



## CHIEF EXECUTIVE OFFICE

Jody L. Hayes  
CHIEF EXECUTIVE OFFICER

Patrice M. Dietrich  
ASSISTANT EXECUTIVE OFFICER/  
CHIEF OPERATIONS OFFICER

Tina M. Rocha  
ASSISTANT EXECUTIVE OFFICER

Ruben Imperial  
ASSISTANT EXECUTIVE OFFICER

### STANISLAUS COUNTY ECONOMIC DEVELOPMENT ACTION COMMITTEE (EDAC) SPECIAL MEETING AGENDA

Wednesday, June 25, 2025 @ 3:00 PM Meeting  
Tenth Street Place 1010 10th Street,  
Room 1013 (Room located by the elevators on the 1<sup>st</sup> floor)  
Modesto, CA 95354

The Economic Development Action Committee (EDAC) welcomes you to its meetings which are regularly held. Special meetings may be scheduled as needed. Your interest is encouraged and appreciated.

**AGENDAS:** Committee agendas are typically posted 72 hours prior to the meeting at the posting board at 1010 10th Street Place and on the Internet at the following website:

<http://www.stancounty.com/ceo/econ-dev/edac.shtm>

**NOTICE REGARDING NON-ENGLISH SPEAKERS:** Committee meetings are conducted in English. Language assistance requests to provide an interpreter should be made 72 hours prior to the meeting by contacting the Committee Secretary, Erica Inacio, at [inacioe@stancounty.com](mailto:inacioe@stancounty.com) or (209) 480-2074.

**REASONABLE ACCOMMODATIONS:** In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Committee Secretary, Erica Inacio, at [inacioe@stancounty.com](mailto:inacioe@stancounty.com) or (209) 480.2074. Notification 72 hours prior to the meeting will enable the County to make reasonable accommodations to ensure accessibility to this meeting.

**PUBLIC COMMENT PERIOD:** Matters under the jurisdiction of the Committee, and not on the posted agenda, may be addressed by the general public at the beginning of the regular agenda. However, California law prohibits the Committee from taking action on any matter which is not on the posted agenda unless it is determined to be an emergency by the Committee. Any member of the public wishing to address the Committee during the "Public Comment" period shall be permitted to comment once and be limited to a maximum of five minutes. If you would like to provide a written comment, please email your comment to the Secretary at [inacioe@stancounty.com](mailto:inacioe@stancounty.com) by 4:00 p.m. on the day before the meeting and include the Agenda Item Number or Public Comment Period in the subject line of the email. Your written comment will be distributed to the Committee and kept on file as part of the official record of the EDAC meeting.

**ANY MEMBER OF THE AUDIENCE DESIRING TO ADDRESS THE COMMITTEE ON A MATTER ON**

**THE AGENDA:** Please raise your hand at the time the item is announced by the Committee Chairperson. In order that interested parties have an opportunity to speak, any person addressing the EDAC will be limited to a maximum of five minutes.

**STANISLAUS COUNTY**  
**ECONOMIC DEVELOPMENT ACTION COMMITTEE (EDAC)**  
**SPECIAL MEETING AGENDA**  
Wednesday, June 25, 2025

1. Call to Order and Pledge of Allegiance

2. Roll Call

3. Welcome and Introductions

4. Approval of Minutes from the March 5, 2025, Meeting

5. Public Comment

Limit comments to five (5) minutes so that everyone may be heard. Matters under the jurisdiction of the Economic Development Action Committee (EDAC) and not on this posted agenda may be addressed by the general public at this time; the EDAC may consider adding the item to the next meeting's agenda for further consideration. California law prohibits the EDAC from taking any action on a matter that is not posted on the agenda unless it is determined to be an emergency by the Committee.

6. Correspondence

7. Conflict of Interest Declaration

8. Action Items

- a. Discuss, comment and accept **Draft Sections - Strategic Direction/Actions and Physical Conditions** and final packaging of The Stanislaus County Comprehensive Economic Development Strategy (CEDS) by Chabin Concepts for the required 30-day period of public input before final approval and submitting to the US Economic Development Administration.
- b. Discuss scheduling a **Special Meeting** following the 30-day period for public input to approve the final CEDS Report to be submitted to the US Economic Development Administration.
- c. Discuss and consider a process for the Committee member term limits.

9. Discussion Items

- a. Stanislaus 2030 – Forming a workgroup to streamline permitting and licenses processes for small business across the County / cities. Its goal is to improve efficiency, clarity and accessibility for entrepreneurs.

10. Committee Member Reports

11. Next Meeting Date:

Special Meeting re: CEDS Report TBD

Wednesday, October 8, 2025, from 2:00 – 4:00 PM. Meeting will be held at Tenth Street Place, 1010 10th Street, HR Green Training Room 1013, Modesto, CA 95354.

12. Adjournment

**Stanislaus County**  
**Economic Development Action Committee (EDAC)**  
**Meeting Minutes**

March 4, 2025  
1010 10<sup>th</sup> Street, Room 1013,  
Modesto, CA 95354

- ☒ Chief County Counsel: Shaun Wahid
- ☒ Deputy Executive Officer (Secretary): Erica Inacio
- ☒ Executive Assistant (Recorder): Mila Romo

**Voting Members or Alternate Present Marked with an X:**

*Voting Member*

- ☒ Mani Grewal – Board of Supervisors
- ☒ Cerina Oterno – City of Ceres
- ☒ Randy Crooker – City of Hughson
- ☒ Susan Zwahlen – City of Modesto
- ☐ Gisel Pimentel – City of Newman
- ☒ Joshua Mann – City of Riverbank
- ☐ Amy Bublak – City of Turlock
- ☒ Elizabeth Talbott – City of Waterford
- ☒ Kayleigh Gilbert – City of Oakdale
- ☒ Carlos Roque – City of Patterson
- ☒ John Ismail – District 1
- ☒ Doris Foster – District 2
- ☐ Christine Schweininger – District 3
- ☒ Cecil Russell – District 4
- ☐ Harpreet Singh – Community
- ☐ Rosalinda Vierra – Community
- ☐ Jose Ibarra - Community
- ☐ Dillon Olvera - Community
- ☐ Vacant - Community
- ☒ Ali Arshad - Community
- ☒ David White - Community

*Alternate Member*

- ☐ Julian Aguirre – City of Ceres
- ☐ Julie Strain – City of Hughson
- ☐ David Wright – City of Modesto
- ☒ Scott Ball – City of Newman
- ☐ Melissa Holdaway – City of Riverbank
- ☐ Rebecka Monez – City of Turlock
- ☐ Guadalupe Gutierrez – City of Waterford
- ☐ Jarod Pitassi – City of Oakdale
- ☐ Jessica Romero – City of Patterson

**Guests Present:**

- Anthony Sims (City of Turlock); Ericka Phillips (City of Turlock); Audrey Taylor - Chabin Concepts

**1. Meeting called to order** at 2:00 p.m. by Chairman Carlos Roque

**2. Roll Call:**

- Recorder Mila Romo conducted a verbal roll call. A quorum was met.

### **3. Welcome and Introductions:**

- Erica Inacio welcomed Committee members and public. Erica shared that there are 10 new members and one seat vacant on the Committee. She also introduced Anthony Sims and Ericka Phillips from the City of Turlock. She explained that they were formally appointed by the City of Turlock to be on the EDAC committee, but it has not been formally approved by the Board of Supervisors, therefore they were not able to participate in this month's meeting.

### **4. Approval Of Minutes:**

- Approval of Minutes from the EDAC Meeting from October 2, 2024.

A Motion was made to approve the EDAC Meeting Minutes from October 2, 2024.

Motion: David White | Second: Cecil Russell | Unanimous ( 14 | 0 ) | Abstain: ( 0 )

### **5. Public Comment:**

- Comments were received from Mr. John X. Mataka and Mr. Miguel Donoso. Both referred to members having conflict of interest with the understanding that the Committee approves funding recommendations. It was explained that the Committee only advises, makes no funding decisions. Only the Board of Supervisors has the final authority to approve funding requests.

### **6. Correspondence:**

- The Committee acknowledged receipt of an email received from Mr. Donoso dated February 21, 2025.

### **7. Conflict of Interest Declaration:**

- No Committee member declared conflicts with the discussion items.

### **8. Discussion:**

#### **A. Approval of revisions to the 2009 Rules and Regulations (Bylaws):**

- Erica Inacio provided history on the proposing revisions to the current Rules and Regulations for EDAC. On October 2, 2025, a Sub-Committee was formed per the direction of EDAC. This Sub-Committee consisted of the following members: David White, Doris Foster, Cecil Russell, Barbara Jensen, and Chairman Carlos Roque. The committee convened on November 6 and 20, 2024 to discuss revisions to the newly proposed draft bylaws. Every paragraph was carefully reviewed and updated collectively. After the final revisions were made, the updated document was reviewed by the County Counsel to ensure its legal compliance. Both the redline and final versions were provided to the Committee for their review prior to the meeting.

The Committee was informed that with their approval to the suggested revisions and updates, staff would present to the draft Bylaws to the Board of Supervisors for their approval. Once approved by the Board of Supervisors, the new Bylaws would go into effect.

A Motion was made to approve the revised EDAC Rules and Regulation (Bylaws) as presented.

Motion: Scott Ball| Second: Doris Foster | Unanimous ( 14 | 0 ) | Abstain:(0)

**B. Presentation by Chabin Concepts on the Stanislaus County Comprehensive Economic Development Strategy Report:**

- Audrey Taylor from Chabin Concepts, a consultant hired by the County to complete a comprehensive update to the CEDS, provided an update on where they are in conducting interviews and summarizing some of the themes, they have gathered from the data collected. Along with the Agenda, three handouts were provided:
  - Stanislaus County CEDS Strategy Framework
  - Where Are We Now?
  - PowerPoint Presentation

During the presentation at 2:52 p.m. Committee Member Grewal excused himself from the meeting.

The presentation from Chabin included a SWOT analysis and provided a draft goal. Attached are the documents referenced. To ensure timely completion of the comprehensive update, scheduled to be completed by June 30, 2025, the Committee was informed that a Special Meeting may need to be scheduled to review and approve the CEDS report one final time before its presented to the Board of Supervisors and submitted to the State.

**9. Committee Member Reports:**

- A.** Committee member David White provided an update on Volt Institute, sharing that they have received three EDA grants. These grants require a local match of funds, but with this support, Volt Institute has been able to purchase new equipment, offer training for individuals facing barriers to employment, provide translators for those with language barriers, and maintain a high graduation rate. The program boasts an impressive average placement rate of 91%, with graduates securing jobs that pay up to \$42 per hour. David also invited the Committee to tour the facility to view the equipment and classes in action.
- B.** Vice Chair Sue Zwalen provided an update on the City of Modesto, highlighting several initiatives aimed at supporting small businesses in the community. These include the Retail Strategies Partnership, Business Attraction and Retention Support, and the Small Business Loans Partnership. She also shared information on community outreach efforts focused on economic vitality, such as the Central Valley Real Estate Summit on April 24th and the EDD Job Fair on April 9th. Additionally, Sue discussed the City's forward planning, noting that they are in the final phase of the City's Economic Development Strategic Plan.
- C.** Committee member Elizabeth Talbott provided an update on the City of Waterford, sharing that the Yosemite Blvd/Highway 132 project, which involved the construction of sidewalks, curbs, and gutters, has now been completed. She also mentioned that additional funding has been secured to expand sidewalk paths leading to various schools. Furthermore, plans are in place to install additional water and sewer

infrastructure on the east side of the city along Highway 132 to support new housing developments.

**10. Next Regular Meeting:**

- Wednesday, October 8, 2025, at 2:00 p.m. Meeting will be held at 1010 Tenth Street, Room 1013 (Green Room), Modesto, CA 95354

**11. Adjournment:** Meeting Adjourned at 3:50 p.m.



Date: June 13, 2025

To: Erica Inacio, Deputy Executive Officer, County of Stanislaus  
Stanislaus Economic Development Advisory Committee

Project: CEDS Report – Section III: Strategic Direction and Section IV: Action Plan

Attached are the final two sections of the CEDS Report, **Section III: Strategic Direction** and **Section IV: Action Plan** for the EDAC's review and input before packaging the final CEDS for public comment. On March 5, 2025, the EDAC met as a committee to review and accept *Section I Economic Conditions* and *Section II SWOT Analysis* with additions.

The **EDAC's role** at the June 25 meeting is to:

1. Provide comment or additional input to these sections of the report (*if you can provide written comments prior to the meeting to Mila Romo, [romomi@stancounty.com](mailto:romomi@stancounty.com), that would be helpful*).
2. Accept Section III and Section IV and move forward for final packaging and 30-day public input. The report comes back to the EDAC for final acceptance and submittal to EDA.
3. Earlier this week Appendix Physical Conditions was forwarded to each member as information. The jurisdiction's *Economic Briefs* were also sent to each city/county for input.

CEDS Context notes:

Given Stanislaus County has such a dynamic network of initiatives, partnerships, and community efforts aimed at improving quality of life for all residents, the 2030 Blueprint (a guiding document with challenges and disparities identified) and, County's (and other organizations) substantial investment in projects and initiatives, the CEDS is to complement that foundation and those initiatives with a focus on the economy – actions addressing those challenges and opportunities identified in the SWOT where state and federal funding may be of assistance.

Any questions please contact me, Audrey Taylor, 530.345.0364 x27, [audrey@chabinconcepts.com](mailto:audrey@chabinconcepts.com)

## SECTION III. STRATEGIC DIRECTION

Stanislaus County has demonstrated remarkable economic resilience—recovering quickly from the COVID-19 pandemic. Driven by a strong foundation in agriculture, logistics, and rising household incomes, this recovery reflects both the region’s adaptability and community strength.

Stanislaus County also stands out for its proactive, collaborative economic ecosystem—one shaped by the development of the *Stanislaus 2030 Investment Blueprint* plan brought together hundreds of stakeholders and residents in 2022 to tackle deep-rooted disparities focused on expanding access to quality, good-paying jobs and addressing long-term challenges that affect disparity.

This Economic Development Strategy is intended to support and build upon the momentum already started. It reinforces and aligns with ongoing efforts focused on actions that create competitive location, community investment and economic impact.

### Vision Statement

#### Stanislaus County Economic Development Strategy

A competitive, high-performing, and inclusive economy that drives private investment, expands quality job opportunities, and strengthens career pathways—positioning Stanislaus County as a destination for business growth, innovation, and economic mobility.

#### Stanislaus 2030: The Strategic Foundation for CEDS Goals

The *Stanislaus 2030 Investment Blueprint* laid the groundwork for inclusive and forward-thinking economic development in the region. Shaped by broad stakeholder engagement and deep community input, it identified core priorities—such as industry diversification, workforce mobility, small business support, and equity—it is a guiding document for the county.

The CEDS goals directly build on this foundation—targeted, actionable strategies that support site readiness, workforce pathways, small business growth, and regional collaboration priorities identified by the CEDS Committee and stakeholders.



## Goals

Five goals represent a framework for advancing economic development in Stanislaus County. These reflect current economic conditions, ongoing initiatives, and priorities raised during the CEDS stakeholder engagement and SWOT analysis.

- 1. Expand Investment-Ready Sites and Infrastructure**
- 2. Strengthen and Diversify the Economic Base**
- 3. Advance Workforce Participation and Career Pathways**
- 4. Elevate Small Business and Entrepreneurial Ecosystems**
- 5. Catalyze Equitable Growth through Local and Regional Collaboration**

These goals are intended to guide the implementation of the County's economic development strategy in alignment with Stanislaus 2030 and other collaborative efforts with the purpose of supporting private investment, expanding access to quality jobs, and strengthening regional partnerships while remaining flexible enough to incorporate additional input and evolve with changing needs.

The following Goal Matrix provides an overview summary of the five strategy goals noting:

- 1) Strategic goal – *what is to be accomplished*
- 2) Rationale for the goal inclusion – *why it is needed*
- 3) Factors – *critical elements to reach success*
- 4) Metrics – *measuring progress*

### OVERARCHING GOAL

**Position Stanislaus County as a competitive, inclusive, and resilient economy—driving private investment, expanding quality jobs, and fostering opportunity for all Stanislaus residents.**

## STANISLAUS ECONOMIC DEVELOPMENT GOAL MATRIX

### Goal 1. Expand Investment-Ready Sites and Infrastructure

Ensure Stanislaus is ready for business growth with shovel-ready land, modern infrastructure, and project-ready systems.

Rationale	Factors	Metrics
Companies in advanced manufacturing, ag-tech, and the bioeconomy cannot expand or locate in Stanislaus if industrial sites remain with limited infrastructure or not “shovel-ready.” Ensuring a robust portfolio of market-ready suitable sites directly supports job growth and higher wages.	<ul style="list-style-type: none"> <li>Industrial site readiness</li> <li>Broadband</li> <li>Utilities</li> <li>Transportation corridors</li> <li>Development processes</li> </ul>	<ul style="list-style-type: none"> <li>Site planning</li> <li>Site investment activity</li> <li>Infrastructure dollars</li> <li>Permits issued</li> </ul>

### Goal 2. Strengthen and Diversify the Economic Base

Support traded sector growth—including ag-based industries, advanced manufacturing, logistics, and renewable energy—while nurturing emerging industries like the bioeconomy.

Rationale	Factors	Metrics
The historically strong farm and food-processing core remains critical with potential for expansion in product diversification as does a strong construction sector with good paying jobs and continued growth. These sectors complement the emerging industries (advanced manufacturing, renewable energy, bioeconomy), generate higher-wage jobs and sustainability during industry or economic downturns.	<ul style="list-style-type: none"> <li>Retention/expansion</li> <li>New industry growth</li> <li>Innovation partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Job growth</li> <li>Gross Regional Product (GRP) in key sectors</li> <li>New firm formation</li> <li>Expansion and retention projects</li> <li>Wage growth</li> </ul>

### Goal 3. Advance Workforce Participation and Career Pathways

Connect residents to quality jobs through coordinated sector strategies, career navigation, and targeted workforce solutions.

Rationale	Factors	Metrics
Employers and national studies cite skill shortages in areas like industrial maintenance, advanced manufacturing, health care, and technology. Younger workers leaving, lacking, or having no interest in post-secondary credentials pose a constraint on industry and economic growth.	<ul style="list-style-type: none"> <li>Sector convenings (e.g., health, ag, logistics)</li> <li>Work-based learning</li> <li>Childcare access</li> <li>Entry-to-career ladders</li> </ul>	<ul style="list-style-type: none"> <li>Enrollment in sector pathways</li> <li>Job placement</li> <li>Wage growth</li> <li>Employer participation</li> <li>Childcare availability</li> </ul>

#### Goal 4. Elevate Small Business and Entrepreneurial Ecosystems

Grow inclusive economic opportunities by expanding support for small businesses, startups, and underserved entrepreneurs.

Rationale	Factors	Metrics
Small business and entrepreneurship play a pivotal role in Stanislaus County's smaller cities and underserved communities, both as essential job creators and as catalysts for long-term, intergenerational prosperity. Elevating small businesses—particularly among underserved groups—directly tackles key challenges faced by small cities in Stanislaus: limited job opportunities, out-migration of talent, and stagnation of local economies.	<ul style="list-style-type: none"> <li>▪ Capital access</li> <li>▪ Business hubs</li> <li>▪ One-stop navigation</li> <li>▪ Ecosystem support for rural and equity-priority areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business starts</li> <li>▪ Loans and grants awarded</li> <li>▪ Program participation</li> </ul>

#### Goal 5: Catalyze Equitable Growth Through Local and Regional Collaboration





















Strengthen economic resilience by coordinating across the County's cities to address shared challenges, unlock growth in underserved areas, and lead broader regional cooperation through *North San Joaquin Valley* partnerships.

Rationale	Factors	Metrics
Collective action is needed to overcome limited city-level resources, harness cross-jurisdiction assets, leverage limited resources, coordinate regional capital improvements, and speak with a unified voice for state/federal funding. Alliances with North San Joaquin Valley for megaregional cooperation and California Jobs First. Align with existing Stanislaus 2030.	<ul style="list-style-type: none"> <li>▪ Joint projects with smaller cities</li> <li>▪ Resource pooling</li> <li>▪ Engagement with California Jobs First, THRIVE</li> <li>▪ Alignment with Stanislaus 2030 priorities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of shared infrastructure and funding efforts</li> <li>▪ Regional MOUs and participation in megaregion planning</li> <li>▪ Joint city-county initiatives launched</li> </ul>

## Strategic Lenses for Implementation

Economic development in Stanislaus County is not happening in isolation. Public agencies, nonprofits, industry, education, community organizations, and grassroots initiatives are working toward a more vibrant and inclusive future. These strategic lenses representing the principles important to these agencies and represent **operational values** for implementation reflected in Goal 5.

STRATEGIC LENSES FOR IMPLEMENTATION			
Equity & Inclusion	Community-Centered Engagement	Sustainability & Resilience	Regional Collaboration
Ensure growth reaches all communities—especially rural, low-income, and historically underserved populations.	Incorporate local voices and lived experience in planning, delivery, and evaluation to ensure better outcomes and community ownership.	Promote economic, environmental, and climate resilience through infrastructure, industry diversity, and readiness planning.	Align efforts across cities, the county, and regional partners (e.g., Stanislaus 2030, Jobs First/THRIVE) to maximize impact and efficiency.

GOAL ALIGNMENT TO STRATEGIC LENSES FOR IMPLEMENTATION				
Five Strategy Goals	Equity & Inclusion	Community Engagement	Sustainability & Resilience	Regional Collaboration
1. Expand Investment-Ready Sites and Infrastructure				
2. Strengthen and Diversify the Economic Base				
3. Advance Workforce Participation and Career Pathways				
4. Elevate Small Business and Entrepreneurial Ecosystems				
5. Catalyze Equitable Growth Through Local and Regional Action				



= Direct



= Indirect or supporting role

## SECTION IV. ACTION PLAN

The Stanislaus County CEDS Action Plan builds on the forward-looking, community engage foundational strategies established in the *Stanislaus 2030 Investment Blueprint*. The CEDS complements this work by focusing specifically on economic development strategies and actions that can help communities attract investment, grow quality jobs, and expand opportunity—especially in historically underserved areas.


A key focus area of the 2030 Blueprint was the **bioeconomy**, which has already led to significant investment in the region through **BEAM Circular**, an initiative recognized at both the county and regional multi-county level as a priority in the **North San Joaquin Valley “Jobs First” Strategy**. The CEDS supports this emerging sector while identifying other traded industry opportunities, infrastructure needs, and place-based growth strategies.

The five goals, associated objectives, and action steps outlined in this plan were shaped by local data, SWOT analysis, stakeholder input, and alignment with existing initiatives. Together, they offer a practical roadmap for implementation, enabling Stanislaus County and its partners to work together in advancing economic growth that is inclusive, resilient, and future-ready.

SUMMARY GOALS & OBJECTIVES	
Goal	Objectives
1. Expand Investment-Ready Sites and Infrastructure	1.1 Evaluate and Prioritize Opportunity Sites 1.2 Advance Site Readiness 1.3 Align with Target Industries
2. Strengthen and Diversify the Economic Base	2.1 Support Agriculture and Food Systems 2.2 Advance Bioeconomy and Emerging Industries 2.3 Strengthen Advanced Manufacturing 2.4 Continue Business Support
3. Advance Workforce Participation and Career Pathways	3.1 Advance Industry-Led Sector Strategies 3.2 Expand Access to Career Pathways 3.3 Expand Childcare Infrastructure
4. Elevate Small Business and Entrepreneurial Ecosystems	4.1 Spark Entrepreneurial Interest 4.2 Strengthen Capital Tools and Support
5. Catalyze Equitable Growth Through Local and Regional Collaboration	5.1 Embed Collaboration and Shared Capacity

## Goal 1: Expand Investment-Ready Sites and Infrastructure

### Objective 1.1: Evaluate and Prioritize Opportunity Sites for Economic Impact

 *Purpose: Ensure opportunity sites move forward while supporting city-specific priorities as well as identifying near-ready sites to prepare shovel-ready for new market opportunities to meet shifting demands and emerging industries.*

#### Key Actions:

1. Convene a Countywide Working Group (use Economic Opportunities Sites (EOS) identified in CEDS as starting place)
  - Include all cities, especially small jurisdictions
  - Meet quarterly or biannually, beginning in Year 1, Q2
  - Serve as a shared forum to identify common barriers, learn from peer cities, and align efforts on funding and readiness

2. Review Sites Using a Market Readiness Tool

- Evaluate EOS and other possibly underutilized buildings for reuse or expansion opportunities
- Categorize sites by type:
  - Traded sector/industrial sites (e.g., Crows Landing, South Modesto Industrial)
  - Local commercial/mixed-use sites (e.g., Waterford corridor, Hughson infill)

Track	Purpose	Typical Examples
Track A: Traded Sector Sites	High-impact, regionally significant sites for job-creating industries	Crows Landing, Riverbank Industrial Complex, South Modesto Industrial
Track B: Local Commercial Sites	Smaller-scale commercial or mixed-use sites important to city vitality	Waterford infill, Hughson corridor, downtown Ceres

- Categorize sites into short-, mid-, and long-term potential
  - Align sites with target industries (e.g., logistics, ag-tech, advanced manufacturing) or local commercial needs
4. Review Needs for Space Beyond Shovel-Ready Land
    - Identify underutilized buildings or commercial corridors with potential for reuse, especially in small or rural cities
    - Share best practices for adaptive reuse, brownfield redevelopment, or pre-permitting efforts
    - Discuss needs for smaller-footprint, flexible industrial or tech spaces, including incubator or innovation facilities


## 5. Invite Private Sector Experts

- Hold information sessions with industrial and commercial brokers, site selectors, developers
- Assess:
  - Gaps in product (e.g., size/type of industrial buildings)
  - Market factors (e.g., how tariffs, reshoring, or logistics shifts affect site demand)
  - How Stanislaus County can position itself competitively for new investment

## 6. Use Collaboration to Identify Shared Priorities

- Identify one or two cross-jurisdictional investment opportunities that cities can pursue jointly
- Explore opportunities for regional infrastructure coordination
- Build a shared pipeline of shovel-ready and high-potential sites, including commercial and infill reuse projects
- Identify one or two smaller projects, maybe commercial, that are important to smaller cities and would make impact


## Objective 1.2: Advance Site Readiness Through Partnerships and Funding Strategies

 **Purpose:** Define and initiate the steps needed to bring prioritized sites closer to market readiness.

### Key Actions:

- Develop tailored Site Action Plans for sites that identifies (1) planning gaps (CEQA, entitlements) and (2) infrastructure needs (roads, utilities, water, drainage)
- Identify potential funding sources (EDA, CA I-Bank, USDA, ARPA, etc.)
- Convene property owners and cities to align on development goals
- Engage technical assistance providers or planning consultants if needed

## Objective 1.3: Align Priority Sites with Target Industry Needs and Market Demand

 **Purpose:** Ensure that top Economic Opportunity Sites (EOSs) support the growth of key traded sectors and match the needs of expanding or relocating employers.

### Key Actions:

- Cross-reference EOSs with Stanislaus County's target industries, including:
  - Advanced Manufacturing & Green Tech
  - Ag-Tech & Bioeconomy
  - Logistics & E-commerce
  - Medical Devices & Life Sciences
  - Tourism & Commercial Revitalization
  - Other emerging industries and tech sectors

- Explore opportunities for small-scale sites or shared facilities aligned with emerging bioeconomy firms, R&D operations, or pilot production needs
- Get input from professionals in those fields as to fit and demand for reuse and smaller spaces, e.g., industrial and commercial real estate brokers, site selectors, developers and logistics professionals
- Use internal and external stakeholders (such as Opportunity Stanislaus, BEAM) to inform outreach, value propositions, and user alignment

Potential Implementation Timeline: Goal 1 Investment-Ready Sites Strategy		
Timeline	Milestone / Activity	Stakeholders
Year 1 Q1–Q2	Finalize EOSs list and apply Readiness Tool	Cities, County, Opportunity Stanislaus
Year 1 Q3–Q4	Prioritize top sites and develop Site Action Plans	County staff, public works, economic development planners
Year 2 Q1–Q2	Identify funding opportunities and convene owners, cities, and technical partners	County, cities, infrastructure consultants
Year 2 Q3–Q4	Host broker/developer roundtables; align sites with industry/user targets	Opportunity Stanislaus, industry experts, regional partners

## Case Study: Crow's Landing From Airfield to Economic Engine

**Background:** Crow's Landing, a former Naval airfield in southwest Stanislaus County, is being repositioned as one of the region's most strategic economic opportunity sites. With over 1,500 acres of development potential, it is among the few sites in California with scale, infrastructure access, and community support.


**What They're Doing:** The County is advancing planning, infrastructure, and reuse studies to unlock Crow's Landing's potential as a hub for logistics, advanced manufacturing, and emerging industries. Its location—proximate to I-5 and near major ag and distribution corridors—makes it especially valuable for traded-sector investment.

**Why It Matters:** Crow's Landing could serve as a catalytic site for job creation and long-term revenue growth, while also absorbing industrial demand in a region where shovel-ready land is scarce. It is a flagship example of how large, public-owned properties can be leveraged for equitable growth.



## Goal 2: Strengthen and Diversify the Economic Base

### Objective 2.1: Convene and Support Key Sector Collaboration in Agriculture and Food Systems


 *Purpose: Build a deeper understanding of challenges and opportunities in the County's largest economic sector and facilitate innovation through regional partnerships.*

#### **Key Actions:**

- Launch an **agriculture-focused industry roundtable** to assess:
  - Shifting land use, reliable water access, and trade policy
  - Opportunities for **value-added processing**, ag-tech adoption, and market diversification
  - Emerging needs and solutions related to **new technologies, export growth, and changing consumer preferences** (e.g., health, sustainability, traceability)
- Partner with **CSU Stanislaus and Modesto Junior College** to:
  - Support agri-food research, workforce pipelines, and entrepreneurship
  - Link students and startups to innovation in food systems and packaging
- Use EOSs and reuse sites to explore:
  - Facilities for food production, cold storage, co-packing, and shared processing
  - Opportunities to expand **local-to-global market access** for agricultural producers

*Leverages: Food & Ag strategies from Stanislaus 2030, CSU ag-tech initiatives, and SBDC export resources*

### Objective 2.2: Advance the Bioeconomy and Other Emerging Industries

 *Purpose: Leverage the region's ag-tech, clean tech, and manufacturing strengths to support early-stage industries that can scale locally.*

#### **Key Actions:**

- BEAM **Circular** leads the objective, collaborating with resource assistance as available to:
  - Support startups and scale-ups in renewable bioproducts, pilot projects, and supply chain innovation
  - Develop shared infrastructure models (e.g., testing facilities, flex space)
  - Map and market reuse or greenfield sites suitable for **bio-industrial, renewable, or low-carbon production**

## Case Study: BEAM Circular

### Building a Bio industrial Future in Stanislaus County

**Background:** BEAM Circular is an emerging anchor in Stanislaus County's efforts to build a resilient and future-focused economy. Backed by millions in County investment and aligned with the Stanislaus 2030 plan, BEAM is advancing the region's vision to become a national leader in the bioeconomy—where agriculture, innovation, and sustainability converge.

**What They're Doing:** BEAM is building out a regional ecosystem for bio industrial manufacturing, focused on transforming agricultural byproducts and organic materials into high-value, circular products. This includes supporting infrastructure for pilot projects, shared facilities for startups, and strategic partnerships with universities, public agencies, and investors.

**Why It Matters:** With deep roots in agriculture and food production, Stanislaus County has a competitive advantage in renewable feedstocks and industrial know-how. BEAM unlocks this potential, fostering high-wage, clean-tech jobs while attracting public and private capital to the region. BEAM's work also aligns with California's broader climate and innovation priorities, making it a model for regional transformation.


### Objective 2.3: Strengthen Advanced Manufacturing Through Talent Readiness and Addressing Needs

 *Purpose: Retain and grow high-wage, export-focused manufacturing jobs by aligning sites, skills, and employer engagement.*

#### **Key Actions:**

- Through meetings and roundtables with the industry sectors continue to identify skills and training needed to create a “skill-ready” pipeline of workers
- Continue communication with industry to address other barriers or challenges that impede production and growth
- Continue to support and expand **VOLT Institute** to ensure job-ready training for:
  - Industrial maintenance
  - Mechatronics, automation, and clean manufacturing
  - Other skills needed by advanced manufacturing
- Identify EOSs and buildings that match the facility needs of manufacturers expanding or modernizing, or space to help grow emerging advanced manufacturing

## Objective 2.4: Continue Business Support Through Partner-Led Programs

 *Purpose: Maintain ongoing access to business assistance and technical resources through established regional and state partners.*

### Key Actions:

- Continue to promote **partner resources** such as:
  - SBDC, CMTC, USDA, GO-Biz, Opportunity Stanislaus, VOLT, BEAM, Workforce, financing and research sources
- Continue to connect businesses and identify new resources and opportunities for businesses such as:
  - Export assistance
  - Innovation grants
  - Operational support for resilience and competitiveness
- Continue to research industry trends to identify red flags that disrupt these businesses, track intel as part of retention/expansion declines and growth in any sector category


Potential Implementation Timeline: Goal 2 Strengthen & Diversify Economic Base		
Timeframe	Milestone / Activity	Stakeholders
Year 1 Q2–Q3	Ag and advanced manufacturing sector roundtables	County, Opportunity Stanislaus, CSU, MJC, industry leaders
Year 1 Q4	Support to BEAM for emerging sector startups and reuse sites	BEAM, County, Cities, CSU, developers
Year 2 Q1–Q2	VOLT-aligned facility support, employer outreach, engagement with smaller communities to attract trainees	Opportunity Stanislaus, VOLT, manufacturers
Year 2 Q2–Q4	Expand awareness of partner-led business support resources	County, SBDC, CMTC, Chambers, Others

## Goal 3: Advance Workforce Participation and Career Pathways

**The Stanislaus 2030 Blueprint** has provided a strategy foundation for moving more residents into promising jobs and career pathways. Many of those strategies are being activated by various organizations.

The CEDS strategy role should be to keep abreast of the advancement, assist in addressing gaps or challenges in activation and identify tactical actions that support and reinforce the 2030 goals thereby ensuring collaboration for robust industry input on talent needs and addressing systemic barriers such as awareness, transportation, and childcare. Through alignment these actions will result in a more competitive, inclusive workforce aligned with the region's economic future.

### Objective 3.1: Advance Industry-Led Sector Strategies to Build Competitive Talent

 **Purpose:** Deepen public-private collaboration to identify critical skill gaps—across all occupations and education levels—and ensure training systems are responsive to real-time employer needs. Stanislaus has excellent programs that drive credibility in this area.

#### **Key Actions:**

- Support using sector strategy model to engage employers in actively participating in outcomes. *Model:* Convene employers by industry (e.g., health care, hospitality, professional office, etc.), Identify skills needed by occupation (from production to front office), Align training content and credentialing with what companies require
- Encourage employers and business associations to host or co-lead roundtables, sharing hiring barriers, skill requirements, and retention challenges
- Use findings to inform resource investments (e.g., grants, curricula, support services)
- Create a feedback loop to employers


#### **Case Study: VOLT Institute — A Fast Track to Skilled Careers**

**Background:** VOLT Institute, operated by Opportunity Stanislaus, is an industrial training center helping fill critical skills gaps across the region's manufacturing sector.

**What They're Doing:** VOLT delivers hands-on training in industrial maintenance, mechatronics, and automation, equipping workers with skills needed for high-wage/demand careers. Works directly with employers to adapt curriculum and connect graduates to jobs.

**Why It Matters:** Prepares work-ready candidates for key industry sector and supports the retention and growth of local industry. Its model is scalable and designed to evolve alongside changing technologies.


## Objective 3.2: Expand Access to Career Pathways by Addressing Barriers

 *Purpose: Address persistent challenges of awareness, trust, and complexity that keep potential students and jobseekers from entering existing training programs even when they are free.*

### Key Actions:

- Consider a Career Pathways **awareness campaign** jointly supported by all—education, training and workforce development (united effort)
  - *Modeled as a public service initiative (e.g., Ad Council style) to drive awareness of all that is available (no wrong door – all lead to careers), emphasizing real career success stories, pathways, training, support and ultimately a career*
- Continue to track the collaborative and assist where needed to advance the **hub-and-spoke transportation model supported by Stanislaus 2030**. Bring resources or engagement as needed by transportation agencies.
- Consider small, short **career entry programs** such as:
  - Fast-track “try-a-trade” sessions
  - On-ramp bootcamps
  - Sector-specific “taster” courses for hesitant jobseekers

## Objective 3.3: Expand Childcare as Workforce Infrastructure and Business Opportunity

 *Purpose: Support economic mobility by investing in childcare as both a **critical workforce enabler** and a **microenterprise path** for residents and those in underserved communities.*

### Key Actions:

- Reinforce and elevate the **Home Child Care Expansion Initiative** (First 5, Nurture, Stanislaus 2030) where possible, such as collaborating on outreach in rural and underserved areas or recognizing in-home providers as essential small businesses contributing to economic resilience in promotions
- Identify opportunities to **bundle wraparound support** for new childcare entrepreneurs:
  - Coaching, licensing guidance, mentor networks
  - Micro-grants or bridge funding for start-up costs
- Align employer/employee needs to identify childcare deserts near employment centers or job hubs

Potential Implementation Timeline: Goal 3: Advance Workforce Participation & Career Pathways		
Timeframe	Milestone / Activity	Stakeholders / Leads
Year 1 Q3–Q4	Formalize sector convening structure by industry (e.g., health, advanced manufacturing)	SCWD (lead), Opportunity Stanislaus, industry reps, education partners
Year 1, Q4	Initiate “Career Awareness” campaign design and partner messaging alignment	SCWD, MJC, K-12, CSU, workforce and CBOs
Year 2, Q1	Launch coordinated outreach campaign and track awareness and traffic to program sites	Campaign partners, County Communications, Stanislaus Alliance
Year 2 Q1–Q2	Conduct employer-led sector roundtables on skill needs and hiring barriers	SCWD, business associations, chambers
Year 2, Q2	Aggregate feedback to inform curriculum, micro-credentialing, and fast-track options	SCWD, training providers, VOLT, MJC, BEAM (as relevant to Goal 1/2 tie-ins)
Year 2 Q3–Q4	Support First 5’s rural outreach and identify gaps for wraparound childcare services	First 5 Stanislaus (lead), Nurture, County ED, cities
Year 3, Q1	Launch or promote pilots for “try-a-trade” or bootcamp career entry models	SCWD, nonprofit training providers, CBO partners
Ongoing (Year 1–3)	Track hub-and-spoke transportation planning progress; elevate partner needs where relevant	StanCOG, County departments, ED leaders, cities, employers
Annually	Measure and review goal-aligned metrics (job placements, sector participation, childcare slots added)	All strategic partners reporting to SCWD and ED implementation team

## Case Study: Growing Childcare as Economic Infrastructure

**Background:** Childcare is both a workforce necessity and an entrepreneurial opportunity. In Stanislaus County, gaps in accessing childcare services were identified as major barriers to labor force participation, especially for women and low-income families.


**What They’re Doing:** With leadership from **First 5 Stanislaus** and local workforce agencies, the County is supporting in-home childcare entrepreneurs, exploring wraparound business services, and launching efforts to expand capacity—especially in underserved areas.

**Why It Matters:** Access to affordable, quality childcare increases economic participation while also seeding new small businesses. Investing in childcare helps families, supports employers, and strengthens local economies from the ground up.

## Goal 4: Elevate Small Business and Entrepreneurial Ecosystems

Stanislaus County’s small and microbusinesses—especially in smaller cities and rural areas—are vital to local jobs, services, and economic resilience. The Stanislaus 2030 Small Business Strategy lays the foundation for broader system improvements. The CEDS supports this strategy by reinforcing outreach, growing entry-point resources, and helping grow funding, technical support, and identify place-based models that have could be instituted to help entrepreneurs thrive.

### Objective 4.1: Spark Entrepreneurial Interest Through Entry-Point Opportunities

 *Purpose: Support early exposure to entrepreneurship in underserved communities—among both adults and youth—by encouraging local partners to host short, engaging activities that build confidence, foster creativity, and connect residents to available small business resources.*

#### Key Actions:


- Partner with local governments, service clubs, and school programs to host short events that introduce entrepreneurship and business basics
- Promote sponsorship of entrepreneurial youth events such as *Lemonade Day* ([lemonadeday.org](http://lemonadeday.org)), a national youth entrepreneurship program that empowers children to start a one-day business
- Explore piloting a *Teen Maker Market* or youth business fair model where high school students can showcase and sell handmade products, art, or food

#### **Model: Youth (Children or Teen) Business Fair (Acton Academy, national model)**

<https://www.childrensbusinessfair.org/>

- ★ One-day youth entrepreneurship events for kids and teens
  - ★ Each student gets a table and 2 hours to sell
  - ★ Includes application, mini pitch, and debrief for learning
- Create or support introductory business bootcamps or “try-it” workshops—2 or 3 session mini courses hosted in libraries, schools, or chambers that give first-time entrepreneurs a low-barrier opportunity to explore their business ideas

## Objective 4.2: Help Bolster Key Small Business Resources and Local Capital Tools

 *Purpose: Strengthen existing programs that support business stability and growth, especially for microbusinesses and historically excluded groups.*

### Key Actions:

- Support the expansion and creation of revolving loan funds and microgrant programs, especially for businesses in small cities
- Consider, if not already in place, *Business Coaches on the Go*—meeting businesses where they operate to help with finance, marketing, hiring, compliance, and digital tools
- Consider creating a program that matches small operators with more established business owners interested in expanding (e.g., a successful small business owner wants second location but doesn't have the capacity to operate (potential co-ownership, *micro franchise model*), particularly in food, retail, or service sectors

### Potential Funding Sources for Capitalizing or Recapitalizing Loan Funds and Resource Assistance

Funding Source	Eligible Uses	Notes
EDA Economic Adjustment Assistance	Capitalizing RLFs or micro-loan funds under CEDS framework	Leverage CEDS-aligned goals; fund planning and implementation
USDA Rural Microentrepreneur Assistance Program (RMAP)	Microloans and technical assistance for rural entrepreneurs	Nonprofits or economic development organizations apply; ≤\$50K loans
Community Development Block Grant (CDBG)—Economic Development or Microenterprise	Training, startup assistance, and working capital for low/mod-income microbusinesses	Cities or counties apply; fit for underserved communities
State Small Business Credit Initiative (SSBCI 2.0)—California IBank, CalOSBA	Loan capital and loan guarantee programs (some flexibility to fund “innovation-type” pilots)	Potentially partner with CDFIs or apply through existing channels
SBA PRIME (Program for investment in micro-entrepreneurs)	Training and technical assistance for disadvantaged micro-entrepreneurs	Nonprofits eligible; grants often focused on underserved groups
AmeriCorps VISTA or Economic Mobility Corps	Support boots-on-the-ground technical assistance for small business outreach and mentoring	Places volunteers to help implement or scale pilot programs



Potential Implementation Timeline Goal 4: Elevate Small Business & Entrepreneurial Ecosystems		
Timeframe	Milestone / Activity	Stakeholders / Leads
Year 2 Q1–Q2	Convene partners to review actions and explore how CEDS efforts can align with the <i>Stanislaus 2030 Small Business Strategy</i>	SCWD (Lead), SBDC, Equity Partners, Opportunity Stanislaus, Cities
Year 2 Q2–Q3	Identify interest and capacity to support short-form entrepreneurship events (e.g., Lemonade Day, teen fairs)	Local chambers, schools, libraries, youth orgs, city partners
Year 2 Q3–Q4	Assess current small business finance tools and explore opportunities to expand or launch RLFs/microgrants	Cities, County, SBDC, regional funders, equity organizations
Year 3	Consider piloting “Business Coaches on the Go” model where feasible; explore partner roles and resource needs	SCWD, SBDC, local business networks
Year 3	Explore the feasibility of peer-based models (e.g., co-ownership, micro-franchise) through partner discussion	SCWD, SBDC, chambers, local entrepreneurs, Opportunity Stanislaus
Year 3 (Optional)	If capacity and interest align, consider scaling successful activities and track impact in small cities	Local economic dev staff, SCWD, implementation committee

## Case Study: Micro-Franchise Models Empowering Small Business Growth

**Background:** *Micro-franchising* offers a simplified business model designed for aspiring entrepreneurs who lack access to capital, experience, or formal business training. Popularized in emerging markets, this approach is gaining attention in communities looking to support small-scale business growth in low-income areas.

**What They’re Doing (Model):** Programs such as *CleanSlate in Chicago* and *The Street Vendor Project* in New York provide ready-made business models (e.g., neighborhood cleaning, food vending) along with branding, training, and operational support. Participants pay little to no startup cost and access ongoing mentorship and back-office help—much like a traditional franchise, but scaled for micro-enterprise. The model can be public or matched with existing businesses to expand their footprint.


**Why It Matters:** This approach reduces the risk and complexity of starting a business from scratch, while still building ownership, income, and community stability. It's particularly relevant in areas with many solo entrepreneurs and in cities like those in Stanislaus County, where 68% of businesses have fewer than 9 employees.

## Goal 5: Catalyze Equitable Growth Through Local and Regional Collaboration

Goal 5 serves as a cross-cutting strategy that supports the implementation of all other CEDS goals. This goal emphasizes the importance of how economic development is approached—through collaboration, inclusion, and shared capacity to access funding, deliver solutions, and ensure all communities can participate in and benefit from regional progress.

Grounded in the *Stanislaus 2030 Investment Blueprint* and aligned with the *People's Plan for Economic Justice*, this goal promotes intentional coordination to help lift all cities—especially smaller and historically underserved communities.

### Objective 5.1: Embed Collaboration, Equity, and Shared Capacity in the Way Regional Economic Development Is Carried Out

 *Purpose: Ensure that local and regional partners work together in ways that advance inclusion and strengthen under-resourced communities making economic development investment more impactful—particularly through shared solutions that address capacity gaps and unlock funding for smaller jurisdictions.*

#### **Key Actions:**

- Establish an informal cross-sector Working Group (complementary to the formal Economic Development Advisory Committee (EDAC) to support CEDS implementation. This group can help prioritize Opportunity Sites, identify entry-points into workforce pathways, advocate for solutions to local barriers, and assist smaller communities in moving forward one or more strategic projects. It provides a structure for balancing urban and rural needs while creating space for shared support.
- Promote shared funding strategies and joint applications for regional or state and federal grants—especially for infrastructure, planning, and workforce mobility projects that benefit smaller communities or require multijurisdictional support. Consider cost-sharing models or technical assistance pooling (e.g., shared grant writers, consultants, outreach teams).
- Use the Working Group as a sounding board to align cross-jurisdictional economic development priorities, such as infrastructure, opportunity site readiness, and equitable access to employment hubs and services. Promote early alignment to increase competitiveness and reduce duplication.
- Draw on the *People's Plan for Economic Justice* as a reference for identifying local equity priorities and ensuring project impacts reach historically underserved communities. Encourage equity-centered metrics and community-informed approaches as a standard for implementation.

Potential Implementation Timeline: Goal 5 Catalyze Equitable Growth through Local & Regional Collaboration		
Timeframe	Milestone / Activity	Stakeholders / Leads
Year 1 Q1–Q2	Introduce and frame Goal 5 with the Economic Development Advisory Committee (EDAC); propose formation of Working Group	County, EDAC, SCWD, Opportunity Stanislaus, interested city partners
Year 1 Q2–Q3	Convene initial Working Group participants; discuss regional collaboration needs and initial shared priorities	Working Group (informal), cities, CBOs, economic development staff
Year 1 Q4	Identify and support at least one shared application, planning initiative, or smaller city project with regional significance	County, cities, partner technical advisors
Year 2	Align group activities with specific CEDS goals (e.g., opportunity sites, workforce access); test cost-sharing or shared staffing models	County, cities, SCWD, Opportunity Stanislaus
Year 2–3	Integrate equity-focused practices and shared metrics into regional funding efforts or implementation pilots	Working Group, People’s Plan advocates, EDAC, partner agencies

# Economic Development Ecosystem

Stanislaus County’s economic development ecosystem is broad, collaborative, and community-driven—reflecting years of intentional alignment. The combined expertise, resources, and partnerships form the foundation for implementation.

Stanislaus County Economic Development Ecosystem	
Local Governments (Cities & County)	
Stanislaus County <ul style="list-style-type: none"> <li>Board of Supervisors</li> <li>Chief Executive Office</li> <li>Planning</li> <li>Public Works</li> <li>Workforce Development</li> </ul>	City of Ceres City of Hughson City of Modesto City of Newman City of Patterson City of Oakdale City of Riverbank City of Turlock City of Waterford
Regional Economic Development & Business Organizations	
Opportunity Stanislaus (countywide economic development lead) Stanislaus Community Foundation (fiscal sponsor and backbone support for Stanislaus 2030) Stanislaus Latino Chamber Valley Sierra Small Business Development Center (SBDC) Stanislaus Equity Partners Stanislaus Business Alliance (historical reference) BEAM Circular (bioeconomy workforce and business development) Cooperative Extension	
Education & Training Institutions	
California State University, Stanislaus UC Merced (regional collaboration) UC Berkeley Lawrence Berkeley National Laboratory (LBNL) UC Agriculture and Natural Resource (Davis) University of the Pacific	Modesto Junior College (MJC) Stanislaus County Office of Education (SCOE) Stanislaus Partners in Education VOLT Institute (advanced manufacturing training) Building and Construction Trades Council Technical Schools / High School CTE Programs
Community-Based Organizations (CBOs) & Nonprofits	
Center for Human Services Stanislaus Boys and Girls Club First 5 Stanislaus (childcare) South Modesto Businesses United	Golden Valley Health Centers Central Valley Opportunity Center (CVOC) (farmworker job training) North Valley Labor Federation (workforce and equity support)
Utilities, Planning & Development	
Turlock Irrigation District (TID) Modesto Irrigation District (MID) PG&E	Water Districts Building and Construction Trades Council Stanislaus Regional Transit Authority (StaRT)
Regional & State Collaboratives	
California Jobs First (formerly CERF), North San Joaquin Valley Partnership–THRIVE Fuse Corps (fellows supporting capacity in economic development and workforce) Brookings Institution (advisor on strategy and metrics) Jobs for the Future (talent development advisor)	

## Performance Metrics & Review Timeline

Tracking key performance indicators (KPIs) helps assess whether the CEDS strategy is delivering on its goals—supporting quality job growth, advancing inclusive economic opportunity, and improving regional competitiveness.

Category / Goal Area	Performance Metric	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
<b>Overall Economic Indicators</b>	Gross Regional Product (GRP) growth					
	Annual change in agriculture production value					
	Total employment by sector					
	Countywide unemployment rate					
	Unemployment insurance claims (monthly average)					
	Average wage (overall and by key sectors)					
	New business starts / licenses					
<b>Goal 1: Investment-Ready Sites</b>	Number of sites with completed readiness assessments					
	Sites progressing through zoning/infrastructure/predevelopment steps					
	External or shared funding secured for site planning or development					
<b>Goal 2: Industry Sector Growth</b>	Job growth in targeted sectors (e.g., ag, bio, mfg, logistics, energy)					
	Sector convenings or roundtables held					
	New market/export initiatives launched					
<b>Goal 3: Workforce &amp; Access</b>	Participation in sector-based workforce programs					
	New pathways or pilot initiatives (childcare, transportation, wraparound services)					
<b>Goal 4: Small Business Ecosystem</b>	Microbusinesses supported in underserved areas					
	New or expanded RLF, grant, or micro-franchise programs					
	Youth entrepreneurship events or pilot maker markets held					
<b>Goal 5: Collaboration &amp; Equity</b>	Small cities participating in collaborative or cross-jurisdictional projects					
	Shared technical assistance, planning, or funding proposals developed					

# **APPENDIX**

## **Physical, Environmental, Resilience Conditions**

**Transportation**

**Public Services**

**Energy**

**Broadband**

**Public Spaces**

**Environmental Threats**

**Climate Resilience & Economic Development**

**Capital Improvements (Summary)**

**Economic Opportunity Sites**

**Jurisdiction Economic Development Briefs (10)**

# PHYSICAL, ENVIRONMENTAL & RESILIENCY CONDITIONS

Stanislaus County’s physical environment refers to the natural and built elements that define the landscape and spaces where residents live, work, and play—land use, infrastructure, natural hazards, recreational areas, etc. These factors are important for determining the quality of life, health, and general well-being of the community and play a pivotal role in shaping the county’s social and economic dynamics. Effective management and planning of the physical environment is crucial for sustainable and resilient economic development and enhancing the overall well-being.

## Infrastructure

### Transportation

Four major **highways** in Stanislaus County provide an excellent transportation network. State Route 99 (SR 99) is the state’s major north-south highway and runs through the heart of the county, connecting cities of Modesto, Turlock, and Ceres. Interstate 5 (I-5) is located on the county’s western edge and serves as a key north-south route for regional and long-distance travel. State Routes 108 and 132 are important east-west corridors that provide access to the Sierra Nevada range and connect the county to neighboring regions.

International and domestic **air services** are available at several nearby airports including Sacramento (SMF), San Francisco (SFO), Oakland (OAK), San Jose (SJC), and Fresno (FAT). The Modesto City-County Airport (MOD) offers general aviation services and some charter flights.

#### Crows Landing Industrial Business Park & Airfield <https://www.crowsbizpark.biz/>

The **Crows Landing Industrial Business Park** is one of Stanislaus County’s most significant long-term economic development assets. Located just two miles south of Patterson and adjacent to Interstate 5, this 1,500-acre former naval airfield is being transformed into a **regional employment center** with the potential to generate up to **15,000 jobs**.

The site is master planned for **light industrial, logistics, business park, and aviation-compatible uses**, and offers large parcel flexibility—including opportunities for facilities over one million square feet. With access to major transportation corridors and an available labor force, Crows Landing is uniquely positioned to attract **emerging industries** in advanced manufacturing, ag-tech, and green logistics.

Phased development is underway, with **Phase 1 (2017–2026)** already in motion, focusing on logistics, light industrial, and public-use airport infrastructure. Initial investments in roads, water, and stormwater systems are being advanced to make priority areas **shovel-ready** for near-term development.

This project exemplifies the County’s commitment to creating job centers where people live, reducing long commutes, and building a future-ready industrial base.

The county is reasonably close to several major **deepwater ports**. The nearby Ports of Stockton, Oakland, and West Sacramento are the most significant for export logistics.

**Freight rail** services are provided by Union Pacific Railroad (UP) which operates mainline tracks traversing the county and connecting to major markets. BNSF Railway runs parallel to the UP lines, providing additional freight capacity. Modesto and Empire Traction Company (MET) is a short-line railroad operating in the Modesto area. MET serves the Beard Industrial District with switching services and connections to both UP and BNSF.

Amtrak San Joaquin stations in Modesto and Turlock provide **passenger rail** service to major cities such as Sacramento, Stockton, and Bakersfield. The Altamont Corridor Express (ACE) is planned to extend commuter rail service into Stanislaus County, with proposed stations in Modesto, Ceres, and Turlock which will enhance commuter connectivity to the Bay Area. Construction has begun on the extension and service is expected by 2026.

**Public transportation** options include Stanislaus Regional Transit Authority (StanRTA) with a bus service connecting cities (Modesto and Turlock) with rural areas within the county. Turlock Transit offers fixed-route and Dial-A-Ride services within the city. The Amtrak thruway bus offers connections to nearby Amtrak train stations and other regional destinations. Greyhound operates a station in Modesto, providing long-distance bus services to destinations throughout California and beyond. FlixBus offers affordable intercity bus routes. Yosemite Area Regional Transportation System (YARTS) provides seasonal bus service between the county and Yosemite National Park.

**Active transportation** (walking and biking) is encouraged in that some cities have been expanding bike lanes and paths to promote cycling as a sustainable transportation option. The Virginia Corridor Trailway is a popular multi-use path in Modesto for walking, running, and cycling.

## Public Services

**Municipal water services** in Stanislaus County are delivered through a network of city utilities, special districts, and irrigation districts, each tailored to the specific requirements of the communities they serve. Collaborative efforts and strategic projects, such as the integration of surface water supplies, enhance water quality and ensure a reliable supply for users. The Stanislaus County Department of Environmental Resources oversees groundwater resources and provides support to ensure sustainable use. The Stanislaus Local Agency Formation Commission (LAFCO) conducts Municipal Service Reviews and Sphere of Influence updates for cities and special districts, ensuring that water services are effectively managed and meet community needs.

The City of Modesto operates its municipal water system, sourcing water from both groundwater wells and surface water supplies.

Modesto Irrigation District (MID) provides irrigation water to approximately 3,100 agricultural customers and drinking water to the city of Modesto. The district sources water from the Tuolumne River and operates several reservoirs and canals to manage water distribution.

The cities of Turlock and Ceres are diversifying their water portfolio by partnering in the Stanislaus Regional Water Authority's Regional Surface Water Supply Project to construct a new



water treatment plant to use surface water from the Tuolumne River and enhance the cities' water quality and supply reliability.

Turlock Irrigation District (TID) supplies irrigation water to agricultural lands and collaborates with the City of Turlock in the Regional Surface Water Supply Project.

Eastside Water District serves over 73,000 acres in Merced and Stanislaus Counties, supports agricultural irrigation through groundwater management and is actively exploring groundwater recharge opportunities.

Rock Creek Water District, in the northeastern county, supplies water for agricultural purposes.

**Wastewater treatment** infrastructure in Stanislaus County is comprised of a network of municipal facilities and individual systems designed to effectively manage and treat wastewater and safeguard public health and the environment.

The City Modesto operates its own wastewater treatment plant, which processes sewage from residential, commercial, and industrial sources within the city. The facility employs advanced treatment methods to meet state and federal water quality standards.

The Turlock Regional Water Quality Control Facility (TRWQCF) is designed to treat an average of 20 million gallons per day (MGD) and currently handles approximately 10.3 MGD. The facility has implemented a recycled water program to beneficially reuse treated wastewater within the county.

The City of Riverbank's Wastewater Treatment Plant consists of eight percolation-evaporation basins and two aeration treatment ponds, processing an average of 1.6 million gallons of wastewater per day. The city is planning the Riverbank Regional Recycled Water Project which will upgrade and expand the existing facility to produce high-quality recycled water for agricultural irrigation.

The City of Hughson operates a wastewater treatment facility that serves the local population. The facility's operations are regulated by the California Regional Water Quality Control Board to ensure compliance with environmental standards.

The City of Patterson's Water Quality Control Facility (WQCF) consists of three separate treatment systems subject to regulatory oversight to maintain water quality and environmental compliance.

The City of Newman's wastewater treatment facility serves approximately 4,639 equivalent dwelling units (EDUs), including residential, commercial, and industrial connections.

Salida Sanitary District serves the unincorporated community of Salida, with an "Intermittent Cycle Extended Aeration System." The facility treats wastewater for a population of approximately 13,000, maintaining the collection system and lift stations necessary to convey wastewater from homes and businesses to the treatment plant.

In rural and unincorporated regions of Stanislaus County, individual septic systems are commonly used for wastewater treatment. These systems consist of a septic tank, distribution box, and drain field, all connected by pipes.

**Solid waste** services in Stanislaus County are managed by the Department of Environmental Resources (DER), which oversees waste collection, recycling, and disposal to ensure

environmental protection and public health. The county has agreements with three franchised garbage collection companies, each serving designated areas.

Stanislaus County promotes recycling through curbside recycling, which is available in most areas of the county. The county also operates a Household Hazardous Waste Collection Facility in Modesto. In compliance with California's Senate Bill 1383, the county has implemented organic waste collection services for residents.

## Energy

**Electric power** services in Stanislaus County are primarily provided by three entities: Pacific Gas and Electric Company (PG&E), Modesto Irrigation District (MID), and Turlock Irrigation District (TID). Each of these providers offers their residential and business customers programs and services on energy efficiency, financial assistance, and renewable energy options.

Pacific Gas and Electric Company (PG&E) is an investor-owned utility that supplies electricity and natural gas to business and residential customers throughout a significant portion of northern and central California, including areas within Stanislaus County.

Modesto Irrigation District (MID) is a public utility that provides electric service to over 120,000 customers in the Modesto area.

Turlock Irrigation District (TID) is a public utility that delivers electricity to more than 240,000 people in the Turlock area and surrounding communities through a diverse mix of generation resources, including hydropower, wind, and natural gas.

**Renewable energy** initiatives are underway in Stanislaus County to meet its energy needs and contribute to the state's clean energy goals.

The county benefits from abundant sunlight, making it an ideal location for **solar power projects**. Notable initiatives include the Proxima Solar Project. Proposed by NextEra Energy Resources, this project aims to generate up to 200 megawatts (MW) of solar energy, complemented by 150 MW of battery storage. Spanning approximately 1,100 acres, it represents a significant investment in the county's renewable energy infrastructure.

In June 2024, the San Francisco Public Utilities Commission's CleanPowerSF program committed to a new 20 MW solar project in Stanislaus County, coupled with a 15 MW battery energy storage system. This initiative aims to provide clean and reliable electricity to approximately 385,000 customers in San Francisco. How Stanislaus could be participating may be an opportunity.

**Project Nexus**, developed by UC Merced and funded with \$20 million by the California Department of Water Resources, involves installing solar panels over irrigation canals in Stanislaus County to produce renewable energy and reduce water evaporation.

The Stanislaus River and its tributaries host several **hydroelectric facilities** including the Tri-Dam project, a collaboration between the Oakdale and South San Joaquin Irrigation Districts, generating significant hydroelectric power for the region. The North Fork Stanislaus River Hydroelectric Development project features the New Spicer Meadow Reservoir and the Collierville Powerhouse, which can generate up to 253 MW of electricity.

## Broadband

Broadband services in Stanislaus County are provided by a variety of internet service providers (ISPs) *that* offer residents and businesses multiple options for high-speed internet connectivity. Major *service providers are* AT&T (DSL and fiber-optic), Spectrum (*cable*), Xfinity (*cable*), Frontier Communications (DSL and fiber), Conifer Communications (fixed wireless). Broadband availability *and speed* vary across Stanislaus County, with urban areas like Modesto and Turlock having more options and higher speeds compared to rural regions.

California's Middle-Mile Broadband Initiative is the state's open-access middle-mile network intending to connect underserved regions to the internet and enhance broadband infrastructure across California, including Stanislaus County.

## Public Spaces

The county maintains several **community parks** that provide residents with recreational spaces, including playgrounds, sports fields, and picnic areas. The Dos Rios State Park opened to the public in 2024. This 1,600-acre state park is southwest of Modesto, where the San Joaquin and Tuolumne rivers converge. The park features restored floodplains, native plantings, and opportunities for outdoor recreation, including hiking and wildlife observation. There is also a diverse selection of **recreational facilities** that cater to a variety of interests.

- Woodward Reservoir Regional Park north of Oakdale is a 2,900-acre park featuring a large reservoir ideal for boating, fishing, and camping.
- Modesto Reservoir Regional Park is located east of Waterford and provides opportunities for boating, fishing, swimming, camping, picnic spots and wildlife viewing.
- Frank Raines OHV Park in the western foothills caters to off-highway vehicle enthusiasts with designated trails and camping facilities.
- Laird Park, along the San Joaquin River encompasses 97 acres with 30 acres developed for recreational use, e.g., picnic areas, sports fields, and river access for fishing and boating.
- La Grange OHV Park offers trails for motorcycles and ATVs, and camping options. Basso Bridge, part of the La Grange Regional Park, offers river access with a parking lot, restrooms, informal boat launch, fishing, gravel beach area for swimming, trails, and picnic tables.

**Public plazas** in Stanislaus County foster community engagement and cultural vibrancy by providing venues for cultural events, social interactions, and recreational activities. The design and use of public plazas reflect the character and heritage of each city within the county.

- Tenth Street Plaza (downtown Modesto) is a vibrant mix of retail shops, restaurants, and entertainment venues. The plaza hosts various events throughout the year, including concerts, festivals, and community gatherings, contributing to the city's cultural and social vitality.
- McClatchy Square (Modesto, near the historic McHenry Mansion and Museum) offers gardens and seating areas. The square serves as a venue for public art displays and community events, enhancing the cultural fabric of Modesto.

- Ceres Community Center Plaza (Ceres), adjacent to the Ceres Community Center, this plaza provides an open space for community events, farmers markets, and social gatherings with seating areas and landscaping.
- Graceda Park (Modesto) features open spaces and hosts the annual "Concert in the Park" series by the Modesto Band of Stanislaus County (MoBand).
- Patterson Downtown Plaza (Patterson) serves as a gathering place for community events, including the annual Apricot Fiesta. The space is designed to accommodate activities and promote social interaction and cultural expression.

**Community and cultural centers** play a pivotal role in fostering cultural appreciation and community engagement throughout Stanislaus County. They provide residents and visitors with opportunities to experience and participate in the arts and offer diverse programs and events.

- Stanislaus Arts Council, based in Modesto, supports and promotes local artists and cultural initiatives. The council maintains a comprehensive directory of non-profit arts and culture organizations in the county, including dance companies, performing arts groups, and visual arts studios.
- Gallo Center for the Arts, located in downtown Modesto, is a premier performing arts venue featuring two theaters, the 1,248-seat Mary Stuart Rogers Theater and the 440-seat Foster Family Theater. The center hosts a wide array of performances, including concerts, theater productions, and dance performances.
- Carnegie Arts Center in Turlock offers exhibitions, rotating art exhibits, classes, and performances that cater to all age groups.
- Modesto-Stanislaus Poetry Center is dedicated to promoting poetry throughout Stanislaus County. The non-profit organization organizes various poetry-related activities, including the Modesto Poetry Festival and the Poetry on Sunday Series at the Carnegie Arts Center.
- West Side Theatre in Newman is a historic venue that hosts live music, theater productions, and community events serving as a platform for local and regional artists.
- State Theatre of Modesto offers a range of cultural programming, including independent films, live performances, and educational events.

## Environmental Threats

The most likely and critical environmental risks in Stanislaus County are noted in **Summary of Hazard Significance**. The county and cities of Stanislaus County prepared a multi-jurisdictional hazard mitigation plan (MJHMP) to guide hazard mitigation planning and better protect the people and property of the County from the effects of hazard events. The MJHMP was prepared in accordance with the Federal Emergency Management Agency (FEMA) guidelines and demonstrates the communities' commitment to reducing risks and providing necessary resources in times of need.

Summary of Hazard Significance		
Hazard	Probability	Magnitude of Severity
Ag Pest, Disease	Likely	Limited
Cyber Attack	Likely	N/A
Drought	Likely	Critical
Earthquake	Occasional	Critical
Flood, Levee, Dam Failure	Likely	Critical
Landslide	Occasional	Negligible
Pandemic, Epidemic	Occasional	Critical
Weather-Dense Fog	Likely	Critical
Weather-Heat	Highly Likely	Critical
Weather-Heavy Rain	Highly Likely	Critical
Weather-High Winds	Highly Likely	Critical
Wildfire	Occasional	Negligible
2022 Stanislaus County Multi-Jurisdictional Hazard Mitigation Plan		

Stanislaus County has been included in FEMA disaster declarations in recent years. These declarations have facilitated federal support for Stanislaus County's recovery from natural disasters, underscoring the importance of disaster preparedness and resilience in the region. Notable declarations include:

- Major Disaster Declaration DR-4683-CA (January 2023) due to severe winter storms, flooding, landslides, and mudslides
- Emergency Declaration EM-3591-CA (January 2023) in response to ongoing severe weather
- Major Disaster Declaration DR-4558-CA (August 2020) following the August 2020 wildfires

## Climate Resilience and Economic Development

Climate change poses growing risks to Stanislaus County's health, infrastructure, and economy, particularly through rising temperatures, worsening drought conditions, and increased wildfire **risk**. By 2050, the county could experience two to three additional extreme heat waves per year, **and** wildfire acreage is projected to increase significantly, especially in the county's eastern and northern areas.

These risks threaten key industries such as agriculture, logistics, and tourism, while also impacting worker health and water reliability. Recognizing that climate resilience is essential to long-term economic strength, the jurisdictions consider climate-related risks and vulnerabilities as part of broader land use, infrastructure, and site development planning.

Local Climate Action Priority Areas (recommend by State of California)	
Priority Area	Description / Relevance to Economic Development
1. Land Use & Transportation	Promote infill and compact development; align jobs and housing near transit; reduce emissions and sprawl.
2. Infrastructure & Site Development	Integrate resilient water, energy, and transportation systems; support green infrastructure; avoid high-risk development zones.
3. Public Health & Heat Resilience	Address urban heat, especially in vulnerable neighborhoods; increase tree canopy, shade, and access to cooling infrastructure.
4. Equity & Community Engagement	Prioritize outreach to underserved communities; align investment with environmental justice and equity principles.
5. General Plans & Hazard Mitigation	Embed climate adaptation into General Plans, Housing and Safety Elements, and Local Hazard Mitigation Plans (LHMPs).

The Strategy recognizes that economic resilience is increasingly tied to how communities prepare for climate-related risks such as extreme heat, drought, and wildfires. While this Strategy does not serve as a climate adaptation plan, it reinforces local efforts that align with the **State's Scoping Plan**, including integrating climate risk into land use and infrastructure planning, supporting infill development, and promoting investment in disadvantaged communities. These principles help ensure economic growth strategies remain durable, equitable, and future-ready.

## Capital Improvements

Summarized here are the intended investments for capital improvements that will ensure the county and cities have a robust and resilient infrastructure to help existing businesses expand, attract private sector investment, and provide a safe environment for residents, workers, and visitors. The capital improvement projects presented here are planned or underway and will serve to revitalize areas within the jurisdictions, including housing developments, community parks, and commercial and potential industrial developments in the **Economic Opportunity Sites**. Additional details on capital improvements included in each jurisdiction's **Economic Development Brief** included in this section.

Summary Capital Improvement Projects (Reported by Jurisdiction)		
Jurisdiction	Project	Project Summary
Stanislaus County	North County Corridor Phase 1	Phase 1 begins at the Claribel & Oakdale Rd intersection. Includes construction of a new four-lane access-controlled expressway, a new interchange at Roselle Avenue, grade separated structures over the BNSF RR line, Terminal Avenue & the Modesto Irrigation District Main Canal. Also new frontage roads to maintain access to adjacent properties
	ACE Ceres-Merced Extension	Extension would include track upgrades, new track, new bridges & a second mainline track along 34 miles of the UPRR Fresno Subdivision between Ceres & Merced. New Turlock, Livingston & Merced Stations along the extension alignment. New layover & maintenance facility in Merced.
	SR 132 West	Creating a safer & more efficient transportation route by decreasing congestion & volume on the highway. Will improve connectivity for SR

		132 & SR 99 through Downtown Modesto. Will make use of the existing right-of-way.
<b>City of Ceres</b>	Measure L Projects	<ul style="list-style-type: none"> <li>• Mitchell Road raised median, traffic signal improvement</li> <li>• Design review for future SR 99 Service/Mitchell Rd interchange</li> <li>• New bike lanes on Herndon Ave, El Camino Ave, Eastgate Blvd</li> </ul>
<b>City of Hughson</b>	Measure L Projects	<ul style="list-style-type: none"> <li>• Hughson Ave sidewalk- bike &amp; ped</li> <li>• Santa Fe project</li> <li>• Euclid Avenue overlay</li> <li>• Pavement management program</li> </ul>
<b>City of Modesto</b>	Downtown Fire Flow Pipeline Improvements	New 8-inch diameter pipelines (\$724,750) New 12-inch diameter pipelines (\$11,077,500) Upsize to 8-inch diameter pipes (\$19,383,000)
	TOD In Downtown	ACE Train transit-oriented development (\$96 million)
	Tuolumne River Regional Park	The Tuolumne River, originating in Yosemite National Park, is a vital natural resource for Stanislaus County, providing water, power, and supporting agriculture and diverse wildlife, including the largest naturally reproducing chinook salmon population in the San Joaquin Valley. Despite its importance, public access is limited, prompting the creation of the Tuolumne River Regional Park (TRRP) over 40 years ago, with only a portion developed for recreation.
<b>City of Newman</b>	Measure L Projects	Local streets & roads, traffic management, bike & pedestrian safety- StanCOG Pavement Management Program
	Downtown Plaza	Design and planning for plaza and SBDC building to west
<b>City of Oakdale</b>	Measure L Projects	<ul style="list-style-type: none"> <li>• Olive Street improvements</li> <li>• J Street—Sierra to 5<sup>th</sup> Street improvements</li> <li>• Cloverland Way—A to C Street improvements</li> </ul>
	Greger Sports Park	Soccer fields, future gym, restrooms, lighted tennis/pickleball courts & parking
<b>City of Patterson</b>	Measure L Projects	<ul style="list-style-type: none"> <li>• Pedestrian controlled crosswalk safety project—Ward Ave &amp; Mackilhaffy Dr.</li> <li>• I-5/Sperry Avenue traffic interchange project—Westley &amp; Crows Landing intersections. Two phases.</li> <li>• Sperry Avenue improvements—Phase 2 overlay &amp; road reconstruction along Sperry Avenue between American Eagle Ave &amp; Ward Ave.</li> </ul>
<b>City of Riverbank</b>	Measure L Projects	<ul style="list-style-type: none"> <li>• Oakdale Road Overlay Project</li> <li>• Improvements on Riverside Drive—between 3<sup>rd</sup> &amp; 4<sup>th</sup> Street</li> <li>• Townsend Overlay Project—between Terminal &amp; 8<sup>th</sup> Street</li> <li>• Silverock Road Overlay Project—between Patterson &amp; Oakdale</li> </ul>
<b>City of Turlock</b>	Surface Water Distribution System Improvements	2.3-million-gallon tank, 12 million gallon/day pump station, detention basin & stormwater pump station
	Columbia Pool Improvements	Install pool, mechanical equipment, water & sewer, landscape & irrigation
	Water Main & Sewer Replacement	Install 9,200 lateral feet of 8" water mains & service laterals; 700 LF of 8" sewer mains, 48" diameter manholes
<b>City of Waterford</b>	Capital Projects	<ul style="list-style-type: none"> <li>• Slurry seal of County Gardens Subdivision</li> <li>• Water well at Tim Bell &amp; Vineyard</li> <li>• Interconnection of Waterford &amp; Hickman water systems</li> <li>• Traffic signal at Pasadena &amp; Yosemite Blvd.</li> </ul>

# Economic Opportunity Sites

During the research and preparation of the CEDS, individual meetings were held with each city and the county (Feb-May) to review and prepare individual **Economic Development Briefs** identifying priority opportunity sites within the jurisdiction, infrastructure needs, capital improvement projects, and economic development initiatives. These profiles provide critical ground-level context to ensure the CEDS aligns with real-time local priorities and opportunities.

**Economic Opportunity Sites (Sites)** were identified by each city and the County as locations with the potential to support job creation, private investment, and long-term economic growth. Each jurisdiction selected its Sites based on a combination of factors, including:

- Alignment with local and regional planning priorities
- Current level of development readiness (e.g., zoning, entitlements, and infrastructure)
- Suitability for new or infill development, revitalization, or site enhancement

These areas reflect a mix of industrial, commercial, retail, and visitor-serving opportunities, and were prioritized based on their potential to contribute meaningfully to economic resilience and place-based prosperity.

*It is important to note that these Sites and areas represent a selected set of priority sites; cities and the County may have additional locations with economic potential that were not included in this initial round of review.*

## Economic Development Briefs

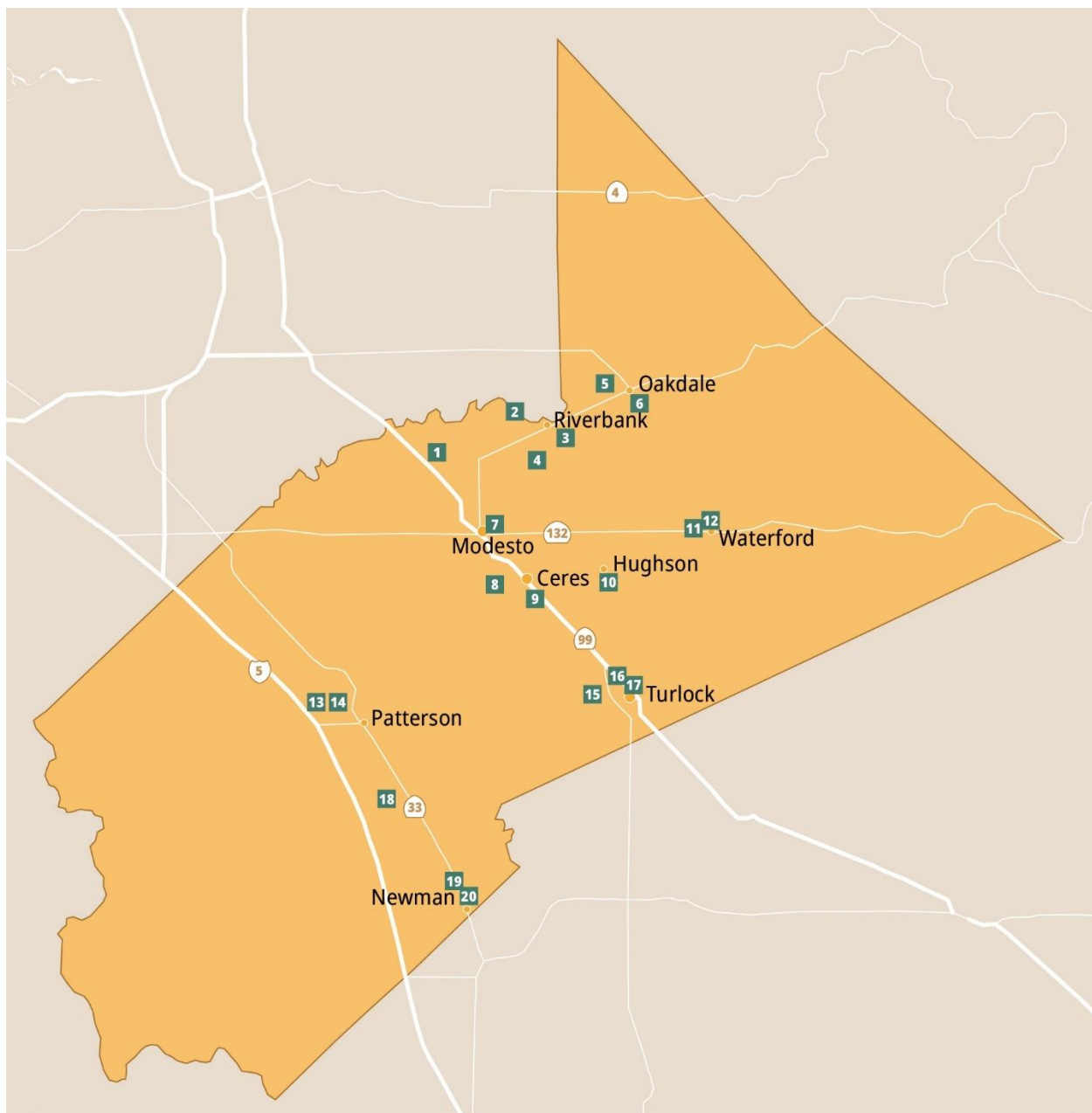
Each individual **Economic Development Brief** (10) is included in the Appendix Physical, Environmental & Resilience Conditions, Economic Development Brief for reference.

## Economic Opportunity Sites

The limited availability of shovel-ready industrial and commercial land is a well-documented barrier to economic growth in Stanislaus County. By highlighting these Economic Opportunity Areas (Sites), cities and the County have a shared foundation to being convening around action strategies for planning, infrastructure investment, and site development.

The Stanislaus County Opportunity Sites Map identifies the location of 20 potential economic opportunity areas throughout the County followed by a brief description of each site. These are further documented in the Appendix Physical, Environmental & Resilience Conditions, Economic Opportunity Sites.





## STANISLAUS COUNTY OPPORTUNITY SITES

- |  |   |
|--|---|
| <b>1</b> Kiernan Business Park, Modesto                                | <b>12</b> Vacant Commercial Properties North Side, Waterford    |
| <b>2</b> River Walk Specific Plan, Riverbank                           | <b>13</b> Arambel Business Park, Patterson                      |
| <b>3</b> Riverbank Industrial Area, Riverbank                          | <b>14</b> Baldwin Ranch Master Planning Area, Patterson         |
| <b>4</b> Tivoli Modesto, Modesto                                       | <b>15</b> West Side Industrial Specific Plan, Turlock           |
| <b>5</b> Crane Crossing Specific Plan, Oakdale                         | <b>16</b> ACE Ceres-Merced Extension Project, Stanislaus County |
| <b>6</b> South Oakdale Industrial Specific Plan, Oakdale               | <b>17</b> Turlock Town Center, Turlock                          |
| <b>7</b> Old County Courthouse Redevelopment, Modesto                  | <b>18</b> Crows Landing Industrial Park, Stanislaus County      |
| <b>8</b> West Landing Specific Plan, Ceres                             | <b>19</b> NW Newman Master Plan Area, Newman                    |
| <b>9</b> Copper Trails Specific Plan, Ceres                            | <b>20</b> Hwy 33 Specific Plan, Newman                          |
| <b>10</b> Tully Road Industrial Subdivision, Hughson                   |   |
| <b>11</b> Vacant Commercial Properties & Former Burger King, Waterford |   |

**Crows Landing Industrial Business Park & Airfield** (Stanislaus County) a former air facility property, this 1,528-acre business park is envisioned as a vibrant, regional employment center. General land uses include 350 acres for light industrial/manufacturing, 349 for logistics/distribution, 78 acres as a business park, and 370 acres for airports uses (runways, taxiways, hangars). The project includes a phasing plan to be developed over the next 20-30 years.

**ACE Ceres-Merced Extension Project** (Stanislaus County) extension would include track upgrades, new track, new bridges & a second mainline track along 34 miles of the UPRR Fresno Subdivision between Ceres & Merced. New Turlock, Livingston & Merced Stations along the extension alignment. New layover & maintenance facility in Merced.

**West Landing Specific Plan** (Ceres) approved in 2011 but still undeveloped, the West Landing Specific Plan area encompasses 906-acres of developed, underdeveloped and agricultural land that is now part of the western city limits. Plan includes a mix of residential totaling approximately 420-acres, 85-acres of retail, 85-acres of office and 130-acres of industrial uses. The industrial area is primarily built out, with opportunities for business parks and varying densities of residential.

**Copper Trails Specific Plan** (Ceres) 535 acres of unincorporated land within the southeast area, adjacent to the Ceres city limits. Future development could result in up to 2,392 dwelling units and 1.1 million square feet of regional commercial development just west of SR 99 and north of Gondring Road.

**Tully Road Industrial Subdivision** (Hughson) a subdivision application to divide 46.44 acres into thirty-four industrial lots. Project is located at the south end of the City, just south of the existing California Trus facility.

**Kiernan Business Park** (Modesto) an attractive opportunity site due to its 614 acres of planned high-quality business and industrial space. Located adjacent to Modesto and close to Highway 99, it offers excellent accessibility. The development includes a mix of business park, office, regional commercial, medical campus, mixed-use, and residential areas, making it a versatile and strategic location for investment.

**Courthouse Redevelopment** (Modesto and Stanislaus County) The redevelopment of the Downtown Courthouse block and its alignment to the current Downtown Master Plan. The current Courthouse site in downtown Modesto is central to the City's downtown, with initiatives aimed at enhancing green spaces along I Street and infrastructure plans to retain the current building's historical elements along with new mixed-use developments. A thorough evaluation of the space will guide its potential re-development and alignment of the Downtown Master Plan, while improvements aim to foster a vibrant and welcoming downtown area for residents and visitors. The County currently is part owner of the building.

**Tivoli Specific Plan** (Modesto) Tivoli Modesto is considered an Opportunity Site because it offers a unique chance for development and investment in a growing area. The Tivoli Specific Plan (TSP) aims to foster attractive and distinctive development, ensuring public facilities and services are adequately provided. It includes a mix of residential, commercial, and recreational spaces, promoting a vibrant community.

**Hwy 33 Specific Plan** (Newman). Updated in January 2022, the Highway 33 Specific Plan provides direction for parcels along the Hwy 33 corridor, primarily comprised of commercial, office and business park uses. The corridor runs north-south and does pass through the central downtown area.

**Northwest Newman Master Plan Area** (Newman) this master planned area consists of a mix of residential, business park, community commercial, office, parks and school uses within a 362-acre area north and west of town. The area is adjacent to existing manufacturers including DIGZ Prefab & Modular Homes and Westside Landscape & Concrete. The area is partially outside city limits, but within its sphere of influence.

**South Oakdale Industrial Specific Plan** (Oakdale) adopted in May 2006, the South Oakdale Industrial Specific Plan is located at the south end of town in an area within city limits and primarily undeveloped. The plan includes 383 acres of industrial, 68 acres of office and 56 acres of general commercial uses.

**Crane Crossing Specific Plan** (Oakdale) located across two separate areas on the western edge of town, the Crane Crossing Specific Plan outlines low, medium and high-density residential uses with some supporting general commercial uses along Highway 108/West F Street. There are 168 acres targeted for residential and 64 acres allotted for general commercial and flex uses. The plan was adopted in March 2014.

**Arambel Business Park** (Patterson) the Arambel Business Park represents the expansion of the existing West Patterson Business Park (WPBP) to include parcels located north and west of the WPBP. There is a Restoration Hardware fulfillment center located at Arambel, with opportunity sites located west and north of the fulfillment center. Adopted in 2012, Arambel has 652 acres of light industrial area, 87 acres as a business park, and 35 acres general commercial.

**Baldwin Ranch Master Planning Area** (Patterson) adopted in 2022, the Baldwin Ranch Master Plan proposes almost 1,300 acres to be developed with a range of housing densities, a mixed-use town center, a commercial center and 317-acres of light industrial uses along the western edge, fronting the east side of Rogers Road. The plan area is located on the north end of town, adjacent to the existing edge of development within the city.

**Riverbank Industrial Area** (Riverbank) former Army Ammunition Plant located in SE portion of City, east of Claus Rd, north of Claribel Rd. Location of Aemetis carbon sequestration and bio jet fuel facility. Area is served by BNSF rail spur. Being touted as a “green” industrial park, but still in possession of Army and contamination cleanup is required before they turn over to the City. Warehouses are being used, with leases coordinated by City (City is receiving those funds).

**River Walk Specific Plan** (Riverbank) adopted in 2024, the River Walk Specific Plan is a mixed-use development project encompassing almost 1,000 acres in the northwest corner of the City. The land uses proposed include a variety of housing densities, Mixed-Use, and Parks/Recreation, including all infrastructure and utilities necessary to service the development. The RWSP estimates between 2,432 – 2,682 residential units, and 375,000 and 875,000 square feet of Mixed-Use for commercial, office, service, or retail use, as well as some transitional care facilities. A large portion of the RWSP is intended to be an age-restricted active adult community, while a portion will not be age restricted.

**Turlock Regional Industrial Park & West Side Industrial Specific Plan** (Turlock) includes more than 1,700 acres of industrially zoned parcels with the balance of acreage divided between Business Park and Commercial zoned parcels. The City has invested more than \$14 million in water and sewer infrastructure to make large areas of the park “shovel ready”. Adopted in 2006.

**Turlock Town Center** (Turlock) a 8.37 acre neighborhood shopping center that is fully-leased with a grocery and drug-anchored retail center in the City. 29 retail suites and five retail pads. Currently listed for sale at \$48.8 million.

**Vacant Commercial Properties and former Burger King on Yosemite Boulevard** (Waterford) two vacant parcels (APN 080-045-027 and 080-045-051) totaling 4.19 acres with frontage improvements. Two parcels to the west at 11900 Yosemite Blvd is a vacant Burger King drive-thru. Zoning is Commercial Highway.

**Vacant Commercial Properties on north side of Yosemite Boulevard** (Waterford) two vacant parcels (APN 080-065-022 and 080-047-003) are each just over one-half acre with frontage along Yosemite Blvd. Zoning is Commercial Highway.