez	San Joaquin County
Leon Compton	City of Ripon City Manager	Raul Rodriguez	San Joaquin Delta College
Chuck Winn	City of Ripon Mayor	Doug Wilhoit	Stockton Chamber of Comm.
Edward Chavez	City of Stockton	Susan Dell'Oso	The Cambay Group
Steve Carrigan	City of Stockton	Kevin Huber	The Grupe Company
Dan Bilbrey	City of Tracy	Robert Matthews	Tracy Press
Ole Mettler	Farmers & Merchants Bank	Jim Franco	Tracy Unified School District
Bob Wheeler	General Mills	Mark Plovnick	University of the Pacific (Pacific)
Bob Kavanaugh	Guaranty Bank		

The *Community Assessment* provided an in-depth analysis of key strengths, opportunities, and areas for improvement throughout the County. AE was very pleased to see the many efforts and programs that each of the cities, the leadership, and the SJP have implemented. AE believes the leadership in San Joaquin County is more ready than many of the communities worked with around the country for helping the area to achieve its “next level” – taking care of its citizens through business development while maintaining the character and values of the county.

The following are the key findings of the *Community Assessment* for San Joaquin County:

Key Strengths

- geographical location
- outdoor recreational amenities
- strong business/marketing organization: SJP
- diverse community
- proximity to two dynamic markets: Silicon Valley and Sacramento
- very strong and growing agricultural community: value-added & technology
- growing wine industry
- on-going downtown redevelopment throughout County
- growing and forward-thinking port

Key Weaknesses / Needs

- a need to broaden the view of economic development
- business development has been too centered on “industrial”
- lack of business support systems and entrepreneurial development
- strong leadership for growth and development, but isolated to cities v. county
- underutilization in business community of higher level learning institutions
- too few programs for training/re-training of workforce
- loss of young professional demographic (25-44)
- need to further exploit key infrastructure assets: port and airport
- emerging concerns regarding affordability factor (decreasing competitive edge)
- concerns regarding quality of life: schools, commuters, parks, curb appeal

Overall, San Joaquin County is in a strong position to create additional, long-term economic opportunities. By focusing resources in a targeted effort – one that matches the community’s desires as well as business trends – will yield the desired outcome of this Plan:

***To create new job opportunities for all San Joaquin residents,
improve the business climate for San Joaquin companies,
and enhance the quality of life enjoyed by all.***

RECOMMENDED INDUSTRY TARGETS

As a part of the strategic planning process, AngelouEconomics evaluated San Joaquin's current set of target industries and updated the industry targets for future San Joaquin Partnership recruitment and expansion initiatives.

AngelouEconomics conducted its standard target industry assessment, focusing on four key requirements for selecting a target:

- ✓ Does the industry match community goals?
- ✓ Are there local assets that give industries a competitive edge?
- ✓ Is the industry growing locally or does it provide transitional opportunities?
- ✓ Does the region meet the minimum requirements for the industry?

Today, San Joaquin County shows strength in numerous industry clusters: Agriculture; Food Processing; Logistics and Distribution; Materials Supplies; General Services; Housing and Construction, Government; and Retail and Wholesale Trade.

After a general understanding is gained about local concentrations of San Joaquin County's industries, the industry list can be narrowed further to develop specific targets for the area. Besides being developed or developing locally, targets should also show national growth trends and fit the County's, as well as the State's, relative strengths.

$$\text{Target Potential} = \text{Developed Local Concentration} + \text{National Growth Trends} + \text{Complementary Strengths and Assets}$$

Today, the San Joaquin Partnership targets several traditional and emerging industries for recruitment and expansion:

- Electronics/Communication Technology (software, hardware manufacturing, and assembly)
- Backroom Office/IT (incl: Call Centers & Fulfillment Centers)
- Food Processing
- Metals and Metal Fabrication
- Construction Materials
- Transportation/Logistics

Several of these sectors have undergone enormous change in the last two years and even represent declining industry segments due to changing technologies, global implications, or consolidations. AngelouEconomics evaluated each industry for its "target potential" in San Joaquin, taking into account existing industry, workforce availability, educational attainment, national and global industry trends, emerging technologies, and regional and national market demand.

AngelouEconomics recommends six target industries for San Joaquin County:

1. Logistics/Distribution (with a focus on Automotive OEM & Aftermarket)
2. Medical/Equipment & Supplies
3. Air Transportation Supplies/Maintenance/Service
4. Food Processing
5. Agbiotech
6. Energy Resources & Technology

These targets do not preclude past targets, but rather create a list for go-forward marketing purposes. In review of the current target industries supported by SJP, it should be noted that several are in a state of decline or are in the process of realignment due to global trends in the marketplace. The following recommendations are those in which efforts and resources should be focused in the future. There will continue to be opportunities in the current target industry sectors, but it may be more beneficial to manage them per the outlook and recommendations presented rather than actively pursuing them.

Initial industry research has revealed a number of assets that make San Joaquin County a unique place for doing business. However, there are numerous conditions creating difficulties for businesses and industry to compete on the West Coast. In review of these issues and the assets of San Joaquin County, the target recommendations in this report are intended to be as specific as possible, while allowing for broad-based initiatives to be sustained by the Partnership. In other words, AngelouEconomics encourages the *local development of industry* through education and training-based initiatives, generated from research & development/entrepreneurial activity, for the creation of future jobs.

Below is an overview of each of these corporate industries (which does not including Tourism) and the reasons behind their selection as targets for San Joaquin. A more in-depth look at each industry is in the appendix of this document.

Logistics/Distribution

Focus on Automotive OEM & Aftermarket

Overall revenues for the distribution industry are forecast to rise faster than GDP growth, and employment levels will grow faster than the overall economy. The fastest growing users of distribution services are expected to be aerospace and defense, industrial equipment, computer equipment, and consumer goods. As manufacturing becomes a smaller share of the national economy, the industry is expected to align more closely with the distribution of consumer goods at the regional destination.

The size of the US motor vehicle aftermarket grew by 3% in 2003 to \$244.6 billion. "More registered vehicles, more licensed drivers, more miles traveled and an aging of the vehicle fleet all helped expand the domestic aftermarket," says Kathleen Schmatz, President and CEO of the Automotive Aftermarket Industry Association (AAIA). There are 4400 member companies and affiliates in the AAIA, the association represents more than 45,000 repair shops and parts stores.

San Joaquin currently enjoys an excellent position for distribution of aftermarket parts to support automotive maintenance facilities in major cities. San Joaquin currently has parts distribution facilities for BMW, Daimler-Chrysler, Honda, and Ford, along with several suppliers that assemble parts for the NUMMI plant in Fremont. San Joaquin should pursue other like manufacturers or parts distributors.

Medical Equipment & Supplies

Focus on Hospital and Home Care supplies and Biometrics/Laser technologies

Health services have been one of the fastest-growing industries in the United States in recent years. The U.S. health care market is estimated to be worth \$1.3 trillion annually and employs 12 million, after adding 2 million jobs through the 90s. The industry's employment is expected to grow 26 percent by 2010 and employ over 14 million. Specific sectors will see even higher growth: the home-based health care market will grow more than 61 percent by 2010. The country's aging population and rising standards of living have increased demand for health care services. The health services industry is relatively immune to market fluctuations. The elderly population, a group with greater than average health care needs, will grow faster than the total population through 2008 increasing demand, especially for home health care, private practice, and personal care.

California's aging population will require increasing amounts of health services. Strong health services can be beneficial to the community as well as to economic development.

San Joaquin is strategically positioned to serve the growing demand for medical devices and supplies from its central location in California. In addition, growing workforce capabilities in nursing and diagnostics will assist in the growth of medical companies in the county.

Laser technology grows daily. Its current applications include cutting, drilling, welding, marking, micro-machining, and solar cell cutting. The mediums on which it works include metals, non-metals, ceramics, composites, plastics, rubber, and glass. For example, laser drilling has been used in jet engines and angioplasty, and laser optics are also being used by the defense department for human identification purposes.

AE believes San Joaquin County can work to develop this through a cross-over, multi-industry strategy for both existing businesses (ex: construction – using laser technology for parylene ablation, i.e. surface coatings) and developing industries (ex: laser optics in ophthalmology).

San Joaquin County is also an ideal area for the development of biometrics. The county has the space to potentially house testing, development, applications, and manufacturing facilities under one roof. The highest demand for biometrics is through the Department of Defense and increasingly in Asia where many of the actual products utilizing the technology and components are being manufactured.

Air Transportation Services

Focus on Supplies/Maintenance/Services

This industry includes aircraft suppliers who provide parts and machinery for aircraft assembly and maintenance. These parts include engines, interior components, avionics, and aircraft hardware such as landing gear. These suppliers are important for both the assembly and maintenance of aircraft. The aerospace industry's customers include the military, commercial airlines, and general aviation. At the Stockton / San Joaquin Airport, the county's focus should be the civilian aircraft sector.

AngelouEconomics recognizes the county as one ideal for transportation and logistics, and this brings additional opportunities in this segment by delving into the equipment and technologies to support it, as well as grow it. Specifically, AE believes the county should focus on aviation and related segments for aviation parts, manufacturing and technology.

The global Maintenance, Repair, Overhaul (MRO) business is showing signs of strengthening with airlines slowly adding capacity as maintenance providers seek strategic partnerships with carriers and original equipment manufacturers to position themselves for long-term viability. This represents another strong opportunity for San Joaquin County, as a whole – on-site at the Airport and off-site throughout the county.

Food Processing

Focus on: Wine, Organics, Snack Foods, and Nutritionals

The food processing industry includes establishments that manufacture or process food and beverages as well as related products such as chewing gum, manufactured ice, and vegetable and animal fats and oils. The food processing industry is the link between the agricultural and retail sectors.

Production and distribution of food and beverages account for over one-sixth of the nation's industrial output. Demand for food products is expected to grow as niches such as specialty foods, ethnic foods, and pre-packaged foods make their way to the dinner table more frequently. New plants are more automated, transforming a traditionally labor intensive industry to a more automated one. Jobs will be lost but will be offset by an increase in higher skilled, higher wage jobs.

Health foods are gaining ground as new food products such as nutraceuticals blend herbs and natural compounds to treat ailments such as high cholesterol reach the market. According to the GAO, Americans spend over \$16 billion per year on functional foods or under 4% of total annual expenditures on foods eaten at home, slightly more than expenditures on dietary supplements (\$14.7 billion) and over twice as much as expenditures on organic foods (\$7.7 billion).

Efficient distribution of food products has grown in importance as more food is being manufactured far from where it is ultimately consumed. During 2000, American companies spent an estimated \$1.6 trillion on supply-related activities, including the movement, storage, and control of products.

San Joaquin County should embrace its agricultural heritage and its vast amount of assets in the food processing industry and take it to its "next level", particularly in the "health" segment. This growth is not a "fad"; it is a trend. Consideration should be given to the other added-value foods and targets for the development of suppliers and manufacturers that will meet cross-over needs in the consumer goods/packaged foods industry segment (as above). The immediate focus and emphasis should be with tourism. SJP should work diligently to support and build this industry.

Wine production is a growing opportunity for the county, linking local grape growing to small wineries and wine production facilities. Lodi has truly begun to "come into its own", including increased recognition of it as being a "destination" for wine lovers. The growth of this industry lends itself to opportunities in: packaging, printing, bottling/glass, corrugated, packing/warehousing/distribution, and other such segments of a consumer products economy.

As with the agriculture sector, the county's distribution infrastructure (port, rail, highways) will strongly support future growth in food processing, both for export abroad and import into the U.S.

Agbiotech

Focus on: Fuels, Biomaterials, Horticulture, and Fertilizers/Feeds

Agricultural technologies include high value added components of the agriculture industry, such as farm equipment manufacturing and research, ancillary manufacturing industries, agricultural biotech, and production of agriculture-based products.

There is a great deal of national and international attention being placed on this segment, and there is also a great deal of money being invested in related technologies and products. AngelouEconomics believes strongly that this will be a good target Industry for San Joaquin – with development of specific strategies in several sectors: renewable fuels, renewable materials, agricultural technologies, horticulture, and fertilizer/feeds.

San Joaquin can do several things to assist the development of its agriculture technologies cluster. Strong relations with the California Department of Food and Agriculture will be required. The county should investigate applications for alternate uses for farm product refusals. Some of these products will be valuable in building materials. San Joaquin should coordinate with research efforts at UC campuses and offer its central, agriculture location as one opportunity for pilot projects. Also, it should help local growers find new value added opportunities for existing products

Energy Resources and Technology

Focus on: Fuel cells, Biomass, Waste, Solar, Wind

Clean energy is defined as technologies that reduce the environmental impact of energy generation. AngelouEconomics considers solar, geothermal, wind, clean coal, biomass, and fuel cells all to be clean energy technologies.

The energy industry is undergoing rapid change and has become truly multi-faceted. Traditional fossil fuel extraction and production is as important as ever, and new technologies are changing the way natural resources are utilized. At the same time, dwindling domestic resources, rising consumption, uncertain international energy supplies, and environmental concerns have forced the United States and others to develop sources of renewable energy production.

Energy is a long-term growth industry. As the American economy continues to grow, energy consumption will rise. The U.S. population expansion is contributing to increased energy use as well; energy consumption per capita is expected to rise 13.6% by 2013. Unfortunately, the U.S. lacks the domestic resources to meet projected demand. The most promising clean energy applications include fuel cells, biomass, wind power, and solar energy.

The opportunities for development technologies, as well as products and services are large and growing. AE believes this will be a good area for San Joaquin County to be a part. The recommendation is to center the efforts in clean and renewable energy at the port. There is adequate space for such an industry

endeavor, and it would bring prestige and notoriety to the port for “innovation”. It is also the location for import/export of related goods such as rotors and blades for wind energy turbines, panels and materials for solar energy, fuel cells and products containing fuel cells (GPS systems to motorcycles), and reclamation facilities for biomass.

IMPLEMENTATION GUIDE

The following Implementation Matrix will guide the San Joaquin Partnership and stakeholders through the process of implementing this plan's recommendations.

For each recommendation, we offer the following detailed information:

TERM	DEFINITION
Lead Entity	The organization or department that has primary responsibility for obtaining funding and leading implementation of a goal. A lead entity is considered to be a "participant" through the project.
Convener	The organization(s) that initiates pulling diverse groups together but does not actively participate in implementation (unless assigned another role as well).
Participant	The organization(s) that should take a support and contribution role in the activity.
Priority Code	Assigns a priority to the recommendation and assists in determining the timing of implementation.

Goals

This *Strategic Plan* contains objectives and strategies that will work to increase San Joaquin County's opportunities for growing its target industries and other high-impact businesses. AE has organized the recommendations around six goals for the county's economic development efforts:

Goal One: Economic Development Focus

Broaden the objectives of economic development in retention and recruitment efforts; increase overall efforts through focus and funding; and create a comprehensive strategy for the San Joaquin Partnership.

Goal Two: Economic Development Marketing

Launch a strong internal campaign that informs and gains support across the County for the broad economic development strategy; launch a strong external effort that promotes the assets of the County and each of its cities under SJP leadership, increasing awareness among targeted audiences, and attracts business investment from targeted industry companies.

Goal Three: Business Climate

Coordinate existing talent, leaders and resources in building a stronger overall business climate and in the creation of services needed by businesses and entrepreneurs.

Goal Four: Sites & Infrastructure

Support the growth of San Joaquin's target industries by improving physical infrastructure assets, including the airport, port, and areas for development or redevelopment.

Goal Five: Entrepreneurship

Work with community leaders and existing resources to improve the entrepreneurial environment through new programming -- fostering new industry and business with a focus on the future, and the development of value-added, sustainable opportunities.

Goal Six: Tourism

Recognize and expand tourism as an economic driver for San Joaquin County, focused on areas such as the wine industry, agri-tourism and the Delta waterways, as well as entertainment, cultural events and authentic venues.

Goal Seven: Education & Workforce Development

Create programs focused on preparing the workforce for San Joaquin County's target industries (incorporating the individual cities' strategies) and overall growth strategies for all.

Goal Eight: Quality of Life

Work toward the overall improvement of the quality of life in the County, with a focus on centers of commerce, additional entertainment venues, parks, retail, mixed-use/lifestyle environments in each downtown, and office space for residents and resident businesses.

Strategic Priorities

The San Joaquin Partnership and the county should view the following actions as strategic priorities, directing work for immediate implementation. AngelouEconomics believes that these actions can have the greatest sustainable positive impact on the County. Each priority summarized below is described in more detail later in this report.

The six **Strategic Priorities** identified in the Plan are:

- 1. Create a Plan and Budget to support the Master Plan for Stockton / San Joaquin Airport, including development of a Corporate Campus, as well as service and education facilities and programs.** A Master Plan must be fully developed to realize the potential of the Airport, and create pride in the community with its renaissance; this will also facilitate the recruitment of quality companies and increase the revenue stream with an improved facility.
- 2. Implement a Strategy for Planning/Development of the 800 acre Mega-Site.** The development of this property is ideally suited for large-scale manufacturing. In fact, few large sites exist in the entire state, and San Joaquin would be well-positioned for mega-projects that consider California. If residential development occurs on the site, consider the creation of a mixed use development that reserves some buffered land for office or light assembly.
- 3. Guide Redevelopment Projects in each of the Downtown Districts to include office and executive space, downtown retailers, as well as mixed-use development/Lifestyle Centers.** While Stockton and Lodi have already made great strides in redevelopment/revitalization efforts, they do not have adequate office space availability at this point. The other cities throughout the county also need to create downtown development plans, keeping business, retail, and office space in mind, as well as amenities for increasing overall quality of life.
- 4. Develop an incubator(s) where small businesses and entrepreneurs can gain support and start companies in San Joaquin County.** San Joaquin will benefit from an incubator that encourages and assists citizens starting their own businesses. This is a project in which collaboration between the public and private sectors must occur to ensure its overall success. It should be developed with a focus on companies in target industry categories. An incubator, commonly called a business accelerator, is a facility that supports young businesses and business ideas.
- 5. Help Delta College take the leadership role in creating college-based, high school, and workforce development programs in training workers for the target industries.** Develop an inventory of all current degree, certificate, and workforce training programs that prepare individuals for skills associated with the County's target industries. Ensure that these programs offer growing companies talented and trained workers. Then work to identify other programs that are needed by target industries and work to gain funding for their implementation.
- 6. Work with the Chamber, the Business Council, and other entities to create specific business support programs and resources.** Along the lines of the incubator, but broader in scope and with a focus of supporting existing, as well as new businesses, these recommended programs should be implemented in working to address immediate needs, as well as long-term goals.

STRATEGIC RECOMMENDATIONS

AngelouEconomics presents 41 recommendations in this Strategic Plan, including 6 areas that should be the primary focus (priority) for the county's economic development efforts. We use a "weighting" system that gives a "priority" to each of the recommendations: 1-3, where 1 is the top priority. This weighting is noted in the heading of each recommendation.

Where applicable, each recommendation is described in the following format:

TERM	DEFINITION
Goal	Outcome statements that define what the County is trying to accomplish.
Strategy	Approach to take that directs actions toward a goal.
Action	Steps to take that support the completion of a goal.

The San Joaquin Partnership will not be alone in the implementation of this plan; rather, numerous stakeholders, institutions, cities, and the County have clear roles in the future of San Joaquin County. A timeline for implementation is presented at the end of this Plan. In addition, cost estimates and potential funding sources are provided in the Implementation Matrix as available/applicable.

ONE: ECONOMIC DEVELOPMENT FOCUS

GOAL: Economic development is broad-based, addressing the needs of the residents of the county through business development and life enhancement efforts, all resulting in long-term economic prosperity.

It is critical that San Joaquin County, with leadership from the Partnership, work to attract and grow business that grows jobs for its citizens and surrounding communities in working to capture incremental revenue. Growth will come through a broad-based economic development plan focused on an updated target industry strategy and the overall creation of an entrepreneurial environment based in innovation.

Economic Development Recommendation One: Agree on the County's economic development vision – Priority Code 1.

AngelouEconomics believes that it is imperative that SJP and each of the Cities in the County, as well as other “partners” in economic development, commit to a broader economic development vision. Without buy-in for a vision and end-goal(s), unfocused activity will occur and sidetrack the area's opportunity for achievement of stated objectives.

STRATEGY: The strategy for “vision” is to articulate the overriding goal for the community, with a lofty – though not unreachable – goal: where you want to be/who you want to be....

ACTIONS:

- 1) SJP should revise its vision statement for economic development based on the recommendations in this Plan.
- 2) Leadership should announce the vision during this project's roll-out event.
- 3) Invite the local press to the event and encourage them to write stories on the completion of this planning process, new vision statement, and priority projects. This will keep the community informed and enthused about what's to come.
- 4) Promote the vision through the area's newsletters, Economic & Community Services Performance Report(s), Chamber, and other appropriate vehicles.
- 5) Ensure the vision is the core of every economic development activity over the next five years.

Lead Entity: San Joaquin Partnership

Convener: San Joaquin Partnership

Participant: Business Council, Chambers of Commerce, Port of Stockton, Stockton / San Joaquin Airport, each of the Cities in the County, San Joaquin County, WorkNet, Wine-Grape Commission, Delta College, Pacific

Economic Development Recommendation Two: SJP should form specific industry teams (ex: Agbiotech, Aviation) of 5-10 members and utilize their expertise in overall promotion and (later) recruitment/retention/expansion efforts – Priority Code 2.

AE believes very strongly in taking the approach of peer marketing for the overall development of business throughout the County as this strategy is particularly effective in smaller communities.

The development of target industry groups pulls resources together behind a unified message and mission, while also engaging successful businesses and business owners in the overall goals for economic development in the community. This type effort also demonstrates to a prospect the community's commitment to business development in a positive business climate with action-minded individuals.

STRATEGY: To fully focus on the target industries, as well as leverage the industry-specific knowledge existing while simultaneously creating an "investment" on the part of the community through these individuals' participation in the process (recognizing their "stake" in the outcomes)

ACTIONS:

- 1) SJP should lead the identification and solicitation of individuals' commitment to this activity
- 2) Leadership should convene appropriate meetings to discuss goals and objectives
- 3) As appropriate, this group should interact with the Business Council for legislative-focused issues/concerns/needs and help craft any relevant agenda
- 4) These peer target industry groups should be highly visible in the community in their activity, as well as at trade shows and prospect calls on-going, at their own expense.
- 5) Each industry peer group should engage a diverse membership (young, minority, etc.)
- 6) This group should convene as needed by SJP to assist with recruitment strategy, possibly prospect calls and site tours, as well as "welcome" gatherings, etc.

Target Industry Teams Best Practices: The Metro Atlanta Chamber has a Business and Advanced Logistics team (see: <http://metroatlantachamber.com/macoc/business/leadership.shtml>); Tulsa, Oklahoma (<http://www.tulsachamber.com>); Charlotte, NC (<http://charlottechamber.com>)

Lead Entity: San Joaquin Partnership

Convener: San Joaquin Partnership

Participant: Chambers of Commerce, San Joaquin County, each of the Cities in the County

Economic Development Recommendation Three: Develop a Marketing Strategy and Campaign for business retention, particularly with those in target industries – Priority Code 1.

Over 70% of all newly created jobs come through the growth and expansion of existing businesses in a community. It is critical then that economic development organizations work to create programs for continuing support of these existing businesses, including access to capital and services necessary to their on-going development. Other areas of concern for growing companies are workforce training/development and housing requirements. On-going education of business trends and marketplace demands is also important to business owners and can possibly be provided through efforts led by economic development organizations.

AE recommends that SJP work to increase its efforts for business retention to 30% of its program's effort, particularly in view of the highly competitive environment in which it lives. Nevada is SJP's number one competitor.

Keeping companies, their owners, and the employees happy through quality of life efforts, amenities development, and through the creation of a positive, supportive business climate is critical to the near-term and long-term prosperity of San Joaquin County.

ACTIONS:

- 1) Meet with local employers on a quarterly basis
- 2) Host a speaker/luncheon twice/year
- 3) Report what the County is doing to make them more profitable and reasons why the County is the best place for their business.
- 4) Implement a development strategy: financing, mentoring, workforce training, R&D, supplier recruitment, spin-off business development/support
- 5) Meet with target-Industry related businesses
- 6) Continue a monthly newsletter program
- 7) Create a small business center at each of the Chambers
- 8) Create on a per city basis, an employee support/outreach program, including city-wide business and educational programming
- 9) Create a business finance committee through the EDO & Chamber for support/help of businesses in need of direction/funding
- 10) Create with Delta College, and/or Pacific, a year-long calendar of seminars for local business

Best Practices in Business Retention: Sunnyvale, California received an Honorable Mention Award from the International Economic Development Council in 2004 for their "Sunnyvale Supports Business / Businesses Support Sunnyvale" campaign. http://www.iedconline.org/2004_winners.pdf, page 7.

Lead Entity: Chambers of Commerce

Convener: San Joaquin Partnership

Participant: San Joaquin Partnership, San Joaquin County, each of the Cities in the County

Economic Development Recommendation Four: Develop a Marketing Campaign appropriate to the new Vision, a broad ED approach, and (most importantly) target industries – Priority Code 1.

AE strongly recommends a line-item in the budget for creation of new marketing materials. The execution of materials will need to be managed by SJP for cost-efficiency. With use of existing resources, including a knowledgeable staff, the materials will work specifically in the areas of promotion and PR, with most of the new monies assigned to the creation of those materials needed for the target industries.

STRATEGY: To create an efficient and effective target industry marketing effort

Best Practices: Spartanburg, SC (<http://visitspartanburg.com>); Columbus, GA (<http://www.columbusga.org>)

Lead Entity: San Joaquin Partnership

Convener: San Joaquin Partnership

Participant: All Cities within County, San Joaquin County, WorkNet, Higher Ed Institutions, Target Industry Teams

Economic Development Recommendation Five: Create a legislative committee focused on issues/agenda/strategy – Priority Code 1.

It is imperative that SJP lead the economic development partners throughout the County in the addressing of needs which require legislative support. The Business Council was created to specifically serve as the legislative advisory committee for the Partnership. While the Council shows strength in its membership and leadership, it has not adequately address legislative issues faced by the County.

Cities throughout California are not having their basic needs met by the State. The State is experiencing numerous problems, financially and legislatively, which hurts the cities and communities within the State. Legislative efforts led by the Council must gain strength. They must solicit far-reaching support throughout the business community to create agendas which reflect the needs of the County and then leverage that support (financially and otherwise) for the “hardball” approach to getting the County’s needs met, from road repairs to infrastructure.

The economic development industry’s own Legislative Affairs committee provides a possible model for adopting a process, through its membership organization, the International Economic Development Council (IEDC). The Legislative Affairs’ committee mission is “to shape policy that supports the economic development community. (IEDC) monitors legislation that has an impact on the field of economic development and engage(s) membership in policy advocacy activities.”

Some of this organization’s initiatives this year include: support of federally-backed technology investment, access to capital through such programs as SBA and HUD, a push for federally supported infrastructure funding through the Transportation Reauthorization bill, support of federal funding for City-led redevelopment efforts including Brownfields and BRAC programming, and support for the Workforce Reinvestment Act.

This is only representative of the type of concerns for which this organization works. It is recommended that the Business Council work with IEDC and other such organizations which represent economic development agendas nationally. The Business Council should continue to formulate agendas for San Joaquin needs.

STRATEGY: To properly represent the needs of the County to government officials, while advocating agendas which best represent the values of the community and result in an improved quality of life through business and community initiatives.

Lead Entity: Business Council

Convener: Business Council

Participant: San Joaquin Partnership, Chambers of Commerce

Economic Development Recommendation Six: FOCUS on the Key Development areas for the County – Priority Code 1.

- **Airport Development/Master Plan**

The Stockton / San Joaquin County Airport must not be viewed as a potential commercial airport; rather it should be viewed as a business center focused in aviation, with freight-forwarding, maintenance and operation, and supplies support for the aviation community.

Part of the overall recommendation from AE is to support the airport's current Master Plan, which includes the development of a Corporate Campus on the northeast side of the airport. In addition, this firm is recommending that the related industry and technology be given prominence and placement at the airport, including Aviation Trade School, Avionics firms, and MicroJet manufacturing/maintenance (see Target Industry report).

FOR FURTHER DETAIL, see Sites & Infrastructure Recommendation One.

- **800 Acre Site**

This is one of the most important areas for focus by SJP and the economic developers throughout the County. This site is one of the few contiguous mega-sites undeveloped in California, giving the area a huge advantage in the recruitment of companies that would require such a site.

However, it is important that the San Joaquin Partnership to assert a position on the future highest/best use of this site. It may be necessary to commit infrastructure funding for the "readying" of this site should a corporate prospect become available. One possibility is to phase the development of the site in a way to allow a large site to remain that would suit a light manufacturer or technology facility. *With developer support*, there should be a commitment to marketing the site to corporate prospects. There will be a much greater and positive economic impact from keeping this site intact and marketing it for corporate use.

FOR FURTHER DETAIL, see Sites & Infrastructure Recommendation Three.

- **Tracy's Business Park**

The City of Tracy enjoys significant acreage available for industrial and office development, and direct access to the Bay Area. Lower costs and a growing commuter workforce will further enhance the city's ability to recruit new employers. Continue to support the growth of Tracy's business parks through marketing and planning initiatives.

FOR FURTHER DETAIL, see Sites & Infrastructure Recommendation Three

- **Downtown Improvement Program**

Downtown redevelopment done "right" not only helps create an overall positive image for the community, it also creates business spaces of the type desired in moving toward a higher quality of job and worker and creates ADDITIONAL REVENUE through: 1) capturing additional dollars from citizenry, and 2) capturing dollars from surrounding areas – visitors/tourism/shoppers.

Lodi and Stockton have made tremendous strides in downtown redevelopment in the county. The other cities must take their lead; BUT each city must set its own priorities and criteria, creating unique offerings and character to the development. The main aspect of all this development is the need for mixed-use: retail, commercial, service businesses, restaurants, fitness facilities, daycare, parks, public art, galleries, open space, bike paths/storage, performance centers (indoor and out), and water features. All of these elements and others will give credibility to the area, as well as viability and vitality.

FOR FURTHER DETAIL, see Sites & Infrastructure Recommendations Four and Five, and Quality of Life Recommendation Three

TWO: ECONOMIC DEVELOPMENT MARKETING

GOAL: To create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County, and its strategy for business development.

Once a plan and strategy are in place and target industries firmly established, it is critical that a clear message and brand be created to properly convey the goals of the County for its existing and growing business community. It is important that a marketing campaign properly reflect internal and external goals, while creating a desire by targeted businesses to (at a minimum) *evaluate* San Joaquin County for possible expansion/location.

Economic development is ultimately a marketing activity that has two functions: to improve and to promote a community. To be complete, an economic development plan should include community development recommendations as well as those for marketing to an external audience. Great economic development initiatives involve the entire community working together to improve the local “product” while the economic development organization works to improve awareness and perception of the community in the outside world.

As San Joaquin County’s top economic marketer, the San Joaquin Partnership knows that business-as-usual won’t be enough in today’s competitive landscape. For many years, most places focused almost entirely on recruiting new employers. Recently, the focus of economic development has shifted, placing a stronger emphasis on community development activities that help local established companies and startups grow. Traditional marketing vehicles such as brochures no longer attract companies, and workers’ lifestyle preferences often guide location decisions. Perceptions are important in these decisions, and marketing is the best method for enhancing any region’s positive image.

Economic development marketing should start at home by building cohesive and positive support as a foundation for a new external campaign. Unifying the many marketing messages (from cities, organizations, and even businesses) is an important preparatory step to creating a consistent brand for the County.

Marketing Recommendation One: Build a large team of county promoters – Priority Code 1.

Create a “buzz” and generate local awareness by launching an internal marketing campaign that builds on a team of San Joaquin County promoters. One way to accomplish this for the SJP to conduct monthly **workshops on “How to Promote, and/or What’s Happening in San Joaquin.”** The workshops should first be offered to City staff

members, then to hospitality and restaurant management/associations, real estate professionals, and others who interact with the public.

Another way to build a team of promoters or “ambassadors” is through the attendance by **City and SJP executives to local business association events**, such as the Rotary, to provide updates on economic development progress.

Continue to build **local media support** by identifying local industry champions who can do on-going work with the SJP. These champions should provide media interviews on topics related to economic development.

STRATEGY: To create an internal support for business development: expanding and new

ACTIONS:

- 1) Conduct “How to Promote San Joaquin County” training workshops once a month for one year.
- 2) Have economic developers provide routine updates at local business association meetings and events.
- 3) Identify local industry champions.
- 4) Meet with the local press about a dedicated section for economic development stories.

Lead Entity: Chambers of Commerce

Convener: Stockton Chamber

Participant: cities within the county, San Joaquin County, San Joaquin Partnership, Chambers of Commerce

Marketing Recommendation Two: Create a message that clearly delivers the goal for business development throughout the County to target industries – Priority Code 1.

SJP will need to give overall direction to a county-wide strategy and industry needs, as well as relative competitive information. The primary concern is that the target industry message be concise and in-line with the strategic goals for the County, including addressing each city’s unique assets, alongside desired outcomes via the target industries.

STRATEGY: To clearly present San Joaquin County and each of the key cities to a targeted business audience

ACTIONS:

- 1) Convene and solicit input from the target industry groups
- 2) Define the marketing message for San Joaquin County, and define unique messages to each target industry group as appropriate
- 3) Engage outside resources as needed for creation/presentation
- 4) Develop a strategy for the implementation of the message (internal and external)

Lead Entity: San Joaquin Partnership

Convener: San Joaquin Partnership

Participant: cities within the county, Port of Stockton, Stockton / San Joaquin Airport, workforce providers, Business Council, Chambers of Commerce, San Joaquin County, Delta, Pacific, CSUS-Stanislaus, Unified School Districts, WorkNet, Wine Grape Commission

Marketing Recommendation Three: Market to target industry business executives to relocate in the County – Priority Code 1.

Growing local companies should be the priority, but the Partnership should continue its recruitment efforts, with a **need to attract new target industry businesses to the area**. Companies already located in California should be the first focus of this marketing effort and then select regional and national companies. The County should work to target both public and private companies with a focus on “divisions”/spin-offs/support businesses in the public market sector and complete companies and/or subsidiaries in the private sector.

The SJP should obtain mailing and email contact information for individual companies within the target industries and use the database for tracking marketing activity. The SJP should develop an **e-newsletter**, as well as other marketing/collateral materials, highlighting the County's assets for each City and each target industry, successes of local businesses within those industries, and benefits of having a business in the area.

Best practices for email marketing: the Michigan economic development corporation distributes a useful e-newsletter, the technology tri-corridor (<http://medc.michigan.org/ttc/>), to industry prospects highlighting assets and progress that make the area attractive to tech companies.

SJP and business leaders should attend selected **target industry association events and small-scale tradeshows** to personally sell the area to prospects and site selectors. The SJP should join industry associations supported by targeted decision-makers. Trade associations also provide economic developers industry trend information. In year two or three of receiving this strategy, SJP and County leaders should consider sponsoring industry events where it can get substantial attention and have one-to-one meetings with media and targeted business leaders.

Best Practices for Trade Show Marketing: State of Michigan – (<http://www.michigan.org>)

Another way to reach business executives is to travel to key geographies with a heavy concentration of target industry businesses that are likely to relocate to the region. These trips enable local leaders face time with prospects. (An outside firm may be needed to coordinate these missions, as well as FAM tours in the County. Any community's success in implementing this strategy is in the follow-up.)

Best Practices for FAM/Site Selector Tours: San Diego – (<http://www.sandiegobusiness.org>); Shreveport, LA – (<http://www.ci.shreveport.la.us/guide/index.htm>)

The SJP should also (once some activity has occurred in development related to these recommendations) host a private conference for 10 national site selectors who have strong relationships with the County's target industry businesses. Strive to host a conference in 2006 and then another in 2007. Make this a special occasion with a well-planned itinerary, high-quality accommodations, and tours of industry-specific business locations. Each site selector should have a personal tour guide. Plan to invest \$3,000 – 5,000 per site selector.

STRATEGY: To create the most direct and effective recruitment effort, particularly with target industry businesses through utilization of peers to promote & recruit

ACTIONS:

- 1) Identify target industry contacts or purchase a list per industry
- 2) Design and distribute an e-newsletter to prospects regularly (at least once a quarter).
- 3) Identify and attend selected target industry association events and tradeshow to personally sell the area.
- 4) Take at least one target industry mission each year.
- 5) Plan and host a site selector's conference in 2006 and 2007.
- 6) Develop a site selector's FAM tour of San Joaquin County.

Lead Entity: San Joaquin Partnership

Convener: San Joaquin Partnership

Participant: cities within the county, Chambers of Commerce, San Joaquin County, Port of Stockton, Stockton / San Joaquin Airport

Marketing Recommendation Four: Launch a campaign to retain and attract more young professionals – Priority Code 1.

Communities with a high percentage of college educated young professionals are attractive to expanding companies. San Joaquin County, as well as each of its cities, needs to attract and retain more young professionals. With increased focus in the target industries, younger workers will naturally be drawn to the area, but the county and each of the cities must work to keep them as a part of the community. Leadership programs in Stockton, Tracy, and Lodi will be a natural starting point for creating a young professionals network in the county.

STRATEGY: Continue to develop a workforce for future business growth and sustainability

ACTIONS:

- 1) Form a Young Professionals Network (YPN). Ideally, the Chamber would oversee the network.
- 2) Form an YPN board that provides insight to the Cities / Chambers about what this demographic desires in a community.
- 3) Empower this group to market to other young professionals.
- 4) Launch an YPN website with a calendar of future events and other relevant information that can be shared among this group.
- 5) Incorporate additional promotional activities, such as e-newsletters, direct mailers, and advertising (jointly execute with local Delta and Pacific).
- 6) Ask local businesses to support "interest" clubs; ex: wine club, canoe/kayak club, etc.

Best Practices – Young Professionals: Greater Binghamton, NY (<http://www.styp.org/index.php>); GenNEXT Council (<http://www.ac-chamber.org>)

Lead Entity: Stockton Chamber

Convener: Stockton Chamber

Participant: cities within the county, Delta, Pacific, San Joaquin Partnership

THREE: BUSINESS CLIMATE

GOAL: San Joaquin County works together and across city boundaries to nurture and help grow local businesses and attract companies within its target industry strategy that provide higher-quality jobs and long-term prosperity.

Determining the right balance between retention, recruitment, and entrepreneurship is a challenge all communities face. It is essential that San Joaquin County, the Partnership, and City stakeholders devote an appropriate amount of time to retaining local businesses, essentially its “existing customers.” When deciding what amount of time and energy should go into retention, recruitment, and entrepreneurship development, a good balance for San Joaquin County is 30%, 40%, and 30% respectively. The San Joaquin Partnership, as one component of the overall strategic plan, is still envisioned to focus a majority of its time and effort on the recruitment of businesses to the county, and stronger partnerships with local organizations and institutions will support the retention and entrepreneurship initiatives. The San Joaquin Partnership should focus its time on retention at 30%, recruitment at 60%, and entrepreneurship at 10%.

Geographic location, educational resources, and a strong pro-business attitude are among the county's top strengths. These strengths should be leveraged as selling points when promoting the area to local and new companies.

New strengths can also be generated. The SJP, the cities throughout the county, Delta College, Pacific, and other business-interest entities have the opportunity to create programming that furthers retention and development/recruitment efforts.

It is important for the county, each city, and all learning institutions to focus on ENTREPRENEURSHIP. Improvements to the entrepreneurial environment will benefit the area by creating new business owners, and the existing business community will gain, as well. This is also an area of operation that will leverage the proximity to one of the strongest entrepreneurial climates in the world, Silicon Valley. AE recommends support of entrepreneurship through specific programming to drive a major portion of economic development activities.

There are several programs as a part of the business climate strategy outlined below for recommended implementation. Entrepreneurship strategies are presenting in a later section.

Business Climate Recommendation One: Streamline development/permitting process – Priority Code 1.

Permits affect all aspects of business activity and a consistent, predictable, and efficient permitting process is critical to economic development. The growing requirements for permitting and fees in San Joaquin means that new investment faces more hurdles, ultimately increasing costs and delaying construction schedules. A productive process will assist the goals of the communities in San Joaquin, by incentivizing quality, appropriate land uses, and public benefits.

STRATEGY: Examine the existing permitting process for San Joaquin cities and determine new ways to clarify and simplify the development process.

ACTIONS:

- 1) Set up development review committees in cities that meet twice per year
- 2) Determine if a clear explanation of the permitting process exists (flowcharts, timelines, internal contacts)
- 3) Identify a development “champion” on city staff that will guide projects through the process
- 4) Require specific timelines for response by cities to development applications
- 5) Examine the development code to find new ways to simplify
- 6) Complete the development cost benchmarking study for San Joaquin’s competitors

Lead Entity: each City within County

Convener: each City within County, San Joaquin Partnership

Participant: Business Council, Chambers of Commerce, Development Community, San Joaquin Council of Governments

Business Climate Recommendation Two: Support Measure K: ½ cent sales tax; transportation infrastructure – Priority Code 1.

Measure K, a ½ cent sales tax for transportation, has been the vehicle that has allowed the county to meet many of the mass-transit system and road projects. ACE commuter train, regional transit networks and numerous highway and grade-separation projects exist only through Measure K. The Renewal of Measure K in 2006 following the adoption of the Regional Transportation Improvement Fee (R.T.I.F.) is essential to meet future transportation needs and impact air quality issues and quality of life.

Lead Entity: Chambers of Commerce, Business Council, San Joaquin Council of Governments

Convener: Chambers of Commerce, Business Council

Participant: San Joaquin Partnership, San Joaquin County, Development Community, Port of Stockton, each of the Cities in the County

Business Climate Recommendation Three: Create a downtown incentive package for each city – Priority Code 1.

In working to further establish each of the cities' downtown districts, it is recommended that SJP lead in the development of an incentives package. Each city would create its own set of criteria but would be influenced by the needs of the county, specifically the need for small and flexible office space, with consideration given for "tech" space in retrofitted warehouse and/or retail establishments.

The incentive package could range from free rent for a predetermined term, to reduced utility costs if building "green", to rebates on a per job created basis, or any combination thereof, in addition to creative solutions ex: child care credits for on-site daycare.

STRATEGY: To create in-demand space for entrepreneurial companies in areas which seek economic gain.

ACTIONS:

- 1) Meet with City leaders, and downtown groups as appropriate
- 2) Determine an overall strategy for development and promotion
- 3) Report what the city is doing to make these areas more attractive and profitable and reasons why downtown is a great place for doing business.
- 4) Implement a development strategy: financing, mentoring, workforce training, R&D, recruitment, business support
- 5) Meet with target-industry related businesses, first – ID potential end-users & assess needs
- 6) Establish a monthly downtown (business) newsletter
- 7) Create downtown-centric activities/festivals for year-round exposure & development
- 8) Consider creation of a Delta or Worknet Center in each downtown

Lead Entity: Each City within the County

Convener: Each City within the County

Participant: San Joaquin Partnership, Chambers of Commerce

Business Climate Recommendation Four: Create more International Trade through new initiatives – Priority Code 2.

San Joaquin enjoys strong distribution infrastructure (rail, port, highways) that will support the continued growth of foreign trade in bulk cargo. Future improvements to infrastructure must consider the competitive nature of global shipping, and address the new concerns by companies for security and reliability.

STRATEGY: San Joaquin increases its international exports and imports.

ACTIONS:

- 1) Work with the Port of Stockton to assess the long-term needs of existing Port customers and their future prospective customers

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- 2) Track activities at competitor ports in the U.S., particularly the smaller ports that are making sizeable investments to challenge the larger port cities (Los Angeles, Boston, etc).
 - 3) Identify new incentives that will attract more barge traffic to San Joaquin.
 - 4) Continue to work with Port officials to educate the local population of the Port's importance to the region's economic success.
 - 5) Work to attract new industries that will benefit from the Port.
 - 6) Strengthen the Partnership's knowledge of Foreign Trade issues to assist with local expansions and recruitment.

Lead Entity: Port of Stockton

Convener: Port of Stockton

Participant: Chambers of Commerce, Development Community, San Joaquin County, San Joaquin Partnership

Business Climate Recommendation Five: Create Business Support Services – Priority Code 2.

AE believes strongly in “true” business support services being in-place in a community, no matter its size. With the role of the SJP expanding to undertake multiple areas of economic development, and with a renewed spirit at the area Chambers, it seems appropriate and actionable if these type of programs are based at the Chambers.

These resources should be developed to leverage the area's assets (human capital) for both existing and start-up businesses and touted accordingly. The mere fact that these programs exist and function is a strong retention and recruitment tool for SJP and the County.

STRATEGY: To create needed business services, capitalizing on staff and support already in-place; creating a Center of Excellence at the Chambers, a model to be touted; and to create a tremendous tool for existing and prospective businesses (retention, expansion and recruitment)

ACTIONS:

- 1) Establish a SCORE office within one or more of the Chamber offices (previously discussed herein)
- 2) Create an international business center in downtown Stockton that would support the growth of businesses in the growing minority communities (e.g. Filipino). Services would include traditional small business services, as well as how to import/export from San Joaquin.
- 3) Create a county-wide speakers bureau – retirees, business owners, college and university professors, etc.
- 4) Have an on-site SBIC official at one or more of these offices
- 5) Create a **Young Professional's Network** through one, or more of these offices
- 6) Introduce international services through these offices: import/export services, manufacturing sourcing, links to translation services, general law practices information per country,

Best Practices: Cascadia Revolving Fund – Seattle, WA (<http://www.cascadiafund.org>); Dallas, TX – The Bill Priest Institute of Dallas County Community College District (<http://www.dcccd.edu/qfq/dir.html>); University of Wisconsin (<http://www.uwm.edu>); Fort Worth, TX International Center – (<http://www.fwic.com>).

Lead Entity: Chambers of Commerce

Convener: Delta College

Participant: Pacific, Port of Stockton, San Joaquin Co., Chambers of Commerce, San Joaquin Partnership

Business Climate Recommendation Six: Establish SCORE office(s) – Priority Code 3.

The SCORE Association, headquartered in Washington, D.C., is a nonprofit association dedicated to entrepreneurial education and the formation, growth and success of small businesses nationwide. SCORE's 10,500 volunteers have more than 600 business skills. Volunteers share their wisdom and lessons learned in business. Volunteers are typically working/retired business owners, executives, and corporate leaders.

Many counselors are virtual volunteers, providing online counseling directly from their homes or offices. Counselors come from a variety of occupations and backgrounds. Many volunteer counselors owned small businesses for years; others have worked for major firms such as 3M, General Electric, and Procter & Gamble. Counselors share a belief that small business owners are more likely to succeed if they have a business mentor to guide them.

It is recommended that the Chambers throughout the County work individually and jointly to determine the number of offices needed to serve the County, and then coordinate the efforts and programming in bringing this type of expertise to the community. SCORE offices will establish an entrepreneurial resource, while also engaging the community in building its own businesses for the future.

Lead Entity: Chambers of Commerce

Convener: Chambers of Commerce

Participant: San Joaquin Partnership

Business Climate Recommendation Seven: Form an angel network – Priority Code 3.

Funding for business start-ups is one of the biggest impediments to furthering entrepreneurship in the City. There are not many recognized angel or venture capitalists in the County. However the County is well-positioned geographically to recruit and attract money, and the area has many potential investors and donors that could come together if a plan were in place.

STRATEGY: To identify and shore-up private resources for businesses and business initiatives throughout the City and area

ACTIONS:

- 1) The SJP should to work to create a list of potential local angel investors.

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- 2) The SJP should host a special networking reception where the interest level of the invited potential investors in this angel network is gauged.
 - 3) The Mayor and SJP should welcome these individuals and speak to the importance of this strategy.
 - 4) As the Partnership implements the entrepreneurial recommendations in this plan, strive to have an annual event, ideally at the incubator.
 - 5) SJP and others should create and host an annual Venture Forum where individuals can present business plans to invited angel investors (this can be quite involved, with screening, etc.)

BEST PRACTICES: Oklahoma City, OK – Professional Economic Development Council, (<http://www.oedc.net>);
Angel Strategies (<http://www.angelstrategies.com>)

Lead Entity: Chambers of Commerce

Convener: Chambers of Commerce

Participant: San Joaquin Partnership, Business Council, Pacific, All Cities

FOUR: SITES & INFRASTRUCTURE

GOAL: Sites and infrastructure meet the needs of companies that are targeted and want to expand or locate in San Joaquin County.

When choosing a development location within a state or region, the availability of needed infrastructure is typically of primary importance. As infrastructure is available in almost every city across the country, business prospects will compare a region or city's infrastructure (availability and pricing) to competing markets. Sites and infrastructure are key to San Joaquin County's economic development strategy. With a need to move in some new directions for business development, sites and infrastructure must meet the needs of these business sectors.

Sites and Infrastructure Recommendation One: Commit to overall development of the Airport Master Plan, including development of a corporate campus – Priority Code 1.

AE believes strongly that **this is a major priority for the County**, as this commitment to a direction for the Airport will set the tone and outline the business direction for San Joaquin County as well. There are many elements and activities that will need to be addressed in making this a reality including those of a political nature. However, AE believes the County, the City of Stockton, and its citizens will benefit from this commitment; and it is believed that this will be an effort that will also generate a huge sense of pride for all those involved.

The *Stockton / San Joaquin Airport and Business Center* will be the beginning of "next level" for the County.

STRATEGY: To create a solid point-of-difference in business offerings in the area, while bolstering the County's image and "place" in aviation while simultaneously creating a needed business center, as well as an object of PRIDE for its citizenry.

ACTIONS:

- 1) Re-Zone the area to include light manufacturing and commercial/office
- 2) Set new zoning codes for buildings and enforce accordingly – including existing buildings (no "grandfathering")
- 3) Move forward with the Master Plan, including the development of the Corporate Campus
- 4) Market the Enterprise Zone designation – with various incentives (income tax credits, accelerated depreciation of equipment, 100% loss carry-forward) for businesses in target industries, with minimum employment and revenue numbers requirements
- 5) Develop the Aviation/Automotive Trades School on-site; discussed elsewhere in this document

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- 6) Build-out broadband infrastructure: High-Speed & Fiber Optics OR Wi-Fi
 - 7) Work with the existing FBO owner, or examine new ownership for a 24-hour FBO (might consider franchise: MillionAir – www.millionair.com) – if upgraded accordingly, this facility could house a business center; also look at Shell Aviation (<http://www.shell.com>) as a potential partner for upgrades/FBO services/funding/educational programs
 - 8) Create high-end/stylized entry/gateway to the Airport with appropriate signage
 - 9) Design and convert the existing terminal structure for more multi-functional purposes: conference and meeting rooms, business center (broadband, fax, phone) on lower level with Executive Suites on the second level available to local businesses with a reservations for in-coming businesses/executives
 - 10) Build-out the existing restaurant to a high-end/(private) restaurant and bar
 - 11) Undergo an overall beautification project for the area including walking trails to access airport structures/company buildings/new parks
 - 12) Install an on-site driving range (privately managed with a lease/ops fee back to City)
 - 13) Develop a flight school, as well as a parachute/jump school; in addition, create a facility for on-site maintenance training (see Education & Workforce Development recommendations)

Executive Airport Best Practices: There are several with much success – Addison Airport (<http://addisontexas.net>), Addison, Texas; Scottsdale Airport (<http://www.ci.scottsdale.az.us/airport>) Scottsdale, Arizona; West Memphis, AR (<http://www.ci.west-memphis.ar.us>)

Lead Entity: San Joaquin County

Convener: San Joaquin County

Participant: San Joaquin Partnership, Port of Stockton, City of Stockton, Development Community, San Joaquin Council of Governments, Business Council, all cities

Sites and Infrastructure Recommendation Two: Support & help execute the Port's Master Plan, including Rough & Ready Island for industry cluster development – Priority Code 1.

With the transfer of 1,433 acres of former naval property, the Port of Stockton remains the largest inland port west of the Mississippi and becomes the third largest port in California. The port maintains flexibility in planning, construction and modification of its facilities and equipment.

Other assets found at the port include its first class warehouse storage and handling facilities for both dry and liquid bulk materials, facilities and equipment to handle break-bulk and containerized cargoes by land or by sea. The port also boasts immediate access to two transcontinental railroads and is complemented by two loop railroads, one on-dock, for accommodating unit trains for export of coal, petroleum coke, and ores, plus consolidation of rail shipments of inbound and outbound steel coils.

All of these components place the port in an ideal position for domestic as well as national and international distribution.

The Port District has also been designated as a Foreign Trade Zone (FTZ), which includes sites located at the Port of Stockton, Rough and Ready Island, and the Stockton Municipal Airport. The zone offers users special advantages. For example, customs duties on imported goods entering the FTZ can be delayed until the cargo is removed from the zone. No duty is paid if the merchandise is exported directly from the zone.

Rough and Ready Island is poised to become an economic engine for Stockton, San Joaquin County, and beyond, now that the final 500 acres are under the Port of Stockton's control, and they have undergone engineering studies.

The port has a strategic plan that works well for long-term prosperity for San Joaquin County. While the bulk of the direct jobs and financial benefit will go to the City of Stockton, there will be jobs held by residents throughout the area, and the indirect benefits will permeate the county.

AE believes strongly that the county, and each of its cities, along with the higher education institutes and workforce interests should not only support the Master Plan of the Port but should take an active role in its execution. This should include the establishment of business units (ex: an office of WorkNet, Delta College participation in the recommended on-site Energy Center and Incubator) on-premise.

AE also recommends the creation of a business center on-site at the port, an expansion of existing services (to include: bank/ATM, money exchange, import/export services, broadband/Wi-Fi availability, conference center); various appropriate resources would need to be gathered to execute.

STRATEGY: To fully position the port and the county for current and future needs by businesses in the growing international marketplace.

ACTIONS:

- 1) The Port of Stockton would convene a meeting with involved and interested parties for the enunciation of the Master Plan with inputs from SJP regarding target industries and business opportunities, including their economic impact and expressing specific needs and potential solutions through county-wide efforts
- 2) Create joint strategies for developing international business
- 3) Create joint strategies for converting facilities at the port in accommodating target industries (including development of an energy center, discussed elsewhere in this document)
- 4) Create joint strategies and programs for workforce training/re-training
- 5) Develop a "needs assessment" relative to executing the Master Plan (including infrastructure installation, legislative support)
- 6) Assign parties to tasks associated with execution of the Plan, as well as legislative agendas
- 7) Work to create an on-site business center focused in export/import business services for local and partner companies that might use the facilities; particular service focus in target industries (ex: agricultural field office)
- 8) Create a marketing and public relations/public affairs campaign for the securing of public support, and private finance (as appropriate), including the development of training facilities

Best Practices – Port: Tacoma, WA (<http://www.portoftacoma.com>); Port of Florence – Florence, AL (<http://www.portofflorence.org>); Port of Oakland – (<http://www.portofoakland.com>).

Lead Entity: Port of Stockton

Convener: Port of Stockton

Participant: San Joaquin Partnership, Chambers of Commerce, WorkNet, City of Stockton, San Joaquin Council of Governments, Delta

Sites and Infrastructure Recommendation Three: Develop a plan for the 800 acre site near Stockton – Priority Code 1.

This is an important area of focus by SJP and the economic developers throughout the County. This site is one of the few mega-sites still undeveloped in California, giving the area a huge potential advantage in the recruitment of companies that would require such a site. California is increasingly lacking large mega-sites for manufacturing. However, the non-attainment status of much of California is a limitation, and San Joaquin is also non-attainment for some air pollutants, which will greatly delay the permitting process with the EPA (up to 18 months).

Despite potential barriers, it is important that the Partnership and the City of Stockton take a role in evaluating and promoting the highest/best use of this site. As the lead champion for job creation in the county, the San Joaquin Partnership is positioned to promote a development option that allows for the creation of new, high-paying jobs for this site. The Partnership and the City can provide assistance to the developer in creating employment centers (office, light industrial) within the site by marketing and providing some infrastructure investments to “ready” the site.

One possibility is to phase the development of the site in a way to allow a large site to remain that would suit a light manufacturer or technology facility. With developer support, there should be a commitment to marketing the site to corporate prospects. There will be a much greater and positive economic impact from keeping this site intact and marketing it for corporate use, and designing a mixed use plan will allow flexibility to align with market demands.

STRATEGY: To create a point-of-difference for this site and exploit its existence to highest/best use business opportunities; upgrade it to meet existing and future needs by end-users

ACTIONS:

- 1) Hire someone to determine site development options
- 2) Determine landowner’s preferred development plan for the property
- 3) Talk with area commercial developers about perceived area needs
- 4) Meet with the State’s Land Office to determine what needs may exist at the State level
- 5) Review target industries for cross-over opportunity
- 6) With assessment, and direction for the property determined, create a budget for infrastructure and “readying” the property for market
- 7) Generate funding for infrastructure development
- 8) Begin marketing the property

Best Practices Business/Industrial Park: Midlothian, Texas (Railport) (<http://www.midlothian-texas.org>); DeSoto County Industrial Park – North Mississippi (<http://www.desotoms.com>); Ardmore, OK (<http://www.ardmorecity.com>); Tupelo, MS (<http://www.ci.tupelo.ms.us>); Enterprise South Industrial Park – Chattanooga, TN (<http://www.chattanooga-chamber.com>) San Antonio, TX – Toyota Plant (<http://www.sanantoniochamber.org>)

Lead Entity: City of Stockton
Convener: San Joaquin Partnership
Participant: Landowner, San Joaquin Partnership, Chambers of Commerce, San Joaquin County, Development Community, Private Developer, Pacific

Sites and Infrastructure Recommendation Four: Continue to support the development and growth of San Joaquin County business parks and work with the individual communities for a diversity of Business Center development – Priority Code 1.

The communities of San Joaquin County enjoy significant acreage available for industrial and office development, and direct access to the Bay Area influence. Lower costs and a growing commuter workforce will further enhance the city's ability to recruit new employers. Continue to support the growth of business parks through marketing and planning initiatives.

Tracy/Gateway

This 500-acre planned Business Park provides a high-end campus environment as a gateway to the San Joaquin Valley. The campus is designed around lakes, open space and a golf course.

Mountain House Business Center

This 250-acre mixed commercial, office and research/development center provides immediate exposure to the Bay Area and is supported by the Tracy campus of Delta College. This Center provides both a service center and employment center for the new town, Mountain House.

Manteca/Tara Business Park

The City of Manteca has planned a 600-acre campus environment business Park focused on office and technology development. This Business Park is adjacent to Highway 120 immediately to the east of I-5.

Manteca/Lifestyle Center

This City has an opportunity to create a center that creates the urban living spaces. Many people want: mixed-use, self-contained area that showcases local and chain businesses in a resident-friendly environment

Lathrop/River Island

It is critical that the City and area developers coordinate with the developers of River Island. This development will set the tone for the Lathrop business community, and the types of businesses that grow in the City.

Ripon/Gateway

There is a need for County designation at most of the "entry points"; Ripon is particularly important given its location relative to business development potential

Ripon/Business Parks

There should be an effort to re-address some of the industrial development which is going on in the City – controlling its “creep” through the redesignation of those areas to Business Parks, with zoning requirements focused on commercial/office to (now) blend and “overtake” the industrial footprint in those areas

Escalon Business Center

A planned mixed use Business Park provides an entry to the City of Escalon with retail, office and light industrial uses planned within its 200 acres.

STRATEGY: To make available spaces and locations for businesses throughout the County, diversifying the tax base in each community, and creating opportunity for local residents

ACTIONS:

- 1) Create a city team per area for development/redevelopment activity
- 2) Create parameters and criteria for incentive packages related to the determined build-out, focused on relocation
- 3) Fund an “Existing Business Expansion Fund” for this effort (ex: support the cost of the actual move, underwrite building improvements/expansion, underwrite utility hook-ups & term cost)
- 4) Create a public awareness campaign for each of the initiatives (support & funding)
- 5) Solicit the support of local commercial developers for implementation
- 6) Solicit the support of citizens through IDEAS CONTESTS for each “center”

Lead Entity: Cities/Mountain House per the project

Convener: Cities/Mountain House per the project

Participant: San Joaquin Partnership, Development Community, San Joaquin County, Chambers (as appropriate)

Sites and Infrastructure Recommendation Six: Downtown Redevelopment – Priority Code 1 and 2.

NEW URBANISM promotes the creation and restoration of diverse, walkable, compact, vibrant, mixed-use communities composed of the same components as conventional development but assembled in the form of complete integrated communities. These contain housing, work places, shops, entertainment, schools, parks, and civic facilities essential to the daily lives of the residents, all within easy walking distance of each other.

Urban living is rapidly becoming the new hip and modern way for people of all ages to live. New Urbanism involves fixing and infilling cities, as well as the creation of compact new towns and villages.

The principles of New Urbanism can be applied increasingly to projects at the full range of scales from a single building to an entire community. They include walkability, connectivity, mixed-use and diversity, mixed housing, quality architecture and urban design, traditional neighborhood structure, increased density, smart transportation, sustainability, and quality of life. Taken together these add up to a high quality of life well worth living, and create places that enrich, uplift, and inspire the human spirit.

Downtown redevelopment done “right” not only helps create an overall positive image for the community, it also creates business spaces of the type desired in moving toward a higher quality of job and worker and creates ADDITIONAL REVENUE through: 1) capturing additional dollars from citizenry, and 2) capturing dollars from surrounding areas – visitors/tourism/shoppers.

AE strongly believes that this is just as much a “sites” consideration for each of the cities in San Joaquin County, as it is a part of the needs of the business community, as well as a need for improved quality of life.

- Lodi and Stockton have made tremendous strides in **downtown revitalization** in the county. The other cities must take their lead; BUT each city must set its own priorities and criteria, creating unique offerings and character to the development. The main aspect of all this development is the need for mixed-use: retail, commercial, service businesses, restaurants, fitness facilities, daycare, parks, public art, galleries, open space, bike paths/storage, performance centers (indoor and out), and water features. All of these elements and others will give credibility to the area, as well as viability and vitality. (Priority Code 1)
- **Stockton’s waterfront** is a project specific to one city within the county, but its benefits reach to all residents of the county and beyond. Stockton should create a waterfront project that expands its work surrounding the ballpark area and nestled close to downtown to incorporate the “boatyard” area. The boatyard area could become “**The Boatyard**” featuring restaurants, boutiques, a small marina, redeveloped warehouses for businesses and shops, small businesses in rezoned housing areas, pedestrian-friendly environment, all with a nautical theme. This effort would attract residents and visitors to a quaint fishing village-type atmosphere, creating interest in the area, as well as revenue. (Priority Code 1)
- **Pan Pacific District** – this could be created around the existing building and façade in downtown Stockton, located near the freeway and the river. There is already a Filipino area - an informal business district. The Asian-influenced building needs renovation and build-out in for its lower-level shops, which could all be helped with a BOA or other major banks’ international/small business programming. This design influence could take in at least one other block downtown and could spread through public art and garden development in that same area. The Asian influence and heritage is known throughout northern California; Stockton and San Joaquin County also can boast of this. This area in downtown Stockton is ready for banking and chamber support for the **creation of a landmark business and cultural area**. (Priority Code 2)

STRATEGY: To advance business and unique character and cultural throughout the central business districts of each of the county’s cities in expanding support and amenities to area residents.

ACTIONS:

- 1) Create a downtown partnership for the oversight of all things downtown – sites/infrastructure/development/funds, etc.
- 2) Create a Master Plan for downtown (and CBD) – per city
- 3) Update zoning codes and ordinances to rehabilitate, update and upgrade buildings and facades
- 4) Create an opportunity zone (short-lived) for the purposes of stimulating business activity and growth in the downtown area
- 5) Bring a trunk line for broadband to downtown; and create Wi-Fi hotspots

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- 6) Work to attract (use grant writer) state and federal dollars for revitalization (ex: Main Street)
 - 7) Think: unique and specialty shopping, mixed demographics, mixed use
 - 8) Create store-front retail business opportunities, as well as upper level offices and executive suites-type space for small businesses

See: "Quality of Life" for further recommendations.

Best Practices: Seaside, FL (<http://www.theseasideinstitute.org>); Kentlands, Wash DC (<http://www.kentlandsusa.com>); AQUA – Miami Beach, FL (<http://www.aqua.net>); Tacoma, WA (<http://www.tacomachamber.org>); Toronto – (<http://www.towaterfront.ca/>); Lafayette, Louisiana (<http://www.lafayettela.com>); Oxford, MS (<http://www.oxfordms.com>); Reno, NV (<http://www.reno.com>); Portland, OR (<http://www.travelportland.com>); Oklahoma City, OK/Bricktown – (<http://www.visitokc.com>)

Lead Entity: Individual Cities within the County per project

Convener: Individual Cities within the County per project

Participant: San Joaquin Partnership, Development Community; Pacific, CSUS-Stanislaus, Chambers of Commerce, Arts Council, Port of Stockton, Filipino Community

FIVE: ENTREPRENEURSHIP

GOAL: To improve the entrepreneurial environment in San Joaquin County through new programming.

A critical aspect of building sustainable economic competitiveness is linking economic performance with entrepreneurial activities. The stimulation of entrepreneurship through the formation and development of new commercial businesses and social enterprises can play a key role in employing underutilized resources in the county, and providing new opportunities for transitioning workers or new entrants to the workforce.

The entrepreneur in the community is a primary contributor and mobilizer of resources to develop the economy, a provider of employment for others, and a stabilizing factor in the society. The following are some of the major benefits of entrepreneurship:

- ✓ Provide a productive outlet for energies of enterprising and energetic people
- ✓ Creation of jobs at relatively low capital cost, especially in the fast growing service sector.
- ✓ Development of a pool of skilled and semi skilled workers who are the base for industrial expansion
- ✓ Small businesses are a source of innovation in products, services and techniques
- ✓ Contributing to increased participation of all communities in the economic activities of the region.
- ✓ Serve a social function by creating career opportunities and upward social mobility, and by preserving, in many instances, a set of values increasingly needed in these days of large impersonal firm

Entrepreneurship should be viewed as a career path that all San Joaquin residents can pursue. Like any discipline, with proper education and resources, individuals can learn to be successful entrepreneurs.

Entrepreneurship Recommendation One: Form an entrepreneur team – Priority Code 1.

The SJP should invite five top entrepreneurs with current operations in the county to serve on this team. The primary purpose of this group is to advise the SJP and Chamber (other organizations as appropriate) and help champion this effort. These individuals will provide valuable input on how to assist small and start-up companies and serve as role models for entrepreneurs.

STRATEGY: To create a “focus” on the importance of entrepreneurs for the County’s future, while leveraging this knowledge base and creating a “story” for the area for recruitment

ACTIONS:

- 1) The SJP should form an entrepreneur team.

-
- 2) Meet with these individuals to set a strategy and calendar for speaking/activities.
 - 3) Ask these individuals to meet with SJP (and others) on a quarterly basis to provide insight for continued improvement to its environment for entrepreneurial success.
 - 4) Inform the community of the SJP's effort to cultivate and improve resources for entrepreneurs.

Lead Entity: Chambers of Commerce

Convener: San Joaquin Partnership

Participant: Business Council, Delta College, Pacific, CSUS-Stanislaus

Entrepreneurship Recommendation Two: Create incubators in the County – Priority Code 2.

San Joaquin County and its individual cities will greatly benefit by having an incubator that encourages and assists citizens in starting their own businesses. This is also an ideal project for requesting EDA funding. An incubator, also commonly called a business accelerator, is a facility that educates and supports people in their business pursuit.

The incubators should be closely tied with Delta, Pacific, and nearby institutions of higher learning including UC-Sacramento, UC-Davis, and UC-Merced, offering shared resources including: office space, computer equipment, and labs as needed. If designed as such, these facilities can also become a community gathering place for after-hours networking events. The guidance and funding should come from the private sector with the emphasis of commercialization being in the target industry sectors. **The success of a program like this relies on a collaborative effort between the private sector, higher learning institutions, and the public sector.**

The Consortium for Entrepreneurship Education (<http://www.entre-ed.org>) is a resource for economic development leaders for these type programs. Additionally, time should be spent exploring programs available through The Kauffman Foundation (<http://www.kauffman.org>). SJP should also review membership programs available through the National Business Incubator Association (<http://www.nbia.org>) for creating direction and organizing resources for the creation of incubators in the area.

The Partnership should incorporate incubator information onto its website, contain an inventory of the County's entrepreneurship resources, and link it to the economic development-related and workforce development-related organization's site.

The recommended incubators include: a biotechnology incubator in Tracy; an agbiotech incubator coordinated with Delta College located in Lodi, and an energy incubator as a component of the proposed energy center located at the port.

SJP and the County are fortunate to have an invaluable tool at its disposal: the **INVENTION EVALUATION SERVICE** at Pacific. It is led by a dynamic professor, Dr. Cynthia Wagner Weick, who works in the Eberhardt School of Business. This can be immediately incorporated into the "tools" SJP can offer the area's existing, and targeted businesses.

STRATEGY: To further encourage and support home-grown business, with an emphasis in the target industry areas.

ACTIONS:

- 1) The SJP, entrepreneur team, Delta, Pacific, and the proposed SCORE chapter should research and visit best-in-class incubator facilities.
- 2) Work with existing incubator programs for extended effort and/or "lessons"
- 3) Campaign to obtain private and public funding and decide on the ideal location (near colleges or universities). This could be the next major public / private funded project.
- 4) Develop a building plan – consider the port and industrial parks as potential sites
- 5) Set them up as 501c3's, with a board
- 6) Hire an executive director to oversee operation of the facility.
- 7) Identify facility tools, support systems, and equipment needs to create desired activity.
- 8) Have a grand opening and invite the community to join in the celebration.
- 9) Build and launch an incubator / entrepreneurial resources website.
- 10) Promote locally and throughout the region.
- 11) Create a position (possible cross-over with City) for a grant writer to continuously look for additional funding through state and federal sources (target industry focused)
- 12) Identify someone as a "fundraiser", working primarily with angel investors and venture capital firms to regularly update them as to findings, etc (working for additional funding)

There are many successful incubators from which San Joaquin County can learn strategies and programming as it moves forward.

- McClellan Technology Incubator (<http://www.mtisac.com/>) in Sacramento, California
- Blue Ridge Business Development Center (<http://blueridgebdc.org/>) in Alleghany County, North Carolina
- Center for Entrepreneurial Growth and Technology Innovation (CEGTI) at Lane College (<http://www.lanecollege.edu>)
- Santa Fe Business Incubator (<http://sfbi.net/>) in Santa Fe, New Mexico
- Austin Technology Incubator (<http://ati.ic2.org/>) in Austin, Texas
- Oklahoma Center for Advancement & Technology (<http://www.ocast.state.ok.us>)

Lead Entity: Delta College, Pacific

Convener: San Joaquin Partnership

Participant: Chambers of Commerce, Stockton, Lodi, Tracy, CSUS-Stanislaus, Wine Grape Commission

Entrepreneurship Recommendation Three: Form a scholarship fund and start a business plan competition at Delta and Pacific – Priority Code 3.

A highly successful, nationally-recognized business plan competition exists at UT/Austin-McCombs Business School. In this instance, the "winners" actually receive funding for their plans. This competition could be emulated by the Unified Schools in the County with the "winner" receiving a scholarship. The UT program is known as MOOT CORP (<http://www.mootcorp.org>). This action would be an ideal first project for the county's new angel network to fund.

STRATEGY: To reach the area's youth from the business community, creating the beginnings of their future in the area and encouraging business and entrepreneurship "thinking"

ACTIONS:

- 1) The SJP with the Angel Network should establish a scholarship fund.
- 2) Approach Delta and Pacific for support and implementation.
- 3) Publicize throughout the County and school system.
- 4) Host an annual entrepreneurial conference/competition and award winners.

Lead Entity: Delta College, Pacific

Convener: Delta College

Participant: San Joaquin Partnership, Chambers of Commerce, San Joaquin County, school system

Entrepreneurship Recommendation Four: Create a youth entrepreneurship program teaching young people about this career option and what it takes to be a successful company owner – Priority Code 3.

In the future, entrepreneurship will be responsible for more than 70 percent of economic development in the U.S. As manufacturing jobs continue to be lost to overseas competition, the U.S. economy will be driven even more by the success of small businesses. It is critical, therefore, to be preparing today's workforce for a future in which they create their own jobs, rather than expecting a job with a large employer to be waiting for them when they graduate or transition into a new career.

All K-12 school programming and investment should have an entrepreneurial mindset. Seven out of ten high school students want to start their own businesses according to the first national Gallup poll on entrepreneurship education commissioned and co-developed by the Center for Entrepreneurial Leadership (CEL) of the Ewing Marion Kauffman Foundation [1994].

Young people no longer believe that Corporate America will take care of them. Today's high school students watched their parents invest years of hard work and loyalty in companies that promised career growth and security in return. These same youngsters are observing in dismay as corporation after corporation downsizes its workforce and drastically abandons the assumptions that used to constitute the unwritten contract between the long-term employee and the corporate employer.

STRATEGY: To reach out to the area's youth, and create a training ground for business(es)/people

ACTIONS:

- 1) Start a school mentor program in junior high and high schools.
- 2) Energize the San Joaquin **Junior Achievement** program (<http://stockton.ja.org>)
- 3) Start a summer entrepreneurship training program for teachers.
- 4) Incorporate entrepreneurship course work in schools.

Best Practices: Ewing Marion Kauffman Foundation/Center for Entrepreneurial Leadership – (<http://www.kauffman.org>), Junior Achievement – (<http://www.ja.org>);

Lead Entity: San Joaquin County Office of Education

Convener: San Joaquin Partnership

Participant: Worknet, Chambers of Commerce, Pacific, Delta College, school system

Entrepreneurship Recommendation Five: Expand Funding Availability in the County relating to Angel Investors and Venture Capital – Priority Code 2.

A critical aspect of building sustainable economic competitiveness is building a strong financial network that will encourage entrepreneurs to create new businesses. The stimulation of entrepreneurship through the formation and development of new commercial businesses and social enterprises can play a key role in San Joaquin County's future.

Entrepreneurs are economic engines of the community. They are employers, people who mobilize economic resources and stimulate further economic activity because of their efforts, and serve as stabilizing factors in a community. They provide several major benefits:

- They create jobs at relatively low capital cost, especially in the fast growing service sector.
- They serve as a source of innovation in products, services, and techniques.
- They provide a productive outlet for the energies of enterprising and energetic people.
- They develop a pool of skilled workers who serve as the basis of industrial expansion.
- They contribute to the increased participation of all communities in the economic activities of a region.
- They serve an important social function by creating new career opportunities, fast upward social mobility, and in many instances preserve a set of community values.

STRATEGY: To expand financing availability to entrepreneurs through Angel Investors and Venture Capital firms.

ACTIONS:

- 13) Support the formation of an angel investor network in San Joaquin County.
- 14) Work with the county's banks to market existing loan programs
- 15) Educate local banks on the best way to support small and start up companies

Lead Entity: Chambers of Commerce, Pacific

Convener: Chambers of Commerce, Pacific

Participant: Chambers of Commerce, Pacific

SEVEN: TOURISM

GOAL: San Joaquin County to recognize and expand tourism as an economic driver focused on areas such as the wine industry, agri-tourism, and the Delta waterways, as well as entertainment, cultural events, and authentic venues.

Tourism is an important part of the San Joaquin economy and is a significant segment of the overall California economy. Tourism amenities and marketing campaigns benefit all residents and workers, and enhance the external image of the County.

The recommendations offered within this section are aimed at enhancing the tourism assets of the county.

By investing in quality of life amenities, the county will also be able to target specific tourists. This will generate additional revenue and work to achieve synergistic returns in economic development. Tourism promotion should connect to the economic development marketing activities aimed toward businesses. Co-branding is now a key component to external promotion.

Tourism Recommendation One: Focus on expanding tourism resources and linking divergent segments of activities promoting tourism. – Priority Code 1.

San Joaquin County boasts an ever-increasing tourist industry based on a wide variety of resources and interests; led by our natural assets such as the Delta waterways and agri-tourism, most notably the wine industry. These base tourist attractors have been augmented by local festivals focused on our agricultural base i.e.: Asparagus Festival, Dry Bean Festival, Almond Blossom, Pumpkin and many others.

Today we see the expansions of tourisms focused on athletics through our schools and universities, professional sports covering baseball and ice hockey, as well as indoor soccer and arena football, these being focused in downtown Stockton and its renaissance with its economic foundation being regional in scope. In addition to professional athletics, the continued expansion of amateur sports and regional facilities to attract and support their participants provide an additional dimension as a catalyst for tourism.

It is recommended that additional emphasis and financial support be given to the build-out of tourism-related activities throughout San Joaquin County. Specific recommendations include:

- Support and expand the downtown Stockton sports & entertainment complex
- Support the baseball complex “Field of Dreams” in the City of Manteca.
- Development of the regional sports complex in Ripon
- Support and expand retail activities related to the tourism activities such as the Bass Pro Shop in Manteca

Lead Entity: Each city within county, Chambers of Commerce

Convener: Chambers of Commerce

Participant: Wine Grape Commission, Convention & Visitors Bureaus, DTAT- Stockton, Major venue operators and associations

Tourism Recommendation Two: Expand and encourage the development of wine tourism – Priority Code 1.

Tourism based on the wealth of our agricultural base creates an economic benefit to San Joaquin County's core industry, agriculture, which builds a new and competitive industry surrounding the development of quality wines.

Sustaining high value viticulture provides a quality of life for the region with productive open space and the sustaining of community identity in Lodi as well as the development of a cultural value that parallels the success of the Napa Valley.

The economic potential is multiplied beyond the larger scale wineries to the burgeoning boutique wineries, hotel-motel services, food establishments and ancillary support services. The uniqueness of the Lodi-Woodbridge Appalachia provides the foundation for this distinctive opportunity.

STRATEGY: Develop a coordinated program between the private sector, City of Lodi, City of Stockton and San Joaquin County to support programs to sustain and expand the Lodi area wine tourism industry.

ACTIONS:

- 1) Protect the Lodi-Woodbridge Appalachia agricultural area from fragmentation and intrusion beyond the communities' adopted general plans.
- 2) Encourage the establishment of boutique wineries
- 3) Develop linkages between wine tourism and other areas of recreation, entertainment and sports

Best Practices – Wine: Napa Valley (<http://www.napavalley.com>);

Lead Entity: Wine Grape Commission

Convener: Wine Grape Commission

Participant: Lodi Chamber, Stockton Chamber, Cities of Lodi and Stockton, San Joaquin County, Delta College

Tourism Recommendation Three: Create incentives for the development of more entertainment venues – Priority Code 2.

AE recognizes the need for entertainment venues for both the locals and for a regional draw, and it is also a great “tool” in business development/recruitment. There needs to be a “lifestyle” in which business owners and employees can be a part. This development will help strengthen the County and each of its cities as a “hub” for living, while (again) creating entrepreneurial opportunities.

STRATEGY: Work to improve the quality of life throughout the County, while capturing incremental dollars through the development of additional entertainment venues.

ACTIONS:

- 1) Create one or more “entertainment districts” in which incentives and promotion can occur
- 2) Create an ad hoc committee for the purposes of fully identifying specific entertainment venues desired and their potential location (ex: The Boatyard – converting businesses on the riverfront, creating an “entertainment district” with good visibility)
- 3) Generate a package of incentives for the purposes of stimulating interest in creating new venues; ex: waive permitting fees, offer 1-6 months free rent, offer finish-out allocations to committee-determined specifications – all done in cooperation with private owners/investors, with support
- 4) Create with the Chamber a Grand Opening package that includes underwritten advertising, opening week celebrations and “hoopla”, 1-2 Chamber functions at facility during year one (as appropriate), etc – to be supported through funds & community cooperation
- 5) Create an Entertainment Guide for the County

Best Practices: Lubbock, Texas – The Depot (<http://www.lubbockhospitality.net>); Cleveland, OH – The Flats (<http://www.voiceoftheflats.org>); Oklahoma City, OK – Bricktown (<http://www.okccvb.org/special/bricktown.htm>);

Lead Entity: Each city within county, Chambers of Commerce

Convener: Each city within county, Chambers of Commerce

Participant: San Joaquin County

SEVEN: EDUCATION & WORKFORCE DEVELOPMENT

GOAL: Improve the education product and level of student participation/achievement through the development of new learning programs throughout the County.

Increasingly, education and workforce development are seen as leading contributors to economic development. Unfortunately, San Joaquin County as a whole has weak K-12 school scores. This is considered by businesses in making decisions regarding growth and expansion. Two of the unified districts are doing well, however, and a highly reputable community college, as well as a high-profile university program, exists. Efforts must take place to improve upon the current situation, and this improved level must then be maintained and leveraged to support the growth of the target industries.

Education and workforce development recommendations are being made to help the County achieve the following three goals:

1. The County will promote its strength in higher education, understanding that education performance is a leading contributor to business expansion, start-ups, and recruitment.
2. Educational and workforce development programs will be well-coordinated, providing services that are in tune with the needs of the area's targeted business sectors.
3. The County's workforce development programs will offer advancement opportunities for all individuals, leading to an increase in young professionals who remain in, or relocate to the area.

One of the reasons the County's recommended target industries were selected was because they contain a wide variety of occupations and ample opportunity for workers to advance their careers. Additionally the target industries were chosen as an effort to leverage existing assets throughout the County, while optimizing trends on a regional and national/global level.

Workforce and economic development are closely linked. A strong workforce leads to business recruitment. A strong industry base generates a workforce that leads to entrepreneurship and long-term economic growth. A strong pool of workers is critical to business expansion and recruitment, industrial diversification, and increasing the population of young professionals.

Education & Workforce Development Recommendation One: Support Delta College's multiple campus strategy with new campuses in Lodi, Tracy/Mountain House and Manteca – financing and programming – Priority Code 1.

STRATEGY: Further strengthen the applied technology programs linked to target industries and focus for the county through support of a needed program, with education benefits and opportunities for the development of industry-wide use technologies and benefit.

ACTIONS:

- 1) The City of Lodi should lead the effort in establishing the north district campus
- 2) The City and Delta should continue their work together for its creation/execution
- 3) The Wine-Grape Commission should take an active role in its creation, generally and working for the inclusion of research/technologies/programs supporting viticulture
- 4) The Tracy/Mountain House southwest campus designed to emphasize biotechnology should be supported by both communities.
- 5) The Manteca southeast campus has been considered a focal point of agriculture, agri -business and agri-biotechnology and should be supported in its full development.
- 6) Delta should solicit the support of WorkNet as needed for execution of training programs, and learn-to-work programming
- 7) SJP should work with all parties for the understanding of needs of the industry overall, for help in company recruitment (upstream/downstream, suppliers)
- 8) The Business Council should participate to have an understanding of any industry issues for which "action" needs to be taken on behalf of the industry in working to make sure the industry doesn't have roadblocks to growth

Lead Entity: City of Lodi, City of Tracy, City of Manteca, Mountain House

Convener: City of Lodi, City of Tracy, City of Manteca, Mountain House

Participant: San Joaquin Partnership, Business Council, Chambers of Commerce, Delta College, Wine-Grape Commission

Education & Workforce Development Recommendation Two: Make sure that Delta's, Pacific's, and workforce development programs are complementary to the needs of Target Industry companies – Priority Code 1.

San Joaquin County needs to continue to create a qualified workforce of the future. By reviewing the list of target industries presented in this plan, workforce providers (WorkNet, colleges, K-12 educators) can begin to better adapt its workforce development programs to train people individuals in those skills most demanded by targeted companies.

Lead Entity: Delta College, Pacific

Convener: San Joaquin Partnership
Participant: Unified Schools Districts, Chambers of Commerce, CSUS-Stanislaus, WorkNet, San Joaquin County Office of Education

Education & Workforce Development Recommendation Three: Improve the readiness and ability of public school students throughout the County to succeed in the workforce – Priority Code 1.

Basic education should be considered the foundation of successful economic development. Those regions across the U.S. who have invested in basic education are also the most successful in growing high tech, high wage employers. The two go hand-in-hand.

As identified in the Community Assessment, San Joaquin County has made improvements in its public school system and educational attainment of the adult population is rising. However, more can be done to improve education levels to U.S. and California averages. It is essential that San Joaquin County invest in the core of its K-12 education system. This investment will have much greater payoff long term by providing a qualified workforce for current and relocating employers, as well as generating a positive spirit across the community. Businesses in the target industries that have been recommended by AE demand that the best possible K-12 education system and workforce training programs are in place that are preparing the workforce to succeed. A strong education system will also ensure that the county will be able to recruit and retain young professionals who demand that their children receive excellent education. It also shows them that the community is willing to invest in itself, its future, and therefore will support them into the future.

Lead Entity: Unified School Districts
Convener: Unified School Districts
Participant: San Joaquin Partnership, cities within the County, Worknet, Pacific, Delta, CSUS-Stanislaus, San Joaquin County Office of Education, Stockton Chamber of Commerce

Education & Workforce Development Recommendation Four: Make the County's high schools leading edge - Priority Code 1.

Develop and support certification programs in high schools that connect to emerging target industries and jobs of the future:

- Tracy/bio program
- Ripon's crime lab
- Certification/vo-tech: avionics viticulture, radiologic technologist, vascular technologist, nuclear medicine technologist
- CSUS-Stanislaus/Computer Science Degree

One example of a certification program that has received accolades across the country is the CART program in neighboring Fresno, CA. The Center for Advanced Research and Technology (www.cart.org) is the most comprehensive, state-of-the-art education reform effort at the secondary level to date. The CART combines rigorous academics with technical, design, process, entrepreneurial, and critical thinking skills. AE recommends that San Joaquin work to develop programs similar to this initiative to improve its overall high school learning and link the students in the program to entrepreneur initiatives.

The Fresno program busses eleventh and twelfth grade students from the Clovis and Fresno Unified School Districts to CART where they attend half-day classes in one of the laboratories taught by teams of instructors from both education and business. The partnership between the school districts creates a unique opportunity to make systemic change in education and positively influence the future of all students in the San Joaquin Valley, a rapidly expanding economic area for high-tech business and agricultural firms.

CART provides a state-of-the-art research and technology facility where students design and complete projects in collaboration with partners from the local, national, and international business community. Through learning plans, individualized attention, and a coordinated sequence of projects, CART students explore the variety of ways they can achieve their career goals. Working with business partners, teachers, and parents, students design a program of study that qualifies them to pursue the post-secondary path of their choice from entry-level positions to industry certification to university admission. With the knowledge, skills, and support they receive, students leave CART ready to launch their careers.

CART began with the development of a foundation, a non-profit arm for the Center that could receive donations and grants. However, a majority of its funding is now from business partners who receive technical assistance from students at CART.

STRATEGY: As above, to further strengthen the potential workforce and create high-impact outcomes while supporting the youth of the County and their education

Lead Entity: Unified School District, County Office of Education, WorkNet

Convener: San Joaquin Partnership

Participant: each City involved, San Joaquin County, Business Council, Delta, Pacific, CSUS-Stanislaus

Education and Workforce Development Recommendation Five: Develop Specific Programming and open communication with the region's Technical Schools (ex: ITT/Lathrop) – Priority Code 2.

Private technical schools will play an increasing role in the future of workforce training. As students explore new alternatives to traditional high schools, they will seek new job training services that deliver immediate skills that help them get jobs. Private training schools are growing much faster than traditional universities and even community colleges. Case in point: the University of Phoenix is the fastest growing school in the world today, allow students to take classes remotely from anywhere in the world.

San Joaquin County and its cities should support the growth of new education alternatives to today's youth and retraining adults. Lathrop should promote the adoption of new programs at its ITT campus that support the area's future industry targets.

Lead Entity: City of Lathrop

Convener: City of Lathrop

Participant: San Joaquin Partnership, Chambers of Commerce, WorkNet, ITT

Education and Workforce Development Recommendation Six: Create Internships – Priority Code 2.

This is also a fairly simple effort in the overall development of a “ready” workforce. This would target the high schools but could also be implemented in a re-training/adult education program. The county should focus on those businesses in the target industry categories for the development of this program with the school district or simply work with employers to proactively pursue students (or adults) for internships. This effort can be developed/managed/evaluated fairly simply on a per city basis. Tracy has already initiated an internship program through its chamber of commerce.

STRATEGY: To create interest, and potential jobs for youth and (re-trained) adults within the community.

ACTIONS:

- 1) Call a meeting with the school district for evaluation/development
- 2) Contact those businesses in the target industry categories to assess level of interest
- 3) work with Delta, and/or technical school(s) to assemble “curriculum” and evaluation for the school-supported program; coordinate all with WorkNet
- 4) create a job bank for the internships
- 5) create a set-up/office for dissemination of information – re: jobs available (per City)
- 6) assign a “sponsor”/faculty advisor/counselor to oversee implementation of the program
- 7) determine a business community representative via the Chamber for oversight by the business community
- 8) set the program for a Fall '06 start
- 9) begin work on a similar (with pay) Summer program

Lead Entity: Unified School District, WorkNet

Convener: Unified School District

Participant: each City involved, San Joaquin County, Delta, Pacific, CSUS-Stanislaus, Chambers of Commerce

Education & Workforce Development Recommendation Seven: Promote the funding of an aviation/automotive trade school – Priority Code 1.

With a need for alternative career options, this is a great concept to pursue. Invite Delta, Pacific, and corporate executives in this industry to become involved in this project and discuss the feasibility of creating this program. The SJP should invite local workforce developers, including those from Delta and Pacific, as well as those from the State, to collaborate on this initiative and help define the program.

STRATEGY: To further capitalize on these industry sectors; to create opportunities for home-grown (and area) youth; to engage existing and prospective companies through both their participation/sponsorship, as well as provide additional training to their employees

ACTIONS:

- 1) Coordinate meetings and discussions among local businesses, university/college, and workforce development leaders.
- 2) Ensure each entity commits time and funding.
- 3) Inform local and regional high schools and workforce developers of the program (once approved) and how students can learn more about it.
- 4) Launch and promote a new aviation/automotive trade school in at Stockton / San Joaquin Airport.
- 5) With the airport as the site for this school, possibly create funding through a tax increment financing district or assessment district

Best Practices: Beasley Mazda/Austin Community College/Worksource (<http://www.worksourceatm.org>); Oklahoma Higher Education (<http://www.okhighered.org/student-center/adult-stdnts/training.shtml>)

Lead Entity: Delta College, WorkNet

Convener: San Joaquin Partnership

Participant: San Joaquin County, Stockton / San Joaquin Airport

EIGHT: QUALITY OF LIFE

GOAL: San Joaquin County cultivates a robust “quality of life”, with a variety of amenities and entertainment offerings promoted both internally and externally – and directly to owners of businesses and their families.

The most successful economic development regions in the U.S. contain strong quality of life amenities. These amenities are a draw for young, skilled professionals, businesses, citizens, and tourists.

The recommendations offered within this section are aimed at maintaining and improving the quality of life for three audiences: **current residents, young professionals, and target industry companies**. Each of these groups desire and are attracted to locations with good healthcare, quality housing, safety, ample parks and green space, artistic and cultural amenities, vibrant downtowns, and environmental cleanliness.

By investing in quality of life amenities, the county will also be able to target specific tourists. This will generate additional revenue and work to achieve synergistic returns in economic development.

Quality of Life development should portray a certain image of each city, as well as the County, one that is appealing to executives and other business decision makers, and the attractions should showcase each city’s creativity and focus on its unique assets: wine country/vineyards, the river, the agricultural history, and the (nearby) year-round outdoor lifestyle.

Quality of Life Recommendation One: Create a county-wide “beautification” plan – Priority Code 1.

A community’s “beauty” is a critical component of its overall economic development strategy and success. “Curb appeal” is important in selling one’s home, and it’s important in selling one’s community to both individuals and businesses.

According to this firm’s survey, even existing residents are not pleased with the individual communities’ overall curb appeal. In working to attract business, particularly those which are more high-tech in nature and, employing young professional, a beautification program is highly recommended.

One good example of how this has type of initiative has been incorporated throughout a community is in Stafford, VA.

The Stafford Beautification Committee is responsible for planning and developing projects to beautify Stafford and encourage the reduction of litter within the community by planning and conducting litter control and beautification.

The committee consists of volunteers who are appointed by the Stafford Board of Supervisors. They represent each election district, the Stafford public school system, a garden club, the Stafford Extension Office, and county government.

The committee focuses heavily on education outreach. For example, members have implemented an outreach education program in each of Stafford's elementary schools to teach students about the benefits of recycling and litter prevention. They also have a comprehensive public education program.

Specific recommendations for San Joaquin County include:

- Support of the Airport Corridor Plan and Action Team
- Support of the South Stockton/Airport Way Master Plan
- Creation of a County-wide "Adopt-A....." Program – with a youth and Young Professional's component/outreach
- Expansion of Stockton's and Tracy's Graffiti Removal Program

STRATEGY: To improve an important component for Quality of Life throughout San Joaquin County, making the area more livable and attractive to its existing residents, stimulating retention, and creating an inviting atmosphere for potential residents: business and individuals.

ACTIONS:

- 1) Create a "Beautification Committee" – privately and publicly funded, with specific objectives/goals/criteria, as well as specific funding requirements and potential funding resources to accomplish goals
- 2) Create city-specific committees as determined
- 3) Create a specialized campaign for recruitment of volunteers
- 4) Create a public awareness campaign to all communities via Chambers, local papers, workplaces
- 5) Create various incentive/reward programs for support (youth-focused, as well)
- 6) Work to support all the Downtown Revitalization efforts
- 7) Participate in the Highway 99 Taskforce with the Great Valley Center.

Best Practices: Stafford, VA (<http://www.co.stafford.va.us>); North Carolina (<http://www.ncdot.org>); Morgantown, WVA (<http://www.morgantown.com/beautification>)

Lead Entity: San Joaquin Council of Governments

Convener: Each city within county, San Joaquin County

Participant: Chambers of Commerce, San Joaquin County, Development Community

Quality of Life Recommendation Two: Create incentives for the development of more multi-family & condo/townhouse projects (densification) – Priority Code 1.

To follow on in the discussion of New Urbanism (as above), New Urbanist neighborhoods, as described by the Congress for New Urbanism, are walkable and contain a diverse range of housing and jobs. New Urbanists support regional planning for open space, appropriate architecture and planning, and the balanced development of jobs and housing.

AE believes these strategies are also the best way to reduce how long people spend in traffic, to increase the supply of affordable housing, and to rein in urban sprawl. Many other issues, such as historic restoration, safe streets, and green building are also important to the discussion of densification and urban redevelopment.

AE advocates the restructuring of public policy and development practices to support the diversification of neighborhoods; pedestrian and transit-friendly environments. Cities and towns are shaped by physically defined and universally accessible public spaces and community institutions, and we advocate that urban places be framed by architecture and landscape design that celebrate local history, climate, ecology, and values-influenced building practices.

Efforts for redevelopment and urban renewal, including densification and housing diversity, should be supported by the County's citizenry, composed of public and private sector leaders, community activists, and multidisciplinary professionals. It is important that there be a reestablishing of the relationship between the art of building and the making of community, through citizen-based participatory planning and design.

AE's recommendation for the Cities within San Joaquin County is to create mixed-use spaces that are diverse and pedestrian-friendly. The firm places a special emphasis on fostering neighborhoods that provide a range of housing in close proximity to shopping, jobs, recreation, and transit, walkable communities that offer realistic housing and transportation choices.

Urban design and master planning calls for the integration of many complex factors, including market demands, environmental opportunities, community input, and technical efficiencies. AE advocates each of these elements in redevelopment efforts, and recommends this be a high priority for San Joaquin County.

Lead Entity: Each city within county
Convener: Each city within county
Participant: San Joaquin County, Business Council

Quality of Life Recommendation Three: Maintain high quality in future developments, building more open space for recreational activities for the young and active segment of the population – Priority Code 1.

Outdoor recreation is an important factor impacting the location decisions of professionals, and retirees. With today's technological infrastructure, skilled workers have more flexibility in where they live; in other words, they can live wherever they choose. Cities must continue to make efforts in creating an atmosphere that invites professionals to "stay". Creating city greenways with connectivity both within individual communities and between the communities will help establish a quality of life amenity that is marketable to a younger AND aging population.

Successful programs have used "rails to trails," floodways, and electric transmission and other utility easements as opportunities for potential trails. Models to examine include the Land and Greenspace Initiative of the Austin-San Antonio Corridor Council.

STRATEGY: To support a growing community through outdoor improvements, while creating an atmosphere for exchange of ideas, driven by youthful endeavors

ACTIONS:

- 1) Each of the City's Parks Department should oversee this strategy.
- 2) Create a private-led Parks Improvement Group for idea generation/support/implementing
- 3) Examine successful greenway projects and implement improvements to, and creation of County and City parks and trails
- 4) Designate specific areas for large developments (ex: North County – Stockton/Lodi)
- 5) Work through existing areas for incorporation of "beautification": airport, industrial parks, downtowns
- 6) Organize an "adopt a spot" program, encouraging citizens & organizations to adopt an area for upkeep and beautification, as well as the development of new landscaped areas, etc.
- 7) Alongside the development of the area's new gateways, incorporate beautification; ex: tree planting down boulevards.
- 8) Develop a City-Owned/Private Managed driving range at the airport

Best Practices – Outdoor: Hidden Hills, CA (<http://www.hiddenhillscity.org>); Austin, TX (<http://www.ci.austin.tx.us/parks/trails.htm>) & (<http://www.austinridgeriders.com>); Morgantown, W VA (<http://www.morgantown.com>)

Lead Entity: Each city within county

Convener: Each city within county

Participant: Chambers of Commerce, Business Council, Development Community

Quality of Life Recommendation Four: Create programs for the youth throughout the County – Priority Code 2.

The creation of programs for the City's youth is very important to the overall quality of life. It also supports the goal of retaining some of today's youth and creating tomorrow's leaders for the County and its Cities.

In downtown revitalization/redevelopment efforts, youth should be kept in mind, and this is true for other parts of the City, as well. Incorporating youth into the arts and culture of the City and area is important, as is their active role with the business of the city and the businesses in the city.

Strategy: To bring the County's youth into the "fabric" of the community, and give them a "place" in the community

Programming ideas include:

- 1) A youth center – a place where youth can go for fun and learning – programming differing dependent on the timeframe, etc. One program which has had much success is in Arkansas is a faith-based program, "The Edge" in Conway, Arkansas – (<http://www.theedgeonline.ws>)
- 2) Junior Achievement – this program is mentioned elsewhere in this document. This is clearly a program which has seen success nationally and has grown in its scope over the years. Today it can offer students much needed basic life skills, as well as business skills that are applicable after high school graduation or as on-going support even into college. Junior Achievement now also has a terrific after-school program in-the-works, and the County should work with each city to launch/expand this program. (<http://www.ja.org>)
- 3) Moot Corp – see "Education & Workforce" section of this document. A business plan writing competition sponsored by local businesses, supported by the City and the Chamber.
- 4) Youth Art – one or more of the galleries could be constructed as a co-op, featuring the art of the area's youth, with various competitions/juried shows/solo exhibitions, etc. This works to encourage creativity while keeping youth active in the community.
- 5) Adopt-a-Spot – the school district could work with student organizations to encourage their "adoption" of designated or created City areas for beautification, and make it their own with all the responsibility AND recognition due.
- 6) Poetry Slam – support this very popular cultural phenomenon throughout the Cities, perhaps at the new coffee shop. Youth night could be supported with prizes, perhaps even a Chamber (or other organization) publication of "winners" works. Examples: The Rubber Chicken Poetry Slam (<http://www.rubberchickenpoetry.com>); Austin, Texas – (<http://www.austinslam.com>)
- 7) Internships – see "Education and Workforce" section of this document. This program will work to further integrate the youth into the community, creating responsibility and identification with the area businesses and industry, generating an appreciation and perhaps a loyalty.

Lead Entity: Unified School District

Convener: Unified School District

Participant: Chambers of Commerce, Delta, Worknet, Business Council, Boys & Girls Clubs

Quality of Life Recommendation Five: Create a county-wide Sports Commission – Priority Code 3.

The City of Stockton formed a Sports Commission to bring new sporting events and tournaments to the area. The intent of the Commission is to retain and enhance the many events Stockton has been hosting over the years. The group's goals include the enhancement of Stockton's image, the providing of entertainment for the community and visitors, and a contribution to the quality of life in the Stockton area.

The Commission's job is made easier by Stockton's great weather, the City's excellent athletic facilities (including San Joaquin County, Pacific, and Delta College), the central location to other points of interest in California, and the strong support of the business community in providing quality sporting events.

This effort on the part of Stockton should be expanded to create a similarly structured county-wide entity. In working to fully gain economically from such efforts, there is a need to reach out to the County for support and collaboration. There are a number of facilities throughout the county that are tremendous assets in support of the work of a sports commission. The county-wide effort should be built to attract national and international tournaments and events, utilizing facilities throughout the area.

A county-wide effort will create tremendous economic impact on a more year-round basis for the entire area.

Best Practices: The New York City Sports Commission (<http://www.nyc.gov/html/sports>); Greater Springfield, MO (<http://www.springfieldmosports.org>); South Bend Regional (<http://www.southbendsports.org>)

Lead Entity: San Joaquin County
Convener: San Joaquin County
Participant: Chambers of Commerce

An important component of this Strategy's implementation is a plan to evaluate performance. By committing to such a plan, the San Joaquin Partnership will be joining the ranks of communities in Oregon, North Carolina, Minnesota, and Indiana that have developed successful benchmarking systems to monitor their economic performance. The performance metrics proposed in this plan provide economic developers an opportunity to demonstrate the positive results of their efforts and build confidence among the general public that the economy is heading in the right direction.

The implementation of this Strategy will require ongoing collaboration among many groups in San Joaquin County. The Partnership should take the lead in convening annually to evaluate the implementation progress of this Plan. Groups should be formed in five areas to meet annually:

1. San Joaquin Partnership
2. Business
3. Chambers of Commerce
4. Government
5. Education & Workforce

To aid in the discussion of implementation progress, AngelouEconomics has identified several data sets that are good measures of economic performance. These data can usually be found at the county-level and on an annual basis:

Economic Development and Marketing

- Local, state and national media mentions relating to economic development
- Prospect activity (info requests or visits)
- Tourism revenues
- Changes in web traffic
- Local businesses expanding

Business Climate and Entrepreneurship

- Net firm creation
- Venture capital inflows
- Membership in entrepreneurs associations
- Number of companies in the Business Retention Program

The County could have an annual "scorecard" meeting where an outside consultant reviews progress made and gives each city a score on each goal and strategies implemented or not implemented.

Education and Workforce Development

- Job growth in non-manufacturing industries
- Average wage growth
- Percentage of college educated workers
- Changes in SAT scores
- Changes in educational attainment

Another measure is through a survey to local business owners and managers demonstrating, from their perspective, how local university and colleges' curriculum and workforce development training programs correspond to their workforce needs.

Infrastructure and Sites

- Existence of quality business parks and sites
- Available development acreage (with utility service)
- Commuter congestion
- Office and industrial vacancy rates

Quality of Life

- Percentage of population in the 25-34 year-old demographic
- Net migration of new people to the county/region
- Poverty rate
- Per capita income
- Parkland acreage per capita
- School performance (SAT/ACT scores, drop-out rates, internship programs)

Another measure is through a survey to citizens that asks them to rate entertainment options and affordable housing options, and whether or not they have improved in their community.

Performance metrics for San Joaquin will require a careful consideration of this Plan's goals. AngelouEconomics recommends that the San Joaquin Partnership select 4-6 metrics that capture progress in job creation, workforce capabilities, and quality of life.

- 1) Announced jobs created at above-average wages
- 2) Prospect activity (info requests or visits)
- 3) Per capita income
- 4) Average wage
- 5) Net migration of population in the 25-34 year-old demographic
- 6) Average SAT scores

These metrics should be updated annually.