

## SECTION II. SWOT

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) reviews factors shaping Stanislaus County’s economic future. It draws from data (Economic & Physical Conditions Reports<sup>1</sup>) as well as local insight 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 Economic Development Action Committee (EDAC) members, discussions with city representatives to inform Economic Briefs and identify Opportunity Sites, and outreach to key partner organizations. Additional research was conducted into capital improvement needs and innovative programs already addressing 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* continue to persist in areas such as limited shovel-ready land, gaps in skilled labor, low educational attainment, and uneven broadband and infrastructure access—particularly in smaller and underserved communities—pose significant barriers.
- *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 variability, rising housing costs, and ongoing disparities across income, race, and geography underscore the need for inclusive, place-based approaches.

These insights reinforce the Strategy’s focus on equitable growth, stronger collaboration, and lifting up communities that have historically been under-resourced.

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<sup>1</sup> Economic & Physical Conditions, see Appendix.

## Strengths:

### 1. Diverse Economic Base:

- Strong performance in manufacturing, healthcare, and logistics, with manufacturing contributing significantly to GRP.
- Resilient economic growth with a 2.2% increase in GRP from 2019 to 2023 despite inflationary pressures.

### 2. Industry Diversity:

**Key traded sectors** include agribusiness, food processing, advanced agriculture technology, manufacturing, logistics, and renewable energy. These industries contribute to economic stability and growth through their unique strengths:

- **Agribusiness and Food Processing:** Supported by the region's fertile land and water resources, Stanislaus County is a leader in agricultural innovation, driving export revenues and food security.
- **Manufacturing:** Anchored by advanced technologies and a skilled workforce, manufacturing adds value to raw materials and creates diverse job opportunities.
- **Logistics:** Proximity to major transportation corridors (Interstate 5 and Highway 99), rail systems, and ports makes the county a critical hub for supply chain management and distribution.
- **Renewable Energy:** Investments in solar, bioenergy, and other renewable projects like Proxima Solar and Project Nexus enhance the county's leadership in sustainable energy production and innovation.

These industries are growth and stable sectors due to strong demand for agricultural products, ongoing innovation in manufacturing processes, the increasing need for efficient logistics solutions driven by e-commerce, and California's push toward renewable energy initiatives.

#### **Bioeconomy Potential:**

- Stanislaus County is emerging as a leader in the bioeconomy, leveraging agricultural byproducts and regional research strengths to drive innovation and sustainability. Through BEAM (Bioeconomy Alliance for Modernization) the county has secured national funding to advance circular economy solutions such as renewable energy, bioplastics, and carbon capture. 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 can transforming waste into value-added products and positioning the region for long-term economic growth.

#### **Carbon Capture Opportunities:**

- Stanislaus County has strong potential to lead in carbon capture technologies by utilizing agricultural byproducts and industrial emissions to produce renewable fuels and bio-based products. Through partnerships with CSU Stanislaus, UC Merced, and private firms, the region can pilot innovative projects that align with state climate goals, create quality jobs, and attract green industry investment.

### 3. Educational Assets:

- Access to higher education through institutions like Modesto Junior College, CSU Stanislaus, UC Merced, University of the Pacific, CSU Fresno foster workforce development and innovation.

- VOLT Institute, a trade school specializing in industrial maintenance, mechatronics, and advanced manufacturing, providing hands-on technical training to meet industry demands.
- 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, attracting residents and businesses seeking more affordable alternatives.

#### 6. **Community Resources and Initiatives:**

- Pro-business local government – Cities within Stanislaus County have historically supported business-friendly policies, streamlining permitting and fostering economic growth.
- Effective programs and initiative like Stanislaus 2030, SBDC, and STEP that support business growth and workforce development offer targeted and critical resources:
- **Stanislaus 2030 Initiative:** This comprehensive plan includes goals for regional economic diversification, workforce readiness, and the development of high-growth sectors like advanced manufacturing and bioeconomy. Its importance lies in creating a resilient economy by addressing current and future market trends.
- **Small Business Development Center (SBDC):** The SBDC serves entrepreneurs and small businesses by offering professional consulting, training programs, and access to financial resources. It targets early-stage companies, minority-owned businesses, and those seeking to expand operations, ensuring inclusive growth across the county.
- **Opportunity Stanislaus:** This organization supports cities and the county through initiatives like business attraction, retention, workforce training, and economic analysis. Its role in creating partnerships between public and private sectors is pivotal for long-term 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, which is crucial for driving equitable opportunities across the region.
- **BEAM** is an initiative introduced in the 2030 and funded by Stanislaus County to grow the region's bio industrial economy. With support from local partners, it focuses on advancing innovation, workforce development, and sustainable industry—positions the area 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.
- CEQA hinders projects – 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, impacting workforce readiness.
- Limited access to childcare facilities, preventing 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.
- Significant housing needs identified in the Regional Housing Needs Allocation (RHNA) Plan, requiring over 34,000 new housing units by 2031 to meet projected growth.
- Rising rental costs disproportionately impact renters, with average rents increasing annually by up to 6%, 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, 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.

#### **4.Economic Disparities:**

- Persistent issues with poverty, particularly among renters who face higher housing cost burdens.
- Limited economic mobility for low-income residents due to rising housing costs and limited job access.
- Lack or limited services for aging population.

#### **5.Environmental Risks:**

- High vulnerability to drought, heatwaves, and other climate-related threats, as outlined in the Multi-Jurisdictional Hazard Mitigation Plan.
- Water resource challenges 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, with Stanislaus County having 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 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 - lack of 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 – Ag-tech innovations, such as precision farming and automation, can help modernize the industry and increase competitiveness.
- Utilize the existing raw materials – ag – for creating value add products such as for other cultures, increase export.

### 2. Workforce Development:

- Expanding Career Technical Education (CTE) programs and attract 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. Bioeconomy and Carbon Capture Synergy:

- Combining bioeconomy advancements with carbon capture 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 Industrial Growth:

- Crows Landing Industrial 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.
- 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.
- Renewable Energy Zones: Identified areas for wind, solar, and bioenergy projects that contribute to sustainability goals while driving economic investment.

### 5. Infrastructure and Transportation Improvements:

- Altamont Corridor Express (ACE) Rail Expansion: Increasing connectivity between Stanislaus County and the Bay Area, supporting 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 to support economic development and education.

## **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) provides financial aid to first-time homebuyers, improving access to homeownership. Cities like Modesto and Turlock are investing in affordable housing projects, such as the Tower Park Village and Avena Bella developments, adding units for low-income families. Nonprofits and community partnerships are actively working to secure funding and grants to support housing affordability and development.

## **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 program is a quality improvement initiative focused on enhancing early care and education programs

## 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 agriculture and manufacturing sectors.

### 3. Economic Vulnerabilities:

- Potential tariffs are unknown, but businesses have globalized supply chains. Even if the disruption is not direct, it could impact inventory delivery and further inflationary pricing pressures.
- Dependence on agriculture and related sectors, which are susceptible to climate impacts and market volatility.
- Rising costs of living, particularly housing and utilities, could drive residents and businesses to relocate to more affordable regions.
- Workforce shortages in key industries, exacerbated by talent outmigration and insufficient workforce training programs.
- Rising unemployment rate and stagnant labor force participation in some demographics.

### 4. Environmental and Climate Challenges:

- Increasing frequency of droughts, floods, and extreme weather events impacting agriculture and housing.
- Water resource limitations may threaten long-term sustainability of agricultural and industrial 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 competing for the same industries, investments, and talent pool

## Economic Opportunity Sites

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

**Economic Opportunity Sites (Sites)** were identified by each city and the County and 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.*

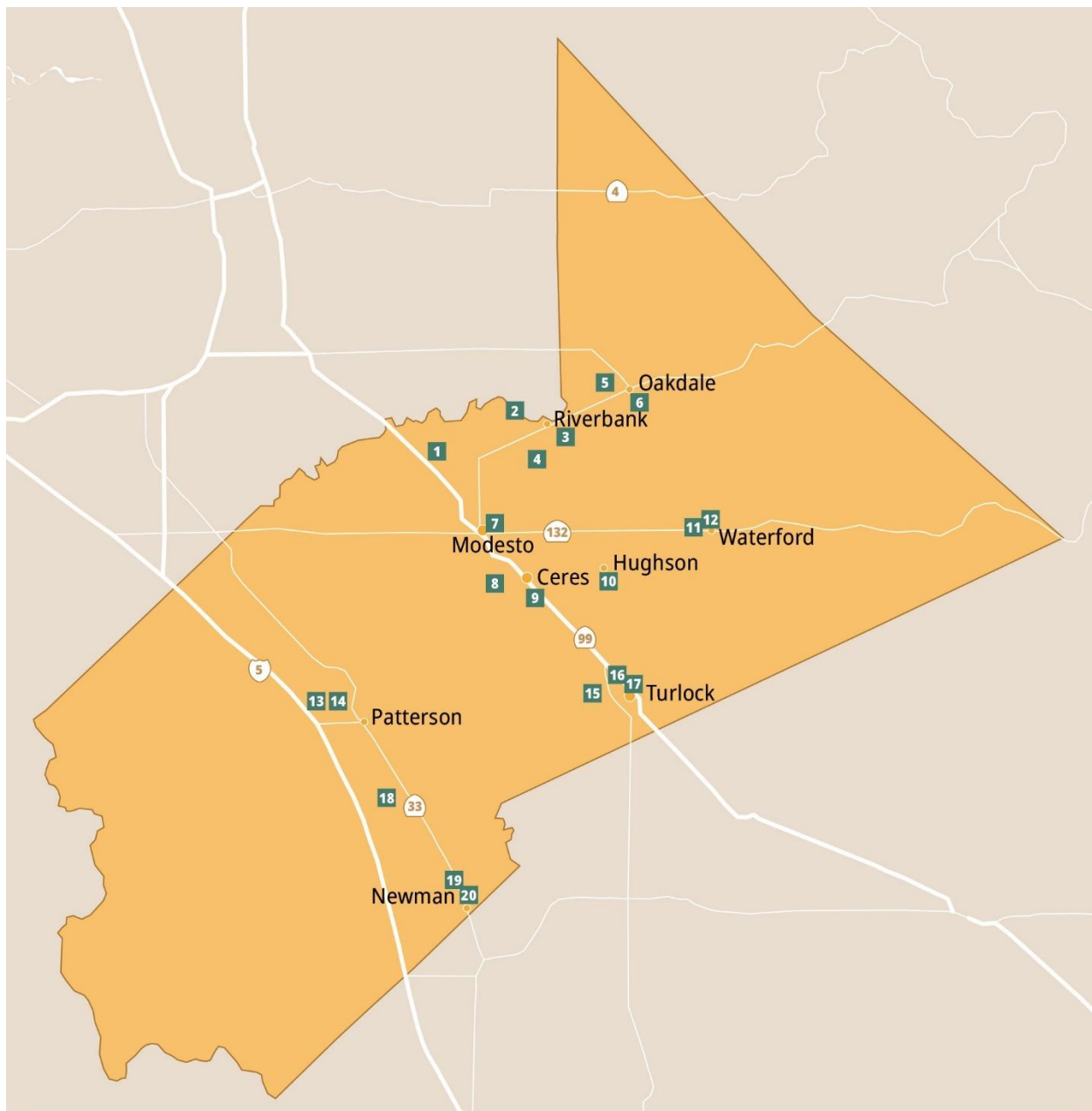
## Economic Development Briefs

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

## Economic Opportunity Sites

The limited availability of shovel-ready industrial and commercial land is a well-documented barrier to economic growth in Stanislaus County. By highlighting these Economic Opportunity Areas (Sites), cities and the County have a shared foundation to 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 Physical Conditions, Economic Opportunity Sites.



## STANISLAUS COUNTY OPPORTUNITY SITES

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

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 phasing plan to be developed over the next 20-30 years.
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 & Merced. New Turlock, Livingston & Merced Stations along the extension alignment. New layover & 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. 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, office, 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, 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.
8. **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.
9. **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.
10. **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.
11. **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.
12. **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.

13. **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.
14. **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.
15. **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).
16. **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.
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”. Adopted in 2006.
18. **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.
19. **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.
20. **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.