



CHIEF EXECUTIVE OFFICE

Jody L. Hayes
CHIEF EXECUTIVE OFFICER

Patrice M. Dietrich
ASSISTANT EXECUTIVE OFFICER/
CHIEF OPERATIONS OFFICER

Tina M. Rocha
ASSISTANT EXECUTIVE OFFICER

Raul L. Mendez
ASSISTANT EXECUTIVE OFFICER

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

Wednesday, September 17, 2025 @ 3:00 PM Meeting
Tenth Street Place 1010 10th Street, Room 1013 (Green
Room) 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 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 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 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.



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**STANISLAUS COUNTY
ECONOMIC DEVELOPMENT ACTION COMMITTEE
(EDAC) SPECIAL MEETING AGENDA**
Wednesday, September 17, 2025

1. Call to Order and Pledge of Allegiance
2. Roll Call
3. Welcome and Introductions
4. Approval of Minutes from the June 25, 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. Discussion / Action Items
 - a. Accept the Stanislaus County Comprehensive Economic Development Strategy (CEDS) Report from Chabin Concepts as part of strategy report to the US Economic Development Administration.
9. Presentation – Workforce Development – Talent Development & Small Businesses
10. Updates on Economic Development Projects and Initiatives
11. Next Meeting Date: 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 Advisory Committee (EDAC)
Meeting Minutes**

June 25, 2025
1010 10th Street, Room 1013, Modesto, CA 95354

- ☒ Deputy County Counsel: Jesus Mendoza
- ☒ Deputy Executive Officer: Erica Inacio
- ☒ Executive Assistant (Recorder): Mila Romo

Voting Members or Alternate Present Marked with an X:

Voting Member

- ☒ Cerina Otero – Seat 2 (City of Ceres)
- ☒ Randy Crooker – Seat 3 (City of Hughson)
- ☒ Susan Zwahlen – Seat 4 (City of Modesto)
- ☐ Gisel Pimentel – Seat 5 (City of Newman)
- ☒ Joshua Mann – Seat 6 (City of Riverbank)
- ☒ Anthony Sims – Seat 7 (City of Turlock)
- ☐ Elizabeth Talbot – Seat 8 (City of Waterford)
- ☒ Kayleigh Gilbert – Seat 9 (City of Oakdale)
- ☒ Carlos Roque – Seat 10 (City of Patterson)
- ☒ John Ismail – Seat 11 (District 1)
- ☒ Doris Foster – Seat 12 (District 2)
- ☒ Christine Schweininger – Seat 13 (District 3)
- ☒ Cecil Russell – Seat 14 (District 4)
- ☐ Harpreet Singh – Seat 15 (Community)
- ☐ Rosalinda Vierra – Seat 16 (Community)
- ☐ Jose Ibarra - Seat 17 (Community)
- ☒ Dillon Olvera - Seat 18 (Community)
- ☐ Vacant - Seat 19 (Community)
- ☒ Ali Arshad - Seat 20 (Community)
- ☐ David White - Seat 21 (Community)

Alternate Member

- ☐ Julian Aguirre – Seat 77 (City of Ceres)
- ☐ Julie Strain – Seat 77 (City of Hughson)
- ☐ David Wright – Seat 77 (City of Modesto)
- ☐ Scott Ball – Seat 77 (City of Newman)
- ☐ Melissa Holdaway – Seat 77 (City of Riverbank)
- ☐ Erica Phillips – Seat 77 (City of Turlock)
- ☐ Guadalupe Gutierrez – Seat 77 (City of Waterford)
- ☐ Jarod Pitassi – Seat 77 (City of Oakdale)
- ☐ Jessica Romero – Seat 77 (City of Patterson)

Present Member / Alternate, But Not Voting:

- ☐ Mani Grewal – Seat 1 (Board of Supervisors)
- ☒ Julian Aguirre
- ☒ Melissa Holdaway

Guests Present:

Audrey Taylor – Chabin Concepts; Amada Hughes – Stanislaus 2030; Yolanda Meraz – Stanislaus 2030.

- 1. Meeting called to order** at 3:00 p.m. by Chairman Carlos Roque
- 2. Roll Call:** Executive Assistant Mila Romo conducted a roll call. A quorum was met.
- 3. Welcome and Introductions:** Chairman Carlos Roque welcomed all.

4. Approval Of Minutes:

- Approval of Minutes from the EDAC Meeting from March 5, 2025.

A Motion was made to approve the EDAC Meeting Minutes from March 5, 2025.

Motion: Foster | Second: Russell | Unanimous (13 | 0) | Abstain: (0)

5. Public Comment: None

6. Correspondence: None

7. Conflict of Interest Declaration - Read by Chairman Roque. No conflicts were declared.

8. Action Items

A. Update on 2023 – 2028 Stanislaus County Comprehensive Economic Development Strategy (CEDS) and Related Actions:

Audrey Taylor from Chabin Concepts presented Draft Sections III and IV of the Comprehensive Economic Development Strategy (CEDS) report. The purpose of the meeting was to review, discuss, and accept these draft sections, which define the strategic direction, action plan, key stakeholders, performance tracking, and foundational infrastructure conditions for regional economic development.

Section III: Strategic Direction outlines the region's economic development vision and strategic priorities, aligned with the 2030 Blueprint. The goal is to foster a competitive, high-performing, and inclusive economy with five Strategic Goals:

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

Section IV: Action Plan connects each goal to 1–4 actionable objectives. Each objective includes:

- Key actions
- A timeline and milestone chart identifying:
 - Implementation phases
 - Major activities
 - Potential stakeholders and lead agencies

Case studies are included to illustrate current initiatives and provide real-world models aligned with CEDS priorities. The Economic Development (ED) Ecosystem defines the network of entities involved in advancing the county's economic health. It includes:

- Local jurisdictions
- Educational institutions
- Industry partners
- Workforce and nonprofit organizations
- Chambers and community groups

The Performance Matrix outlines how progress will be measured, including:

- Quantitative outcomes (e.g., job creation, business starts)
- Strategic milestone tracking
- Accountability through stakeholder roles
- Regular review and updates to maintain alignment

Appendix C: Physical Conditions provides a snapshot of the county's infrastructure and environmental context, covering:

- Transportation
- Public services
- Energy systems
- Broadband
- Public spaces
- Environmental threats and climate resilience
- Capital improvements
- Economic opportunity sites

Appendix D: Economic Development Briefs. Each jurisdiction is responsible for reviewing and updating its local economic development brief, ensuring accuracy and relevance. These will be incorporated into the final report.

Several questions and comments were raised by committee members:

- Member Olivera inquired whether Stanislaus 2030 and BEAM Circular were invited to contribute. *Erica Inacio confirmed that outreach is underway, and their input will be included in the report.*
- Member Foster asked for clarification on Opportunity Sites. *Audrey Taylor explained these are locations that are "shovel ready" for business or development opportunities.*
- Member Arshad shared news that the Blue Diamond plant in Sacramento is closing and asked if this will be reflected in the report. *Audrey stated that if the closure has been publicly announced, the appropriate jurisdiction may include it in their section.*
- Mayor Zwalen expressed concern that the draft report does not fully reflect her city. *Audrey noted that all city representatives were contacted and sent a form to complete. Additionally, all EDAC members were called and interviewed. Both Turlock and Modesto will have an opportunity to submit further input for inclusion.*

Next Steps

- The committee agreed to extend the submission deadline by 10 days for jurisdictions to provide updated information.
- Following this, the full draft CEDS report will be released for 30-day public review then return for a Special meeting to approve the CEDS document prior to being presented to the Board of Supervisors.

A Motion was made for the EDAC Committee to accept DRAFT Sections III, IV and Appendix C. Also, to conduct a 10-business day review period for input or updates/corrections. Then all sections are packaged for a 30-day Public Notice and at the end of the 30-day Notice, any input is reviewed and documented for the CEDS report.

Motion: Dillon | Second: Schweininger | Unanimous (13 | 0) | Abstain:(0)

B. Discuss, scheduled Special meeting:

A special meeting should be scheduled to take place following a 30-day public viewing period of the Comprehensive Economic Development Strategy (CEDS) report. This report will be made publicly available on the County's website. Erica Inacio reviewed the project timeline and confirmed that the special meeting should be expected to occur in August. During this meeting, the Economic Development Advisory Committee (EDAC) will review and vote to approve the final version of the CEDS report. Upon approval by the EDAC committee, the report will be forwarded to the County Board of Supervisors for final consideration and official adoption.

A motion was made to hold a Special meeting in August.

Motion: Russell | Second: Sims | Unanimous (13 | 0) | Abstain: (0)

C. Term Limits:

On April 15, 2025, the Board of Supervisors approved updated bylaws that establish 4-year term limits for committee members. Erica Inacio highlighted the potential issue of all board members' terms ending simultaneously, which could lead to a complete turnover at one time. She recommended staggering term expirations based on each member's original appointment date to ensure continuity and maintain knowledge.

Member Schweininger noted that it would be challenging to recruit and appoint a large number of new members at once if all current members reach their term limits at the same time. The suggestion to stagger terminations will allow a manageable rotation of committee membership

A motion was made to delegate authority to Erica Inacio and or staff to determine each committee members represented termination/expiration date and come back for final approval at a later date.

Motion: Zwahlen | Second: Otero | Unanimous (13 | 0) | Abstain: (0)

9. Discussion Items:

A. Stanislaus 2030

Amanda Hughes and Yolanda Meraz from Stanislaus 2030 shared a PowerPoint presentation on the formation of a workgroup aimed at streamlining the permitting and licensing processes for small businesses across the County and its cities.

They also presented on their Childcare Expansion initiative, highlighting the high demand in low-income communities. The presentation included an overview of their implementation plan and progress as of May 29, 2025. Amanda and Yolanda emphasized their ability to support individuals who wish to start, sustain, or scale a business in Stanislaus County.

A Small Business Landscape overview revealed that 99.9% of all businesses in Stanislaus County have fewer than 500 employees and that 56.8% of the county's workforce is employed by small businesses.

They shared a summary of the Stanislaus County Ecosystem findings and their future vision for economic development. EDAC committee members were encouraged to join the workgroups.

Finally, they reviewed their Talent Development initiatives, the Stanislaus 2030 2024–2025 Initial Manufacturing Sector Workforce Plan, and shared key findings and objectives related to the manufacturing sector.

10. Committee Member Reports:

- Anthony Sims from City of Turlock shared that Friday June 27, 2025 the City will have their Annual Independence Day parade and car show followed by a Drone show.
- Ali Arshad that he had attended the Agriculture Legislative Day and it was well received.
- Erica Inacio shared that July 1st, Board of Supervisors Chairman Buck Condit will be delivering the State of the County in the Board chambers at 9 am.

11. Next Regular Meeting:

- Special Meeting To be determined.
- Wednesday, October 8, 2025, at 2:00 pm. Meeting will be held at Tenth Street Place, 1010 10th Street, Room 1013 (Green Room), Modesto, CA 95354 – It should be noted that this meeting may be cancelled or rescheduled to a different date as there are other conferences taking place on this day.

12. Adjournment: Meeting adjourned at 4:58 p.m.



Stanislaus Comprehensive Economic Development Strategy 2025-2030

County of Stanislaus, Cities of Ceres,
Hughson, Modesto, Newman, Oakdale,
Patterson, Riverbank, Turlock & Waterford



TABLE OF CONTENTS

	Page
Preface	1
Economic Development Administration – Comprehensive Economic Development Strategy (CEDS) Alignment	2
Executive Summary	6
Section I. Economic Overview & Strategic Framework	9
Section II. Strengths, Weaknesses, Opportunities, Threats (SWOT)	12
Section III. Strategic Direction	24
Section IV. Action Plan	29
Appendix:	
A. Glossary of Terms	
B. Economic Conditions	
C. Physical Conditions	
D. Economic Profile	
E. Reference Documents & Resources	

PREFACE

The Economic Development Administration (EDA)

The US Department of Commerce, Economic Development Administration (EDA) mission is to support the creation of economic development programs creating/retaining full-time permanent jobs and income for unemployed and underemployed in areas of economic distress. EDA supports regions and communities to implement programs and projects through Comprehensive Economic Development Strategies (CEDS). EDA also supports investment (grants) in priority areas to assist positive impact on sustainable regional economic growth and diversification. Funding awards are based on competitive application processes.

The Comprehensive Economic Development Strategy (CEDS)

The CEDS is both a document and a process. It is a process of establishing and maintaining a robust economic development system by helping to build regional capacity and programs that contribute to individual, business, and community success. Acceptance of this document by EDA allows the region and its communities to qualify for funding from various EDA grant programs. Funding may be sought from EDA for the projects and priority programs identified in this document.

The CEDS Process

The CEDS process begins with selection of a *CEDS Committee* responsible for convening the planning process and overseeing plan implementation. The committee must represent the region's economic development community, including business, industry, government, service and nonprofit organizations, minority populations, and training and educational institutions.

The CEDS Document

The Stanislaus County CEDS should be considered a living document. Written as a five-year plan, annual reports will be submitted to EDA during the interim years. These reports will employ the evaluation framework to record and update progress toward meeting the region's economic development goals, completing the priority projects in the CEDS, and adding any new challenges, opportunities, or priority projects.

This CEDS includes a comprehensive summary of the economy, including identification of regional strengths, weaknesses, opportunities, and threats. A comprehensive action plan, founded on a vision and set of goals, and a framework for evaluating progress on implementation is also part of the five-year CEDS. The action plan consists of strategies and tasks intended to address the most critical needs and have the greatest potential to improve the region's economy over the next five years.

This CEDS has been prepared in accordance with US Economic Development Administration (EDA) guidelines.

CEDS Alignment

The Stanislaus County CEDS aligns with and incorporates the activities, goals, and strategies of local jurisdictions, regional stakeholders, the 2030 Stanislaus Investment Blueprint and the Northern San Joaquin Valley's region's California Jobs First Regional Investment Initiative.

Public Participation

Public engagement was integral to the development of the Stanislaus County Comprehensive Economic Development Strategy (CEDS). Input was gathered from a wide range of stakeholders, including city and county staff, community-based organizations, education and workforce leaders, business and industry representatives, and local and regional partners (see EDAC, Key Community Stakeholders, Key Organizational Stakeholders).

The Economic Development Advisory Committee (EDAC), serving as the CEDS Committee, held open and publicly noticed meetings to review and guide the strategy's development. Drafts of the strategy were made available for review and public comment, ensuring transparency and the opportunity for broad-based input.

A 30-day public review period was held in July-August 2025 for community input to the final document.

All documents are available on the county website <https://www.stancounty.com/ceo/econ-dev/edac.shtm>.

Stanislaus Economic Development Advisory Committee (EDAC) Sitting as the CEDS Committee (as of June 2025)

Jurisdiction	Last Name	First Name	Member / Alternate	Position
Board of Supervisors (D4)	Grewal	Mani	Member	
City of Ceres	Otero	Cerina	Member	Councilmember
	Aguirre	Julian	Alternate	Economic Development
City of Hughson	Crooker	Randy	Member	Councilmember
	Strain	Julie	Alternate	Councilmember
City of Modesto	Zwahlen	Susan	Member	Mayor
	Wright	David	Alternate	Councilmember
City of Newman	Pimentel	Gisel	Member	Councilmember
	Ball	Scott	Alternate	Councilmember
City of Riverbank	Garcia	Marisela	Member	City Manager
	Holdaway	Melissa	Alternate	Adm Asst.
City of Turlock	Bublak	Amy	Member	Mayor
	Monez	Rebecka	Alternate	Vice-Mayor

Jurisdiction	Last Name	First Name	Member / Alternate	Position
City of Waterford	Talbott	Elizabeth	Member	Councilmember
	<i>Gutierrez</i>	<i>Guadalupe</i>	<i>Alternate</i>	<i>Councilmember</i>
City of Oakdale	Gilbert	Kayleigh	Member	Councilmember
	<i>Smith</i>	<i>Frederick</i>	<i>Alternate</i>	<i>former council</i>
City of Patterson	Roque	Carlos	Member	Mayor Pro-Tem
	<i>Romero</i>	<i>Jessica</i>	<i>Alternate</i>	<i>Councilmember</i>
District 1	Ismail	John	Member	
District 2	Foster	Doris	Member	
District 3	Schweininger	Christine	Member	
District 4	Russell	Cecil	Member	
Community	Singh	Harpreet	Member	
Community	Vierra	Rosalinda	Member	
Community	Ibarra	Jose	Member	
Community	Olvera	Dillon	Member	
Community	Arshad	Ali	Member	
Community	White	David	Member	Opportunity Stanislaus
All members were contacted for interviews. Interviews were held with designated city representative vs. alternate. All community representatives received interview forms which some emailed responses as well as attended an interview.				

Key County-City Stakeholders

Jurisdiction	Position	Representative
County	Assistant Executive Officer	Tina Rocha
	Deputy Executive Officer	Erica Inacio
	Public Works Director	David Leamon
	Planning Director	Angela Freitas
City of Modesto	Community Development Director	Jessica Hill
	Economic Development Manager	Trevin Barber
	Public Works Director	Bill Sandhu
	Director of Engineering Services	Toby Wells
City of Turlock	Planning Manager	Tristan Osborn
	Economic Development Manager	Anthony Sims
	Public Works Director	Chris Fisher
	Planning Director	Adrienne Werner
City of Ceres	Community Development Director	Lea Simvoulakis
	Economic Development Manager	Julian Aguirre
	Public Works Director	Samir Royal
City of Riverbank	Community Development Director	Joshua Mann
	Public Works Director	Codey Bridgewater

Jurisdiction	Position	Representative
City of Oakdale	Public Services Director	Jeff Gravel
City of Patterson	Community Development Director	Bryan Stice
	Public Works Director	Mike Willett
City of Newman	Community Development Director	Michael Holland
	Public Works Director	Thomas Spankowski
City of Waterford	Public Works Director	Lonnie Statzer
	Planning Director	Mark Niskanen, JB Anderson Planning
City of Hughson	Community Development Director	Carla Jauregui
Feb-April each jurisdiction was sent a profile to be completed during an interview. Interviews were held with each jurisdiction (multiple individuals within a city) to gather details for the profiles and SWOT.		

Key Organizational Stakeholders

Entity	Position	Representative
Board of Education	Superintendent	Scott Kuykendall
University	President	Britt Rios-Ellis
Community College	President	Brian Sanders, Ed.D.
Workforce Investment Board	Director	Doris Foster
Modesto Irrigation District (MID)	Asst General Manager - Electrical Resources	Martin Caballero
Turlock Irrigation District (TID)	Assistant General Mgr Power Supply	Timothy J. Payne, PE
Opportunity Stanislaus	Chief Executive Officer	David White
Stanislaus 2030	Executive Director	Amanda Hughes
VOLT	Executive Director	Eric Neuenfeldt
Housing	Director of Planning & Community Development	Angela Freitas
	Manager IV, Planning & Community Development	Kristin Doud
	Deputy Executive Officer	Erica Inacio
First Five	Executive Director	Shameram Karim
Emergency Response	Director of OES	Erik Klevmyr
Feb-April recent reports such as Stanislaus 2030 and North San Joaquin Valley THRIVE (California Jobs First Reports) and others were reviewed. Following the gathering and review of reports organizational leaders and key stakeholder were interviewed for further information, context and actions being taken. The Superintendent and Presidents of the University and Community College were unable to be personally interviewed.		

Purpose

The Stanislaus County CEDS builds on the foundation laid by the Stanislaus 2030 Investment Blueprint and other regional initiatives to prioritize strategic investments in infrastructure, industry diversification, workforce development, and small business growth. It is focused on the economic vitality of the county and cities within the county. It is designed to align with federal Economic Development Administration (EDA) priorities and with regional partnerships for the California First Jobs Program, also known as North San Joaquin Valley THRIVE.

Guiding Principles

These guiding principles reflect Stanislaus County’s commitment to inclusive values and actions that deliver results. They serve as a compass for how economic development is pursued—through collaboration, respect, and shared responsibility—and are reinforced in Goal 5 as part of ensuring implementation lifts all communities and supports long-term, countywide economic impact.

Stanislaus Economic Development Strategy CEDS – Guiding Principles

- 1. Shared Economic Growth**
Advance economic opportunity for all residents by removing barriers to quality jobs, supporting underserved communities, and ensuring access to career pathways and entrepreneurship.
- 2. Collaboration and Alignment**
Foster regional cooperation across jurisdictions, sectors, and institutions—align with Stanislaus 2030, California Jobs First, and megaregional initiatives to amplify impact and leverage shared assets.
- 3. Readiness and Responsiveness**
Invest in shovel-ready sites, infrastructure, and workforce systems that anticipate business needs and position the region for competitive growth and rapid project deployment.
- 4. Innovation and Economic Diversification**
Promote innovation, entrepreneurship, and sector diversification to build resilience, attract emerging industries, and expand the County’s high-value economic base.
- 5. Results-Driven Accountability**
Measure success through tangible outcomes—increased job creation, gross regional product, and private investment—while continually improving strategies to deliver lasting economic impact.
- 6. Community-Centered Development**
Strengthen the connection between people and place by supporting vibrant small cities, livable communities, and infrastructure that enhances the overall quality of life.

Organization of the CEDS Document

The Stanislaus County CEDS outlines economic challenges, identifies opportunities, and sets forth goals, objectives, and actions to support a resilient local economy with expanded commerce and employment opportunities. Organization of the CEDS document follows the U.S. Economic Development Administration’s guidelines.

Section I. Economic Overview & Strategic Framework is a data analysis and discussion of the economic, physical and social environments of the region, county, and communities.

Section II. S.W.O.T. provides an analysis of the internal and external factors that affect the region’s economic development, competitiveness, and potential.

Section III. Strategic Direction is built on data analysis, findings from the SWOT, and public engagement. Strategic objectives focus on leveraging assets and opportunities, meeting challenges, mitigating threats, and stimulating economic growth and stability.

Section IV. Action Plan and implementation of the strategies is accomplished through the coordinated efforts of local government, workforce and education partners, community organizations, and other stakeholders.

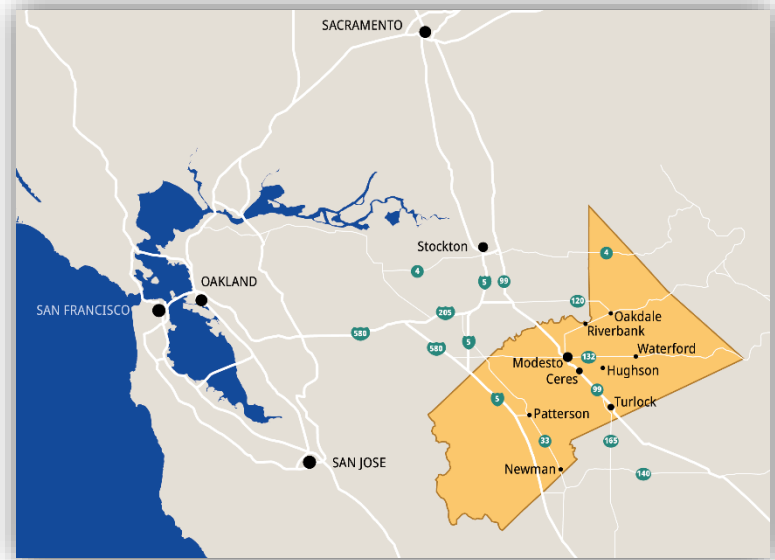
EXECUTIVE SUMMARY

Strategic Location in California's Central Valley

Stanislaus County lies at the geographic and economic crossroads of California's Central Valley.

Located in the northern section of the San Joaquin Valley, it is approximately 90 miles east of San Francisco and 60 miles south of Sacramento. The county is bordered by San Joaquin County to the north, Merced County to the south, Tuolumne and Calaveras Counties to the east, and Santa Clara County to the west.

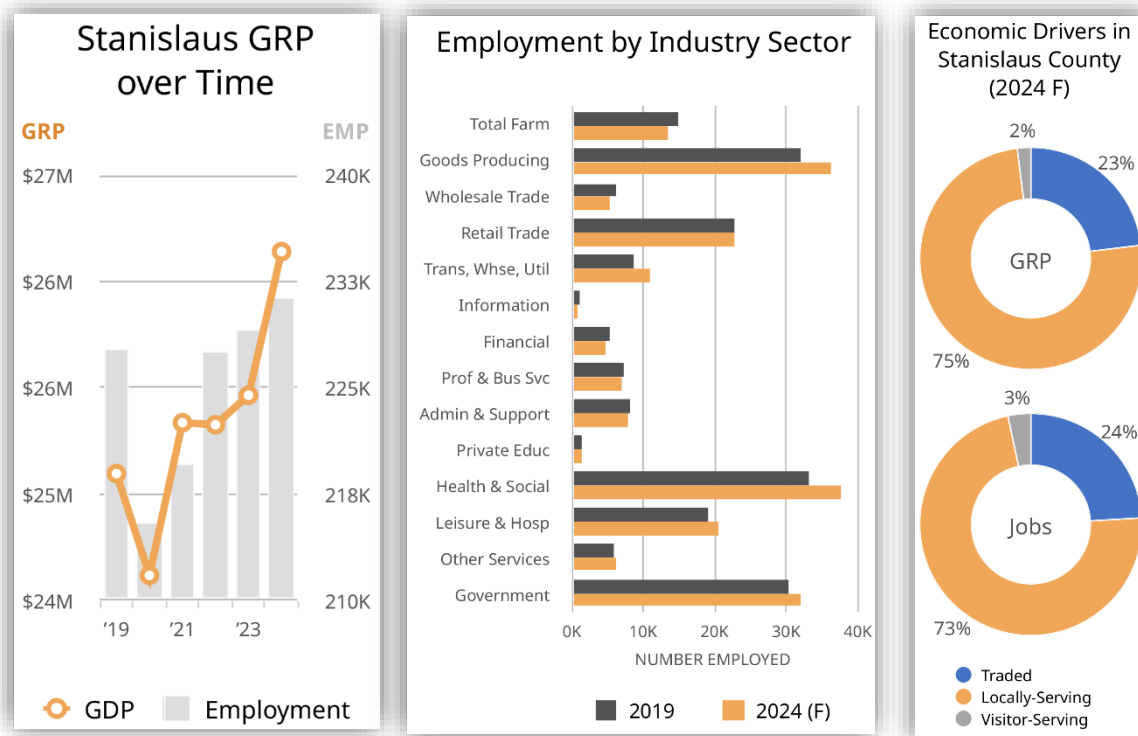
This prime location offers direct access to key urban and economic centers in the East Bay, Bay Area, and Silicon Valley—creating strategic connections for logistics, workforce, and innovation. With growing partnerships involving leading institutions in the Bay Area and beyond, Stanislaus is increasingly recognized as a vital hub for emerging sectors like the bioeconomy and circular economy, strengthening its role in the region's future-facing industries.



Economic Conditions

With strong momentum from community-led planning efforts like the Stanislaus 2030 Investment Blueprint, this CEDS charts a five-year path to foster inclusive growth, expand quality job opportunities, and strengthen regional competitiveness.

The region has demonstrated resilience in the wake of the COVID-19 pandemic. Since 2019, Stanislaus County has added over 3,000 jobs, led by gains in agriculture, manufacturing, logistics, and health care. Gross Regional Product (GRP) has rebounded, median incomes have increased, and job levels now exceed pre-pandemic benchmarks. **However**, wage disparities persist, particularly for entry-level and low-income workers, and not all communities have shared equally in recovery and growth.



Strategic Framework

The CEDS builds on the strengths and challenges identified through existing foundational and guiding reports which included extensive stakeholder engagement—the *Stanislaus 2030 Investment Blueprint*, *North San Joaquin Valley THRIVE Strategy*, and the *People's Plan for Economic Justice*. In addition to a review of over 30 reports and plans, interviews with city leaders, county agencies, and community organizations grounded the strategy of experience and local aspirations (see Stakeholder Charts, Preface, pg 2-4). With the guidance of the EDAC, a comprehensive SWOT analysis was conducted which led to focused goals that build upon and complement ongoing work efforts and plans.

Strategic Direction

The vision guiding the CEDS is action oriented—*Position Stanislaus County as a competitive, high-performing, and inclusive economy that attracts private investment, expands access to quality jobs, and creates lasting pathways to prosperity*. Five interrelated goals were developed to advance this vision. These goals are supported by clear objectives, actions, and performance metrics.

- Goal 1: Expand Investment-Ready Sites and Infrastructure**
 Prioritizes shovel-ready land, utility investment, and cross-jurisdictional coordination to meet growing business demand.

- **Goal 2: Strengthen and Diversify the Economic Base**
Focuses on retaining key industries like agriculture and manufacturing while supporting emerging sectors such as bioeconomy and renewable energy.
- **Goal 3: Advance Workforce Participation and Career Pathways**
Seeks to better align workforce efforts with industry needs, expand training access, and remove barriers to employment like childcare and transportation.
- **Goal 4: Elevate Small Business and Entrepreneurial Ecosystems**
Enhances capital tools, technical support, and outreach to underserved small businesses and entrepreneurs, especially in rural and small cities.
- **Goal 5: Catalyze Equitable Growth Through Local and Regional Collaboration**
Embeds shared capacity and regional cooperation across all goals, with a focus on lifting historically underserved communities.

Implementation & Metrics

Each goal is accompanied by a recommended implementation plan that outlines proposed actions, stakeholders, timelines, and measurable outcomes which may be further reviewed and modified as to specific actions by working groups. Progress tracking is recommended across multiple indicators, including GRP growth, sector-specific job creation, business formation, and workforce participation.

Collaborative structures—such as working groups and partners in economic and workforce development with the capacity to lead specific goals and actions—would complement the EDAC by helping guide implementation and ensuring that local voices continue to shape priorities.

Stanislaus County’s economic future depends on its ability to work together across communities, sectors, and systems. This CEDS is not a standalone document—it is a complement to the ongoing work of dozens of local partners. It reinforces a shared commitment to inclusive prosperity and practical solutions that deliver long-term economic impact.

SECTION I. ECONOMIC OVERVIEW & STRATEGIC FRAMEWORK

Section I. Economic Overview and Strategic Framework provides an overview of Stanislaus County’s economic conditions, which are further described in Appendix B, *Economic Conditions*. It summarizes key economic trends since 2019, including job growth, income shifts, sector performance, and regional challenges. This section also overviews research, public engagement plans, and work efforts already in place that are shaping the strategic direction to align, complement, leverage and build on efforts already underway.

Summary Background

1. Stanislaus County, a Key Central Valley Location

Stanislaus County is in the heart of California’s Central Valley—one of the most productive agricultural regions in the world. Its central position offers strategic access to major population centers, transportation networks, and emerging innovation corridors that shape the region’s future economy:

- **Central Location:** Approximately 90 miles east of San Francisco and 60 miles south of Sacramento, the county offers proximity to major markets while maintaining a strong agricultural and community-based identity.
- **Population:** Home to more than 552,000 residents, the county includes a blend of urban centers, corridor cities, and small rural communities.
- **Cities and Communities:** The county includes nine incorporated cities—including the urban core of Modesto; corridor cities like Turlock, Ceres, and Patterson; and smaller communities such as Hughson, Oakdale, Riverbank, Waterford, and Newman. It also encompasses nine unincorporated communities such as Salida, Keyes, Denair, and Crows Landing.
- **Transportation Corridors:** The county is served by two major north-south transportation routes—Interstate 5 and State Route 99—as well as key east-west connectors like State Routes 132 and 120, supporting regional freight, commuting, and logistics.
- **Education and Health Infrastructure:** California State University, Stanislaus in Turlock and Modesto Junior College contribute to regional talent and research capacity. The county also serves as a healthcare hub for the surrounding area, with a growing concentration of medical facilities and services.
- **Economic Role:** Stanislaus County anchors a major segment of the North San Joaquin Valley economy, with leading industries in agriculture, food processing, logistics, and advanced manufacturing. It is also emerging as a center of innovation in the bioeconomy, driven by partnerships through initiatives like BEAM and investments in circular economy technologies.

2. Stanislaus Economic Trends Show Resilience

Stanislaus County has shown strong economic recovery and sector growth since the pandemic; clear signs of resilience and opportunity—though structural challenges remain. See Appendix B *Economic Conditions* for a detailed report.

Key Economic Trends (2019–2024)

- **Real Gross Regional Product (GRP):**
↑ +2.2% after inflation (2019–2022) – now above pre-pandemic levels.
- **Employment Recovery:**
Jobs lost during the pandemic were fully recovered by 2022, with continued growth to 2024 in key sectors:
 - **Food Manufacturing:**
+3,100 jobs—this has been the strongest area of growth, contributing significantly to the region’s traded economy and strengthening economic resilience.
 - **Healthcare:**
Substantial job gains (nearly 4,000) as demand for health services increased both during and after the pandemic, particularly in elder care and support services.
 - **Warehousing & Logistics:**
Strong post-pandemic growth, +2,000 jobs due to e-commerce and distribution expansion. This includes long-haul and last-mile delivery roles.
 - **Hospitality (hotels & restaurants):**
Recovery from pandemic lows brought job increases, +1,500, as travel and local dining resumed.

Sectors with job losses include:

- **Professional Services:**
Declines noted, likely reflecting remote work trends and slower recovery in office-based employment typical in suburban and rural California areas.
- **Wholesale Trade:**
Also saw some declines, mirroring statewide patterns related to supply chain adjustments and consolidation.
- **Labor Force Participation:**
Increasing steadily since 2021, an indication of the return of previously discouraged workers.
- **Unemployment:**
Fell from pandemic highs (double digits) to ~7.3% (2023)—still above state and national averages but trending down.
- **Median Household Income:**
Increased by nearly 10% since 2019—but disparities persist across geographic areas.
- **Wage & Equity Gaps:**
Despite income gains, disparities remain in wages, job access, and educational attainment.

Structural Conditions and Barriers:

- **Shovel-Ready Sites:** Shortage of infrastructure-ready industrial and commercial sites is a barrier to business expansion and attraction.
- **Housing Affordability:** Home prices have risen faster than incomes; rent burden remains high for low-income households.
- **Broadband & Transportation Access:** Connectivity and mobility constraints in smaller cities limit access to jobs and services.
- **Sector Dependence:** Agriculture remains a major economic engine, but is highly exposed risks from drought, climate variability, and market volatility.

3. Regional Plans Highlight Forward-Thinking, Action Oriented

This strategy builds upon over 30 local, regional, and state-level plans reviewed throughout the CEDS development process. Two strategic efforts—the Stanislaus 2030 Investment Blueprint and the North Valley THRIVE Plan—have progressed to implementation providing a foundation for guiding direction:

1. *Stanislaus 2030 Investment Blueprint*—A countywide, community-engaged initiative that defines broader strategies for equitable growth and addresses challenges and disparities.
2. *North Valley THRIVE (North San Joaquin Valley Jobs First Plan)*—A multi-county framework of strategies, coordination, and development in Merced, Stanislaus, and San Joaquin counties.

The People’s Plan for Economic Justice offers valuable public input and priorities from historically underserved communities and is referenced as a key source of community voice as a community-led report. Other key documents that informed the CEDS include local general plans, regional infrastructure assessments, transportation studies, and workforce development plans.

4. Engaging Stakeholder and Public Input

Stakeholder input was a critical component of the planning process. Outreach included:

- Structured interviews and calls with city staff, county departments, utility providers, workforce and economic development leaders, and regional organizations.
- One-on-one interviews with members of the Economic Development Advisory Committee (EDAC), a countywide committee representing all nine cities, County and key organizations.
- The EDAC provided guidance during the preparation of the plan at public meetings, and it is posted for public access and comment to ensure it reflects regional needs and values.

5. Process has Informed the Strategic Direction

The insights from data analysis, regional plans, and community input directly shaped the strategy’s vision, guiding principles, and five overarching goals. These focus on expanding investment-ready sites, growing sectors and businesses, aligning talent with industry, supporting entrepreneurship, and ensuring equitable, collaborative development.

SECTION II. SWOT

The **Strengths, Weaknesses, Opportunities, and Threats (SWOT)** section reviews factors shaping Stanislaus County’s economic future. It draws from data (Economic & Physical Conditions Reports¹) as well as local insights to identify the most relevant economic constraints and areas of potential. These key factors help shape the goals and objectives that follow, serving as a guide for where action is most needed to strengthen competitiveness, increase access to opportunity, and drive long-term economic vitality.

Background Review & Engagement

The SWOT included a review of over 30 reports and plans (last five years)—including Stanislaus 2030, The People’s Plan for Economic Justice, and the regional North San Joaquin Valley Jobs First THRIVE Strategy—along with current data trends on post-pandemic recovery, wage disparities, and industry shifts.

It is informed by direct engagement with local stakeholders, including one-on-one interviews with EDAC members, discussions with city representatives to inform the City/County Economic Profiles and identify Opportunity Sites, and outreach to key partner organizations. Additional research was conducted into capital improvement needs and innovative programs already addressing Stanislaus 2030 priorities, helping to identify both on-the-ground strengths and ongoing challenges shaping economic development in Stanislaus County.

SWOT

The SWOT charts on the following pages reveal several key themes shaping the region’s economic trajectory.

- **Strengths** include a diversified ag-based economy, growing momentum in the bioeconomy sector, a culture of regional collaboration, and active institutional partnerships.
- **Weaknesses** such as a lack of shovel-ready land, gaps in skilled labor, low educational attainment, and uneven access to broadband and infrastructure, particularly in smaller and underserved communities—pose significant barriers to growth.
- **Opportunities** lie in expanding emerging industries, unlocking federal and state funding (if available), strengthening talent pipelines, and revitalizing vacant buildings and infill areas.
- **Threats** such as climate impacts, increasing housing costs, and differences in economic opportunity across communities highlight the importance of strategies that are responsive to local conditions and assets.

These realities affirm the CEDS’ commitment to broad-based economic growth, strong regional partnerships, and expanding opportunity for all residents and neighborhoods across Stanislaus County.

¹ Economic & Physical Conditions, see Appendix B & C.

Strengths

1. Diverse Economic Base

- Strong performance reported in manufacturing, healthcare, and logistics, with manufacturing contributing significantly to GRP.
- Resilient economic growth, Gross Regional Product (GRP) increasing by 2.2% 2019 to 2023, despite ongoing inflationary pressures.

2. Industry Diversity

- **Key traded sectors** include agribusiness, food processing, advanced agriculture technology, manufacturing, logistics, and renewable energy contributing to economic stability and growth:
 - **Agribusiness and Food Processing:** Fertile land and water resources Stanislaus County leads agricultural innovation, driving export revenues and food security.
 - **Manufacturing:** Advanced technologies and skilled workforce, adds value to raw material production, diverse job opportunities.
 - **Logistics:** Hub for supply chain management and distribution with major transportation corridors, rail systems, and ports.
 - **Renewable Energy:** Investments in solar, bioenergy, and other renewable projects enhance leadership in sustainable energy production and innovation.

These traded sector industries are growing and stable due to strong demand for agricultural products, ongoing innovation in manufacturing processes, increasing need for efficient logistics solutions, and California's push toward renewable energy initiatives.

- **Emerging Traded Sector continuing to position County as leader:**

Circular Bioeconomy: Stanislaus County has strong potential to lead in the Circular Bioeconomy which offers a promising path forward—renewable energy (biofuels), transformation of raw and agricultural byproducts into high-value materials, sustainable products, and advanced manufacturing opportunities.

Through BEAM Circular the county secured national funding to advance circular economy solutions. Key partnerships with CSU Stanislaus, UC Merced, UC Davis, UC ANR, and Lawrence Livermore Lab support cutting-edge research and commercialization, while collaborations with ag and tech sectors will transform waste into value-added products and position the region for long-term economic growth.

3. Educational Assets

- Access to higher education through institutions like Modesto Junior College, CSU Stanislaus, UC Merced, University of the Pacific, CSU Fresno fosters workforce development and innovation.
- VOLT Institute, a trade school specializing in industrial maintenance, mechatronics, and advanced manufacturing, provides hands-on technical training to meet industry demands.
- Stanislaus County Office of Education (SCOE), vocational and private schools support education and training.
- Several teaching hospitals Doctors Medical Center of Modesto, Memorial Medical Center (Sutter Health), Stanislaus Surgical Hospital and related medical education partners Valley Consortium for Medical Education (residency), CSU Stanislaus School of Nursing, and Modesto Junior College with Allied Health Programs support the healthcare sector.

4. Logistical Advantages

- Proximity to major transportation routes (Interstate 5, Hwy 99, Hwy 132, Hwy 580) and access to ports and rail systems.
- Planned Altamont Corridor Express (ACE) rail expansion to enhance connectivity.

5. Affordability

- Lower cost of living and housing compared to California averages, attracts residents and businesses seeking more affordable alternatives.

6. Community Resources and Initiatives

- Cities within Stanislaus County have historically supported business-friendly policies, initiating permit streamlining and fostering economic growth.
- Effective programs and initiatives offer targeted and critical resources:
 - **Stanislaus 2030 Initiative:** Comprehensive plan includes goals for regional economic diversification, workforce readiness, and development of high-growth sectors. Its importance lies in creating a resilient economy by addressing current and future market trends.
 - **Small Business Development Center (SBDC):** SBDC serves entrepreneurs and small businesses offering professional consulting, training, and access to financial resources. Targets early-stage companies, minority-owned businesses, and those seeking expansion.
 - **Opportunity Stanislaus:** Organization supports cities and county through business attraction, retention, workforce training, and economic analysis assistance. Role in creating public/private partnerships is pivotal for growth.
 - **Stanislaus Equity Partners (STEP):** STEP focuses on community development, providing financing and technical assistance to small businesses, especially in underserved areas. It enhances economic development by fostering innovation and enabling access to capital.
 - **BEAM Circular,** introduced in the 2030 Plan and funded by Stanislaus County and other partners to grow the region's bio industrial economy. Focus is on advancing innovation, workforce development, and sustainable industry positioning as a hub for clean manufacturing and ag-tech opportunities.

Weaknesses

1. Limited Shovel-ready Land and Buildings

- Few fully infrastructure-ready sites are available for immediate business expansion or relocation.
- Many industrial and commercial parcels lack basic utilities (water, sewer, broadband, etc.), delaying project timelines.
- Smaller cities face capacity constraints in preparing and marketing sites, limiting their competitiveness.
- Missed opportunities for investment as companies seek ready-to-go locations with short turnaround timelines.
- California Environmental Quality Act (CEQA) hinders projects due to increased costs and timelines.

2. Labor Force Challenges

- Slow growth in the younger workforce (<40 years), limiting economic expansion and innovation.
- Skills gaps in high-demand sectors such as healthcare, logistics, advanced manufacturing, and bioeconomy.
- Declining enrollment in Career Technical Education (CTE) programs impacts workforce readiness.
- Limited access to childcare facilities inhibits workforce participation, particularly among working parents.
- Commuting trends show an increasing number of residents working outside the county, reducing the retention of the local workforce.
- Employers are struggling to attract and retain skilled talent due to competitive job markets in neighboring regions.
- Impacted healthcare training programs and costs of training.

3. Housing Supply and Affordability

- Housing development is not keeping pace with demand, leading to rising costs and potential displacement, particularly for low- and middle-income families.
- The Regional Housing Needs Allocation (RHNA) Plan shows over 34,000 new housing units are needed by 2031 to meet projected growth.
- Rising rental costs disproportionately impact renters; average rents are increasing by up to 6% annually requiring renters to earn significantly above the state minimum wage to afford housing.
- A high percentage of renters (44.6%) are spending more than 35% of their income on housing, further highlighting affordability challenges.
- Supply constraints are exacerbated by limited new housing construction, leading to competitive markets and potential displacement of vulnerable populations.

- Limited funding for smaller cities to do projects is available.

4. Economic Disparities

- Poverty remains a persistent issue, particularly among renters who bear a higher burden of housing costs.
- Low-income residents experience limited economic mobility due to rising housing costs and limited job access.
- Services for an aging population are limited.

5. Environmental Risks

- The region faces high vulnerability to drought, heatwaves, and other climate-related threats, as identified in the Multi-Jurisdictional Hazard Mitigation Plan.
- Water resource challenges are impacting agriculture and long-term sustainability.

6. Healthcare Accessibility

- Stanislaus County is designated as a Health Professional Shortage Area (HPSA), indicating a shortage of healthcare professionals relative to the population's needs.
- While 93.9% of the population is covered by private or public health insurance, the uninsured rate has been gradually increasing since 2020.
- The county has fewer primary care providers per capita than state and national averages, exacerbating healthcare access issues.
- Dental shortages also exist; Stanislaus County has significantly fewer dentists per capita than the California state average.
- Key healthcare providers in the county include Memorial Medical Center, Doctors Medical Center of Modesto, Emanuel Medical Center in Turlock, and Kaiser Medical Center, but emergency and specialty healthcare services remain stretched.
- Public healthcare services such as the Stanislaus County Health Services Agency (HSA) and Behavioral Health and Recovery Services (BHRS) provide essential community health programs, but funding and service capacity remain challenges.
- The county ranks high in coronary heart disease deaths, rising rates of syphilis, and opioid prescription rates are nearly double the California average.

7. Childcare Shortages

- A critical barrier to employment is the significant shortage of childcare services in Stanislaus County. As of April 2024, there are five children for every licensed childcare space, equating to an estimated need of approximately 36,000 additional childcare slots to meet workforce demands.
- Childcare costs range from \$9,800 to nearly \$15,000 per year per child, creating financial barriers for working families.
- A study conducted by UC Berkeley found that approximately 50 census tracts in the North San Joaquin Valley lack access to licensed childcare resources, with the greatest gaps near urban centers.
- Childcare facilities have limited flexibility on hours and locations.

Opportunities

1. Industry Expansion

- Targeted growth in critical sectors such as logistics, advanced manufacturing, bioeconomy, and renewable energy.
- Renewable energy initiatives like Project Nexus and the Proxima Solar Project.
- Strategic alignment with the 2030 Investment Blueprint for small business and industrial growth.
- Expansion of small business support services.
- Technology integration in agriculture such as precision farming and automation can help modernize the industry and increase competitiveness.
- Ability to utilize the existing agricultural raw materials for creating value-add products, and products for other cultures, thereby increasing exports.

2. Workforce Development

- Expanding Career Technical Education (CTE) programs and attracting new and emerging workforce candidates to address skills gaps.
- Leveraging partnerships with local colleges and trade schools like VOLT Institute to align curricula with industry needs, including bioeconomy-specific training.

3. Circular Bioeconomy

- Advancing the Bioeconomy and technologies to create sustainable products and reduce environmental impacts, enhancing the region's economic and ecological resilience.
- Partnering with green technology firms to establish Stanislaus County as a hub for sustainability innovations.

4. Opportunity Sites and Developments²

- Crows Landing Industrial Business Park: A major economic development project repurposing the former Crows Landing Air Facility into an industrial hub, poised to generate thousands of jobs in logistics, manufacturing, and aviation-related industries.
- Beard Industrial Park: Located east of the Modesto Airport with over 2,000 acres and 300 acres available for development.
- Patterson and Westside Development: Expansion of industrial and warehouse space along the I-5 corridor, attracting logistics and e-commerce investments.
- Modesto and Turlock Commercial Growth: Increasing development in retail, healthcare, and business services supporting population and economic expansion.
- United Soccer League (USL) Stadium: Support the Modesto-USL stadium initiative, a 5,000+ seat stadium with an integrated sports and entertainment district.
- Reuse Development Project: Continuing advancing redevelopment plan for Modesto Municipal Golf Course, 54 acres to mixed-use or expanded recreational development.
- Renewable Energy Zones: Identified areas for wind, solar, and bioenergy projects that contribute to sustainability goals while driving economic investment.

² A full listing of Opportunity Sites are included at the end of the SWOT Analysis, Appendix C and City/County Profiles.

5. Infrastructure and Transportation Improvements

- Altamont Corridor Express (ACE) Rail Expansion: Increasing connectivity between Stanislaus County and the Bay Area supports workforce mobility.
- Highway 99 and I-5 Upgrades: Enhancing transportation infrastructure to improve freight movement and reduce congestion.
- EV and green transportation infrastructure: With California's push for electrification, investing in EV infrastructure could attract new industries and improve regional transportation.
- Broadband Expansion: Increasing internet access in rural and underserved areas supports economic development and education.
- Enhanced Infrastructure Financing District Partnership (EIFD): A proposed City of Modesto–County EIFD as a catalyst for economic redevelopment projects is advancing. A 5,125-acre district (18% of city land) which includes \$2.2 billion in assessed value targeting incorporated areas with regional impact and County pockets prioritized for annexation.

6. Housing Initiatives

- Policy incentives to promote affordable housing development and streamline approval processes.
- Public-private partnerships to accelerate housing construction and address shortages.
- The Stanislaus 2030 initiative includes a focus on housing as part of economic resiliency, ensuring alignment of housing policies with workforce needs and existing actions can be part of public-private partnerships:
- The Stanislaus County Down Payment Assistance Program (DPAP) helps first-time homebuyers access homeownership, while cities like Modesto and Turlock are adding affordable units through projects like Tower Park Village and Avena Bella. Nonprofits and partners are also pursuing funding to expand housing affordability.

7. Healthcare Expansion and Access Improvements

- Investments in healthcare infrastructure to expand primary and specialized care services.
- Potential for new healthcare training programs to address workforce shortages in nursing, mental health, and elder care.
- Development of Federally Qualified Health Centers (FQHCs) to improve healthcare access in underserved areas.

8. Childcare Expansion Initiatives

- Stanislaus 2030 Child Care Expansion Project: Creating thousands of new licensed childcare spaces to support working families.
- Workforce-Integrated Childcare Programs: New employer-based childcare solutions aimed at increasing workforce participation.
- The Children's Crisis Center of Stanislaus County offers 24-hour emergency childcare services for families in crisis.
- The Stanislaus STARS program³ is a quality improvement initiative focused on enhancing early care and education programs.

³ <http://www.STANCOE.Org/CFS/QRIS-CSPP>

Threats

1. State and National Economic Conditions

- Fluctuations in the national economy, inflation, and federal interest rate policies may impact local business investment and consumer spending.
- Higher interest rates could slow down home sales, business expansions, and infrastructure financing, leading to potential economic stagnation.
- Economic slowdowns at the state and national levels could reduce funding for essential programs, including housing, transportation, and healthcare initiatives in Stanislaus County.

2. Changes in Administration and Policy Shifts

- Shifts in federal and state administrations may result in regulatory changes affecting industries such as agriculture, logistics, and manufacturing.
- Potential reductions in federal and state funding for workforce development, infrastructure, and social programs could strain county resources.
- Evolving trade policies may impact exports from the region, particularly in the agriculture and manufacturing sectors.

3. Economic Vulnerabilities

- Potential tariffs are unknown, but businesses have globalized supply chains. Could impact inventory delivery and further inflationary pricing pressures.
- Agriculture sector dependence susceptible to climate impacts and market volatility.
- Rising costs of living could drive residents and businesses to relocate.
- Workforce shortages in key industries, exacerbated by talent outmigration.
- Rising unemployment rate and stagnant labor force participation in some demographics.

4. Environmental and Climate Challenges

- Increasing frequency of extreme weather events impacting agriculture and housing.
- Water resource limitations may threaten long-term sustainability of traded sectors.

5. Housing Crisis

- Escalating housing costs outpacing income growth, eroding affordability advantages.
- Continued housing mandates from the state.
- Delays in addressing housing supply gaps could exacerbate socioeconomic divides.

6. Healthcare System Strain

- Growing demand for services from an aging population without a corresponding increase in healthcare capacity.

7. Infrastructure and Resource Constraints

- Potential delays in planned infrastructure projects due to funding or logistical barriers.
- Ongoing energy and water resource management challenges.

8. Competition for Investment

- Neighboring counties and regions are competing for the same industries, investments, and talent pool.

Economic Opportunity Sites

During the research and preparation of the CEDS (February to May), individual meetings were held with each city and the county to review and prepare individual **City/County Economic Profiles** that identify 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 and are included in the SWOT Section of the CEDS 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.

City/County Economic Profiles

Each individual **Economic Profile** is included in the Appendix C *Physical, Conditions, City/County Economic Profiles* for reference.

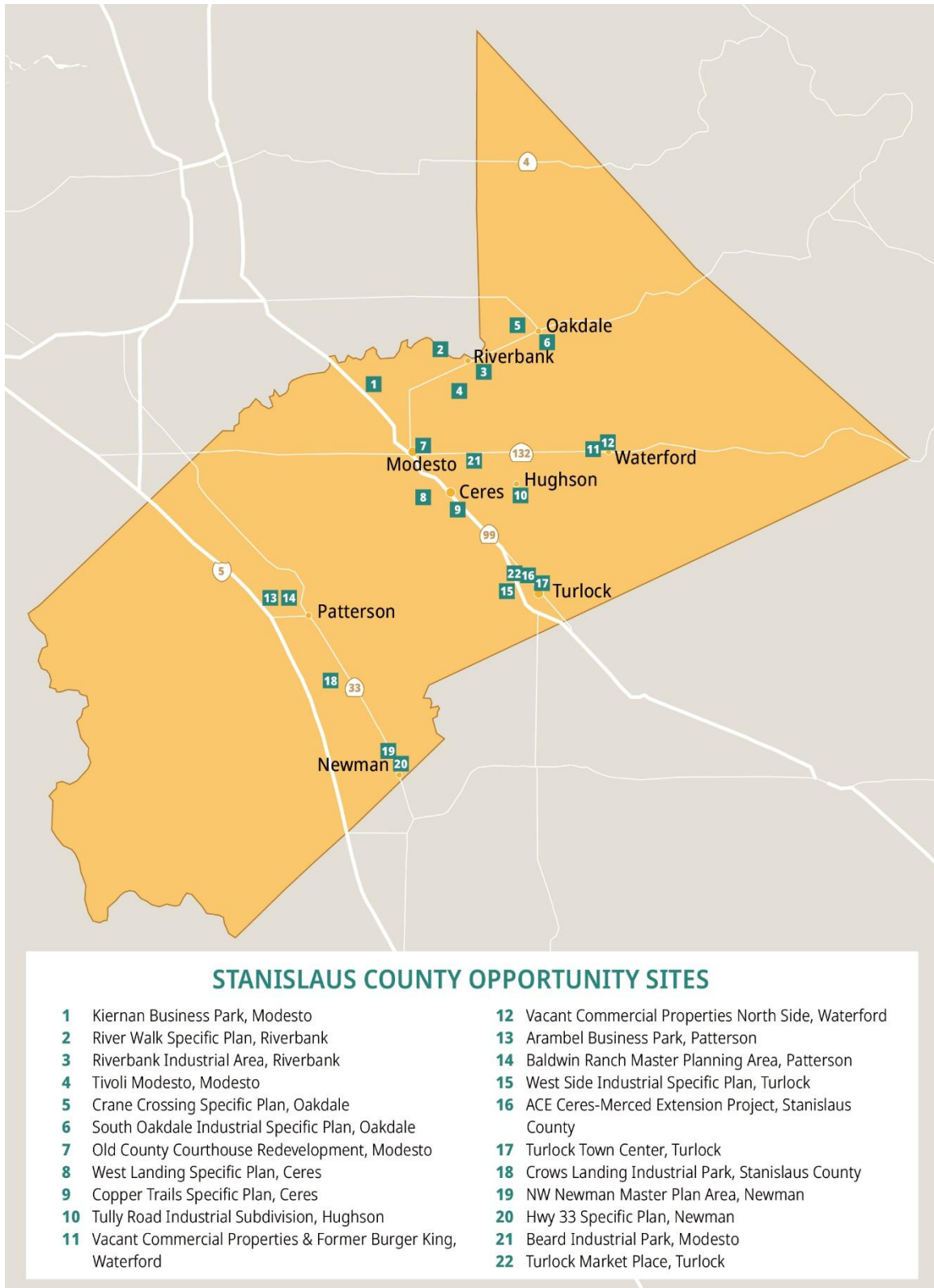
Economic Opportunity Sites

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 begin 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 C *Physical Conditions, Economic Opportunity Sites*.

There are also other city and county-led redevelopment and reuse projects identified in the City/County Economic Profiles that are being advanced such as the United Soccer League (USL) Stadium in Modesto, reuse of municipal golf course, and partnerships in infrastructure financing for preparing properties for development.

Stanislaus County Opportunity Sites Map



1. **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 20–30-year phasing plan.
2. **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 and Merced. New Turlock, Livingston and Merced Stations along the extension alignment. New layover and maintenance facility in Merced.
3. **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. The 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.
4. **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.
5. **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.
6. **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, offices, regional commercial, medical campus, mixed-use, and residential areas, making it a versatile and strategic location for investment.
7. **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. Initiatives are 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 redevelopment 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.
8. **Tivoli Specific Plan** (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.
9. **Highway 33 Specific Plan** (Newman) was updated in January 2022 to provide direction for parcels along the Highway 33 corridor, primarily comprised of commercial, office and business park uses. The corridor runs north south and passes through the central downtown area.
10. **Northwest Newman Master Plan Area** (Newman) 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.
11. **South Oakdale Industrial Specific Plan** (Oakdale) was adopted in May 2006. 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.
12. **Crane Crossing Specific Plan** (Oakdale) is 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.

13. **Arambel Business Park** (Patterson) 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.
14. **Baldwin Ranch Master Planning Area** (Patterson) adopted in 2022, the master plan proposes almost 1,300 acres 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.
15. **Riverbank Industrial Area** (Riverbank) is a former Army Ammunition Plant located in southeast Riverbank, east of Claus Road, north of Claribel Road and is the location of Aemetis carbon sequestration and bio jet fuel facility. The area is served by BNSF rail spur. Being touted as a “green” industrial park, but the U.S. Army still has possession and contamination cleanup is required before it can be turned over to the City. Warehouses are being used, with leases coordinated by City (City is receiving those funds).
16. **River Walk Specific Plan** (Riverbank) adopted in 2024, the River Walk Specific Plan (RWSP) 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, parks and recreation, including all infrastructure and utilities necessary to service the development. The RWSP estimates between 2,432 to 2,682 residential units, and 375,000 to 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.
17. **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.” The plan was adopted in 2006.
18. **Turlock Town Center** (Turlock) is a 8.37-acre fully-leased neighborhood shopping center that anchored by a grocery and drug store and contains 29 retail suites and five retail pads. Currently listed for sale at \$48.8 million.
19. **Vacant Commercial Properties and a 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.
20. **Vacant Commercial Properties on the north side of Yosemite Boulevard** (Waterford) APN 080-065-022 and 080-047-003 are each just over one-half acre with frontage along Yosemite Blvd. Zoning is Commercial Highway.
21. **Beard Industrial Park** is a prime opportunity site thanks to its strategic location near major transportation routes and efficient rail services. The park offers over 9 million square feet of industrial space across more than 2,000 acres, making it ideal for businesses needing large facilities. Established infrastructure and a community of globally recognized companies create a supportive business environment. The availability of large parcels of land and ongoing development efforts further enhance its growth potential.
22. **Turlock Market Place** is a 30-acre greenfield site located just south of the existing Monte vista Crossing commercials center, one of the highest trafficked retail destinations in the county. Great exposure and visibility to Highway.

Federally Designated Opportunity Zones

Stanislaus County has **16 federally designated Opportunity Zones**. These zones were created under the 2017 Tax Cuts and Jobs Act to spur long-term private investment in low-income and economically distressed communities by offering tax incentives to investors. Opportunity Zones are set to sunset on December 31, 2026.

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.	- Industrial site readiness - Broadband - Utilities - Transportation corridors - Development processes	- Site planning - Site investment activity - Infrastructure dollars - Permits issued

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.	- Retention/expansion - New industry growth - Innovation partnerships	- Job growth - Gross Regional Product (GRP) in key sectors - New firm formation - Expansion and retention projects - Wage growth

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.	- Sector convenings (e.g., health, ag, logistics) - Work-based learning - Childcare access - Entry-to-career ladders	- Enrollment in sector pathways - Job placement - Wage growth - Employer participation - Childcare availability

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.	▪ Capital access ▪ Business hubs ▪ One-stop navigation ▪ Ecosystem support for rural and equity-priority areas	▪ Business starts ▪ Loans and grants awarded ▪ Program participation

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.	▪ Joint projects with smaller cities ▪ Resource pooling ▪ Engagement with California Jobs First, THRIVE ▪ Alignment with Stanislaus 2030 priorities	▪ Number of shared infrastructure and funding efforts ▪ Regional MOUs and participation in megaregion planning ▪ Joint city-county initiatives launched

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 represent 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 CEDS Response



= 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	
Goals	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
3. 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

4. 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
5. 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:

1. Develop tailored Site Action Plans for sites that identifies (1) planning gaps (CEQA, entitlements) and (2) infrastructure needs (roads, utilities, water, drainage)
2. Identify potential funding sources (EDA, CA I-Bank, USDA, etc.)
3. Convene property owners and cities to align development goals
4. 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 (Economic Opportunity Sites) support the growth of key traded sectors and match the needs of expanding or relocating employers.

Key Actions:

1. Cross-reference Economic Opportunity Sites 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
2. Explore opportunities for small-scale sites or shared facilities aligned with emerging bioeconomy firms, R&D operations, or pilot production needs
 3. 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
 4. Use internal and external stakeholders (such as Opportunity Stanislaus, BEAM) to inform outreach, value propositions, and user alignment

Potential Implementation Timeline & Partner Engagement Goal 1 Investment-Ready Sites Strategy		
Timeline	Milestone / Activity	Stakeholders
Year 1 Q1–Q2	Finalize Economic Opportunity Sites 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: Crows Landing From Airfield to Economic Engine

Background: Crows 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 Crows 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: Crows 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:

1. 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)
2. 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
3. Use Economic Opportunity Sites 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. This objective supports and should integrate with the 2030 and North San Joaquin Valley Circular Bioeconomy Activation Plan, January 31, 2025.*

Key Actions:

1. **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
 - Integrate all actions with the THRIVE Circular Bioeconomy Activation Plan, California Jobs First, January 31, 2025.

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. This objective supports and should integrate the Advanced Manufacturing Sector Activation Plan, North San Joaquin Valley THRIVE, June 2025.*

Key Actions:

1. Through meetings and roundtables with the industry sectors continue to identify skills and training needed to create a “skill-ready” pipeline of workers. This work should be done in conjunction with the Advanced Manufacturing Sector Activation Plan, THRIVE, June 2025.
2. Continue communication with industry to address other barriers or challenges that impede production and growth.
3. 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
4. Identify Economic Opportunity Sites 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:

1. Continue to promote **partner resources** such as:
 - SBDC, CMTC, USDA, GO-Biz, Opportunity Stanislaus, VOLT, BEAM, Workforce, financing and research sources
2. Continue to connect businesses and identify new resources and opportunities for businesses such as:
 - Export assistance
 - Innovation grants
 - Operational support for resilience and competitiveness
3. 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 & Partner Engagement Goal 2 Strengthen & Diversify Economic Base		
Timeframe	Milestone / Activity	Stakeholders
Year 1 Q2–Q3	Ag and advanced manufacturing sector roundtables	THRIVE, Mfg Council of the Central Valley, County, Opportunity Stanislaus, CSU, MJC, industry leaders
Year 1 Q4	Support to BEAM for emerging sector startups and reuse sites	BEAM, County, Cities, CSU, Mfg Council of the Central Valley, Developers
Year 2 Q1–Q2	VOLT-aligned facility support, employer outreach, engagement with smaller communities to attract trainees	Opportunity Stanislaus, VOLT, Mfg Council of the Central Valley, Manufacturers
Year 2 Q2–Q4	Expand awareness of partner-led business support resources	Mfg Council of the Central Valley, 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:

1. 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
2. Encourage employers and business associations to host or co-lead roundtables, sharing hiring barriers, skill requirements, and retention challenges
3. Use findings to inform resource investments (e.g., grants, curricula, support services)
4. 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:

1. 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.
2. 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.
3. 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:

1. 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
2. Identify opportunities to **bundle wraparound support** for new childcare entrepreneurs:
 - Coaching, licensing guidance, mentor networks
 - Micro-grants or bridge funding for start-up costs
3. Align employer/employee needs to identify childcare deserts near employment centers or job hubs

Potential Implementation Timeline & Partner Engagement 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:

1. Partner with local governments, service clubs, and school programs to host short events that introduce entrepreneurship and business basics
2. Promote sponsorship of entrepreneurial youth events such as *Lemonade Day* (lemonadeday.org), a national youth entrepreneurship program that empowers children to start a one-day business
3. 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

4. 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. This objective supports and should integrate with Stanislaus 2030 Small Business Strategies already in the implementation stage.*

Key Actions:

1. Collaborate on advancing Stanislaus 2030 Small Business Strategies – Streamlined Permitting, One-Stop Shop, Supplier Readiness, Access to Capital & Community Development Financial Institutions (CDFIs).
2. Support the expansion and creation of revolving loan funds and microgrant programs, especially for businesses in small cities
3. 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
4. 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 & Partner Engagement Goal 4: Elevate Small Business & Entrepreneurial Ecosystems		
Timeframe	Milestone / Activity	Stakeholders / Leads
Year 1	Collaborate with Stanislaus 2030 on implementing the Small Business Strategies.	Stanislaus 2030, County and partners already involved in initiative.
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:

1. 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.
2. 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).
3. 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.
4. 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 & Partner Engagement 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 - Board of Supervisors - Chief Executive Office - Planning - Public Works - Workforce Development	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	
Stanislaus 2030 – Countywide Blueprint, implementing specific initiatives 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 National 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 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)	

Implementation & Execution

Recognizing the number of organizations already advancing economic development initiatives across Stanislaus County—and the limited capacity and resources of agencies and staff—implementation of the CEDS will rely on leveraging existing efforts and coordinating action through focused collaboration.

Working Groups

To support integrating these goals, objectives and actions into existing structures, it is recommended the County and its partners organize **cross-sector working groups** aligned with each goal area (if these are not already in place by existing organizations such as Stanislaus 2030), there should not be silos. Use existing working groups to collaborate work efforts and establish new working groups where there is a void.

These working groups—composed of city representatives, county agencies, workforce, education, business development organizations, and community partners—could collaborate to further refine responsibilities, timelines, and available resources with the purpose of confirming priority actions, identify potential lead entities, and evaluate capacity for execution.

Each working group could assess:

- What is feasible within current staffing and budget limits,
- New funding, technical assistance, or coordination needed
- Feasible timelines
- Identify leads and support teams
- Tracking performance metrics

Through collaborative execution implementation can be staged over the five-year CEDS timeframe, aligning efforts with existing plans and investment opportunities.

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.

The Performance Metric Matrix below is a guide and should be reviewed by the Working Groups to confirm timelines for execution and metric measurement.

Performance measures should be included in the ***CEDS Annual Report*** to EDAC, Board of Supervisors, public and sent to EDA to show progress as well as update any data, modifications to projects or goals and add new opportunity sites and/or projects.

Stanislaus Annual Performance Metric Matrix						
Category / Goal Area	Performance Metric	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Overall Economic Indicators	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					
Goal 1: Investment-Ready Sites	Number of sites with completed readiness assessments					
	Sites progressing through zoning/infrastructure/predevelopment steps					
	External or shared funding secured for site planning or development					
Goal 2: Industry Sector Growth	Job growth in targeted sectors (e.g., ag, bio, mfg, logistics, energy)					
	Sector convenings or roundtables held					
	New market/export initiatives launched					
Goal 3: Workforce & Access	Participation in sector-based workforce programs					
	New pathways or pilot initiatives (childcare, transportation, wraparound services)					
Goal 4: Small Business Ecosystem	Microbusinesses supported in underserved areas					
	New or expanded RLF, grant, or micro-franchise programs					
	Youth entrepreneurship events or pilot maker markets held					
Goal 5: Collaboration & Equity	Small cities participating in collaborative or cross-jurisdictional projects					
	Shared technical assistance, planning, or funding proposals developed					

APPENDIX

- A. Glossary of Terms
- B. Economic Conditions
- C. Physical Conditions
- D. Economic Profile
- E. Reference Documents & Resources

Appendix A. Glossary

ACE	Altamont Corridor Express is a planned commuter rail service into Stanislaus County which will enhance commuter connectivity to the Bay Area
Advanced Manufacturing	Refers to the use of cutting-edge technology to make products faster, better, and more efficiently; may include robotics, 3D printing, and smart machines that learn and adapt; used to build cars, electronics, medical devices, aerospace parts, etc.
BEAM Circular	BioEconomy, Agriculture & Manufacturing Circular- a regional initiative focused on building a vibrant ecosystem for the circular bioeconomy in California's agricultural heartland, the North San Joaquin Valley.
BHRS	Behavioral Health and Recovery Services
Bioeconomy	Refers to using biology and technology to create sustainable products and jobs while helping the environment. This industry uses natural, living resources—plants, animals, and microbes—to make everyday products like food, biofuels, medicines, and eco-friendly materials from things like corn, algae, or wood.
CBO	Community Based Organizations
CEDS	Comprehensive Economic Development Strategy
CEQA	California Environmental Quality Act
CMTC	California Manufacturing Technology Consulting
CSU	California State University
CTE	Career Technical Education refers to a type of instruction that helps people get the knowledge and skills they need for specific careers, especially in hands-on, practical fields
DER	Department of Environmental Resources oversees waste collection, recycling, and disposal to ensure environmental and public health
DPAP	Stanislaus County Down Payment Assistance Program
Economic Environment	Encompasses factors and conditions that influence the economic activities and well-being of businesses and residents—labor market and skills, industry mix, market forces, regulations, etc.
EDA	Economic Development Administration
EDAC	Economic Development Advisory Committee
EDU	Equivalent Dwelling Unit; one single-family home is typically considered 1 EDU
EV	Electric vehicles
FEMA	Federal Emergency Management Agency is a U.S. government agency that helps communities prepare for, respond to, and recover from natural disasters
FQHC	Federally Qualified Health Centers are community-based clinics that provide affordable healthcare to people, especially those who have low income, no insurance, or live in areas with few medical services
GO-Biz	California Governor's Office of Business and Economic Development

Appendix A. Glossary

HPSA	Health Professional Shortage Area is a region or community that does not have enough doctors, dentists, or mental health providers to meet the needs of the people who live there
HSA	Health Services Agency
LAFCO	Local Agency Formation Commission is a public agency that oversees the boundaries and services of local governments to make sure local growth is planned wisely
Locally driven Sectors	Industries and businesses that are reliant on resident (local) spending e.g., healthcare, education, retail, and local services
Logistics	The logistics industry is about moving things from one place to another. It includes transportation (trucks, ships, planes, trains), warehousing, and delivery services that help products get from manufacturers to stores or directly to your door.
MID	Modesto Irrigation District
MJC	Modest Junior College
MJHMP	Multi-jurisdictional Hazard Mitigation Plan guides hazard mitigation planning to better protect the people and property of the County
Opportunity Sites	Land and areas with the potential to support job creation, private investment, and long-term economic growth
PG&E	Pacific Gas and Electric Company
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.
Renewable Energy	The renewable energy industry makes clean energy from natural and sustainable sources like sunlight, wind, water, and heat from the Earth; e.g., solar panels, wind turbines, hydroelectric dams, and geothermal plants.
RHNA	Regional Housing Needs Allocation
SBDC	Small Business Development Centers provide professional business consulting, training, workshops, and special events to help businesses start and strengthen operations
SCOE	Stanislaus County Office of Education
SCWD	Stanislaus County Workforce Development
Shovel Ready	Refers to industrial or commercial sites that are fully prepared for construction to begin right away, e.g., all major planning, zoning, permits, and environmental reviews are done; utilities and roads are in place
Social Environment	Refers to factors that shape and influence the experiences and quality of living conditions, e.g., population mix, income levels, cultural diversity, housing options, health and safety.
StanRTA	Stanislaus Regional Transit Authority is the local bus service connecting Stanislaus cities with rural areas within the county

Appendix A. Glossary

STEP	Stanislaus Equity Partners is a Community Development Corporation that provides financing and other technical assistance
SWOT	Strengths, Weaknesses, Opportunities, Threats
TID	Turlock Irrigation District
Traded Sectors	Refers to industries that bring external dollars into the county, e.g., Agriculture, food processing, logistics, manufacturing, clean energy
TRWQCF	Turlock Regional Water Quality Control Facility
UC ANR	University of California, Agriculture and Natural Resources
UC	University of California
USDA	United States Department of Agriculture
Visitor-oriented Sectors	Industries and businesses that are reliant on visitor spending, e.g., lodging, agritourism, outdoor recreation, arts and cultural; it is closely tied to the locally driven sector (retail, restaurants)
WPBP	West Patterson Business Park
WQCF	Water Quality Control Facility
YARTS	Yosemite Area Regional Transportation System provides seasonal bus service between Stanislaus County and Yosemite National Park

APPENDIX B. ECONOMIC CONDITIONS

Executive Summary

The **Stanislaus Economic Conditions Report (2025)** provides a comprehensive analysis of the economic, physical, and social environments that shape Stanislaus County's trajectory for sustainable growth and economic resilience. This report serves as a key input to the Comprehensive Economic Development Strategy (CEDS) for the region, outlining current economic conditions, emerging opportunities, and areas requiring strategic interventions.

Regional Economic Landscape

Stanislaus County, located in California's San Joaquin Valley, is a hub for agriculture, manufacturing, and logistics. The county is strategically positioned between the San Francisco Bay Area and Sacramento, benefiting from major transportation networks, including Interstate 5 and Highway 99 as well as Hwy 132 and 580.

The county's economy has historically been driven by agriculture and food processing, though recent trends indicate diversification into advanced manufacturing, healthcare, and warehousing/logistics.

Key Economic Indicators

- **Employment Growth:** Despite statewide employment stagnation, Stanislaus County continues to see an expanding labor force, with notable gains in food manufacturing, healthcare, and logistics. However, professional services and wholesale trade employment have declined.
- **Unemployment Trends:** The unemployment rate has increased slightly since 2022, reflecting a growing workforce actively seeking jobs.
- **Small Business Growth:** The county has experienced a rise in small businesses (under 10 employees), with an increase in major employers in food manufacturing and healthcare.

Indicator Concerns

- **Labor Market Concerns:** A slow-growing workforce, particularly among younger residents, poses long-term sustainability challenges. While workforce participation has increased, the region faces skill shortages in high-demand technical fields.
- **Industry Shifts:** The decline in professional services, administrative jobs, and information-based employment highlights a need for workforce upskilling and new sector development.

- **Housing & Infrastructure:** The county continues to face housing affordability challenges, with high rates of cost-burdened households and low new housing supply relative to demand.
- **Regional Connectivity:** While commuting patterns show increased outflows of workers to other counties, there is an opportunity to enhance local employment options to retain talent.

Priority Industry Sectors with Industry Typology

Stanislaus County's economy is driven by three key industry categories: Traded Sectors, Locally-Driven Sectors, and Visitor-Oriented Sectors, each offering unique opportunities for growth.

- **Traded sectors**, which bring external income into the region, include legacy industries like agriculture and food processing, mature sectors like logistics and advanced manufacturing, and emerging opportunities in clean energy, carbon management, and the circular bioeconomy.
- **Locally-driven sectors**—those reliant on resident spending—include healthcare, education, retail, and local services. Healthcare and technical education continue to grow, while challenges in retail and service jobs highlight the need for workforce upskilling and small business support.
- **Visitor-oriented sectors**, include agritourism, outdoor recreation, and cultural tourism, and are tied closely to locally-driven sector with hospitality businesses.

The Stanislaus Economic Conditions Report underscores the county's economic resilience and growth potential, highlighting strategic investments in key industries and workforce development as essential drivers for sustainable prosperity.

Introduction

Stanislaus County (Stanislaus) is in the San Joaquin Valley, in the heart of California's Central Valley. The county is about 90 miles east of San Francisco, 60 miles south of Sacramento and bordered by San Joaquin County (north), Merced County (south), Tuolumne and Calaveras Counties (east), and Santa Clara County (west).

The County's total area is 1,521 square miles, approximately 973,440 acres, less than 2% are covered by water. Two of California's major north-south transportation routes, Interstate 5 and Highway 99, intersect the county.

The majority of the county is flat. Elevation rises in the western and eastern portions of the county. The eastern edge of the county rises into the Sierra Nevada foothills and offers rolling hills and scenic landscapes. To the west, the county borders the Diablo Range, a series of mountains and ridges along the California Coast Ranges. The terrain is steeper and more rugged.

There are three major rivers in Stanislaus County—the Stanislaus and Tuolumne Rivers, running east to west, and the San Joaquin River running north to south. These waterways contribute to the region's agriculture and water supply. The Don Pedro Reservoir in the western portion of the county is a large man-made reservoir that provides water, hydropower generation, flood control, and is a popular destination for recreation.



Stanislaus County Economy

Manufacturing employment has been a bright spot for Stanislaus County since 2019, specifically food manufacturing, with approximately 3,100 more workers employed in this industry than in 2019. Healthcare, warehousing, logistics (long-haul and last-mile delivery), hotels, and restaurants have also contributed to Stanislaus' recovery from the pandemic shock. Professional services jobs and wholesale workers have declined; a shift seen in other parts of California as well, especially suburban and rural areas of the state.

But for the pandemic, Stanislaus has shown strength in manufacturing, healthcare, and warehousing/logistics, providing balance to the county economy and job opportunities for local residents.

In 2023 and 2024, other indicators of recovery and expansion are a continued increase in the labor force and employment. As a state, California has seen little to no growth in employed residents; Stanislaus has bucked that trend and continues to see growth. However, the unemployment rate is up slightly since 2022. The combination of data suggests that Stanislaus residents who were not working and have re-emerged in the workforce are being hired, but not at the same pace they are looking for work.

The number of employers continues to grow, primarily small businesses (under 10 employees). Larger employers in Stanislaus have also grown, including food manufacturing and healthcare. Manufacturing helps "traded" industries remain a strong foundation for Stanislaus' economy, generating incomes from outside the county and thus enhancing incomes for local workers. Tourism remains a relatively small part of Stanislaus' economy in 2024.

Gross regional product (GRP), the income generated by local employers in Stanislaus, has grown since 2019 after inflation is considered. This "real" growth is important because it suggests that Stanislaus is paying workers faster than inflation and generating profits that sustain local businesses because revenues are rising faster than inflation. Continued support for business growth is important as a connection back to local employment opportunities. From 2019 to 2023, GRP grew in Stanislaus by 2.2% after inflation; 2021 saw a quick peak achieved in GRP before inflation set in, and Stanislaus is on pace to go beyond that peak in 2024.

As shown in Figure 1, annual growth of Stanislaus County's real GRP since 2012 is 2.4%. Population growth has been 0.5% over the same time. This is a goal that economies want to achieve. When inflation-adjusted or real GRP rises faster than the population, the standard of living is increasing, and the economy should visually seem more vibrant and expanding.

But for the pandemic, Stanislaus has shown strength in manufacturing, healthcare, and warehousing/logistics, providing balance to the county economy and job opportunities for local residents. The slow increase in the unemployment rate is a slight concern but not unique to Stanislaus in California, especially for a suburban county with rural roots.

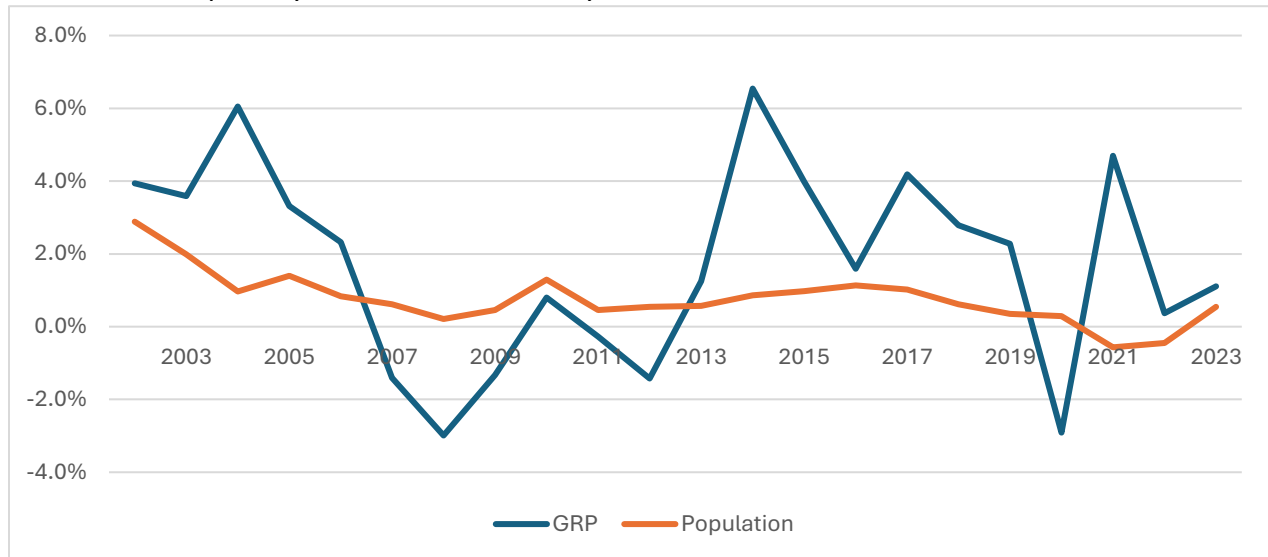


Figure 1. When inflation-adjusted or real GRP rises faster than the population, the standard of living is increasing, and the economy should visually seem more vibrant and expanding

The Cities of Stanislaus County

The nine incorporated cities in Stanislaus County are a mix of small-town rural communities and more urban development, and contribute to the diversity of cultures, economies and lifestyles.

- **Ceres**, located on Highway 99, combines the charm of a smaller, community-driven city with the conveniences of being near larger urban centers, making it an attractive place for families and individuals. Originally a farming community, it has evolved into a suburban city with a mix of residential, commercial, and industrial development with numerous parks, recreational activities, and family-friendly spaces. The city is balancing its demand for housing and infrastructure with preserving its agricultural roots remains a key focus.
- **Hughson** is the smallest incorporated city in the county. Located about five miles east of Highway 99, the city is served by local roads and limited public transit options. The economy is mainly farming and agricultural (primarily almonds, peaches, walnuts, and dairy) and small businesses that cater to the community and agricultural industry. Hughson's well-maintained parks provide space for sports, picnics, and community events. As the city experiences modest growth, there is a strong focus on maintaining the agricultural heritage, supporting small businesses, and investing in parks, schools, and local services to enhance the quality of life for residents.
- **Modesto**, the county seat and one of the larger cities in the Central Valley, is the center for agricultural production and processing. In addition to agriculture, the economy includes retail, healthcare, manufacturing, and education as home to Modesto Junior College, part of the

Yosemite Community College District. A focal point of downtown is the Gallo Center for the Arts, a premier performing arts venue for regional, national, and international activities. Modesto has an extensive park system, and the Tuolumne River Regional Park offers many recreational opportunities.

- **Newman**, one of the smaller communities in the county, is situated along State Route 33 in the western part of Stanislaus County, near the foothills of the Diablo Range. It was established and grew as an agricultural and railroad town, playing a vital role in the Central Valley's development. Like many towns in the region, Newman relies heavily on agriculture as its economic backbone and locally owned small businesses that cater to residents and visitors. Complementing its community parks and recreational facilities is the San Luis Reservoir and Recreation Area located just to the south that provides boating, fishing, and hiking. The nearby Grasslands Ecological Area is a haven for birdwatchers and nature enthusiasts, with abundant wildlife and wetland habitats.
- **Oakdale**, located in the northeastern portion of the county, serves as a gateway to outdoor recreational activities like Woodward Reservoir for water sports and camping, the Stanislaus River for fishing and rafting, and is a convenient stop for those traveling to Yosemite National Park on Highway 120. The city's economy is centered around agriculture and ranching, specifically cattle and dairy production, and food processing. Oakdale maintains a small-town charm with a walkable downtown that features local shops, restaurants, and cultural landmarks.
- **Patterson** is situated along Interstate 5 on the county's western boundary. It is one of the fastest-growing cities in the region, attracting new residents and businesses and becoming increasingly popular as a commuter city for those working in the Bay Area. While agriculture remains a cornerstone of Patterson's economy, its direct access to I-5 via Highway 130 makes it a key logistics and distribution center for Northern and Central California. In recent years major companies such as Amazon, Restoration Hardware, and Grainger began operating warehouses in the city. The city still maintains its small-town and family-friendly character. Downtown offers a mix of historic architecture and local shops. Nearby recreational opportunities include the Del Puerto Canyon for hiking and outdoor activities and Diablo Grande for golf and scenic vistas.
- **Riverbank** is located about five miles south of Oakdale on Highway 108 and is considered a desirable place for families due to its small-town feel, affordable housing, and community-oriented culture. The city is experiencing residential development which is complemented with a variety of parks, playgrounds, and sports facilities. Jacob Myers Park, located along the Stanislaus River, is a popular destination. Agriculture has traditionally been a central part of Riverbank's economy, but the city is diversifying with small businesses, retail, and light industrial development.
- **Turlock**, on Highway 99, is the second-largest city in Stanislaus County. Agriculture and related industries, healthcare, and education are the mainstays of the city's economy. The city is home to major food processing companies, including Blue Diamond Growers and Foster Farms, Emanuel Medical Center, and California State University Stanislaus (CSU Stanislaus). Recreational and cultural events and venues include Carnegie Arts Center (exhibitions,

performances, and classes), Stanislaus County Fair, and Pedretti Sports Complex (regional soft-ball and soccer tournaments).

- **Waterford** is situated along the Tuolumne River on Highway 132, making it a gateway to the Sierra Nevada foothills and Yosemite National Park. Recreational opportunities are also found at the nearby Tuolumne River, Turlock Lake Recreation Area, and the Woodward Reservoir. While agriculture is the foundation of the city's economy, it is primarily a residential area for those working in nearby cities because of its affordability and quiet lifestyle.

Stanislaus County has several **unincorporated communities** that fall under the jurisdiction of the county. These communities have unique characteristics, histories, and functions within the larger county framework. Below is an overview of some of the unincorporated communities

- Keyes, located on Highway 99, is predominantly residential and agricultural
- Salida, northwest of Modesto, on Highway 99, is a growing community with suburban developments, local businesses, and distribution centers
- Denair is east of Turlock, near State Route 132, primarily residential and agriculture
- Empire, east of Modesto, along Highway 132 is a mix of residential neighborhoods and recreational places.
- Grayson, southwest of Modesto, near the San Joaquin River, is primarily an agricultural area with a small residential base that offers scenic riverfront views and outdoor activities
- Westley is southwest of Patterson and serves as a stop for travelers along I-5
- Hickman, east of Waterford, near the Tuolumne River, is known for its strong agricultural roots
- Crows Landing is southwest of Patterson, near Interstate 5. It was once home to a naval airfield, which now offers economic development opportunities for industrial operations
- La Grange, east of Waterford, near the Stanislaus River, is a popular place for outdoor activities like fishing, hiking, and gold panning

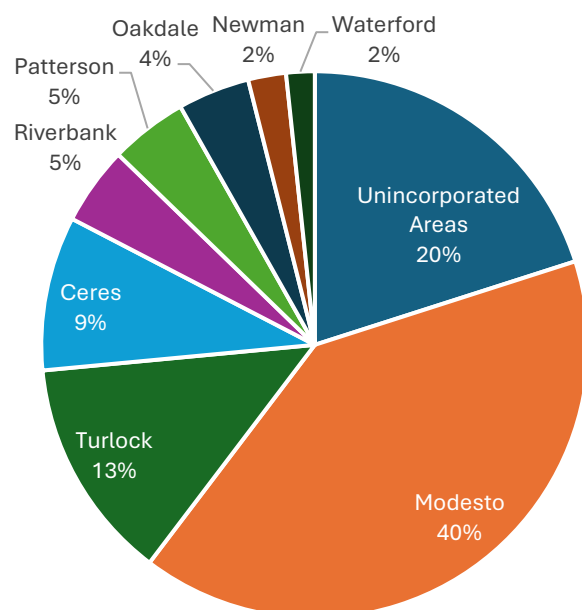


Figure 2. Share of County Population; California Department of Finance, 2024

Economic Conditions

Stanislaus County's economic, physical, and social environments are connected and influence each other. Achieving a balance among these environments is necessary to create and sustain a socio-economically healthy community.

- The economic environment consists of labor force demographics, job opportunities, industry performance and business mix
- The social environment entails population dynamics, cost of living, wealth and poverty, housing, childcare, and crime
- The physical environment is made up of the infrastructure, development sites, parks, and environmental risks



These data and trends presented here present a picture of the county's economic, physical, and social environments in terms of how well they support economic vitality and resiliency. In reading this section, keep in mind that most of the data are compiled for the county "as a whole" and attributes (positive or negative) may be more prominently pronounced in one area of the county over another and, therefore, experienced differently by businesses and residents.

Economic Environment

The economic environment encompasses various factors and conditions that influence the economic activities and well-being of the businesses and residents within the county—labor market and skills, industry mix, etc. This environment can be influenced by local, regional, and national factors such as regulations and market forces. Understanding the economic environment can help in planning and decision-making for both public and private sectors wishing to foster a prosperous and sustainable economic climate.

Labor Force

The combination of increasing unemployment, slow growth in the civilian labor force, and stagnation in the growth of younger workers (both under 40 and under 20) can have significant social and economic implications.

- The labor force is a critical driver of economic productivity. A shrinking or slow-growing workforce, especially among younger workers, limits economic expansion and innovation.
- Fewer younger workers mean fewer people contributing to social safety nets like pensions and healthcare. An aging population can put greater strain on government resources and programs.

- Younger workers are often drivers of consumer markets. A stagnating younger demographic can reduce demand for goods and services, slowing economic growth further.
- Rising unemployment increases government spending on benefits while reducing tax revenues.
- A lack of incoming workers (under 20) and stagnation in the under-40 demographic can create skill shortages, particularly in industries reliant on younger, tech-savvy labor. Additionally, reliance on older workers may lead to a less dynamic workforce and rising healthcare and pension costs for employers.
- Younger workers often bring new ideas and perspectives. A reduced influx of younger individuals could lead to social and cultural inertia, with fewer new ideas, perspectives, and entrepreneurial ventures.
- Rising unemployment exacerbates income inequality if younger workers face entry barriers. Continued unemployment may necessitate retraining programs for older workers.

Figure 3. Resident Labor Force

	2018	2022	Average Annual Change
Population age 16+	408,846	420,900	0.59%
Civilian labor force	248,662	258,171	0.76%
Participation Rate	60.8%	61.3%	

U.S. Census Bureau, American Community Survey Table DP03

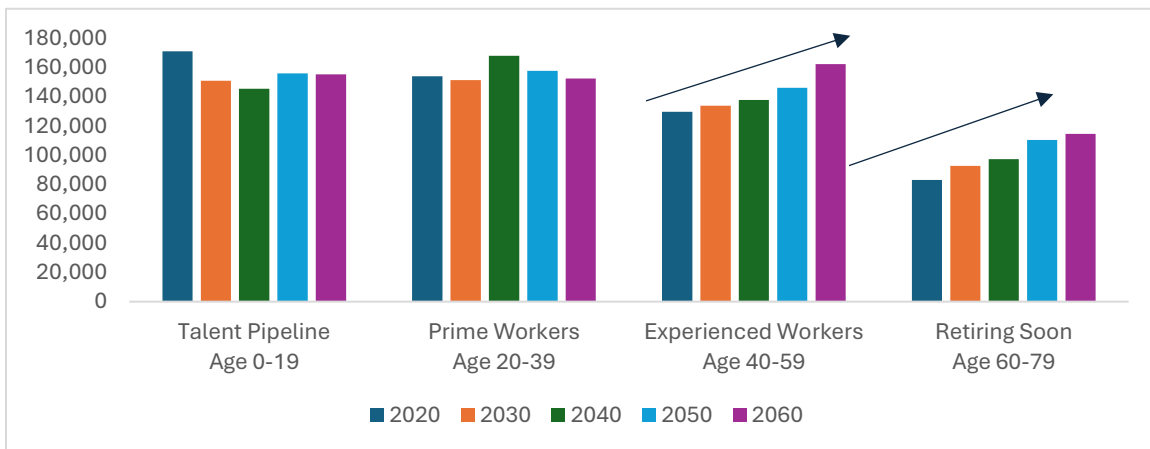


Figure 4. Talent Pipeline Projections (Department of Finance Report P2-B)

Figure 5. Annual Unemployment

	2019	2020	2021	2022	2023	Oct 2024
Stanislaus County	6.1%	11.0%	8.3%	5.5%	6.4%	6.5%
California	4.1%	10.1%	7.3%	4.3%	4.8%	5.4%

California Employment Development Department, Labor Market Information

Commute Patterns

Even though more people are working from home, the mean commute time is increasing. Fewer residents are working in Stanislaus County and even more are working outside of the county.

Workers commuting into Stanislaus County are primarily coming from San Joaquin, Merced, and Sacramento. Stanislaus County residents commuting out of the county for employment are primarily going to San Joaquin, Alameda, Merced, and Santa Clara.¹

Figure 6. Resident Commute Patterns

	2018	2022	Average Annual Change
Residents working in Stanislaus County	75.4%	73.5%	- 0.5%
Residents working outside Stanislaus County	24.4%	26.3%	1.55%
Working from home	4.8%	6.6%	7.5%
Mean Commute (travel time)	29 min.	30.8 min.	6.9%

U.S. Census Bureau, 5-Year ACS; Table S0801

Educational and Skills

Stanislaus County has good access to higher education and an increasing share of the population have bachelor's degrees, but enrollment is declining in Career Technical Education (CTE) programs and there is a significant skills gap in several key industries. These factors present challenges.

- Labor shortages in high-demand technical fields can drive up wages, increasing costs for businesses and consumers but potentially attracting more interest in these careers over time.
- Employers offering jobs that require post-secondary training but not a four-year degree, such as electricians, mechanics, and technicians, may struggle to fill positions leading to slower economic growth.
- Skills gaps in critical occupations can delay infrastructure projects, hinder manufacturing output, and reduce the efficiency of key services. Sustained skills gaps can make the community less attractive to businesses requiring the expertise, limiting job creation and investment.
- Reduced enrollment in CTE courses has been a lack of interest in getting enrolments. Could lead to cuts.
- Overemphasis on bachelor's degrees without sufficient job opportunities could drive degree holders to relocate, while technical job vacancies remain unfilled.

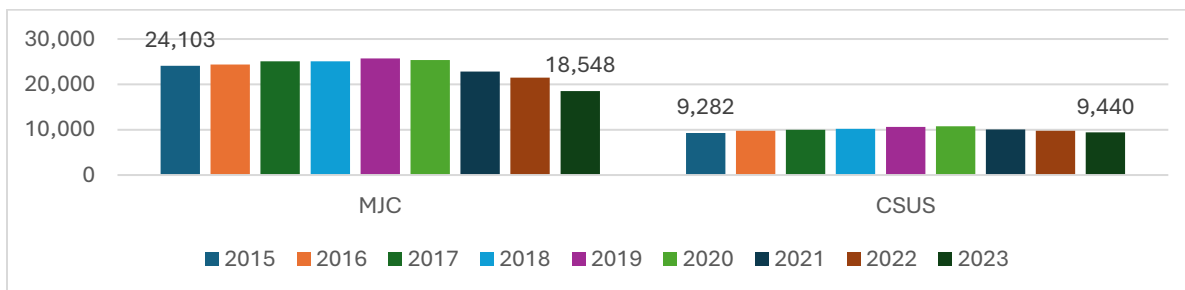


Figure 7. Fall enrollment. Source: CalPass Launchboard; CSU Annual Fact Books

¹ California Employment Development Department Labor Market Information; County to County Commute Patterns.

Figure 8. Higher Education Institutions Serving Stanislaus County

Institution	Fall 2023 Enrollment	Focus
Modesto Junior College (Modesto)	16,220	Part of the Yosemite Community College District, offers associate degrees, vocational certificates, and transfer programs; is known for its strong agricultural and nursing programs
San Joaquin Valley College (Salida)	250	Operated by San Joaquin Valley College (SJVC), the Salida campus offers a variety of programs in medical, business, trades and industrial fields to prepare students for the workforce in as little as nine months. Small class sizes and flexible schedules accommodate students' diverse needs.
CSU Stanislaus (Turlock)	9,440	Offers a broad range of undergraduate and graduate programs; noted for its strong education, business, and nursing programs
University of the Pacific (Stockton)	6,755	A private institution with a strong reputation in health sciences, engineering, business, and law
San Joaquin Delta College (Stockton)	12,460	Delta College offers over 100 career and degree certificate programs catering to a range of academic and professional interests, including agriculture, arts and humanities, business, communications, health, science and engineering, computer science, social science, education and technical careers and trades.
UC Merced (Merced)	9,150	The newest campus in the University of California system offers undergraduate and graduate programs across diverse disciplines; e.g. engineering, natural sciences, social sciences, and humanities
Merced College (Merced)	10,380	The primary community college in the county, offering a range of associate degrees, certificates, and vocational programs and provides transfer pathways to four-year universities
Other Educational Institutions serving Stanislaus County with Agricultural & Innovation Strengths		
US Davis		World-renowned in agriculture, environmental sciences, bioeconomy, and food systems. A leading research institution in agtech, water, and climate resilience
UC ANR		Statewide system; Stanislaus County is served by a local UC Cooperative Extension (UCCE) office.
Bay Area Institutions Involved in the BioEconomy		
UC Berkeley		Cutting-edge in environmental sciences, renewable energy, synthetic biology, and carbon capture. Often cited as a research collaborator on bio-based materials and climate innovation.
Stanford University		Technology, sustainability, and venture innovation. Connections to entrepreneurial ecosystems and funding networks.
Source: California State University and University of California, research institutions by campus.		

Figure 9. Educational Attainment

	2018	2022	Average Annual Change
Population over 25 years	339,918	350,685	0.63%
Less than High School	21.7%	19.7%	- 1.84%
High School or Equivalency	28.6%	30.1%	1.05%
Some College	25.1%	24.1%	- 0.79%
Associate's degree	7.7%	7.9%	0.52%
Bachelor's Degree	11.5%	12.6%	1.91%
Graduate or Professional Degree	5.4%	5.6%	0.74%
U.S. Census Bureau, American Community Survey 5-Year Estimates, Table S1501			

Figure 10. Graduation Rate and College-Prepared

	2017-18	2022-23	Average Annual Change
Enrolled	109,990	106,973	- 0.55%
Graduation Rate	83.9%	89.0%	1.22%
College Going Rate ²	61.9%	55.9%	- 1.94%
California Department of Education Dataquest, November 2024			

Figure 11. Enrollment in Career and Technical Education

	2017-18	2021-22	Average Annual Change
Modesto Junior College	13,135	11,559	- 2.4%
Yosemite CCD ³	14,760	12,922	- 2.5%
California Community College Launchboard; Strong Workforce Program			

Figure 12. Projected Skills Gap

Industry Sector	Annual Demand	Certificate Awards	Gap
Health	9,687	2,007	7,680
Business, Entrepreneurship	7,559	971	6,588
Energy, Construction, Utilities	5,044	326	4,718
Adv. Transportation, Logistics	4,945	244	4,701
Retail, Hospitality, Tourism	4,592	623	3,969
Education	2,991	523	2,468
Ag, Water, Environmental Tech.	2,885	401	2,484
ICT/Digital Media	2,657	303	2,354
Advanced Manufacturing	2,515	189	2,326
Public Safety	1,510	494	1,016
TOTAL	44,387	6,081	38,306
North Central Valley/Northern Mother Lode Subregional 2023 Labor Market Overview, prepared by the Central Valley Mother Lode Center of Excellence			

Figure 13. Living Wage

	1 Adult Working		2 Adults/1 Working		2 Adults/2 Working	
	Hourly	Annual	Hourly	Annual	Hourly	Annual
No children	\$23.10	\$48,048	\$31.24	\$64,979	\$15.62	\$32,490
1 child	\$39.29	\$81,723	\$38.24	\$79,539	\$22.14	\$46,051
2 children	\$50.08	\$104,166	\$43.16	\$89,773	\$27.73	\$57,678
3 children	\$67.45	\$140,296	\$47.32	\$98,426	\$32.99	\$68,619
Massachusetts Institute of Technology, data as of November 2024; Hourly rate is what an individual must earn to support self and/or family. Annual wages are income before taxes, working 2,080 hours						

² The 2021-22 share of public high school graduates subsequently enrolled in any public or private post-secondary institution (in or out of state) within 16 months of completing high school.

³ Yosemite Community College District includes Columbia College and Modesto Junior College and serves the counties of Calaveras, Merced, Stanislaus, Tuolumne, San Joaquin, and Santa Clara.

Wage Disparities

Wage and income disparities identified in the 2030 Investment Blueprint have **improved but still persist** in Stanislaus County. Here's a concise summary:

- **Improvements Since 2019:**
 - **Median household income** increased from **\$57,387 in 2018 to \$74,872 in 2022**—a **6.09% average annual increase**, outpacing inflation.
 - **Poverty rates have declined:**
 - Families in poverty dropped from **12.7% to 10.8%**
 - People in poverty declined from **16.1% to 13.7%**
 - **Increased earnings from wages and retirement** have reduced dependency on **public assistance and Supplemental Security Income (SSI)**.
- **Ongoing Disparities:**
 - Despite wage growth, **living wage requirements** remain high. For example, a **single adult with one child** needs to earn **\$39.29/hour** to meet basic needs (as of 2024).
 - There are **skills gaps** across several sectors, which may limit access to higher-wage jobs. For instance, in health care, 9,687 annual job openings exist, but only 2,007 credentials are awarded annually, leaving a gap of 7,680 positions.
 - **CTE enrollment is declining**, suggesting fewer residents are accessing training pathways that lead to middle- and high-wage jobs.

Industry Performance

Figure 14. Industry Mix

Industry Sector	Employment		GRP	
	2024	% Growth 2019-2023	2024	% Growth 2019-2023
All Industries	207,300	3.0%	\$26,461,670	2.2%
Total Farm	13,460	-14.8%	\$1,435,492	-12.7%
Goods Producing ⁴	36,400	9.7%	\$4,959,990	-2.1%
Service Providing	157,440	3.5%	\$17,926,647	6.9%
Wholesale Trade	5,320	-12.9%	\$1,045,603	-14.5%
Retail Trade	22,910	0.0%	\$1,960,826	0.3%
Transportation, Warehouse, Utilities	10,860	24.1%	\$1,149,725	12.7%
Information	760	-20.0%	\$315,545	26.1%
Financial	4,740	-7.5%	\$3,752,823	12.7%
Professional & Business Service	6,910	-4.2%	\$928,727	13.0%
Admin, Waste Remediation	7,940	-4.9%	\$643,543	5.3%
Private Education	1,450	0.0%	\$77,404	-9.2%
Healthcare, Social Services	37,670	7.2%	\$3,491,393	16.1%
Leisure, Hospitality	20,600	8.9%	\$873,613	11.2%

⁴ Mining, Logging, Construction, Manufacturing

Other Services	6,260	3.4%	\$523,868	-6.9%
Government	32,020	3.0%	\$3,163,576	1.2%
California EDD LMI, OEWS Employment and Wage Statistics, EFA				

Figure 15. Industry Mix by Economic Driver

Economic Driver	Employment (2024 est.)		GRP (2024 est.)	
	Total	Share of Total	Total	Share of Total
Traded Sector	49,860	24%	\$6,110,374,500	23%
Locally Serving	150,540	73%	\$19,828,834,400	75%
Visitor Serving	6,900	3%	\$522,461,300	2%
California EDD LMI, OEWS Employment and Wage Statistics, EFA				

Businesses by Size

Typical of rural communities and regions, small businesses dominate the economy and employment choices in Stanislaus County. The county is home to an array of locally-owned businesses and micro-businesses that reflect the rich cultural of the region. Below is an overview of small businesses in Stanislaus County.

Agriculture-related businesses—family farms, nurseries, specialty food producers (honey, olive oil, jams), and agri-tourism (wineries, farm tours, seasonal events)

Food and beverage—restaurants and cafes serving diverse cuisines, food trucks, bakeries, craft breweries and wineries

Retail and boutiques—clothing stores, antique and thrift stores, gift and hobby shops, etc.

Personal and professional services—medical clinics and therapy centers, salons, gyms and spas, accounting and legal services, web design, etc.

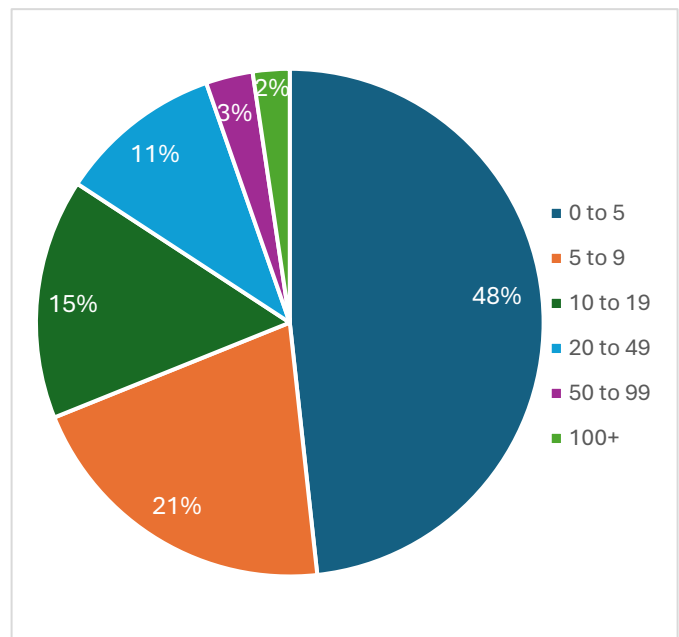


Figure 16. Distribution of Stanislaus County businesses by employment size (2023). Source: U.S. Census Bureau Quarterly Census of Employment and Wages, County Business Patterns, and Economic Forensics and Analysis (EFA)

Several organizations support and foster the growth of these businesses.

- Stanislaus Equity Partners (STEP) is a Community Development Corporation (CDC) that provides financing and other technical assistance
- Opportunity Stanislaus focuses on improving the economic vitality of the county by providing assistance to existing, new, and prospective businesses
- Valley Sierra Small Business Development Center (SBDC) provides professional business consulting, training, workshops, and special events to help businesses start and strengthen operations

- Stanislaus 2030 is a collaborative public/private initiative that supports small business and identifies and leverages opportunities to advance the region's economy

Visitor Market

The county's visitor market is slowly recovering from the impact caused by the COVID pandemic. Travel related spending is still below 2019 level of \$565 million. Travel related employment has recovered from the 2020 low of 5,270.

Figure 17. Stanislaus County's Visitor Economy

Travel Related Spending (\$M)	2018	2023	Average Annual Change
Accommodation, Food Service	\$259.3	\$282.1	1.76%
Art, Entertainment, Recreation	\$69.0	\$61.4	- 2.20%
Local Transportation, Gas	\$119.5	\$102.8	- 2.79%
Retail Sales	\$84.0	\$82.2	- 0.43%
Total	\$531.9	\$528.4	- 0.13%
Travel Related Employment			
Accommodation, Food Service	3,480	4,000	2.98%
Art, Entertainment, Recreation	1,990	1,690	- 3.01%
Local Transportation	580	480	- 3.44%
Retail Sales (includes gas stations)	570	550	- 0.70%
Total	6,620	6,710	0.27%
Source: Economic Impact of Travel in California 2013-2023; Visit California			

Critical Industry Sectors

The below industry sectors are categorized as economic drivers 1) **traded sector** (those creating the largest economic ripple effect and gross regional product), 2) **locally-serving** businesses (those that mainly serve the local or regional market) and 3) **visitor-oriented** (services to a traveling beyond-local market). The industries within each of those economic drivers are further described as legacy, mature or emerging. This helps to identify actions needed to retain, expand or attract.⁵

Traded Sector Industries

1. Agriculture and Agri-Business - Legacy/Mature

- Core “commodity” crops usually dominate countywide acreage and revenue including:
- Almonds, Tree Nuts, Dairy, Fruit & Vegetables, and livestock/poultry production
- Established food processing (canning, freezing, etc.)

Emerging Sub-Sectors

- Ag-Tech (precision agriculture, drone technology, data analytics)
- Specialty and artisanal food production (cheeses, small-batch dairy products)

Why:

- Agriculture is the longstanding backbone (“legacy”) of Stanislaus County’s economy.
- Within this mature industry, **ag-tech** and **value-added niche products** represent growth-oriented, innovative segments (“emerging”).
- Key asset to leverage opportunities in growing the sector CSU Stanislaus.

2. Logistics and Distribution - Mature/Existing

- Traditional warehousing, trucking, freight carriers
- Intermodal transport operations

Emerging Elements

- E-commerce fulfillment centers
- Advanced logistics technology (inventory management software, automated warehouses)

Why:

- The County’s **central location** near major markets makes logistics mature and well-established and is part of the regional infrastructure of the North San Joaquin Valley.
- **E-commerce** and **supply chain tech** are driving new growth and job creation, making them “emerging” within this mature sector.

3. Manufacturing and Value-Added Production - Legacy/Mature

- Food processing and packaging (closely tied to local agriculture)
- Traditional manufacturing (metal fabrication, machinery)

Emerging Sub-Sectors

⁵ Critical Industry Sectors Sources: 2030 Stanislaus, CEDS, Crop Report, North Valley Thrive, 2030 Small Business Report, CCVEDC

- Advanced manufacturing (automation, robotics, 3D printing)
- Green manufacturing (recycling/upcycling, energy-efficient materials)

Why:

- Manufacturing has been **longstanding (legacy)** in the region due to strong ag and food processing.
- Shifts toward **automation, advanced materials, and sustainable practices** represent the “emerging” segment with higher-value production.

4. Renewable Energy and Cleantech - Emerging

- Solar, wind, and battery storage technology (while solar has grown significantly, it is still evolving rapidly)
- Bioenergy/biogas (using agricultural and municipal waste)
- Cleantech research (e.g., new energy efficiency solutions)

Why:

- Although solar adoption in California is relatively robust, as a regional cluster, **renewable energy and cleantech** are still considered “emerging” in Stanislaus.
- Strong ties to agriculture (biomass, biogas) give the region a specific **competitive advantage** in this emerging sector.

5. BioEconomy (including Carbon Capture) – Emerging

- Carbon capture and utilization (CCUS)
- Biomass conversion and bio-based products
- Synthetic biology, and advanced R&D

Why:

- The **BioEconomy** is a relatively **new** focus, leveraging agricultural outputs/waste for high-value products and carbon management.
- With growing policy and market support for **sustainability** and **carbon reduction**, it’s poised to be an “emerging” high-potential sector.

Locally-Serving Industries & Businesses

1. Health Care and Life Sciences - Mature

- Hospitals, clinics, and outpatient centers
- Traditional healthcare services (primary care, general medical offices)

Emerging Sub-Sectors

- Medical device manufacturing and distribution (Traded Sector)
- Biotech tied to agriculture base, such as, nimal-derived Biologics, Nutraceuticals and Functional Foods, Veterinary Diagnostics and Vaccines, Agri-Genomics and Precision Breeding. (Traded Sector)

Why:

- General healthcare services are **mature**—they already form a significant portion of the local economy.
- Biotech and Medical device development although mature as an industry are always innovating new products.

2. Small Business and Entrepreneurship – Cross-Cutting/Foundational

- Local retail, hospitality, neighborhood services (mature in the sense they’ve always existed)
- Craft and specialty brands (niche, can be seen as emerging expansions)
- Business incubators, entrepreneurial training (emerging support systems)

Why:

- Small businesses have always been part of the **foundation** (legacy/mature).
- However, new emphasis on **startups** and **incubators** is an “emerging” piece of entrepreneurship aimed at innovation and value creation.

3. Education and Workforce Development – Mature Institutionally

- Longstanding universities (CSU Stanislaus), community colleges (Modesto Junior College), and K-12 systems

Emerging Programs/Partnerships

- New workforce training in advanced manufacturing, renewable energy, biotech, etc.
- Collaborations with industry to design specialized curricula

Why:

- Education is a **core public service**—institutionally mature.
- The **content** and **focus** of programs (e.g., advanced trades, coding, biotech) are where “emerging” shifts are happening to meet evolving industry demands.

Visitor-Oriented Services

1. Tourism, Hospitality, and Recreation – Mature

- Hospitality services (hotels, restaurants), cultural events
- General tourism infrastructure

Emerging Areas

- Agri-tourism (wineries, farm stays, farm-to-fork)
- Outdoor recreation expansions and ecotourism

Why:

- **Traditional tourism/hospitality** exists but has not historically been a dominant driver.
- With growing interest in **agri-tourism** and **outdoor recreation**, there is an “emerging” push to **expand** tourism’s role in the local economy.

Social Environment

The social environment of Stanislaus County refers to a wide range of factors that shape everyday experiences and influence the quality of living conditions—population mix, income levels, cultural diversity, housing options, and health and safety. Understanding the social environment helps address the needs and challenges of the population, the workforce, and the business community, by fostering community development, and enhancing the overall quality of life for residents.

Population

Overall population growth has been slow and primarily in the over 60-year-old age group. Nearly 70% of the population is under the age of 50 but there is virtually no growth in those age groups. The population race and ethnicity are moderately diverse. These population statistics indicate a range of social, economic, and policy impacts that may influence the region in several ways:

- Predominantly younger population (70% under 50), a potentially strong workforce. However, the lack of population growth and an aging trend could lead to future labor shortages.
- Economic growth challenges. Businesses may hesitate to invest in areas with stagnant or declining population which limits consumer demand and economic expansion.
- Increased healthcare costs, demand for services could change resource allocation. As over-60 population grows-higher demand specialty services, long-term care, and products.
- An aging population will increase demand for age-friendly housing, such as smaller units, senior living communities, and homes with accessibility features. The demand for fewer family-sized homes diminishes if younger generations are not growing significantly.
- With no significant growth in younger populations, schools and youth-focused programs might face reduced enrollment, leading to closures or funding reallocation.
- A moderately diverse population can foster inclusivity and innovation, but coupled with the lack of dynamic population growth might slow cultural evolution or integration of new ideas.

Figure 18. Population Growth

	2018	2022	Average Annual Growth
Stanislaus County	539,301	552,063	0.5%
State of California			0.1%

U.S. Census Bureau, American Community Survey; 5-Year Estimates, Table DP05.

Figure 19. Population Diversity

	2018	2022
White (not Hispanic)	42.6%	38.5%
Hispanic (any race)	45.6%	48.6%
Asian	5.3%	5.8%
Black, African American	2.7%	2.7%
Hawaiian, PI, Am. Ind.	0.7%	0.9%
Other or Multiple Races	2.7%	3.4%

U.S. Census Bureau, American Community Survey; 5-Year Estimates, Table DP05

Figure 20. Population by Age Group			
	2018	2022	
Age 0-19	29.9%	29.7%	↓
Age 20-29	14.4%	13.9%	↓
Age 30-39	13.3%	13.8%	↑
Age 40-49	12.3%	12.3%	—
Age 50-59	12.4%	11.6%	↓
Age 60-69	9.2%	9.9%	↑
Age 70-79	5.4%	5.6%	↑
Age 80+	3.0%	3.3%	↑
Median age (years)	34.0	34.5	
U.S. Census Bureau, American Community Survey; 5-Year Estimates, Table S0101			

Wealth

The positive trends shown in the data presented in this section indicate a healthier, more sustainable economy and society, with improved prospects for both individuals and the community. For example, all measures of personal income have increased; the source of income from wages and retirement is increasing as the dependence on supplemental social security and public assistance is decreasing, and fewer families are living in poverty. Socio-economic implications of this data are summarized below.

- Rising personal and household incomes suggests improved economic well-being and increased purchasing power, which drives demand, encourages investment and entrepreneurship, and strengthens the local economy.
- Higher income levels and increased disposable income can lead to access to better housing, healthcare, education, and encourage more investments in personal property, home improvements, retail demand, and leisure activities.
- Growth in retirement income aligns with the previous data showing a maturing population but one with better retirement savings or pensions. It also points to an aging population that contributes economically rather than being entirely dependent on social assistance.
- More families moving out of poverty may suggest the success of local policies, programs, and economic opportunities aimed at alleviating poverty. It can also lead to improved educational outcomes, better health, and increased opportunities for future generations. With fewer families in poverty, there's less demand for public welfare programs, freeing resources for other community needs, such as infrastructure, education, or public safety.

Figure 21. Income			
	2018	2022	Average Annual Change
Median Household Income	\$57,387	\$74,872	6.09%
Median Family Income	\$63,643	\$83,732	6.39%
Per Capita Income	\$25,101	\$32,044	5.53%
U.S. Census Bureau, American Community Survey 5-Yr Estimates, Table DP03			

Figure 22. Sources of Income

	2018	2022	Average Annual Change
Wages	78.2%	79.3%	1.78%
Social Security	29.6%	30.1%	0.34%
Retirement	17.2%	20.9%	4.30%
Supplemental SSI	8.6%	7.7%	- 2.09%
Public Assistance	5.0%	3.7%	- 5.20%
U.S. Census Bureau, American Community Survey 5-Yr Estimates, Table DP03			

Figure 23. Poverty

	2018	2022	Average Annual Change
Families in Poverty	12.7%	10.8%	- 2.99%
People in Poverty	16.1%	13.7%	- 2.98%
U.S. Census Bureau, American Community Survey 5-Yr Estimates, Table DP03			

Figure 24. Free/Reduced Meals

	2018	2023	Average Annual Change
Stanislaus County	69.4%	67.0%	- 0.69%
California	60.1%	59.9%	- 0.06%
California Department of Education Dataquest, November 2024			

Figure 25. Cost of Living

	Stanislaus County	California
Overall Cost of Living	116.3	149.9
Housing	138.6	234.8
Healthcare	100.2	98.3
Utilities	110.9	102.4
Grocery	104.6	105.1
Sperling's Best Places, (www.bestplaces.net) November 2024		

Housing – Stanislaus Housing Report (October 2024)

Because of the housing shortage throughout Stanislaus County and the need to meet RHNA (State) mandated targets, a special housing report was conducted in October 2024⁶ with the following findings:

Current Status of Housing in Stanislaus County

The county's housing market is complex. While Stanislaus County currently offers more affordable housing options compared to the broader California market, rising costs and a stagnant housing supply present challenges that need to be addressed to maintain and improve housing affordability for all residents.

- Stanislaus County has experienced population growth, with an increase of nearly 40,000 residents between 2011 and 2021. The county is projected to add approximately 10,000 more residents by 2031, totaling about 50,000 new residents over two decades. This growth necessitates an expansion of the housing supply
- Despite this need, housing construction has lagged. New housing development plunged following the 2007-2010 mortgage crisis and has not recovered. A decade-to-decade comparison (2000-2009 vs. 2010-2019) shows an 83% decrease in new housing units constructed, significantly higher than the 55% decline seen statewide
- The number of housing units in Stanislaus County is not keeping pace with demand. The Regional Housing Needs Allocation (RHNA) Plan indicates a need for over 34,000 new housing units by 2031 to accommodate projected growth. With no significant increase in housing stock, supply constraints are likely to drive further price escalation and displacement.
- Nearly half (49%) of housing units in Stanislaus County are now more than 40 years old, highlighting the need for both new construction and preservation of existing homes.
- The imbalance between population growth and housing construction has led to very low vacancy rates. In 2022, Stanislaus County's vacancy rate was 4.4%, significantly lower than the state average of 6.2%.
- The high demand for housing has put upward pressure on costs for both homeowners and renters:
 - Median home sale price (2023):** \$461,000, a 44% increase from 2018.
 - Median rent (2022):** \$1,450/month, a 25% increase from 2018Stanislaus-Housing-Repo.
- Nearly **half of renters (48%) and 35% of homeowners with mortgages** in Stanislaus County are cost-burdened, spending more than 30% of their income on housing
- The benefit for homeowners contrasts starkly with the struggles of renters, widening economic disparities between these groups. Renters continue to face affordability issues, with

⁶ Stanislaus Housing Report, October 2024

average annual rents increasing by up to 6%. In 2023, renters needed to earn \$28.54 per hour—1.8 times the state minimum wage—to afford the average monthly asking rent of \$1,484 (Stanislaus County 2023 Affordable Housing Needs Report). Rising rent costs disproportionately affect lower-income households, increasing wealth gaps.

Figure 26. Housing Affordability				
	Traditional Single-Family		First-Time Buyer	
	Stanislaus County	California	Stanislaus County	California
Affordability 3Q2024	29%	16%	48%	29%
Affordability 3Q2023	25%	14%	44%	26%
Median Home Price 2024	\$480,000	\$880,250	\$408,000	\$748,210
Qualifying Income 2024	\$120,400	\$220,800	\$80,700	\$148,200
Average Monthly Rent	Stanislaus County	California		
Studio	\$1,040	\$1,540		
1 Bedroom	\$1,070	\$1,730		
2 Bedroom	\$1,370	\$2,150		
3 Bedroom	\$1,930	\$2,870		
California Association of Realtors (November 2024); the percentage of households that can afford to purchase the median priced home based on traditional assumptions. Rental costs: Sperling's Best Places, (www.best-places.net); November 2024				

Figure 27. Housing Mix			
	2018	2022	Average Annual Change
Total housing units	186,251	183,317	-0.32%
Owner-occupied	61.1%	60.5%	-0.19%
Renter-occupied	38.9%	39.5%	0.31%
Median value owner-occupied	\$456,700	\$393,300	-2.8%
Median rent	\$1,099	\$1,433	6.1%
Mortgage owner HH paying 35% or more income on housing	28.7%	26.5%	-1.5%
Renters paying 35% or more of income on housing	39.7%	44.6%	2.5%
U.S. Census Bureau, American Community Survey 5-Year Estimates, Table DP04			

Figure 28. Housing Appreciation		
	Stanislaus County	California
Last 12 Months	11.1%	14.6%
Last 5 Years	59.7%	52.4%
Last 10 Years	187.4%	134.9%
Median Age of Homes	41 yrs	46 yrs
Sperling's Best Places, (www.bestplaces.net); November 2024		

Figure 29. Housing Needs				
	Total Allocation	Lower Income	Moderate Income	Above Moderate

City of Ceres	3,361	1,195	661	3,361
City of Hughson	881	480	122	881
City of Modesto	11,248	4,750	1,981	11,248
City of Newman	1,048	333	218	1,048
City of Oakdale	1,665	700	294	1,665
City of Patterson	3,716	1,770	593	3,716
City of Riverbank	3,591	1,642	594	3,591
City of Turlock	5,802	2,208	1,096	5,802
City of Waterford	557	181	115	557
Unincorporated	2,475	972	458	2,475
Total	34,344	14,231	6,132	34,344
StanCOG, Cycle 6 (2023-2031) Regional Housing Needs Allocation Plan				

Challenges to Housing Development

Stakeholder engagement was a part of the Housing Reports. Stakeholders identified **five key barriers** to housing development in Stanislaus County:

1. **Community Opposition:** A prevailing "no growth" mindset among residents and elected officials has led to resistance against new housing projects.
2. **Regulatory Barriers:** Lengthy entitlement and permitting processes, along with state regulations (e.g., solar and fire sprinkler requirements), add costs and complexity.
3. **Limited Land Availability:** Infrastructure constraints and agricultural land conservation policies restrict housing development.
4. **Market Conditions:** High development costs and low return on investment deter builders.
5. **Overburdened Staff:** Local planning and development staff are stretched thin, slowing down project approvals.
6. The **Regional Housing Needs Allocation (RHNA)** sets targets for housing development in California jurisdictions. For **2023-2031**, Stanislaus County must plan for **34,334 housing units**, including:
 - **8,410 units for very low-income households**
 - **5,281 units for low-income households**
 - **6,132 units for moderate-income households**
 - **13,981 units for above-moderate-income households**

Opportunities for Housing Development

Despite these challenges, opportunities exist for housing growth according to the report and stakeholder input:

1. **Affordable & Attractive:** Housing in Stanislaus County remains more affordable than the California state average, making it an attractive option for both traditional and first-time homebuyers. This relative affordability is a significant draw for individuals and families

seeking homeownership within the state. Increased demand may benefit local businesses and services due to population growth.

2. **Infill Development:** Cities have annexed 7,400 acres of land since 2000, with 2,200 acres still undeveloped and pre-zoned for residential use.
3. **Diverse Housing Types:** Expanding "missing middle" housing (e.g., duplexes, triplexes, townhomes) can increase affordability.
4. **Public-Private Partnerships:** Partnering with developers to create mixed-income housing can help meet demand.
5. **Streamlining Approval Processes:** Expanding ministerial approvals and standardizing codes can accelerate housing development.

Collaborative Actions Identified to Address Housing Need

1. Increase capacity and coordination among public agencies.
2. Refine policies and procedures where possible.
3. Expand access to capital for housing development
4. Infrastructure planning – identify priority opportunities for housing development and infill opportunities.
5. Proactively engaging with property owners and developers.

Housing Resources - Homebuyer Assistance Programs

- The Stanislaus County Down Payment Assistance Program (DPAP) is currently on hold due to high demand exceeding available funding. The program provides down payment assistance to eligible first-time homebuyers.
- The City of Turlock First Time Home Buyers Program (FTHB) offers up to \$50,000 or 40% of a home's purchase price for down payment assistance for income-eligible households. Applicants must contribute a minimum of \$4,000 toward the purchase, not have owned a home in the last three years, and complete a HUD-certified homebuyer counseling course.
- The City of Modesto Homebuyer Assistance Program (HAP) provides low-interest loans up to \$60,000 for eligible first-time homebuyers. Applicants must have a household income at or below 80% of the Stanislaus County Area median income and secure a private first mortgage.
- The City of Riverbank First Time Home Buyers Program offers secondary loan options to bridge the gap between the first mortgage and the home's purchase price. Applicants must meet low-income household limits and not have owned a home in the last three years.
- The City of Ceres First Time Home Buyer Program is processed through Stanislaus County.

Health and Safety

The U.S. Census Bureau prepares Community Resilience Estimates (CRE) to show the capacity of individuals and households to absorb, endure, and recover from health, social, and economic impacts of disasters such as a flood, earthquake, or pandemic. This is done to help communities facilitate disaster preparedness and response. These estimates assume that there are certain circumstances, or risk factors, that are likely to lessen one's ability to overcome obstacles. As shown in Figure 30, over half of Stanislaus County's population has at least one risk factor.

Figure 30. At-Risk Population⁷		
	Stanislaus County	California
Population with 0 Risk Factors	27.5%	28.9%
Population with 1-2 Risk Factors	52.6%	51.0%
Population with 3+ Risk Factors	20.4%	20.0%
U.S. Census Bureau, 2022 Community Resilience Estimates for Equity and Disasters		

Unhoused Population

Stanislaus County is making slow progress on homelessness. After a decline of about 1,000 unhoused in 2022, the count appears to be returning to an upswing. The top reasons individuals are experiencing homelessness in Stanislaus County are the inability to pay rent or mortgage, or violence in the home. The primary obstacle to accessing existing services is lack of transportation.

In the fall of 2020, the Stanislaus Homeless Alliance and Stanislaus Community System of Care created a strategic plan workgroup to create a communitywide plan to address homelessness. The Stanislaus Regional Homeless Strategic Plan establishes eight goals for increasing availability of housing and support services, improved coordination of services and participation

Figure 31. Unhoused Population						
	2020	2021	2022	2023	2024	Annual Average Change
Stanislaus County	2,107	2,927	1,857	2,091	2,052	- 0.52%
Stanislaus County 2023 and 2024 Homeless Point-In-Time County Executive Summary						

Healthcare

The share of Stanislaus' population with health insurance has remained consistent at about 93%. The share of population with no insurance is starting to increase since 2020 (Figure 32).

Overall, Stanislaus County's healthcare system comprises a network of public health services, medical assistance programs, mental health services, hospitals, and community resources aimed at promoting the health and well-being of its residents. However, Stanislaus County is designated

⁷ Risk Factors include living below poverty level, no vehicle, no health insurance, no broadband, language barriers, reliance on seasonal employment, single head of household, head of household 65 years and living alone, household with disability

as a Health Professional Shortage Area (HPSA) which indicates a shortage of health professionals relative to the population's needs.⁸ Public and private providers in Stanislaus County include:

- The Stanislaus County Health Services Agency (HSA) operates federally qualified health center outpatient clinics; programs include communicable disease control, the Women, Infants, and Children (WIC) Nutrition Program, California Children's Services, public health field nursing, and health education initiatives
- The Community Services Agency (CSA) administers programs the Medi-Cal program
- Behavioral Health and Recovery Services (BHRS) provides mental health services for adults and children through outpatient and residential treatment and prevention programs
- 211 Stanislaus County offers information on medical care, health insurance, dental care, public health, and immunizations
- The County's Aging & Veterans Services department assistance with Medicare counseling, senior meals, and other supportive programs
- Memorial Medical Center is a 423-bed hospital in Modesto affiliated with Sutter Health offering cardiac care, cancer treatment, orthopedics, obstetrics, and newborn intensive care
- Doctors Medical Center of Modesto is a full-service hospital with a range of medical services
- Emanuel Medical Center in Turlock offers comprehensive healthcare services
- Kaiser Medical Center provides integrated healthcare services
- Oak Valley Hospital provides those in Oakdale area with medical services

Figure 32. Insured Population

	2018	2019	2020	2021	2022	California (2022)
Private or Public Insurance	93.5%	94.3%	94.4%	93.9%	93.9%	93.5%
No Insurance	6.5%	5.7%	5.6%	6.1%	6.1%	6.5%

U.S. Census Bureau, American Community Survey 5-Year Estimates Table DP03

Childcare

A critical barrier to employment is the significant shortage of childcare services in Stanislaus County. In April 2024 it was estimated that there are five children for every licensed childcare space, equating to an estimated need of approximately 36,000 additional childcare slots to meet local workforce demands.⁹

The cost of childcare is another barrier to employment. Depending on the level of care (infant to preschool) and type of location (licensed center or home), cost of childcare ranges from \$9,800 to nearly \$15,000 per year, per child.¹⁰

⁸ HPSAs are designated by the U.S. Department of Health and Human Services (HHS) through the Health Resources and Services Administration (HRSA).

⁹ Stanislaus 2030 Investment Blueprint

¹⁰ Stanislaus 2030, California Child Care Resources and Referral Network, Massachusetts Institute of Technology

Initiatives and programs established to address these challenges are noted here.

- Stanislaus 2030 Child Care Expansion Project is supporting the establishment and expansion of home-based childcare businesses with a goal of creating 12,000 permanent, licensed childcare spaces over a 10-year period, thereby reducing the current deficit.
- The Stanislaus County Office of Education's Child and Family Services (CFS) Division offers early childhood education programs for children aged 0 to 5 by collaborating with partners
- The "Find Childcare Stanislaus" platform is a resource for parents, providing information on programs and financial assistance.
- The Community Services Agency (CSA) administers the StanWORKs Child Care Program, a subsidy initiative for current CalWORKs recipients, that helps families pay for childcare while parents work or participate in approved activities.
- For families in crisis, the Children's Crisis Center of Stanislaus County provides 24-hour emergency shelter and childcare services for children from birth to 17 years of age.
- The Stanislaus STARS program is a quality improvement initiative for licensed early care and education programs.

Crime

Overall crime in Stanislaus County is declining. The following programs reflect Stanislaus County's commitment to proactive crime prevention through community engagement, collaboration, and targeted interventions.

- Stanislaus County Police Activities League (PAL) is a juvenile crime prevention program that offers sports, leisure activities, and educational programs in multiple sites throughout the county.
- Stanislaus Area Crime Stoppers is a non-profit organization, a collaboration between local law enforcement and community volunteers.
- Neighborhood Watch Programs, supported by police departments, residents collaborate with law enforcement by reporting suspicious activities and fostering safer communities.
- The Community Assessment Response and Engagement (CARE) program is a multi-disciplinary effort focusing on individuals causing significant community distress due to severe mental illness, substance use disorders, or vagrancy-related behaviors.
- The Sheriff's Team of Active Retired Seniors (STARS) - volunteers assisting law enforcement by serving subpoenas, conducting vacation house checks and neighborhood patrols.

Figure 33. Crimes per 1,000 Population

	2018	2019	2020	2021	2022	2023	Annual Average Change
Violent Crimes	3,160	2,908	2,823	2,740	2,973	2,597	- 3.56%
Property Crimes	15,300	14,274	10,843	10,966	11,292	10,416	- 6.38%
Arson Crimes	150	169	204	206	192	154	0.53%
California Department of Justice, Office of the Attorney General, November 2024							

APPENDIX C: PHYSICAL 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 **City/County Economic Profiles** 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.

City of Ceres	Measure L Projects	• Mitchell Road raised median, traffic signal improvement • Design review for future SR 99 Service/Mitchell Rd interchange • New bike lanes on Herndon Ave, El Camino Ave, Eastgate Blvd
City of Hughson	Measure L Projects	• Hughson Ave sidewalk- bike & ped • Santa Fe project • Euclid Avenue overlay • Pavement management program
City of Modesto	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.
City of Newman	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
City of Oakdale	Measure L Projects	• Olive Street improvements • J Street—Sierra to 5th Street improvements • Cloverland Way—A to C Street improvements
	Greger Sports Park	Soccer fields, future gym, restrooms, lighted tennis/pickleball courts & parking
City of Patterson	Measure L Projects	• Pedestrian controlled crosswalk safety project—Ward Ave & Mackilhaffy Dr. • I-5/Sperry Avenue traffic interchange project—Westley & Crows Landing intersections. Two phases. • Sperry Avenue improvements—Phase 2 overlay & road reconstruction along Sperry Avenue between American Eagle Ave & Ward Ave.
City of Riverbank	Measure L Projects	• Oakdale Road Overlay Project • Improvements on Riverside Drive—between 3rd & 4th Street • Townsend Overlay Project—between Terminal & 8th Street • Silverrock Road Overlay Project—between Patterson & Oakdale
City of Turlock	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
City of Waterford	Capital Projects	• Slurry seal of County Gardens Subdivision • Water well at Tim Bell & Vineyard • Interconnection of Waterford & Hickman water systems • Traffic signal at Pasadena & Yosemite Blvd.

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 **City/County Economic Profiles** 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.

City/County Economic Profiles

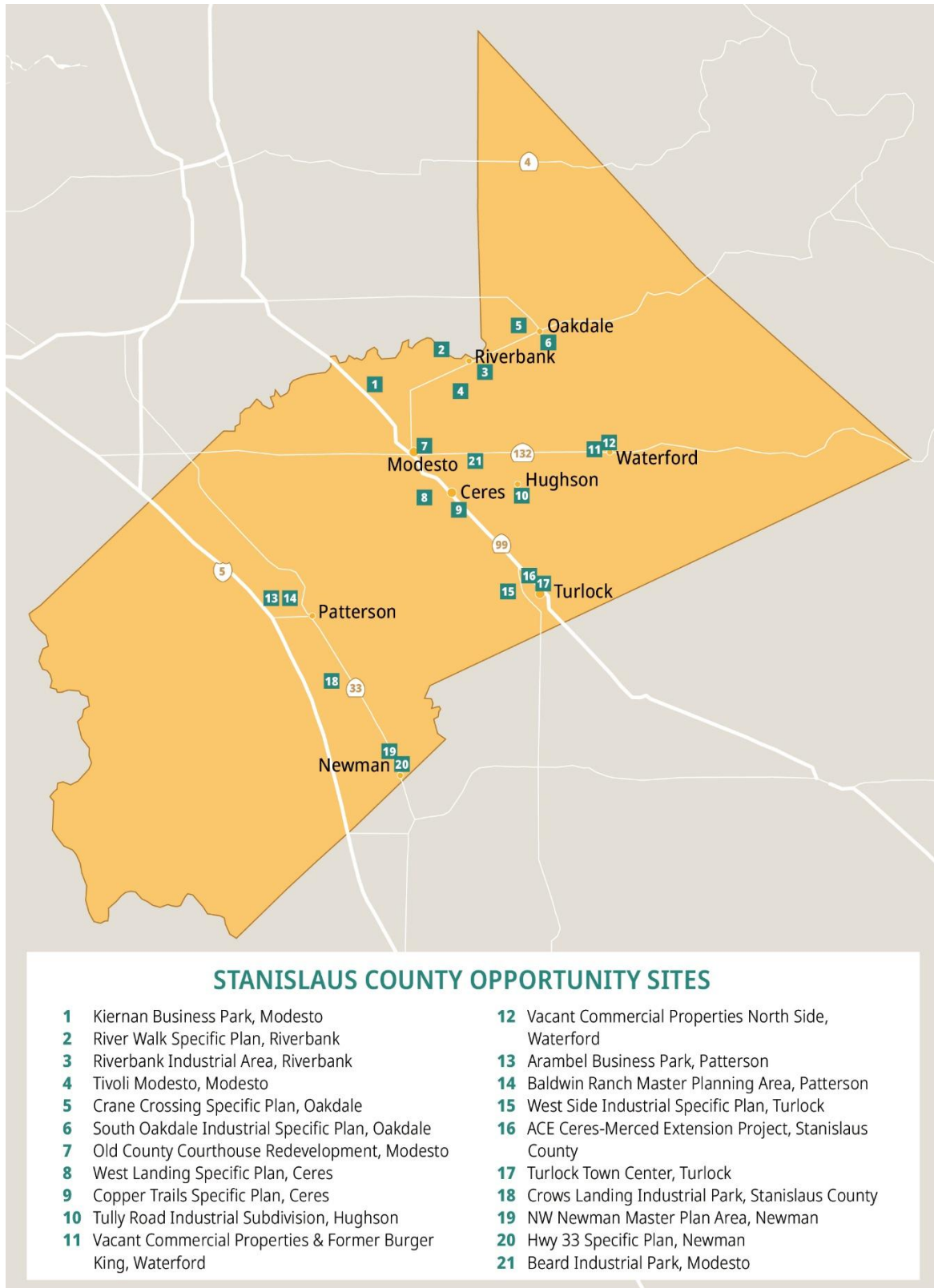
Each individual **Economic Profile** (10) is included in the Appendix D *City/County Economic Profiles*.

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 21 potential economic opportunity areas throughout the County followed by a brief description of each site. These are further documented on the following pages and in the City/County Economic Profiles.

Stanislaus County Opportunity Sites



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.

Beard Industrial Park is a prime opportunity site. It has a strategic location near major transportation routes and efficient rail services. The park offers over 9 million square feet of industrial space across more than 2,000 acres, ideal for businesses needing large facilities. The availability of large parcels of land and ongoing development efforts further enhance its growth potential.

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.

STANISLAUS CEDS – 2025-2030 – STANISLAUS COUNTY ECONOMIC DEVELOPMENT PROFILE

Jurisdiction: Stanislaus County
Key Contact Name: Tina Rocha, Assistant Executive Officer
Contact Phone & Email: (209) 652-1122 rochat@stancounty.com

Question 1 – Key Opportunity Sites								
What are your key 5-6 opportunity sites in the City? These can be commercial, industrial, mixed-use. Please provide brief description, size, market readiness (are utilities extended to site), industries/businesses that are a fit for the property. Please provide links or attach any marketing materials already prepared for this Opportunity Site.								
Site Name	Location (Address)	Zoning Industrial Commercial	Infill or Greenfield?	Size (Acres or SF)	Shovel-ready Check for Yes	Best Industry Fit	What makes this an Opportunity Site?	Marketing Materials Available
Crows Landing Industrial Business Park		Industrial	Greenfield and Infill	1,528 acres	☒	Manufacturing & Assembly, Logistics, Public Administration Facilities, General Office/Business Park	Promoted by County, within a designated Opportunity Zone. Also an Enhanced Infrastructure Financing District (EIFD).	☒
Fink Road Landfill	4001 Fink Road and 3998 Fink Road, 95313	Planned Development and General Agriculture	Both	Varies depending on future expansion of Fink Road Landfill	☐	Processing of Municipal Solid Waste (MSW) or greenwaste	MSW or Greenwaste could be co-located on the Fink Road Landfill property.	☐
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STANISLAUS CEDS – 2025-2030 – STANISLAUS COUNTY ECONOMIC DEVELOPMENT PROFILE

Question 2 – Planned Capital Improvement Project		
Please provide a list Planned/funded capital improvement projects -- please list your Top 5 projects to be completed over the next five years. What is the importance of these projects? E.g. Key highway interchange to open area for commercial development. Provide the estimated funding amount total.		
Example: Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows. \$7 million		
Project	Why Important?	Funding Total
Measure L Projects— All Online Measure L Projects have not been updated since 2022-23 fiscal year - Bike & Ped Projects: \$1.126 million - Local Streets & Roads: \$9.74 million - Traffic Management: \$1.432 million	Measure L, a ½ cent sales tax, provides funding for local transportation improvements and street maintenance in Stanislaus County. Funding must stay local and goes towards local streets & roads, traffic management, and bike & ped improvements.	
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.	
North County Corridor Phase 1 Project	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 Project	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.	
South 9th Street Corridor Plan	A land use & transportation plan for the South 9 th Street Corridor—a 1 ¼ mile section of South 9 th Street from the Tuolumne River bridge entrance to East Hatch Rd. Goal was to improve the experience within the corridor for all transportation modes & enhance the interface between commercial, industrial & residential land uses.	

STANISLAUS CEDS – 2025-2030 – STANISLAUS COUNTY ECONOMIC DEVELOPMENT PROFILE

Question 3 – List of Grant Funded Projects			
List of grant funded projects already funded and built (within last 2-3 years) or with funding already allocated for future use. Could be for physical projects (infrastructure, public facilities, etc.) or planning (General Plan updates, housing studies, fee impact study, etc). Please provide information on funding amount, source of funding, any match, timeline.			
Example: \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the city’s transit operation, including a purchase of 18 buses			
Funded Project	Funding Amount	Any City Match?	Timeline
1. South 9th Street Corridor Plan	\$252,663 – CalTrans Sustainable Communities Grant	\$28,981 – County contribution.	Board of Supervisors Accepted the final 9 th Street Plan on January 14, 2025 and granted closed out effective February 28, 2025.
2. North County Corridor	\$184,000,000 – total construction cost \$20M Federal BUILD GRANT \$20M State of CA TCEP Grant \$5M State of CA Section 190 grant	\$60M – County contribution	Board of Supervisors awarded the construction contract on February 25, 2025
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STANISLAUS CEDS – 2025-2030 – STANISLAUS COUNTY ECONOMIC DEVELOPMENT PROFILE

Question 4 – Priority Projects – Collaboration with Cities?	
Please list any priority projects that you are implementing that are in partnership/collaboration with any of the Cities as a regional project i.e. Infrastructure projects or initiatives??	
1.	Stanislaus Urban County and Stanislaus HOME Consortium. Ongoing partnerships with seven to eight of the nine local cities for infrastructure (Community Development Block Grant) and housing (Home Improvement Partnership) funds from the United States Department of Housing and Urban Development (HUD)
2.	7th Street Bridge Project —County Public Works, in cooperation with City of Modesto, CDOT and FHA will replace the historic 7 th Street Bridge to correct structural and hydraulic deficiencies, increase capacity and improve safety for vehicles, bicycles and pedestrians.
3.	

Question 5 - Local city Priority Project	
Please list your local priority projects i.e. Commissioner priorities? These could be physical, programs or initiatives and/or address challenges the city needs to address to have a healthy community.	
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STANISLAUS CEDS – 2025-2030 – STANISLAUS COUNTY ECONOMIC DEVELOPMENT PROFILE

Question 6 – Priority Economic Development Programs	
If not listed under Question 5, please list any priority economic development programs or initiatives the county has or wants to implement to grow jobs and the economy. Be as specific a possible in describing the initiative and who leads the program.	
Economic Development Program/Initiative	Lead Entity
Promoting opportunity sites out at Crows Landing through their Prospectus	
Economic Development Action Committee (EDAC)	

Question 7 – Business Climate Perceptions
What do you think the County's perception is for developers, brokers, businesses in the Cities and County??? Do you think the County is considered " business-friendly "?
Stan2030 Streamlined Permitting Work Group —a collective team dedicated to drive collective action and accountability among partners

STANISLAUS CEDS – 2025-2030 – STANISLAUS COUNTY ECONOMIC DEVELOPMENT PROFILE

Question 8 – Assets, Challenges & Opportunity
What would you identify as your City's assets, challenges and opportunities as it relates to creating a healthy economy for the city and the region?
Assets (also consider what separates your community from others in the Valley)
As taken from the Stanislaus County CEDS 2023 - Centrally located along transportation routes to major metropolitan areas in California and Nevada - Close to two deep-water ports - Large, available workforce - Climate conducive to diverse agriculture; 250 types of food and beverages #5 Agricultural-producing County in the state - Multiple higher educational institutions and facilities. CSU Stanislaus has been recognized by Princeton Review (Nation’s Best Colleges for 10th consecutive year), Forbes (America’s Top Colleges list), Money (#1 Value-Added public university) - Cultural diversity - Strong culture of Entrepreneurship/Innovation - Access to recreation and tourism attractions - Primary and specialized healthcare facilities - Competitive land costs and lower electric rates through MID/TID
Challenges
- Transportation infrastructure needs expansion - Relatively high cost of business taxes relative to adjoining states - Low skills in the workforce and lower levels of educational attainment - Air quality is poor relative to competitor regions - Water supply is variable from year to year - Need more full-service hotels to attract business travelers and tourists - Image and messaging of region - Under-marketing agriculture as a regional strength - Relatively high poverty levels - High unemployment (compared to the rest of California and the nation) and the effects this has on families, access to education, health care, and public safety. - Diminished housing inventory and high cost of housing - A large percentage of adults with “Less than a High School Diploma” and a low number with college degrees - Low self-esteem/humbleness (negative self-perception) - Growing homeless issue

STANISLAUS CEDS – 2025-2030 – STANISLAUS COUNTY ECONOMIC DEVELOPMENT PROFILE

Opportunities
- Stanislaus2030—public-private partnership advancing shared prosperity for all - BEAM Circular—advancing the regional bioeconomy - Expansion of workforce training - Expansion of business retention programs - Opportunity Zones in key business expansion areas (17 different census tracts designated) - Continued attraction of large companies - Improve water management (long-term strategies) - Regional Tourism - Marketing agriculture as a regional strength, including agritourism - Marketing campaign establishing a unique regional identity - Social media to help promote Stanislaus County - Encouragement of innovation and entrepreneurship - Positive media coverage - Positive community messaging- pride of place - Streamlined permitting and anticipation of industry opportunities

STANISLAUS CEDS – 2025-2030 – CITY OF CERES ECONOMIC DEVELOPMENT PROFILE

Jurisdiction: [City of Ceres](#)
Key Contact Name: [Lea Simvoulakis, Community Development Director](#)
Contact Phone & Email: [\(209\) 538-5778](#) Lea.Simvoulakis@ci.ceres.ca.us

Question 1 – Key Opportunity Sites								
What are your key 5-6 opportunity sites in the City? These can be commercial, industrial, mixed-use. Please provide brief description, size, market readiness (are utilities extended to site), industries/businesses that are a fit for the property. Please provide links or attach any marketing materials already prepared for this Opportunity Site.								
Site Name	Location (Address)	Zoning Industrial Commercial	Infill or Greenfield?	Size (Acres or SF)	Shovel-ready Check for Yes	Best Industry Fit	What makes this an Opportunity Site?	Marketing Materials Available
Copper Trails	South of Service Road, bound to west by Blaker Road, to east by Hwy 99 and south to Gondring Rd	Residential and Commercial	Greenfield	535 acres	☐	Highway Commercial Uses, Regional Commercial Center	Approved and entitled plan area	☒
West Landing Specific Plan	West side of Ceres. Bound by Service Rd to south, Witmore Ave to north, UP RR to east, Ustick Rd to west.	Industrial, Business Park, Residential	Primarily Greenfield	960 acres	☐		Approved in 2011. Still undeveloped	☐
Mitchell Ranch/ Ceres Gateway Center	Mitchell Rd between Hwy 99 and Tuolumne River	Industrial, commercial, residential	Infill & Greenfield	450 acres	☐	As taken from plan— • Region-serving commercial • Business Park/Office • Residential	Approved in 1995	☐
					☐			☐
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STANISLAUS CEDS – 2025-2030 – CITY OF CERES ECONOMIC DEVELOPMENT PROFILE

Question 2 – Planned Capital Improvement Project		
Please provide a list Planned/funded capital improvement projects -- please list your Top 5 projects to be completed over the next five years. What is the importance of these projects? E.g. Key highway interchange to open area for commercial development. Provide the estimated funding amount total.		
Example: Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows. \$7 million		
Project	Why Important?	Funding Total
Measure L Projects— • Installation of raised median along Mitchell Rd from Whitmore Ave to Garrison St • Traffic Signal Improvements—installation of raised medians as well as traffic signal modifications to improve intersection operations. • Design review of future SR 99 Service/Mitchell interchange. Upgrades to local intersections, road & bridge widening, signalization. • New bike lanes on Herndon Ave, El Camino Ave, Eastgate Blvd. Total length is 3.0 miles. Includes roadway widening, shoulder backing, centerline realignment, restriping, markets and asphalt micro-surfacing in bike lane areas.	Measure L, a ½ cent sales tax, provides funding for local transportation improvements and street maintenance in Stanislaus County. Funding must stay local and goes towards local streets & roads, traffic management, and bike & ped improvements.	• Mitchell Rd: \$22,910 • Traffic Signals: \$28,220 • SR 99 Interchange Design Review: \$66,610 • Bike Lane Corridors: \$74,378

STANISLAUS CEDS – 2025-2030 – CITY OF CERES ECONOMIC DEVELOPMENT PROFILE

Question 3 – List of Grant Funded Projects

List of **grant funded projects** already funded and built (within last 2-3 years) or with funding already allocated for future use. Could be for physical projects (infrastructure, public facilities, etc.) or planning (General Plan updates, housing studies, fee impact study, etc). Please provide information on funding amount, source of funding, any match, timeline.

Example: \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the city’s transit operation, including a purchase of 18 buses

Funded Project	Funding Amount	Any City Match?	Timeline
1. Copper Trails Specific Plan. Draft Nov 6 th , 2024.			Draft EIR open for comment through 1/27/2025
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STANISLAUS CEDS – 2025-2030 – CITY OF CERES ECONOMIC DEVELOPMENT PROFILE

Question 4 – Priority Projects – Collaboration with County	
Please list any priority projects that you are implementing that are in partnership/collaboration with the County as regional project i.e. Infrastructure projects or initiatives??	
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Question 5 - Local city Priority Project	
Please list your local priority projects i.e. City Council priorities? These could be physical, programs or initiatives and/or address challenges the city needs to address to have a healthy community.	
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STANISLAUS CEDS – 2025-2030 – CITY OF CERES ECONOMIC DEVELOPMENT PROFILE

Question 6 – Priority Economic Development Programs	
If not listed under Question 5, please list any priority economic development programs or initiatives the city has or wants to implement to grow jobs and the economy. Be as specific a possible in describing the initiative and who leads the program.	
Economic Development Program/Initiative	Lead Entity
As taken from the 2023 Economic Development Strategy--- 1. Strengthen job opportunities with industrial and commercial growth 2. Encourage public and private investment for infill development 3. Ensure the development of a strong workforce by supporting a quality K-12 education system and industry-specific job training programs 4. Balance the provision of streamlined services and entitlements with fiscal responsibility	Community Development/Economic Development Department

Question 7 – Business Climate Perceptions
What do you think the City's perception is for developers, brokers, businesses in the City??? Do you think the City is considered " business-friendly "?

STANISLAUS CEDS – 2025-2030 – CITY OF CERES ECONOMIC DEVELOPMENT PROFILE

Question 8 – Assets, Challenges & Opportunity
What would you identify as your City's assets, challenges and opportunities as it relates to creating a healthy economy for the city and the region?
Assets (also consider what separates your community from others in the Valley)
• The geographic location provides unparalleled access to several highways, interstates, freight and international passenger air and port services • Major west coast markets are less than a day's drive • Employers can easily draw from a population of over 460,000 and a workforce (age 16 to 75) of 265,000 in 20-mile radii • Excellent K-12 education system, CTE training resources and connections with several university and research centers in the region • Water rights, affordable electrical utilities • Housing is more affordable for the workforce when compared to the larger region • Pedestrian-friendly downtown, parks, well-supported and attended community events • Professional and service-oriented economic development staff
Challenges
• Limited market-ready sites or buildings for industrial or commercial uses • Large out commuting population • No growth in the incoming talent pipeline (population 0 to 19 years of age) • Limited staffing for development services (building and permitting departments) • No apparent consensus on economic development goals or vision, which is primarily due to the new council and new city staff • Limited budget and materials to support economic and business development efforts • Over-emphasis on attracting and developing sites for retail uses
Opportunities
• High demand in the greater region for small to medium size light industrial sites • Large tract of land identified as future industrial is an excellent match for in-demand uses • Apparent agreement on industry targets among educators, workforce training, economic development organizations, and city government • Support and demand for continuing the excellent progress made on downtown revitalization • Altamont Corridor Express (ACE) rail station stop planned for downtown Ceres will significantly improve pedestrian traffic and visibility of Ceres as a viable business location

STANISLAUS CEDS – 2025-2030 – CITY OF HUGHSON ECONOMIC DEVELOPMENT PROFILE

Jurisdiction: City of Hughson
Key Contact Name: Carla Jauregui, Community Development Director
Contact Phone & Email: (209) 883-4054 cjauregui@hughson.org

Question 1 – Key Opportunity Sites								
What are your key 5-6 opportunity sites in the City? These can be commercial, industrial, mixed-use. Please provide brief description, size, market readiness (are utilities extended to site), industries/businesses that are a fit for the property. Please provide links or attach any marketing materials already prepared for this Opportunity Site.								
Site Name	Location (Address)	Zoning Industrial Commercial	Infill or Greenfield?	Size (Acres or SF)	Shovel-ready Check for Yes	Best Industry Fit	What makes this an Opportunity Site?	Marketing Materials Available
Tully Road Industrial Subdivision	South of existing industrial area, east of Tully Rd, north of Roeding Rd extension.	Industrial	Greenfield and Infill	46.44 acres	☐	(34) industrial lots across the 46 acres	Strong existing industrial users. Many in food-related industries. Rail access to UP and BNSF lines.	☒
Industrial expansion south and west of existing industrial areas	South and west of City, within Sphere of Influence	Future Industrial	Greenfield		☐			☐
Downtown	Downtown	General Commercial (C-2)	Infill		☐	Commercial Mixed-Use?	Opportunity to grow and create more vibrancy within downtown area. City is working with Chamber, ED Committee and downtown businesses to revitalize downtown	☐
					☐			☐
					☐			☐

STANISLAUS CEDS – 2025-2030 – CITY OF HUGHSON ECONOMIC DEVELOPMENT PROFILE

Question 2 – Planned Capital Improvement Project		
Please provide a list Planned/funded capital improvement projects -- please list your Top 5 projects to be completed over the next five years. What is the importance of these projects? E.g. Key highway interchange to open area for commercial development. Provide the estimated funding amount total.		
Example: Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows. \$7 million		
Project	Why Important?	Funding Total
Measure L Projects from 2023— - Hughson Avenue Sidewalk—bike and ped - Santa Fe Project - Euclid Ave Overlay - Pavement Management Program	Measure L, a ½ cent sales tax, provides funding for local transportation improvements and street maintenance in Stanislaus County. Funding must stay local and goes towards local streets & roads, traffic management, and bike & ped improvements.	- Hughson Ave: \$24,837 - Santa Fe Project: \$681,933 - Euclid Ave Overlay: \$60,633 - Pavement Management Program: \$10,298
SB1 Projects from FY 2023-2024 - Whitmore Ave Pedestrian Improvement Project & Overlay - Whitmore Ave Resurfacing Project	Whitmore Ave Ped Project Description: design & engineering for new pedestrian & bike improvements on Whitmore Ave, including sidewalk & bike lane across BNSF rail lines Whitmore Ave Resurfacing Project Description: resurfacing Whitmore Ave from Santa Fe to Euclid Ave.	City of Hughson was expected to receive \$166,290 in Road Maintenance & Rehabilitation Account (RMRA) funds created by SB1.

STANISLAUS CEDS – 2025-2030 – CITY OF HUGHSON ECONOMIC DEVELOPMENT PROFILE

Question 3 – List of Grant Funded Projects

List of **grant funded projects** already funded and built (within last 2-3 years) or with funding already allocated for future use. Could be for physical projects (infrastructure, public facilities, etc.) or planning (General Plan updates, housing studies, fee impact study, etc). Please provide information on funding amount, source of funding, any match, timeline.

Example: \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the city’s transit operation, including a purchase of 18 buses

Funded Project	Funding Amount	Any City Match?	Timeline
1. Feb 2024 RFP— Comprehensive User Fee Study, Full Cost Allocation Plan & Optional Development Impact Fee Study			
2. Downtown Revitalization Fee	Monies received from development of the Parkwood single-family subdivision. \$750/lot for 299 lots at Parkwood. Money to go towards streetscaping and downtown placemaking		
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STANISLAUS CEDS – 2025-2030 – CITY OF HUGHSON ECONOMIC DEVELOPMENT PROFILE

Question 4 – Priority Projects – Collaboration with County	
Please list any priority projects that you are implementing that are in partnership/collaboration with the County as regional project i.e. Infrastructure projects or initiatives??	
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Question 5 - Local city Priority Project	
Please list your local priority projects i.e. City Council priorities? These could be physical, programs or initiatives and/or address challenges the city needs to address to have a healthy community.	
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STANISLAUS CEDS – 2025-2030 – CITY OF HUGHSON ECONOMIC DEVELOPMENT PROFILE

Question 6 – Priority Economic Development Programs	
If not listed under Question 5, please list any priority economic development programs or initiatives the city has or wants to implement to grow jobs and the economy. Be as specific a possible in describing the initiative and who leads the program.	
Economic Development Program/Initiative	Lead Entity
Taken from the City of Hughson City Council Strategic Priorities—May 22, 2023. City’s Vision, Mission, Value, and Strategic Priorities for 2023-2028 <u>Economic Development</u> • Support resources for businesses through—support of Chamber of Commerce, Opportunity Stanislaus & Valley Sierra SBDC. • Complete General Plan Update & Housing Element Project. • Revitalize downtown. Examples—shadow art, mural, pedestrian crosswalks • Annexation of industrial zoned land, provide infrastructure to promote industrial business • Review business leases at the Incubation Center (located in City Hall Annex). Advertise incubation center vacancies & opportunities <u>Maintain Infrastructure & Leverage Funds</u> • Complete Measure L Annual Plan • Complete Whitmore Ped Crossing Project in coordination with BNSF • CDBG Projects—Walker Lane, Tully Road, 7th Street • Proactively maintain Wastewater Treatment Plant • Water—TCP Treatment at Well 8 (City back-up well) • Maintain a Capital Improvement Plan • Develop Water, Wastewater Treatment Plant, Sewer & Stormwater maintenance plans • Conduct review of City’s fees for service • Review of current Development Impact Fees & Capacity Fees • Acquire a public-facing permit system	

Question 7 – Business Climate Perceptions
What do you think the City's perception is for developers, brokers, businesses in the City??? Do you think the City is considered " business-friendly "?

STANISLAUS CEDS – 2025-2030 – CITY OF HUGHSON ECONOMIC DEVELOPMENT PROFILE

Question 8 – Assets, Challenges & Opportunity
What would you identify as your City's assets, challenges and opportunities as it relates to creating a healthy economy for the city and the region?
Assets (also consider what separates your community from others in the Valley)
Challenges
Opportunities

STANISLAUS CEDS – 2025-2030 – CITY OF MODESTO ECONOMIC DEVELOPMENT PROFILE

Jurisdiction: City of Modesto
Key Contact Name: Trevin W. Barber, Economic Development Manager
Contact Phone & Email: (209) 571-5566 tbarber@modestogov.com

Question 1 – Key Opportunity Sites								
What are your key 5-6 opportunity sites in the City? These can be commercial, industrial, mixed-use. Please provide brief description, size, market readiness (are utilities extended to site), industries/businesses that are a fit for the property. Please provide links or attach any marketing materials already prepared for this Opportunity Site.								
Site Name	Location (Address)	Zoning Industrial Commercial	Infill or Greenfield?	Size (Acres or SF)	Shovel-ready Check for Yes	Best Industry Fit	What makes this an Opportunity Site?	Marketing Materials Available
Beard Industrial Park	Southeast of Modesto Properties - Beard	Industrial	Greenfield and Infill	2,000 acres	☒	Food-Related Industry	Beard Industrial Park is a prime opportunity site thanks to its strategic location near major transportation routes and efficient rail services. The park offers over 9 million square feet of industrial space across more than 2,000 acres, making it ideal for businesses needing large facilities. Established infrastructure and a community of globally recognized companies create a supportive business environment. The availability of large parcels of land and ongoing development efforts further enhance its growth potential. Available Properties.	☒
Crows Landing Road	South Modesto; Crows Landing Road runs from 7th Street to Whitmore Avenue	Industrial	Infill	Not well defined. +/- 50 acres	☒	Presence of the South Modesto Businesses United non-profit makes area attractive for Hispanic family businesses	Crows Landing Road is a key commercial corridor in Modesto, with significant potential for economic growth and development. Planned improvements aim to enhance mobility, accessibility, and public safety, supporting the vision of a vibrant commercial and mixed-use transportation corridor. This, along with active efforts from the City of Modesto to improve the area, makes Crows Landing Road an attractive opportunity site for investment. Included in the Southwest Modesto Plan.	☐
Kiernan Business Park	Northwest Modesto; located at the cross streets of Dale Road, Kiernan Avenue, and Bangs Avenue, with future plans for American Avenue as well	Mixed-Use Commercial Office Residential	Greenfield and Infill	630 acres	☒	Commercial, office & residential uses. With Kaiser & Valley Children’s Medical, a destination for medical and supporting uses.	Kiernan Business Park is 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. Regional serving commercial potential, proximity to CA99.	☐

STANISLAUS CEDS – 2025-2030 – CITY OF MODESTO ECONOMIC DEVELOPMENT PROFILE

G3 Industrial Properties	South Modesto; various	Industrial	Infill	134 acres	☒	Distribution, logistics, warehouse, manufacturing uses.	Superior development and tenant support. G3 is a significant player in the industrial real estate market. They own and manage over 6 million square feet of industrial space in the area, offering a variety of properties including warehouses, manufacturing facilities, and distribution centers. Their properties are strategically located with excellent access to transportation networks, making them ideal for businesses looking to expand or relocate	☒
Southwest Modesto Plan	Southwest Modesto	Residential Commercial	Infill	35,846 acres	☒	Multifamily residential and neighborhood-serving commercial.	Economic equity, revitalization. Inclusion in pending EIFD. Southwest Modesto Plan	☐
Tivoli Specific Plan	Northeast Modesto: Tivoli in Modesto is bounded by Claratina Avenue to the north, Oakdale Road to the west, Sylvan Avenue to the south, and Roselle Avenue to the east	Residential Commercial	Greenfield	450 acres	☒	Residential and commercial, both regional and neighborhood-serving.	Tivoli Modesto 450 Acre Master Planned Community : 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. The plan also emphasizes environmental sustainability and aims to provide a range of housing types to meet diverse needs. This holistic approach makes Tivoli Modesto an attractive opportunity for developers and investors looking to mitigate risk through a diverse portfolio of products while contributing to a well-planned and sustainable community.	☒
Downtown Master Plan	Downtown Modesto	Residential Commercial Multi-sport venue	Infill	640 acres	☐	Residential, commercial, sports and entertainment.	Transit-oriented development (Valley Rail), pending EIFD. Mixed-use and multifamily residential (1,550 new homes), regional destination.	☒
1200 Graphics Drive	Downtown Modesto	Industrial or commercial	Greenfield	45 acres	☒	Distribution, Light manufacturing.	On CA99, former brownfield.	☒

STANISLAUS CEDS – 2025-2030 – CITY OF MODESTO ECONOMIC DEVELOPMENT PROFILE

Question 2 – Planned Capital Improvement Project		
Please provide a list Planned/funded capital improvement projects -- please list your Top 5 projects to be completed over the next five years. What is the importance of these projects? E.g. Key highway interchange to open area for commercial development. Provide the estimated funding amount total. Example: Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows. \$7 million		
Project	Why Important?	Funding Total
Please see list of capital improvement projects and budgets here: Archive Center • Capital Improvement Plan (CIP) Budgets - Co		TOTAL CIP BUDGET 2025-2029 IS \$761,112,711
SR 132 West - SR99/SR132 interchange to open 2029, project completion from Gates Rd to SR99 to complete by 2040	SR132 is becoming an important truck route between SR99 and I-5. Improves circulation especially for distribution truck traffic, safety, and air quality: - Creates a more efficient route for trucks and commuters - Reduces the amount of time vehicles sit idle on the road, releasing gas emissions into the air Allows for longer intervals between maintenance and rehabilitation activities on the highway, due to the use of concrete pavement instead of asphalt	Funding of local portion through Regional Measure L Funds, further extensions will seek State and Federal Funding \$34,540,705
Downtown Fire Flow Pipeline Improvements	New 8-inch diameter pipelines 2,230 LF	\$724,750
	New 12-inch diameter pipelines 29,540 LF	\$11,077,500
Downtown Strengthen and Replace (S&R) Improvements	Upsize to 8-inch diameter pipes 59,640 LF	\$19,383,000
Downtown Grid Improvements	Distribution/ transmission improvements for new 12-inch diameter pipelines along the following: - 5th Street between G Street and H Street - H Street between 5th Street and South Washington Street Sub-Total: 2,100 LF	\$1,207,500
Transit Oriented Development in Downtown	The Altamont Corridor Express (ACE) train is a commuter rail service running between Stockton and San Jose, with plans to extend to Modesto Downtown. The service offers four weekday round-trip routes, connecting the Central Valley to the Tri-Valley and Silicon Valley, providing a comfortable alternative to driving. Extending the ACE train to Modesto would improve job access in the Bay Area and support transit-oriented development, which could stimulate local economies and encourage sustainable, pedestrian-friendly growth. The proposed extension, which connects to the future high-speed rail in Merced, is part of a larger plan to enhance regional connectivity.	\$96,200,000
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. The current TRRP Master Plan focuses on enhancing recreational amenities, environmental values, and educational	\$127,680,000

STANISLAUS CEDS – 2025-2030 – CITY OF MODESTO ECONOMIC DEVELOPMENT PROFILE

	programs, including projects like the Neece Drive Non-Motorized Boat Launch. Parks like TRRP not only improve quality of life but also contribute to job creation, economic development, and education. The City of Modesto’s ongoing Southwest Modesto opportunity study, in proximity to the park, presents an opportunity to create a "River District," unlocking the potential for economic growth and community revitalization.	
Virginia Corridor Phase VIII	The Virginia Corridor in Modesto is a 4.2-mile trailway that follows the old Tidewater Southern Railway line, offering amenities like picnic areas, shade structures, and gardens, making it popular for activities such as biking, running, and birding. The trail is accessible for wheelchairs and strollers, with benches and shade along the route, and has been funded through grants, local businesses, and families. Expansion plans for the trailway are in Phase 7 and 8, which will add new pathways, amenities, and a bridge, while also extending the trail to connect with the Hetch Hetchy Trail. These improvements will promote healthier lifestyles, reduce carbon emissions, and boost property values, potentially increasing city revenue. The \$4.5 million expansion project is funded by state and federal grants, including resources from the California Natural Resources Agency and other local funds.	\$319,200
Bioeconomy Agriculture Manufacturing (BEAM) Circular	BEAM Circular is an initiative focused on transforming waste into valuable resources through the circular bioeconomy, working with North San Joaquin Valley communities to rethink waste management. They aim to convert organic waste from agriculture, such as orchard trimmings and food scraps, into products like building materials, renewable energy, and industrial chemicals. Launched in January 2023 with support from Stanislaus County, BEAM Circular seeks to create jobs, build community wealth, and advance environmental solutions. With significant infrastructure investment and policy changes, including aligning with Modesto's General Plan, BEAM Circular hopes to make the region a leader in circular bioeconomy innovation.	Support Policy Alignment and Development of a Proposal for EDA’s Planning and Local Technical Assistance Programs for BEAM Circular
Modesto Quiet Zones in Downtown	The ACE train extension to Modesto is a key investment for economic growth, and the city is eager to support regional efforts to expand this vital connector. Meanwhile, the Quiet Zones project aims to reduce train horn noise in residential areas by establishing zones where horns are silenced, except for safety concerns. To ensure safety, additional measures must be implemented at crossings, with costs ranging from \$465,000 to over \$1 million per crossing. The city is working on cost estimates and values the support of regional stakeholders for the project.	\$ 1,465,000

STANISLAUS CEDS – 2025-2030 – CITY OF MODESTO ECONOMIC DEVELOPMENT PROFILE

Question 3 – List of Grant Funded Projects			
List of grant funded projects already funded and built (within last 2-3 years) or with funding already allocated for future use. Could be for physical projects (infrastructure, public facilities, etc.) or planning (General Plan updates, housing studies, fee impact study, etc). Please provide information on funding amount, source of funding, any match, timeline.			
Example: \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the City’s transit operation, including a purchase of 18 buses			
Funded Project	Funding Amount	Any City Match?	Timeline
Please see Attachment for all grants rewarded in last 3 years.			
Manufacturing Talent-to-Industry Exchange	\$250,000 in ARPA funding	No	
Childcare expansion	\$156,758 in ARPA funding	No	August 2024 - December 2026
Small Business Support system	\$250,000 in ARPA funding	No	
Digital Literacy for Students	\$25,000 in ARPA funding	No	October 2023 - January 2027
Job Training for Immigrants	\$25,000 in ARPA funding	No	September 2024 – January 2027
Community Foundation	\$225,000 in ARPA funding	No	July 2023 – December 2026
Stanislaus 2030 Blueprint	\$90,000 in ARPA funding	No	August 2024 – January 2027
Business Attraction and Retention Support	\$100,000 in ARPA Funding	No	June 2024 - January 2027
Size-Up	\$31,464 in ARPA Funding	No	September 2024 – January 2027
Revolving Loan Fund	\$1,000,000 in ARPA Funding	No	December 2024 - Ongoing
Shop Modesto Online	\$46,778 in ARPA Funding	No	September 2024 – January 2027
Healthcare Workforce Pipeline	\$500,000 in ARPA Funding	No	June 2024 – June 2026
Downtown Beautification	\$700,000 in ARPA Funding	No	December 2024 – December 2026
EIFD	\$200,000 in ARPA Funding	No	February 2022 - TBD

Question 4 – Priority Projects – Collaboration with County
Please list any priority projects that you are implementing that are in partnership/collaboration with the County as regional project i.e. Infrastructure projects or initiatives??
Courthouse Redevelopment: 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.
Enhance EIFD: The City is currently proposing a joint City / County partnership to fund public infrastructure and redevelopment projects by utilizing Tax Increment Financing with an Enhanced Infrastructure Financing District. These goals include a) currently incorporated areas with regional impact and (b) unincorporated County pockets to be annexed into the City. Seeking 25% or 50% of future incremental property tax to match City’s allocation (~\$20M to \$40M present-value allocation from County). The purpose is to catalyze economic development with regional impact and to bring County pockets up to City service levels to accelerate annexation. The potential EIFD map would include approx. 5,125 acres (18% of Citywide acreage), \$2.2B in existing assessed value (11% of Citywide A/V), and areas positioned for future growth, adopted plans, in need of catalytic infrastructure

STANISLAUS CEDS – 2025-2030 – CITY OF MODESTO ECONOMIC DEVELOPMENT PROFILE

Question 5 - Local City Priority Project	
Please list your local priority projects i.e. City Council priorities? These could be physical, programs or initiatives and/or address challenges the City needs to address to have a healthy community.	
The City Maintains a Strategic Plan that provides tactical guidance to the departments on Council Priorities: Strategic Plan 2020 - 2025 Modesto, CA . Priority projects within the City related to economic development are as follows:	
Incubator Project: Our Economic Development Strategic Plan (EDSP) outlines the creation and promotion of incubator and accelerator facilities and programs in Modesto, either directly or in collaboration with partners. These initiatives are designed to foster entrepreneurship, support local startups, and stimulate innovation. By developing these resources, we aim to attract and retain regional target industries, such as the Bioeconomy, and position Modesto as a competitive hub for new businesses. This will not only drive economic growth but also contribute to a more vibrant and healthy community by diversifying job opportunities and strengthening local infrastructure.	
Quiet Zones: A key priority project within our Comprehensive Economic Development Strategy is the establishment of a Quiet Zone across downtown at-grade railroad crossings in our Downtown area. This initiative aims to enhance the quality of life and safety for residents and businesses by reducing noise from train horns. Currently, we are reviewing a feasibility report to determine costs and preparing for diagnostic meetings with transportation stakeholders, including CalTrans and Union Pacific Railroad. With projected completion by mid to late 2026, this project supports our broader goals of fostering a vibrant, livable community and promoting sustainable urban development.	
United Soccer League: One of the City's local priority projects is the development of a stadium in Modesto, as outlined in the letter of intent from the USL. The City is currently addressing key challenges related to the location, financing, and ancillary development for the project. Additionally, ongoing negotiations are focused on ensuring the successful integration of the stadium into the community, which will enhance local amenities and support a healthy, vibrant environment. This initiative aligns with the City's long-term vision for growth and improving quality of life for residents.	
Question 6 – Priority Economic Development Programs	
If not listed under Question 5, please list any priority economic development programs or initiatives the City has or wants to implement to grow jobs and the economy. Be as specific a possible in describing the initiative and who leads the program.	
Economic Development Program/Initiative	Lead Entity
Economic Development Strategic Plan (EDSP) is being updated by The Natelson Group. The EDSP’s Action Plan is designed to achieve the following major goals: • Expand economic opportunities for Modesto’s resident workforce • Attract firms and entrepreneurial startups in high-growth/high-wage industry clusters • Leverage the economic development potential of Modesto’s historic downtown and waterfront areas • Revitalize Modesto’s other commercial and industrial areas • Position Modesto as a “central place” within the North San Joaquin Valley for residents, business investors, and visitors • Strengthen the City’s fiscal position Whereas these goals largely revolve around attracting and retaining targeted business investment, the Action Plan recognizes that the strength of the local business/development environment will ultimately depend on Modesto’s strategic attention to a range of “foundational” conditions such as: • Modesto’s “brand” • The City’s reputation for business/development friendliness • Land, zoning and infrastructure capacity • Entrepreneurial development resources • Education/workforce development systems • Placemaking initiatives that leverage Modesto’s unique locational advantages and sense of community • The City’s organizational capacity for economic development and business support • Overall image and quality of life The plan will be posted here on the City’s website: https://www.modestogov.com/3100/Economic-Development-Strategic-Plan	City of Modesto

STANISLAUS CEDS – 2025-2030 – CITY OF MODESTO ECONOMIC DEVELOPMENT PROFILE

The draft recommendations are as follows.

Focus Area 1: Brand and Image	Recommendation 1: Upgrade City's economic development website Recommendation 2: Implement image enhancement campaign (replace negative/inaccurate perceptions with positive messaging)
Focus Area 2: Community Engagement and Inclusion	Recommendation 3: Include community engagement as an ongoing/core function of ED program; implement a broad community engagement plan to enhance stakeholder dialogue/trust and raise public awareness of the value of the City's ED function Recommendation 4: Integrate the practice of inclusive economic development into all aspects and phases of EDSP implementation
Focus Area 3: Placemaking	Recommendation 5: Promote development opportunities in Downtown Recommendation 6: Implement a range of programs and policies aimed at enhancing the placemaking potentials of the Downtown and other distinct subareas (these programmatic investments would complement the development-focused investments in Recommendation 5)
Focus Area 4: Development CapaCity and Business Friendliness	Recommendation 7: Expand industrial space/development capaCity Recommendation 8: Promote revitalization and expansion of Modesto's commercial development footprint Recommendation 9: Integrate City's housing-related policies/programs with economic development opportunities Recommendation 10: Implement across-the-board improvements in Modesto business/development permitting and approval processes; promote Modesto as the "most business friendly" City in California
Focus Area 5: Talent Development	Recommendation 11: Establish Modesto Workforce Development Consortium (City led and coordinated) to facilitate regular information exchange of among partners Recommendation 12: Develop City-specific support services to supplement partner-led workforce development programs
Focus Area 6: Regional Collaboration	Recommendation 13: Position Modesto as a leader in BEAM Circular initiative; maximize Modesto's capture of opportunities generated by BEAM Circular Recommendation 14: Leverage small business support system being launched by Stanislaus 2030 (Small Business Strategy and Implementation Roadmap) Recommendation 15: Leverage research and strategic framework of North Valley Thrive (NVT) Recommendation 16: Actively collaborate with regional partners to improve region-wide conditions related to state/federal regulations and funding, essential infrastructure, and program delivery
Business Development / Job Creation	
Focus Area 7: Entrepreneurship and Innovation	Recommendation 17: Establish City Office of Entrepreneurism and Innovation with an overall mission of maximizing local access to business startup resources and positioning Modesto as the premiere North Valley location for technology-oriented entrepreneurial ventures
Focus Area 8: Business Attraction and Recruitment	Recommendation 18: Implement business attraction program focused on targeted industries in "traded" clusters Recommendation 19: Implement retail/restaurant tenant attraction program
Focus Area 9: Business Retention and Expansion (BRE)	Recommendation 20: Implement "boots on the ground" business retention/expansion (BRE) program to identify "red flags" for businesses needing retention/expansion services; customize assistance package based on challenges/opportunities facing identified firms
Focus Area 10: Small Business Development	Recommendation 21: Implement small business startup and assistance program (separate and distinct from entrepreneurial development programming)
Focus Area 11:	Recommendation 22: Lead coordination of various organizations and initiatives focused on expanding tourism (and visitor-related real estate development) in Modesto

STANISLAUS CEDS – 2025-2030 – CITY OF MODESTO ECONOMIC DEVELOPMENT PROFILE

Tourism and Visitation		
Focus Area 12: EDSP Administration	Recommendation 23: Allocate staff time for initial and ongoing EDSP administration	
<i>Business Attraction Priorities:</i> Agribusiness and Food Processing Agribusiness: Sustainable Practices, Technological Advancements, Changing Consumer Preferences, AgTech Development Food Processing: Technological Innovation, Sustainability, Health and Wellness, Convenience Foods Advanced Manufacturing: Digital Transformation, Sustainability / Climate Adaptive Technology, Reshoring and Localization, Advanced Materials, Workforce Development (invest in training to create competitive advance and as an incentive to businesses considering a Modesto location Healthcare and Biotechnology: Personalized Medicine, Telehealth and Remote Monitoring, Biotechnology Innovations, Technological Advancements, Increased Funding and Investments, Agricultural Biotechnology Tourism, Hospitality, and Retail: With a growing population and increasing tourism, retail stores, restaurants, and hotels can do well. Enhancing the local tourism infrastructure can further boost this sector. Enhancing tourism infrastructure and promoting local attractions can boost the hospitality industry and bring in additional revenue. Technology and Professional Services: As the City continues to develop, there is a growing need for IT services, consulting firms, and other professional services. In Modesto, this sector can benefit from the proximity to major tech hubs like the Bay Area.		City of Modesto

Question 7 – Business Climate Perceptions
What do you think the City's perception is for developers, brokers, businesses in the City??? Do you think the City is considered " business-friendly "?
Developers: Modesto is seen by developers as a City with potential, but there are some challenges. A primary concern is the limited availability of land for new development, which restricts growth opportunities. Additionally, the zoning code can be seen as restrictive, complicating efforts to redevelop or repurpose existing properties.
Brokers: For brokers, Modesto has a mixed perception. While there is interest in the City due to its strategic location and growth potential, the market can sometimes be slow, and there may be frustration with regulatory hurdles. These factors can impact the pace and ease of transactions in the area.
Business: Businesses may find Modesto's environment somewhat challenging, as there are often concerns regarding the City's infrastructure and the regulatory environment. However, there is room for improvement, and with the right incentives and adjustments to zoning, the City could foster a more business-friendly atmosphere that attracts and retains businesses looking to expand or set up shop. The County’s Health Department is a frequent stressor for local businesses.

Question 8 – Assets, Challenges & Opportunity
What would you identify as your City's assets, challenges and opportunities as it relates to creating a healthy economy for the City and the region?
Assets (also consider what separates your community from others in the Valley)

STANISLAUS CEDS – 2025-2030 – CITY OF MODESTO ECONOMIC DEVELOPMENT PROFILE

- Economic Development Strategic Plan is being updated by The Natelson Group <https://www.modestogov.com/3100/Economic-Development-Strategic-Plan>

Modesto possesses a range of assets that contribute to the development of a healthy economy both locally and regionally. The City is anchored by a strong base of core industries such as agriculture, food processing, logistics, manufacturing, and healthcare, providing stability and growth. Additionally, Modesto benefits from affordable housing compared to other parts of California, as well as competitive costs of doing business in a business-friendly environment. The City enjoys low unemployment rates, a robust commercial and industrial real estate market with vacancy rates under 5%, and innovative workforce development programs that support skills growth. Modesto also has a vibrant arts and entertainment community, including opera, symphony orchestra, and ballet, which distinguishes it as one of the few U.S. cities to offer all three. The City also hosts a high participation rate in "National Night Out." With a concentration of nonprofit organizations, Modesto has strong potential for economic development and community engagement partnerships. The City’s collaboration with regional partners is expanding, and its proximity to the Bay Area/Silicon Valley offers access to a leading tech hub. Moreover, Modesto benefits from water availability and competitive pricing through its independent district, along with a City Council that is supportive of economic development initiatives. The close-knit community blends small-town charm with larger-City opportunities, offering a promising environment for growth.

Challenges

While Modesto offers strong assets, there are also challenges to overcome in fostering a healthy economy. One key area for improvement is maximizing the potential of the well-regarded Downtown area. A priority is to jumpstart mixed-use residential projects that will not only stimulate the local economy but also address the demand for housing, particularly with the expected influx of residents attracted to the ACE Rail service to San Jose, Sacramento, and Merced. Another challenge is competition with neighboring municipalities for retail and commercial opportunities, as the sector faces stagnation or decline. Growing tech employment opportunities is also a priority to encourage the repatriation of long-distance commuters, enhancing their quality of life and reducing energy waste. Additionally, Modesto needs to overcome residual negative opinions stemming from the Great Recession regarding the San Joaquin Valley’s quality of life and business prospects. Creating a more business-friendly environment within California’s high-tax, high-regulation context is another challenge, as is securing the necessary funding for targeted economic development infrastructure investments and incentives to attract and retain businesses, particularly young, growing companies and startups.

Opportunities

Modesto has significant opportunities for growth and economic development. One major opportunity is to build on existing regional initiatives such as BEAM Circular, Stanislaus 2030, and North Valley Thrive, positioning Modesto to support and uplift these efforts to the benefit of the City. The City can also work to become a key visitor destination and entertainment district, capitalizing on its unique placemaking opportunities in Downtown and along its waterfront. Focused efforts to elevate Downtown Modesto as a “living room” for the City, combining visitor attractions with housing options, will help maximize its potential. The City is also poised to benefit from pending catalyst development projects such as the ACE train, new courthouse, and a potential sports stadium. Enhancing Modesto’s reputation for being business- and development-friendly will attract investment, while a major initiative focused on entrepreneurship and innovation will foster local growth. Expanding industry clusters around Modesto’s historic core industries, as well as positioning climate resilience initiatives as business opportunities, will also be key drivers. The City can tap into growing regional trends, such as remote work, which offers the opportunity for Bay Area workers to live in Modesto, and further expand outreach to BIPOC communities through business assistance programs. Modesto has an opportunity to develop its food culture as a business and tourism driver while adapting retail shopping centers to current market trends. Additionally, leveraging City-owned real estate for development and exploring strategic acquisitions or partnerships will help mitigate risk for developers and stimulate growth. Promoting the development potential of major infrastructure investments, expanding virtual economic development services, and training residents for remote tech jobs will further support a thriving economy.

STANISLAUS CEDS – 2025-2030 – CITY OF NEWMAN ECONOMIC DEVELOPMENT PROFILE

Jurisdiction: City of Newman
Key Contact Name: Michael Holland, City Manager
Contact Phone & Email: (209) 862-3725 mholland@cityofnewman.com

Question 1 – Key Opportunity Sites								
What are your key 5-6 opportunity sites in the City? These can be commercial, industrial, mixed-use. Please provide brief description, size, market readiness (are utilities extended to site), industries/businesses that are a fit for the property. Please provide links or attach any marketing materials already prepared for this Opportunity Site.								
Site Name	Location (Address)	Zoning Industrial Commercial	Infill or Greenfield?	Size (Acres or SF)	Shovel-ready Check for Yes	Best Industry Fit	What makes this an Opportunity Site?	Marketing Materials Available
Opportunity Sites Identified in the Hwy 33 Specific Plan	Hwy 33 corridor from Shields Rd to the south and E. Stuhr Rd to north	Commercial Industrial	Greenfield and Infill	Business Park: 25.7 acres Commercial: 89.6 acres	☐	Highway commercial	Several opportunity sites identified in the specific plan. Adjacent to existing uses and infrastructure	☒
Northwest Newman Master Plan area	South of Stuhr Road, east of canal, north of Jensen Rd, west of Hwy 33	Residential Business Park Community Commercial	Greenfield and Infill	362 acres	☐	Community Commercial and Business Park	Master planned, good location along Hwy 33	☐
Existing Business Park at north end of City	Jensen Rd to south, Stuhr Rd to north, Hwy 33 & Fig Lane.	Outside City Limits (within SOI??)	Greenfield	70 acres approx.	☐	Light industrial/Business park	Adjacent to existing businesses—DIGZ Prefab & Modular Homes, Westside Landscape & Concrete. Would need to bore for utilities under Hwy 33.	☐
Former Foster Farms hatchery	1643 Main Street APN 129-009-080	Commercial	Infill-brownfield	0.96 acres	☐	Ground floor commercial with affordable housing above.	Located on Main Street with infrastructure immediately available.	☐
					☐			☐

STANISLAUS CEDS – 2025-2030 – CITY OF NEWMAN ECONOMIC DEVELOPMENT PROFILE

Question 2 – Planned Capital Improvement Project		
Please provide a list Planned/funded capital improvement projects -- please list your Top 5 projects to be completed over the next five years. What is the importance of these projects? E.g. Key highway interchange to open area for commercial development. Provide the estimated funding amount total.		
Example: Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows. \$7 million		
Project	Why Important?	Funding Total
Measure L Projects from FY 2022-2023 (June 30, 2023) - Local Streets & Roads- StanCOG Pavement Management Program - Traffic Management- StanCOG Pavement Management Program - Bike & Pedestrian- StanCOG Pavement Management Program	Measure L, a ½ cent sales tax, provides funding for local transportation improvements and street maintenance in Stanislaus County. Funding must stay local and goes towards local streets & roads, traffic management, and bike & ped improvements.	- Local Streets & Roads: \$681 (is this in thousands) - Traffic Management: \$136 - Bike & Pedestrian- \$68
Construct a Business and Jobs Assistance Center and complete Phase 2 of the Downtown Plaza at Fresno and N Street	Development of a Business and Jobs Assistance Center will serve both businesses and citizens through hosting job fairs, promoting Newman, and other activities that can spur economic activity. Downtown plaza serves as a community meeting space and a window into the Main Street corridor.	Local funding
Capital Facilities and Development Impact Fee Nexus Study—just updated by EPS. Last update was in 2002.	Ensures City has proper funding for completing infrastructure projects and provides Developers an update list of fees and projects.	Local funding

STANISLAUS CEDS – 2025-2030 – CITY OF NEWMAN ECONOMIC DEVELOPMENT PROFILE

Question 3 – List of Grant Funded Projects			
List of grant funded projects already funded and built (within last 2-3 years) or with funding already allocated for future use. Could be for physical projects (infrastructure, public facilities, etc.) or planning (General Plan updates, housing studies, fee impact study, etc). Please provide information on funding amount, source of funding, any match, timeline.			
Example: \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the city’s transit operation, including a purchase of 18 buses			
Funded Project	Funding Amount	Any City Match?	Timeline
1. Highway 33 Specific Plan Update —Caltrans Sustainable Transportation Planning Grant to update the plan	\$221,325	\$28,675	Adopted January 25, 2022
2. Newman Corridors Improvement & Multi-Benefit Community Connectivity Plan -- Caltrans Sustainable Transportation Planning Grant to get input on peoples experiences of travel corridors in Newman	\$277,539	\$35,957	Design Concepts Survey is closed. Final project report is expected in winter 2025/26
3. Newman Environmental Wetlands (NEWS) Constructed wetlands project to naturally treat/clean municipal storm water in compliance with MS4 Phase 2 requirements.	\$8,244,851	\$454,062	Expected to be completed in winter 2025/26
4.			
5.			
6.			

STANISLAUS CEDS – 2025-2030 – CITY OF NEWMAN ECONOMIC DEVELOPMENT PROFILE

Question 4 – Priority Projects – Collaboration with County
Please list any priority projects that you are implementing that are in partnership/collaboration with the County as regional project i.e. Infrastructure projects or initiatives??
1.
2.
3.

Question 5 - Local city Priority Project
Please list your local priority projects i.e. City Council priorities? These could be physical, programs or initiatives and/or address challenges the city needs to address to have a healthy community.
1. Remove asbestos and lead paint from former turkey hatchery site and revitalize with commercial and residential development
2. Expand existing business park to the west, including the need to extend water and sewer infrastructure under Highway 33 and Railroad tracks
3. Complete Downtown Plaza Phase 2 and develop a Business and Jobs Assistance Center

STANISLAUS CEDS – 2025-2030 – CITY OF NEWMAN ECONOMIC DEVELOPMENT PROFILE

Question 6 – Priority Economic Development Programs	
If not listed under Question 5, please list any priority economic development programs or initiatives the city has or wants to implement to grow jobs and the economy. Be as specific a possible in describing the initiative and who leads the program.	
Economic Development Program/Initiative	Lead Entity

Question 7 – Business Climate Perceptions
What do you think the City's perception is for developers, brokers, businesses in the City??? Do you think the City is considered " business-friendly "?
The City of Newman is known for is quaint downtown and friendly environment. The atmosphere at City Hall is helpful and accommodating. We offer expedited services in the building department. We often hear that it is easy to work with City staff.

STANISLAUS CEDS – 2025-2030 – CITY OF NEWMAN ECONOMIC DEVELOPMENT PROFILE

Question 8 – Assets, Challenges & Opportunity
What would you identify as your City's assets, challenges and opportunities as it relates to creating a healthy economy for the city and the region?
Assets (also consider what separates your community from others in the Valley)
- Newman Downtown Plaza - Main Street streetscape. Extends from Kern Street to Merced Street - West Side Theater
Challenges
- Limited vacancies in the downtown - Not a strong Chamber presence - Limited exposure to transportation corridors
Opportunities
- Developing new business park. - Quaint downtown - Stable City Council

STANISLAUS CEDS – 2025-2030 – CITY OF OAKDALE ECONOMIC DEVELOPMENT PROFILE

Jurisdiction: City of Oakdale
Key Contact Name: Bryan Whitemeyer, former City Manager Patrick Mondragon, City Clerk
Contact Phone & Email: (209) 845-3571 bwhitemyer@ci.oakdale.ca.us

Question 1 – Key Opportunity Sites								
What are your key 5-6 opportunity sites in the City? These can be commercial, industrial, mixed-use. Please provide brief description, size, market readiness (are utilities extended to site), industries/businesses that are a fit for the property. Please provide links or attach any marketing materials already prepared for this Opportunity Site.								
Site Name	Location (Address)	Zoning Industrial Commercial	Infill or Greenfield?	Size (Acres or SF)	Shovel-ready Check for Yes	Best Industry Fit	What makes this an Opportunity Site?	Marketing Materials Available
South Oakdale Industrial Specific Plan	South end of town	Industrial	Greenfield	383 acres industrial; 68 acres office; 55 acres general commercial	☐		Adopted development agreement. No real development yet.	☐
East F Street Specific Plan	East end of City along F Street, between Lundy Road and Stearns Road	Low & High-Density Housing; Mixed-Use; Commercial	Greenfield		☐			☐
					☐			☐
					☐			☐
					☐			☐

STANISLAUS CEDS – 2025-2030 – CITY OF OAKDALE ECONOMIC DEVELOPMENT PROFILE

Question 2 – Planned Capital Improvement Project		
Please provide a list Planned/funded capital improvement projects -- please list your Top 5 projects to be completed over the next five years. What is the importance of these projects? E.g. Key highway interchange to open area for commercial development. Provide the estimated funding amount total.		
Example: Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows. \$7 million		
Project	Why Important?	Funding Total
Measure L Projects from FY 2022-2023 (June 30, 2023) - Olive Street - J Street- Sierra to 5th - Cloverland Way- A to C Street	Measure L, a ½ cent sales tax, provides funding for local transportation improvements and street maintenance in Stanislaus County. Funding must stay local and goes towards local streets & roads, traffic management, and bike & ped improvements.	- Olive Street: \$751,098 - J Street- Sierra to 5th: \$256,824 - Cloverland Way- A to C Street: \$57 (is this in thousands)
Greger Sports Park Soccer fields, future gym, restrooms, lighted tennis/pickleball courts & parking		\$6 million funded by 15 years of residential development fees and ARPA funds

STANISLAUS CEDS – 2025-2030 – CITY OF OAKDALE ECONOMIC DEVELOPMENT PROFILE

Question 3 – List of Grant Funded Projects

List of **grant funded projects** already funded and built (within last 2-3 years) or with funding already allocated for future use. Could be for physical projects (infrastructure, public facilities, etc.) or planning (General Plan updates, housing studies, fee impact study, etc). Please provide information on funding amount, source of funding, any match, timeline.

Example: \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the city’s transit operation, including a purchase of 18 buses

Funded Project	Funding Amount	Any City Match?	Timeline
1.			
2.			
3.			
4.			
5.			
6.			

STANISLAUS CEDS – 2025-2030 – CITY OF OAKDALE ECONOMIC DEVELOPMENT PROFILE

Question 4 – Priority Projects – Collaboration with County	
Please list any priority projects that you are implementing that are in partnership/collaboration with the County as regional project i.e. Infrastructure projects or initiatives??	
1.	
2.	
3.	

Question 5 - Local city Priority Project	
Please list your local priority projects i.e. City Council priorities? These could be physical, programs or initiatives and/or address challenges the city needs to address to have a healthy community.	
1.	PBID Parking Study being done in May 2025
2.	Impact and Fee Study—finished in March 2025?
3.	

STANISLAUS CEDS – 2025-2030 – CITY OF OAKDALE ECONOMIC DEVELOPMENT PROFILE

Question 6 – Priority Economic Development Programs	
If not listed under Question 5, please list any priority economic development programs or initiatives the city has or wants to implement to grow jobs and the economy. Be as specific a possible in describing the initiative and who leads the program.	
Economic Development Program/Initiative	Lead Entity

Question 7 – Business Climate Perceptions
What do you think the City's perception is for developers, brokers, businesses in the City??? Do you think the City is considered " business-friendly "?

STANISLAUS CEDS – 2025-2030 – CITY OF OAKDALE ECONOMIC DEVELOPMENT PROFILE

Question 8 – Assets, Challenges & Opportunity
What would you identify as your City's assets, challenges and opportunities as it relates to creating a healthy economy for the city and the region?
Assets (also consider what separates your community from others in the Valley)
Challenges
- General Plan adopted in 2013. Needs to be updated. - Oakdale Airport Master Plan—adopted in August 1996, planning for window from 1995-2015. There is a wait list for hangar space.
Opportunities

STANISLAUS CEDS – 2025-2030 – CITY OF PATTERSON ECONOMIC DEVELOPMENT PROFILE

Jurisdiction: City of Patterson
Key Contact Name: Bryan Stice, Community Development Director
Contact Phone & Email: (209) 895-8074 bstice@ci.patterson.ca.us

Question 1 – Key Opportunity Sites								
What are your key 5-6 opportunity sites in the City? These can be commercial, industrial, mixed-use. Please provide brief description, size, market readiness (are utilities extended to site), industries/businesses that are a fit for the property. Please provide links or attach any marketing materials already prepared for this Opportunity Site.								
Site Name	Location (Address)	Zoning Industrial Commercial	Infill or Greenfield?	Size (Acres or SF)	Shovel-ready Check for Yes	Best Industry Fit	What makes this an Opportunity Site?	Marketing Materials Available
West Patterson Business Park	West of Baldwin Rd to the canal	Industrial	Greenfield	814 acres	☒	Distribution & Fulfillment Centers	Existing infrastructure & adjacent uses (Amazon, Restoration Hardware, Grainger Distribution, etc.)	☒
Zacharias & Baldwin Ranch Master Plan	Just north of West Patterson Business Park	Residential Mixed-Use Commercial Light Industrial	Greenfield	1,300 acres	☐	Mixed-Use, Business Park	Adjacent to West Patterson. Master plan approved (2021)	☐
					☐			☐
					☐			☐
					☐			☐

STANISLAUS CEDS – 2025-2030 – CITY OF PATTERSON ECONOMIC DEVELOPMENT PROFILE

Question 2 – Planned Capital Improvement Project

Please provide a list Planned/funded **capital improvement projects**-- please list your Top 5 projects to be completed over the next five years. What is the importance of these projects? E.g. Key highway interchange to open area for commercial development. Provide the estimated funding amount total.

Example: Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows. \$7 million

Project	Why Important?	Funding Total
Measure L —Current Projects - Pedestrian Controlled Crosswalk Safety Project—intersection of Ward Ave & Mackilhaffy Dr. - I-5/Sperry Avenue Traffic Interchange Project—between Westley & Crows Landing intersections. Two phases. - Sperry Avenue Improvements- Phase 2- overlay & road reconstruction along Sperry Ave between American Eagle Ave & Ward Ave		- Pedestrian Controlled Crosswalk Safety Project: \$908,281 Measure L funds, \$47,804 City Funds match. - I-5/Sperry Avenue Traffic Interchange Project: \$308,510 Measure L funds. \$2.4 million match by City Funds. - Sperry Avenue Improvements- Phase 2: \$996,409 Measure L. Also SB1, STBGP & City Funds

Question 3 – List of Grant Funded Projects

STANISLAUS CEDS – 2025-2030 – CITY OF PATTERSON ECONOMIC DEVELOPMENT PROFILE

List of **grant funded projects** already funded and built (within last 2-3 years) or with funding already allocated for future use. Could be for physical projects (infrastructure, public facilities, etc.) or planning (General Plan updates, housing studies, fee impact study, etc). Please provide information on funding amount, source of funding, any match, timeline.

Example: \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the city’s transit operation, including a purchase of 18 buses

Funded Project	Funding Amount	Any City Match?	Timeline
1.			
2.			
3.			
4.			
5.			
6.			

Question 4 – Priority Projects – Collaboration with County

STANISLAUS CEDS – 2025-2030 – CITY OF PATTERSON ECONOMIC DEVELOPMENT PROFILE

Please list any priority projects that you are implementing that are in partnership/collaboration with the County as regional project i.e. Infrastructure projects or initiatives??
1.
2.
3.

Question 5 - Local city Priority Project
Please list your local priority projects i.e. City Council priorities? These could be physical, programs or initiatives and/or address challenges the city needs to address to have a healthy community.
1. Upgrade infrastructure for Aemetis development?
2.
3.
Question 6 – Priority Economic Development Programs

STANISLAUS CEDS – 2025-2030 – CITY OF PATTERSON ECONOMIC DEVELOPMENT PROFILE

If not listed under Question 5, please list any priority economic development programs or initiatives the city has or wants to implement to grow jobs and the economy. Be as specific a possible in describing the initiative and who leads the program.	
Economic Development Program/Initiative	Lead Entity
As taken from the DRAFT City of Patterson Strategic Plan 2024-2028, Goal 1: Economic Development & Community Amenities 1.1 Expand the local economy by supporting local businesses and attracting new enterprises to the City. A. Develop and implement a comprehensive Economic Development Plan that provides a vision and framework for attracting new businesses and supporting existing businesses. Activities may include: • Creating incentives to attract retail locations and restaurants. • Creating local and regional economic development partnerships to promote the area. • Exploring options to increase the diversity of job opportunities within our Commercial and Industrial Park areas. • Providing educational and partnership resources to help incubate new businesses and support entrepreneurship. • Providing resources and/or support to existing businesses to help them grow and expand. B. Implement an online permitting portal to better support local developers, businesses, and community members. PERFORMANCE INDICATORS • Retail sales tax revenue • Number of businesses within the City limits • Increase in total jobs created • Percentage of occupied downtown commercial space • New commercial and residential permit dollar volume • Transient Occupancy Taxes revenue	

Question 7 – Business Climate Perceptions
What do you think the City's perception is for developers, brokers, businesses in the City??? Do you think the City is considered " business-friendly "?

STANISLAUS CEDS – 2025-2030 – CITY OF PATTERSON ECONOMIC DEVELOPMENT PROFILE

Question 8 – Assets, Challenges & Opportunity

What would you identify as your City's **assets, challenges and opportunities** as it relates to creating a healthy economy for the city and the region?

Assets (also consider what separates your community from others in the Valley)

-

Challenges

-

Opportunities

-

STANISLAUS CEDS – 2025-2030 – CITY OF RIVERBANK ECONOMIC DEVELOPMENT PROFILE

Jurisdiction: City of Riverbank
Key Contact Name: Joshua Mann, Director of Community Development
Contact Phone & Email: (209) 863-7124 jmann@riverbank.org

Question 1 – Key Opportunity Sites								
What are your key 5-6 opportunity sites in the City? These can be commercial, industrial, mixed-use. Please provide brief description, size, market readiness (are utilities extended to site), industries/businesses that are a fit for the property. Please provide links or attach any marketing materials already prepared for this Opportunity Site.								
Site Name	Location (Address)	Zoning Industrial Commercial	Infill or Greenfield?	Size (Acres or SF)	Shovel-ready Check for Yes	Best Industry Fit	What makes this an Opportunity Site?	Marketing Materials Available
Aemetis Carbon Zero 1 Project & the Riverbank Industrial Area	Riverbank Industrial Complex	Industrial	Greenfield	29 acres	☐	Sustainable aviation fuel and renewable diesel production plant	Former Riverbank Army Ammunition Plant (RAAP)	☒
River Walk Specific Plan	NE corner of Patterson Rd/McHenry Ave	Residential & Commercial	Greenfield	997 acres	☐	Mixed-Use Development Project- low, medium & high density residential, commercial, office, retail.	Approved River Walk Specific Plan (2024)	☐
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STANISLAUS CEDS – 2025-2030 – CITY OF RIVERBANK ECONOMIC DEVELOPMENT PROFILE

Question 2 – Planned Capital Improvement Project		
Please provide a list Planned/funded capital improvement projects -- please list your Top 5 projects to be completed over the next five years. What is the importance of these projects? E.g. Key highway interchange to open area for commercial development. Provide the estimated funding amount total.		
Example: Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows. \$7 million		
Project	Why Important?	Funding Total
Measure L—Future Projects in Riverbank Local Street and Roads ○ Oakdale Road Overlay Project, coming 2025 ○ Improvements on Riverside Drive between 3rd Street and 4th Street, coming 2025 ○ Townsend Overlay Project - between Terminal & 8th ○ Silverrock Road Overlay Project - between Patterson & Oakdale Traffic Management Bike / Pedestrian ○ Squire Wells Way and Homewood Way Street Light Installation, coming 2024 ○ Palmer Sidewalk Project Westside between Patterson and Sierra		•
SB 1 – Future Projects in Riverbank ○ Woodhaven Drywell, Catch Basin and Hard Scape Project, coming 2025 ○ Woodhaven Overlay Project, summer 2025		
CIP 2023-2028 • Oakdale Road Overlay- Silverrock to Patterson Rd. Prelim Engineering & Construction. Estimate Cost: \$626,500. Spring 2024. Measure L funding • Crossroads Elementary School- Two Raised Crosswalks. Prelim Engineering & Construction. Estimated Cost: \$114,500. Summer 2024. Measure L funding • Callander Avenue Improvements- Construction Phase 1. Fall or Spring 2023. Measure L, RSTP & STBGP funding. Total Estimated Cost: \$901,493 • Signal at Roselle & Patterson, Pedestrian RR Crossing, Sidewalk Infill along Roselle & Patterson. Construction Phase. Fall 2022 or Spring 2023. CMAQ, STBGP & Fund 205 funding. Total Estimated Cost: \$2.580,093 • Roselle Avenue Pedestrian Access over MID Canal. Prelim Engineering, Environmental & Construction. Fall 2024. CMAQ funding. Total Estimated Cost: \$399,850 • Roselle & S. Rosebrook Intersection. Prelim Engineering & Construction. Summer 2024. Measure L funding. Total Estimated Cost: \$385,000 • Patterson Road Overlay- Claus to Snedigar. Prelim Engineering, Environmental & Construction. Fall 2024. Measure L & STBGP funding. Total Estimated Cost: \$612,678.		

STANISLAUS CEDS – 2025-2030 – CITY OF RIVERBANK ECONOMIC DEVELOPMENT PROFILE

Question 3 – List of Grant Funded Projects

List of **grant funded projects** already funded and built (within last 2-3 years) or with funding already allocated for future use. Could be for physical projects (infrastructure, public facilities, etc.) or planning (General Plan updates, housing studies, fee impact study, etc). Please provide information on funding amount, source of funding, any match, timeline.

Example: \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the city’s transit operation, including a purchase of 18 buses

Funded Project	Funding Amount	Any City Match?	Timeline
1. City requested \$2.5 million from EDA for infrastructure upgrades at Aemetis property		Potential for Industrial Site Revenue State grants?	
2.			
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STANISLAUS CEDS – 2025-2030 – CITY OF RIVERBANK ECONOMIC DEVELOPMENT PROFILE

Question 4 – Priority Projects – Collaboration with County
Please list any priority projects that you are implementing that are in partnership/collaboration with the County as regional project i.e. Infrastructure projects or initiatives??
1. Claribel Road Overlay Project—joint project with Stanislaus County. Preliminary Engineering & Construction. Total Cost: \$728,184. County portion: \$280,013. Funding from Measure L. Spring 2024
2.
3.

Question 5 - Local city Priority Project
Please list your local priority projects i.e. City Council priorities? These could be physical, programs or initiatives and/or address challenges the city needs to address to have a healthy community.
1. Upgrade infrastructure for Aemetis development?
2.
3.

STANISLAUS CEDS – 2025-2030 – CITY OF RIVERBANK ECONOMIC DEVELOPMENT PROFILE

Question 6 – Priority Economic Development Programs	
If not listed under Question 5, please list any priority economic development programs or initiatives the city has or wants to implement to grow jobs and the economy. Be as specific a possible in describing the initiative and who leads the program.	
Economic Development Program/Initiative	Lead Entity
As taken from the Riverbank General Plan (2009) Overarching Economic Development Goal: Planning for a community where businesses can thrive and attract wealth, create jobs and income growth for local residents, generate revenue for local government, serve local market needs, and help revitalize older neighborhoods • Goal ED-1: Continue to make economic development a priority in Riverbank • Goal ED-2: Strengthen Riverbank’s economic base—Labor Force Development & Business Attraction • Goal ED-3: Strengthen existing industry concentrations in Riverbank & retain jobs in viable economic sectors • Goal ED-4: Increase opportunities for income growth among Riverbank residents • Goal ED-5: Proactively create & maintain a positive business climate • Goal ED-6: Diversify Riverbank’s core industries by promoting the development of an industrial base that ties into regional opportunities- agriculture & supporting industries, visitor-serving, durable manufacturing, IT, transportation & distribution, medical office & medical support industries, & other office uses • Goal ED-7: Continue to increase Riverbank’s base of regional commercial uses, while addressing market opportunities with locally-oriented commercial uses • Goal ED-8: Support and expand upon downtown revitalization initiatives • Goal ED-9: Ensure that development patterns can be feasibly sustained when accounting for the fiscal benefits and costs associated with different land uses • Goal ED-10: Plan for a diversity of housing that will make the community attractive to a variety of workers	

Question 7 – Business Climate Perceptions
What do you think the City's perception is for developers, brokers, businesses in the City??? Do you think the City is considered " business-friendly "?

STANISLAUS CEDS – 2025-2030 – CITY OF RIVERBANK ECONOMIC DEVELOPMENT PROFILE

Question 8 – Assets, Challenges & Opportunity
What would you identify as your City's assets, challenges and opportunities as it relates to creating a healthy economy for the city and the region?
Assets (also consider what separates your community from others in the Valley)
Challenges
As taken from the Riverbank General Plan (2009) • Diversifying the economic base & adapting to economic transition. Riverbank has an existing base of food processing & durable manufacturing industries, but future growth opportunities will need to include other types of industries. • Relatively high unemployment & stagnant income growth
Opportunities
•

STANISLAUS CEDS – 2025-2030 – CITY OF TURLOCK ECONOMIC DEVELOPMENT PROFILE

Jurisdiction: City of Turlock
Key Contact Name: Anthony Sims, Economic Development Director – Communications Officer
Contact Phone & Email: (209) 668-6031 asims@turlock.ca.us

Question 1 – Key Opportunity Sites								
What are your key 5-6 opportunity sites in the City? These can be commercial, industrial, mixed-use. Please provide brief description, size, market readiness (are utilities extended to site), industries/businesses that are a fit for the property. Please provide links or attach any marketing materials already prepared for this Opportunity Site.								
Site Name	Location (Address)	Zoning Industrial Commercial	Infill or Greenfield?	Size (Acres or SF)	Shovel-ready Check for Yes	Best Industry Fit	What makes this an Opportunity Site?	Marketing Materials Available
Turlock Regional Industrial Park & West Side Industrial Specific Plan	West side of town, adjacent to Hwy 99	Industrial Commercial	Greenfield	2,611 acres total 1,994 acres industrial 125 commercial	☒	Cold Storage, Food Processing, Distribution & Fulfillment. Specific Plan highlights an Agri-Science Industry Cluster??	Master planned and still plenty of development sites available	☒
Turlock Town Center is currently listed for sale	503-795 N Golden State Road	Commercial	Existing commercial development	8.37 acres	☐	Commercial tenants	Listed for sale at \$48 million	☒
Monte Vista Crossings (Power Retail Center, #4 in CA, #8 in US)	2801-3027 Countryside Dr, Turlock, CA 95380	Commercial	Existing commercial development		☐	Commercial tenants	The property is in the regional retail hub of Turlock with great exposure to Highway 99. The area benefits from customers travelling from all over the region. Tenants in Turlock perform well above chain average. The Monte Vista Crossing area is one of the highest trafficked retail destinations in the entire United States (per PlacerAI 2024)	☒
Turlock Market Place	Southwest Quadrant of Countryside Drive & W. Tuolumne Road Turlock, CA 95380	Commercial	Greenfield	31.98 Acres 250,000 SF of Total Space Available	☒	Retail Tenants	NEW 30 acres DEVELOPMENT. The property is in the regional retail hub of Turlock with great exposure to Highway 99. The area benefits from customers travelling from all over the region. Tenants in Turlock perform well above chain average. The Monte Vista Crossing area is one of the highest trafficked retail destinations in the entire United States (per PlacerAI 2024)	☒

STANISLAUS CEDS – 2025-2030 – CITY OF TURLOCK ECONOMIC DEVELOPMENT PROFILE

Oak Park Plaza	1680 N. Tully Road, Turlock, CA 95380	Commercial	Greenfield	3.4 acres (3 legal parcels available)	☒		Oak Park Plaza, located at the hard commercial corner of Tully Road and Fulkerth Road in Turlock, CA offers a rare opportunity to invest in 3.4 net acres of commercial zoned land. Strategically positioned only 1/3 of a mile from the Highway 99 Fulkerth Road exit, Oak Park Plaza benefits from high traffic and a prime location opposite the Walmart shopping center and adjacent to Oak Park Apartments.	
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STANISLAUS CEDS – 2025-2030 – CITY OF TURLOCK ECONOMIC DEVELOPMENT PROFILE

Question 2 – Planned Capital Improvement Project		
Please provide a list Planned/funded capital improvement projects -- please list your Top 5 projects to be completed over the next five years. What is the importance of these projects? E.g. Key highway interchange to open area for commercial development. Provide the estimated funding amount total.		
Example: Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows. \$7 million		
Project	Why Important?	Funding Total
<u>Projects Under Construction</u> — • Surface Water Distribution Systems Improvements (#18-69)—2.3 million gallon tank, 12 million gallon/day pump station, detention basin & stormwater pump station • Chemical Systems Upgrade (#20-032)—demolition and install of new sodium hypochlorite disinfection system. • Columbia Pool Improvements (#19-51B)—install pool, mechanical equipment, water & sewer, landscape & irrigation, etc. • Pedras Road Rehabilitation (#21-021)—road rehab, storm drain, access ramps, street lighting & striping. • Water Main & Sewer Replacement (#18-67)—install 9,200 LF of 8’ C900 water mains & service laterals; 700 LF of 8” sewer mains, 48” diameter manholes, etc. • Water Line Replacement for 2024 Roads Program (#23-040)—install 5,417 LF PVC water main pipe, new water laterals.		
Planned Capital Improvements at Turlock Regional Industrial Park?? What & where are these?		

STANISLAUS CEDS – 2025-2030 – CITY OF TURLOCK ECONOMIC DEVELOPMENT PROFILE

Question 3 – List of Grant Funded Projects

List of **grant funded projects** already funded and built (within last 2-3 years) or with funding already allocated for future use. Could be for physical projects (infrastructure, public facilities, etc.) or planning (General Plan updates, housing studies, fee impact study, etc). Please provide information on funding amount, source of funding, any match, timeline.

Example: \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the city’s transit operation, including a purchase of 18 buses

Funded Project	Funding Amount	Any City Match?	Timeline
1.			
2.			

Question 4 – Priority Projects – Collaboration with County

Please list any **priority projects** that you are implementing that are in partnership/collaboration with the County as **regional project** i.e. Infrastructure projects or initiatives??

1.

STANISLAUS CEDS – 2025-2030 – CITY OF TURLOCK ECONOMIC DEVELOPMENT PROFILE

Question 5 - Local city Priority Project

Please list your local **priority projects** i.e. City Council priorities? These could be physical, programs or initiatives and/or address challenges the city needs to address to have a healthy community.

1. **Roads Program** - The City of Turlock Roads Program's primary focus is the preservation, rehabilitation, and reconstruction of the existing City streets. Over the years, as the City's road network has grown to accommodate its growing population, road conditions have deteriorated due to lack of funding specific to maintenance and rehabilitation activities.

The City Council and the community expressed that repairing the City of Turlock's roads is a top priority, and in November 2020, City residents passed Measure A, a ¼ cent sales tax measure for general City services. This will generally yield an estimated \$11,000,000 annually for the City. In the Spring of 2021, the City announced a Roads Program Initiative to increasing funding for road rehabilitation projects and prepare more shovel-ready projects. As part of the Fiscal Year 2021-2022 budget, the City Council unanimously approved allocating 50% of the generated revenue towards road rehabilitation (approximately \$5,500,000). The same commitment was affirmed for the Fiscal Year 2022-2023 and 2023-2024 budgets.

Roads Program Capital Improvement Program (CIP) (highlights of the CIP) The City of Turlock's Roads Program Capital Improvement Program (CIP) is informed by the Pavement Management Plan (PMP) and is intended as a planning tool that identifies both the City's short- and long-term capital improvement needs. The CIP's objective is to align those needs with appropriate financing, scheduling, and implementation. This approach helps ensure more fiscally responsible and efficient use of existing resources. The CIP represents a commitment to building a more resilient and vibrant future for city residents, workers, and visitors. The City owns and maintains 508 lane miles of roads. The goal of the 5-Year Plan (2023 - 2027) for the City is to develop a logical, cost-effective, and well-planned program for road repairs and capital improvements to stretch public funds and allow more streets to be repaired.

The 5-Year CIP requires \$53M to bring the network PCI from 50 to 59

The distribution of improvements throughout each district of the city to provide equity of pavement improvements through various neighborhoods and commercial districts.

For more information visit: <https://www.cityofturlock.org/streetstraffic/roadsprogram/>

2. Public Safety

3.Economic Development

Question 6 – Priority Economic Development Programs

If not listed under Question 5, please list any **priority economic development programs** or initiatives the city has or wants to implement to grow jobs and the economy. Be as specific a possible in describing the initiative and who leads the program.

Economic Development Program/Initiative	Lead Entity
As taken from ED Strategic Plan (2017, currently being updated)—Economic Vision & Goals • Site Preparedness: create conditions conducive to attract, retain & expand existing businesses in Turlock • Business Development: ED Department to work in coordinated manner to increase job opportunities in city through the agriculture, manufacturing, logistics & medical service clusters. • Downtown Turlock will be business, cultural & civic center of city • City of Turlock will support entrepreneur & small business activities • Turlock will provide necessary economic foundations & support services that allow workers at all socioeconomic levels to access & maintain living wage jobs	
City of Turlock Business Development and Assistance Program – Program Details: The City of Turlock Business Development and Assistance Program will provide strategic consulting and business development strategies to elevate Turlock small businesses.The business development program will provide periodic business workshops and information sessions hosted in Turlock. The businesses eligible to participate must be Turlock businesses that have a business license with the City of Turlock, operate out of a commercial location,	City of Turlock Economic Development Department

STANISLAUS CEDS – 2025-2030 – CITY ECONOMIC DEVELOPMENT PROFILE

STANISLAUS CEDS – 2025-2030 – CITY OF TURLOCK ECONOMIC DEVELOPMENT PROFILE

have no more than 50 employees, and not be part of a franchise or corporate chain. The business development program is limited to 100 businesses and while limited funding is still available. The City of Turlock Business Development and Assistance Program aims to provide strategic consulting and business development strategies to elevate Turlock small businesses, as well as providing funds for local businesses to utilize for Facebook/Instagram Ads and Google Ads. This program will provide each participating business \$3,500 in grant funds to be used towards social media ads that can attract consumers to Turlock and increase sales for Turlock businesses.	
Fusus - Turlock Security Enhancement Pilot Program for Turlock Businesses Program Details: The Turlock Security Enhancement Pilot Program will provide an opportunity for Turlock businesses to add security enhancements by way of Fusus’ video surveillance and real-time crime software. Fusus will enhance situational awareness for Dispatch and responding officers, giving them a real-time look at live camera feeds from participating businesses when a crime or suspicious activity occurs. The City of Turlock Turlock Security Enhancement Pilot Program will fund the first-year costs for up to 59 businesses within the city of Turlock. Businesses interested in participating in the pilot program will be assisted by Turlock Police Department to facilitate the onboarding process with Fusus.	City of Turlock Economic Development Department
Business Visitation Program - Annual Goal of 100+ meetings each year (reporting period: 7/1/2024 - 6/30/2025) Program Outline: Establish relationships with Turlock’s existing businesses to assist with business challenges, and provide business resources available to Turlock businesses. The goal of the program is to retain existing businesses and identify expansion opportunities ○ Meet with Top Turlock Employers (Larger Employers) ○ Meet with Top Sales Tax Generators ○ Meet with small-to-mid-size businesses ○ Meet with start-ups and entrepreneurs	City of Turlock Economic Development Department
Turlock Partnership Incentive Program – \$1,000 Business Grant Available to 30 New Businesses each Year. The goal of this program is for new Turlock businesses to open in vacant store fronts and create additional jobs in the Turlock community. The program provides a one-time payment of \$1,000 to help new businesses. Application should be made prior to, or closely following, business opening. Payment will be awarded following completion of all requirements and business opening. *Program is limited to 30 businesses per year. For more information, please visit: https://www.cityofturlock.org/doingbusinessinturlock/businessincentiveprogram/	City of Turlock Economic Development Department
Economic Development Strategic Plan Update – The City of Turlock is working with Economic Development Consultant, Kosmont Companies to update the City of Turlock Economic Development Strategic Plan. The new plan should be completed and adopted by Turlock City Council in late Q2 or Q3 of 2025.	City of Turlock Economic Development Department
No Cost Business Workshops: • Annual Goal of 10-12 business workshops • Free for all businesses to attend (from any City) • Over 500 registrations annually. • City Economic Development Team fosters collaboration efforts by partnering with regional partners and consultants to provide no-cost business consulting workshops to local businesses and various topics. Attendees include businesses (small to large) from all over the region, including entrepreneurs and startup companies.	City of Turlock Economic Development Department

STANISLAUS CEDS – 2025-2030 – CITY OF TURLOCK ECONOMIC DEVELOPMENT PROFILE

Location of workshops rotated around Turlock to provide exposure to local businesses and other community assets. Examples of Business Workshop locations: Carnegie Arts Center, Ten Pin Bowling Alley, Grand Oak, City Hall, Turlock Library, Turlock Chamber of Commerce, Local Hotel Conference Rooms.	
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Question 7 – Business Climate Perceptions
What do you think the City's perception is for developers, brokers, businesses in the City??? Do you think the City is considered " business-friendly "?

Question 8 – Assets, Challenges & Opportunity
What would you identify as your City's assets, challenges and opportunities as it relates to creating a healthy economy for the city and the region?
Assets (also consider what separates your community from others in the Valley)
The information below was pulled from the City of Turlock 2017 Economic Development Strategic Plan. The City of Turlock is currently in the final stages of an Economic Development Strategic Plan Update. The new plan should be available in the 4th quarter of 2025. - The city is a strong player in the region, with plenty of assets not available in competing communities. Turlock draws what cities two times its size do, especially for retail. Incomes, wages, home prices and other demographic indicators indicate more affluence than other communities in Stanislaus County. Turlock is positioned to really shine if enough momentum and cooperation can be developed. - The City is driven by agriculture and related manufacturing, which is stable and growing. Several expansions and new plants are underway or recently completed. The Westside Industrial Specific Plan (WISP) remains a strong location for all manufacturing including food and agricultural processing. The best advantage lies in having more shovel-ready sites than the competition. - Downtown is doing well after a decade of streetscape improvements, and is transitioning from general retail to specialty retail and office. Retail is smaller scale and emphasizes personal services. The downtown is a regional restaurant and entertainment draw on weekends.
Challenges

STANISLAUS CEDS – 2025-2030 – CITY OF TURLOCK ECONOMIC DEVELOPMENT PROFILE

The information below was pulled from the City of Turlock 2017 Economic Development Strategic Plan. The City of Turlock is currently in the final stages of an Economic Development Strategic Plan Update. The new plan should be available in the 4th quarter of 2025. - Complaints about the Building Department were common and consistent, though not universal. However, interviews with City staff appear to indicate that the complaints reflect an approach the City changed several years ago, and do not reflect current City processes. The weakness to a large extent is one of perception, which the City should attempt to correct through marketing and community education. - Labor shortages exist in a number of occupations, including technical and automation fields, truck drivers, lab technicians, and maintenance technicians. Finding employees with a good work ethic is a key recruitment challenge; - Constrained housing opportunities. The pace of housing development does not meet the need for workforce or executive housing. While the City has a relatively new General Plan, the existing City limits now constrain housing development in particular. As housing becomes scarcer it will become less affordable. Community members have also expressed concern that low income groups, particularly seniors and some veterans, have a very difficult time finding affordable housing. Because new businesses locate where there is available and affordable housing, industrial, office, and retail expansions are discouraged. The city needs to accelerate development in the Southeast Specific Plan area, and undertake additional annexation/ expansion to the North and Northwest, where most growth is naturally occurring; - The rising state minimum wage will cost employers tens of millions of dollars over the next five years, which will raise the cost of food and other products accordingly. This will particularly affect the agricultural sector; - TID power is not competitive against other states. This and employee costs are important considerations for processors with multi-state operations. Several processors have indicated they plan to stay in Turlock without any major investing until their plant is no longer profitable, then build new in another state. This is also a statewide issue, but Turlock staff should do all it can to retain its existing large employers.
Opportunities
The information below was pulled from the City of Turlock 2017 Economic Development Strategic Plan. The City of Turlock is currently in the final stages of an Economic Development Strategic Plan Update. The new plan should be available in the 4th quarter of 2025. - Continued good planning, including annexing for expanded housing opportunities. - The PBID has been working well, but encompasses only 6 blocks between Palm and Lander. Refreshing it and expanding it might be considered – at least to encompass the Downtown Core (as defined in the Turlock Downtown Design Guidelines). This would bring in more assessment revenues that could be used for expanded marketing and security, and would also add a larger business voice to city affairs. - UC Merced, CSU Stanislaus, Modesto College, TUSD, the Worknet Alliance (Opportunity Stanislaus), and others are all dedicated to workforce training, but each has separate funding sources with different missions, regulations and limitations. Workforce training can dramatically improve if these entities are better linked to employers, and if they collaborate to boost locally desired technology and trade skill sets such as manufacturing, engineering, business management, and soft skills. The City can help initiate MOUs to facilitate internships and additional on the job training with local employers.

STANISLAUS CEDS – 2025-2030 – CITY OF WATERFORD ECONOMIC DEVELOPMENT PROFILE

Jurisdiction: City of Waterford
Key Contact Name: Michael Pitcock, City Manager
Contact Phone & Email: (209) 874-2328 mpitcock@cityofwaterford.org

Question 1 – Key Opportunity Sites								
What are your key 5-6 opportunity sites in the City? These can be commercial, industrial, mixed-use. Please provide brief description, size, market readiness (are utilities extended to site), industries/businesses that are a fit for the property. Please provide links or attach any marketing materials already prepared for this Opportunity Site.								
Site Name	Location (Address)	Zoning Industrial Commercial	Infill or Greenfield?	Size (Acres or SF)	Shovel-ready Check for Yes	Best Industry Fit	What makes this an Opportunity Site?	Marketing Materials Available
Old Subway Sandwich	12173 Yosemite Blvd	Commercial Highway	Infill	0.5 Acre	☒	Restaurant	Subway vacated business	
Old Burger King Site	11900 Yosemite Blvd	Commercial Highway	Infill	1 Acre	☒	Restaurant	Burger King vacated the business.	☐
Vacant	APN 080-045-027	Commercial Highway	Infill	2.75 Acres	☒	Commercial	Vacant land with full frontage improvements	☐
Vacant	APN 080-045-051	Commercial Highway	Infill	1.44 Acres	☒	Commercial	Vacant land with full frontage improvements	☐
Vacant	APN 080-065-022	Commercial Highway	Infill	24940 SF	☒	Commercial	Vacant land with full frontage improvements	☐
Vacant	APN 0 Commercial 80-047-003	Commercial Highway	Infill	23600 SF	☒	Commercial	Vacant land with full frontage improvements	☐

STANISLAUS CEDS – 2025-2030 – CITY OF WATERFORD ECONOMIC DEVELOPMENT PROFILE

Question 2 – Planned Capital Improvement Project		
Please provide a list Planned/funded capital improvement projects -- please list your Top 5 projects to be completed over the next five years. What is the importance of these projects? E.g. Key highway interchange to open area for commercial development. Provide the estimated funding amount total.		
Example: Wastewater Treatment Plant Upgrade to ensure efficiency in plant operations and better ability to accommodate domestic and industrial flows. \$7 million		
Project	Why Important?	Funding Total
1. Slurry seal of the Country Gardens Subdivision.	Continue transportation improvements.	\$500,000
2. Water well at Tim Bell and Vineyard.	Improvement of Water System	\$2,000,000
3. Interconnection of Waterford and Hickman water systems.	Improvement of Water System	\$3,000,000
4. Traffic Signal at Pasadena and Yosemite Blvd.	Intersection improvements	\$750,000

STANISLAUS CEDS – 2025-2030 – CITY OF WATERFORD ECONOMIC DEVELOPMENT PROFILE

Question 3 – List of Grant Funded Projects			
List of grant funded projects already funded and built (within last 2-3 years) or with funding already allocated for future use. Could be for physical projects (infrastructure, public facilities, etc.) or planning (General Plan updates, housing studies, fee impact study, etc). Please provide information on funding amount, source of funding, any match, timeline.			
Example: \$11,318,334—Matching State Transportation Development Act funds to support all aspects of the city’s transit operation, including a purchase of 18 buses			
Funded Project	Funding Amount	Any City Match?	Timeline
1. Yosemite Blvd Pedestrian Improvements from Reinway and Eucalyptus.	\$900,000	10%	Summer 2025
2. Tim Bell Pedestrian Improvements	\$1,000,000	10%	Summer 2026
3. Bonnie Bray Pedestrian Improvements	\$500,000	11.47%	Summer 2026
4.			
5.			
6.			

STANISLAUS CEDS – 2025-2030 – CITY OF WATERFORD ECONOMIC DEVELOPMENT PROFILE

Question 4 – Priority Projects – Collaboration with County	
Please list any priority projects that you are implementing that are in partnership/collaboration with the County as regional project i.e. Infrastructure projects or initiatives??	
1.	
2.	
3.	

Question 5 - Local city Priority Project	
Please list your local priority projects i.e. City Council priorities? These could be physical, programs or initiatives and/or address challenges the city needs to address to have a healthy community.	
1.	Beard Park Pickle Ball Improvements – The City is studying the possibility of resurfacing the existing 2 tennis courts to support 1 tennis court 8 pick ball courts and 1 soccer area. The community has requested these improvements as a way to increase citizen activity especially for our aging population.
2.	
3.	

STANISLAUS CEDS – 2025-2030 – CITY OF WATERFORD ECONOMIC DEVELOPMENT PROFILE

Question 6 – Priority Economic Development Programs	
If not listed under Question 5, please list any priority economic development programs or initiatives the city has or wants to implement to grow jobs and the economy. Be as specific a possible in describing the initiative and who leads the program.	
Economic Development Program/Initiative	Lead Entity
As taken from City of Waterford 2025 General Plan, Vision 2025 Chapter 2 Vision & Executive Summary Goal Area L-2: Economic & Business Development GOALS • Increased Employment Opportunities for the Citizens of Waterford. • A Diverse and Balanced Waterford Economy. • Preservation/Enhancement of the City’s Economic Base. • High Quality Industrial Areas. • Ready Access to Commercial Services Throughout the City. • A Revitalized Downtown Area. POLICIES • L-2.1 Encourage development of appropriate commercial and industrial uses throughout the City. • L-2.2 Locate new or expanded industrial/business parks in appropriate areas. • L-2.3. Promote the retention and expansion of existing industrial and commercial businesses. • L-2.4 Provide a range of services adjacent to and within industrial/business park areas to reduce auto trips. • L-2.5 Maintain attractive industrial/business park areas. • L-2.6 Provide neighborhood commercial centers in proportion to residential development in the City. • L-2.7 Locate and design new commercial development to provide good access from adjacent neighborhoods and reduce congestion on major streets. • L-2.8 Encourage a mixture of uses and activities that will maintain the vitality of the downtown area. • L-2.9 Require new development to maintain at least a Jo-Housing Balance of at least 0.5 jobs per new housing unit.	

Question 7 – Business Climate Perceptions
What do you think the City's perception is for developers, brokers, businesses in the City??? Do you think the City is considered " business-friendly "?
Conversations with housing developed have been very active as we have completed 1 subdivision, have one in construction and have 6 additional sites in process for additional housing. The City has been seen by these developers as development friendly and our impact fees are some of the lowest in the county.

STANISLAUS CEDS – 2025-2030 – CITY OF WATERFORD ECONOMIC DEVELOPMENT PROFILE

Question 8 – Assets, Challenges & Opportunity
What would you identify as your City's assets, challenges and opportunities as it relates to creating a healthy economy for the city and the region?
Assets (also consider what separates your community from others in the Valley)
The recreational lakes and reservoirs east of town are highly used by all county citizens and pass through Waterford on their way.
Challenges
Limited large Commercial and Industrial sites within the city limits.
Opportunities
Many large residential sites are within the city limits.

Appendix E: Reference Documents & Resources

This appendix lists the key reports, data sources, and engagement materials reviewed in developing the Stanislaus County Comprehensive Economic Development Strategy (CEDS). These documents informed the economic assessment, SWOT analysis, and strategic goals.

1. Foundational Plans & Regional Strategies

- Stanislaus 2030 Investment Blueprint (2022–2024) and individual reports
- People’s Plan for Economic Justice in Stanislaus County (2024)
- Thrive: Jobs First North San Joaquin Valley Strategy
- Stanislaus County Climate Change & Health Profile Report (2017)
- Prior Stanislaus County CEDS

2. Economic and Sectoral Reports

- Stanislaus County Economic Conditions Data Analysis (Chabin Concepts & Dr. Rob Eyler, 2024)
- 2025 THRIVE Circular Economy Industry Background Report & Activation Plan
- 2025 THRIVE Advanced Manufacturing Activation Plan
- Targeted Industries Brief (2024)
- Economic Opportunity Areas Inventory (2025)
- Agriculture Sector Reports and CSU Workforce Collaboration
- 2023 Crop Report
- 2020 Stanislaus Health Care Assessment
- 2023 Community Health Improvement Plan
- Climate Change & Health Profile Report
- Stan RTA COA Vision 2032
- Stanislaus County GHG Report
- Stanislaus Housing Report

3. Innovation, Workforce, and Entrepreneurship

- BEAM Circular Products & Services Overview
- VOLT Institute Program and Website Overview
- Opportunity Stanislaus Case Statement 2021
- Talent Recruiting Guide
- Stanislaus 2030 Small Business Strategy (Spring 2024)
- Workforce Development Strategy Summary
- 2030 Child Care Report & Childcare Business Expansion
- Childcare Business Expansion Overview & News Article

4. Stakeholder Engagement & Local Input

- Economic Development Action Committee (EDAC) Roster
- Stakeholder Interviews (Economic Developers, Educators, Nonprofits)
- City Economic Briefs & Opportunity Area Calls
- Community SWOT Input Summary

5. State & External Resources

- California Air Resources Board Scoping Plan (Local Climate Action Priorities)
- UC ANR and University Partnership Materials
- Crows Landing Opportunity Area Reuse Documents
- U.S. Economic Development Administration Strategy Guidelines

Executive Summary

The **Stanislaus County Comprehensive Economic Development Strategy (CEDS) 2025–2030** charts a five-year path to foster inclusive growth, expand quality job opportunities, and strengthen regional competitiveness. The CEDS is both a federally required planning framework for accessing U.S. Economic Development Administration (EDA) resources and, more importantly, a community-driven roadmap that aligns local jurisdictions, businesses, and residents around shared priorities for economic resilience and prosperity.

The region has demonstrated resilience in the wake of the COVID-19 pandemic. Since 2019, Stanislaus County has added over 3,000 jobs, led by gains in agriculture, manufacturing, logistics, and healthcare. Gross Regional Product (GRP) has rebounded, median incomes have increased, and job levels now exceed pre-pandemic benchmarks. Yet challenges remain: wage disparities persist, particularly for entry-level and low-income workers, and not all communities have shared equally in the recovery.

With strong momentum from community-led planning efforts like the Stanislaus 2030 Investment Blueprint, the North San Joaquin Valley THRIVE Strategy, and the People’s Plan for Economic Justice, this strategy builds directly on extensive stakeholder engagement and more than 30 foundational studies.

Vision & Overarching Goal

Position Stanislaus County as a competitive, inclusive, and resilient economy—driving private investment, expanding quality jobs, and fostering opportunity for all residents. This vision anchors the plan’s structure and its day-to-day delivery.

Five Strategic Goals

1. Expand Investment-Ready Sites and Infrastructure.
2. Strengthen and Diversify the Economic Base.
3. Build a Skilled and Inclusive Workforce.
4. Elevate Small Business and Entrepreneurial Ecosystems.
5. Catalyze Equitable Growth Through Local and Regional Collaboration.

Implementing Actions to Achieve Goals

The CEDS is designed as a **roadmap for action**, not just a planning document. The five goals, supported by clear objectives and actions, provide the direction needed to achieve Stanislaus County’s vision of a competitive, inclusive, and resilient economy. These elements move beyond high-level aspirations by identifying concrete steps, shared responsibilities, and measurable outcomes that partners across the county can put into practice.

Successful implementation will depend on **collaboration, commitment and accountability**. Cities, county agencies, workforce and education institutions, businesses, and community organizations should use the CEDS as a guide for decision-making, resource alignment, and joint initiatives. The Economic Development Advisory Committee (EDAC) will play a central role in stewarding this work—convening partners, monitoring progress, and making adjustments as conditions change—so that the strategy remains active, inclusive, and impactful. In this way, the CEDS serves as both a unifying vision and a working plan that drives real, measurable progress for all communities in Stanislaus County.

Goals . Objectives . Actions Roadmap

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.

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.

Goal / Objectives	Actions
Goal 1: Expand Investment-Ready Sites and Infrastructure Purpose: Ensure Stanislaus is ready for business growth with shovel-ready land, modern infrastructure, and project-ready systems.	
Rationale: 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.	
Objective 1.1: Evaluate and Prioritize Opportunity Sites <i>Purpose: Ensure sites meet shifting demands and support emerging industries</i>	• Convene Countywide Working Group (include all cities) • Review Sites Using Market Readiness Tool • Review Needs for Space Beyond Shovel-Ready Land • Invite Private Sector Experts • Use Collaboration to Identify Shared Priorities
Objective 1.2: Advance Site Readiness <i>Purpose: Bring prioritized sites closer to market readiness</i>	• Identify funding sources (EDA, USDA, CA I-Bank) • Convene property owners and cities • Engage technical assistance providers
Objective 1.3: Align with Target Industries <i>Purpose: Ensure top sites support key traded sectors</i>	• Cross-reference with target industries (Advanced Manufacturing, Ag-Tech, Logistics, Life Sciences) • Develop tailored Site Action Plans
Goal 2: Strengthen and Diversify the Economic Base Purpose: Support traded sector growth—including ag-based industries, advanced manufacturing, logistics, and renewable energy—while nurturing emerging industries like the bioeconomy.	
Rationale: 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.	

Goal / Objectives	Actions
Objective 2.1 : Support Agriculture and Food Systems <i>Purpose: Facilitate innovation and collaboration in food systems</i>	• Launch agriculture roundtable • Partner with CSU Stanislaus & MJC for research and workforce • Explore facilities for food production and cold storage
Objective 2.2: Advance Bioeconomy and Emerging Industries <i>Purpose: Support startups and scale-ups in renewable bioproducts</i>	• Develop shared infrastructure models • Map and market reuse or greenfield sites • Integrate with THRIVE Circular Bioeconomy Plan
Objective 2.3: Strengthen Advanced Manufacturing <i>Purpose: Retain and grow high-wage manufacturing jobs</i>	• Industry engagement to address barriers • Expand VOLT Institute training • Develop skill-ready pipeline
Objective 2.4: Continue Business Support <i>Purpose: Maintain ongoing access to assistance and resources</i>	• Promote partner resources (SBDC, CMTC, GO-Biz, etc.) • Connect businesses with new opportunities • Track industry trends to anticipate disruption
Goal 3: Build a Skilled and Inclusive Workforce	
Purpose: Connect residents to quality jobs through coordinated sector strategies, career navigation, and targeted workforce solutions.	
Rationale: 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.	
Objective 3.1: Expand Training and Career Pathways <i>Purpose: Align training programs with high-demand industries</i>	• Partner with employers to design sector-based training • Scale earn-and-learn programs (apprenticeships, internships) • Enhance alignment across K-12, colleges, and adult ed
Objective 3.2: Increase Postsecondary Enrollment & Completion <i>Purpose: Raise degree and certificate attainment</i>	• Promote CSU Stanislaus, UC Merced, and MJC pipelines • Expand dual enrollment and bridge programs • Support adult learners with re-entry initiatives
Objective 3.3: Address Barriers to Employment <i>Purpose: Increase participation and inclusion across populations</i>	• Expand access to childcare and transportation • Provide wraparound services for disadvantaged groups • Leverage community-based organizations to reach underserved residents
Objective 3.4: Support Employer Workforce Needs <i>Purpose: Ensure businesses can access skilled workers</i>	• Regular industry convenings to identify skill gaps • Expand incumbent worker training • Develop customized training programs with local colleges
Goal 4: Enhance Regional Collaboration and Economic Resilience	
Purpose: Grow inclusive economic opportunities by expanding support for small businesses, startups, and underserved entrepreneurs.	
Rationale: Grow inclusive economic opportunities by expanding support for small businesses, startups, and underserved entrepreneurs.	

Goal / Objectives	Actions
Objective 4.1: Foster Regional Collaboration <i>Purpose: Build alignment across jurisdictions and institutions</i>	• Convene regular EDAC and regional partner meetings • Coordinate across cities and county on shared priorities • Align with NSJV THRIVE and state Jobs First initiatives
Objective 4.2: Promote Economic Resilience <i>Purpose: Prepare for disruptions and build adaptive capacity</i>	• Integrate resilience into all CEDS projects • Develop strategies for climate change and water challenges • Enhance business continuity and disaster recovery planning
Objective 4.3: Improve Infrastructure and Quality of Life <i>Purpose: Leverage investments for competitiveness and livability</i>	• Prioritize infrastructure that supports growth industries • Expand broadband access countywide • Support housing and placemaking initiatives to attract talent
Objective 4.4: Strengthen Measurement and Accountability <i>Purpose: Track and communicate progress of CEDS actions</i>	• Establish key performance indicators • Publish annual progress reports • Use data dashboards for transparency
Goal 5: Catalyze Equitable Growth Through Local and Regional Collaboration Purpose: 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 <i>North San Joaquin Valley</i> partnerships.	
Rationale: 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.	
Objective 5.1: Embed Collaboration, Equity, and Shared Capacity in the Way Regional Economic Development Is Carried Out <i>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.</i>	• Establish informal cross-sector Working Group (complementary to EDAC) to support CEDS implementation • Promote shared funding strategies and joint applications for grants (infrastructure, planning, workforce mobility) • Use Working Group to align cross-jurisdictional priorities (infrastructure, opportunity sites, equitable access) • Draw on the People’s Plan for Economic Justice to ensure project impacts reach underserved communities • Encourage equity-centered metrics and community-informed approaches as standard for implementation

Stanislaus County 2025-30 CEDS – Consolidated Goal Implementation Timeline

Goal	Timeframe	Milestone / Activity	Stakeholders / Leads
Goal 1	Year 1 Q1–Q2	Finalize Economic Opportunity Sites list and apply Readiness Tool	Cities, County, Opportunity Stanislaus
Goal 1	Year 1 Q3–Q4	Prioritize top sites and develop Site Action Plans	County staff, public works, economic development planners
Goal 1	Year 2 Q1–Q2	Identify funding opportunities, convene owners, cities, and technical partners	County, cities, infrastructure consultants
Goal 1	Year 2 Q3–Q4	Host broker/developer roundtables; align sites with industry/user targets	Opportunity Stanislaus, industry experts, regional partners
Goal 2	Year 1 Q2–Q3	Ag and advanced manufacturing sector roundtables	THRIVE, Mfg Council, County, Opportunity Stanislaus, CSU, MJC, industry leaders
Goal 2	Year 1 Q4	Support to BEAM for emerging sector startups and reuse sites	BEAM, County, Cities, CSU, Mfg Council, Developers
Goal 2	Year 2 Q1–Q2	VOLT-aligned support, outreach, engagement with smaller communities	Opportunity Stanislaus, VOLT, Mfg Council, Manufacturers
Goal 2	Year 2 Q2–Q4	Expand awareness of partner-led business support resources	Mfg Council, County, SBDC, CMTC, Chambers, Others
Goal 3	Year 1 Q3–Q4	Formalize sector convening structure by industry (health, advanced mfg)	SCWD, Opportunity Stanislaus, industry reps, education
Goal 3	Year 1 Q4	Initiate Career Awareness campaign design and partner messaging alignment	SCWD, MJC, K-12, CSU, workforce, CBOs
Goal 3	Year 2 Q1	Launch coordinated outreach campaign and track awareness	Campaign partners, County Communications
Goal 3	Year 2 Q1–Q2	Conduct employer-led sector roundtables on skill needs and hiring barriers	SCWD, business associations, chambers
Goal 3	Year 2 Q2	Aggregate feedback, inform curriculum, micro-credentialing, fast-track options	SCWD, training providers, VOLT, MJC, BEAM
Goal 3	Year 2 Q3–Q4	Support First 5's rural outreach and identify gaps for wraparound childcare	First 5 Stanislaus, Nurture, County ED, cities
Goal 3	Year 3 Q1	Launch or promote pilots for 'try-a-trade' or bootcamp career entry models	SCWD, nonprofit training providers, CBO partners
Goal 3	Ongoing Y1–3	Track hub-and-spoke transportation planning progress	StanCOG, County depts, ED leaders, cities, employers
Goal 3	Annually	Measure and review metrics (job placements, sector participation, childcare slots)	All strategic partners reporting to SCWD and ED implementation team
Goal 4	Year 1	Collaborate with Stanislaus 2030 on implementing Small Business Strategies	Stanislaus 2030, County, partners
Goal 4	Year 2 Q1–Q2	Convene partners to review actions and align with Small Business Strategy	SCWD, SBDC, Equity Partners, Opportunity Stanislaus, Cities
Goal 4	Year 2 Q2–Q3	Identify interest/capacity to support short-form entrepreneurship events	Chambers, schools, libraries, youth orgs, city partners
Goal 4	Year 2 Q3–Q4	Assess small business finance tools and explore RLFs/microgrants	Cities, County, SBDC, regional funders, equity organizations
Goal 4	Year 3	Pilot 'Business Coaches on the Go' model	SCWD, SBDC, local business networks
Goal 4	Year 3	Explore peer-based models (co-ownership, micro-franchise)	SCWD, SBDC, chambers, local entrepreneurs
Goal 4	Year 3 (Optional)	Scale successful activities and track impact in small cities	Local ED staff, SCWD, implementation committee
Goal 5	Year 1 Q1–Q2	Introduce and frame Goal 5 with EDAC; propose formation of Working Group	County, EDAC, SCWD, Opportunity Stanislaus, city partners
Goal 5	Year 1 Q2–Q3	Convene initial Working Group; discuss needs and shared priorities	Working Group, cities, CBOs, economic development staff
Goal 5	Year 1 Q4	Identify/support shared application, planning initiative, or smaller city project	County, cities, partner technical advisors
Goal 5	Year 2	Align Working Group activities with CEDS goals; test cost-sharing/shared staffing	County, cities, SCWD, Opportunity Stanislaus
Goal 5	Year 2–3	Integrate equity-focused practices and metrics into regional funding efforts	Working Group, People's Plan advocates, EDAC, partner agencies