AGENDA

General Plan Advisory Committee Meeting #10

Monday, November 5, 2018 – 6:00 pm

Manteca Transit Center Meeting Room, 220 Moffat Boulevard, Manteca, CA

6:00 PM - GPAC Committee Meeting #10

1. Call to Order
2. Roll Call
3. GPAC Discussion: Approval of Summary Minutes Meeting 9 – September 10, 2018
4. GPAC Discussion: Draft Policy Set Review – Economic Development
5. Presentation: Delicato Winery Conditional Use Permit Overview
6. Presentation: Introduction of Land Use Alternatives – Beth Thompson, De Novo Planning Group
7. Public Comment
8. Adjournment

The next scheduled meeting of the General Plan Advisory Committee of the City of Manteca is Monday, December 3, 2018, at 6:00 p.m. in the Manteca Transit Center, 220 Moffat Boulevard, Manteca, CA.

I hereby certify that the agenda for the above stated meeting was posted at a location accessible to members of the public at City Hall, 1001 W. Center Street, Manteca, CA prior to Friday, November 2, 2018, by 5:00 pm.

LISA SCHIMDELFENNIG
ADMINISTRATIVE ASSISTANT III

In Compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please call (209) 456 8017. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting (28 CFR 35.102 35.104 ADA Title II).
MEMORANDUM
Meeting 10 – November 5, 2018

TO: Manteca General Plan Advisory Committee (GPAC)
FROM: Beth Thompson and Martti Eckert, De Novo Planning Group
SUBJECT: Policy Set Review #2: Economic Development
DATE: October 19, 2018

The November 5th GPAC meeting is an opportunity for the GPAC to provide feedback, input, and edits to the Draft General Plan Economic Development Policy Set. New topics will not be introduced at the meeting.

The Draft Economic Development Policy Set includes goals, policies, and implementation measures related to each topic addressed within the set. These goals, policies, and implementation measures represent the core of the General Plan Economic Development Element.

The final Economic Development Element will include the Policy Set, which will be revised based on tonight’s discussion and input from City staff, and will also include introductory language explaining the purpose, intent, and scope of the element. The final element will also include graphics, maps, and other items, such as call-out boxes to illustrate key concepts and define key terms.

Please note that Draft Policy Sets for the Safety, Resource Conservation, and Public Facilities were previously discussed at the February 2018 GPAC meeting. We anticipate that the remaining General Plan Update topics will be discussed according to the following schedule:

December 3, 2018: Land Use Alternatives Initial Review and Discussion
December 10, 2018: Selection of Preferred Land Use Alternative Map for Recommendation to City Council and Planning Commission
February 4, 2019: Land Use and Circulation Policy Sets Review
March 4, 2019: Review of GPAC Discussion Draft General Plan

Public comments received to date are provided for the General Plan Advisory Committee to review via the General Plan Update website at https://manteca.generalplan.org/content/public-comments.
GENERAL PLAN IMPLEMENTATION

When reading the policy set, please keep in mind that the General Plan is a blueprint for a city’s growth and development. The General Plan provides high-level, long-range policy guidance on a range of issues, including land use, housing, open space, circulation, noise, safety, and conservation.

The General Plan is implemented through a number of City plans and regulations (see Meeting Memo 4, December 4, 2017, Attachment 2).

The General Plan will include an Implementation chapter that identifies the responsible party and timing for each implementation measure included in the General Plan elements.

REQUIRED READING

Prior to the meeting on October 22\textsuperscript{nd}, please read the following items:

- Attachment 2: Draft Economic Development Goal and Policy Set

WORK EXERCISE

During the March, 2018 GPAC meeting, the topic of Economic Development was discussed in detail.

The consultant team has taken the feedback received during the meeting, as well as feedback received from City staff, and developed the attached Draft General Plan Economic Development Policy Set.

This November 5th meeting provides the GPAC with an opportunity to review Draft Economic Development Policy Set and provide specific feedback and input. Each member is asked to read the entire policy sets and be prepared to discuss the following:

After reading the materials identified above, please consider the following questions and be prepared to discuss.

1. In reviewing the Draft Economic Development Policy Set, which addresses the topics of land use, business sectors, labor force, housing, quality of life, and infrastructure, do you feel that all of the key issues raised by the GPAC related to this topic have been adequately addressed?

2. Are there Goals, Policies, or Implementation Measures that you disagree with?

3. Are there Goals, Policies, or Implementation Measures that you feel should be revised or added?

ATTACHMENTS

1. Summary Minutes - GPAC Meeting #9, September 10, 2018

2. Draft Economic Development Policy Set
ATTACHMENT 1

SUMMARY MINUTES - GPAC MEETING #9, SEPTEMBER 10, 2018
Summary Minutes

General Plan Advisory Committee Meeting 9 – September 10, 2018

These meeting notes provide an overview and summary of the input received during the September 10, 2018 General Plan Advisory Committee (GPAC) meeting which addressed land use policy and community design issues.

Attendance

GPAC Members Present: Darryl Quaresma (Chair), Victoria Brunn (Vice Chair), Bill Barnhart, Joann Beattie, Wendy Benavides, Ronald Cheek, James DuClair, Demetri Filios, Richard Paz, Parminder Singh Sahi, Jack Snyder, David Tenney

GPAC Member Absent: Ronald Light, Jose Nuno, Stephen Tompkins

GPAC Alternates Present: John Reilla, Marco Galeazzi

GPAC Alternates Absent: Benjamin Cantu, David Cushman, Jason Laughlin,

Land Use Policy Discussion

- In developing a goal and policy framework to address land use issues, the City should prioritize the following issues:
  - **Infill Development**: Several GPAC members expressed the desire to capitalize on infill development. Issues and ideas discussed include:
    - Focusing on vacant parcels within the city boundary, and doing so in a manner that improves the parcels’ aesthetics.
    - The preference for encouraging higher density and intensity development (growing up, rather than out).
    - The acknowledgement that infill development is more difficult to construct than greenfield-style development, but it can be done.
  - **Land Use Buffers**: Residential neighborhoods should be buffered from industrial areas. There are some residential developments where lack of buffering is especially problematic. This can be accomplished by placing commercial development between residential and industrial areas.
  - **Infrastructure**: Several GPAC members mentioned the importance of ensuring that infrastructure is funded in an equitable manner and installed before new development is approved/occurs. Issues and ideas discussed include:
    - Improvements to the circulation network. Specifically:
• Focus on roadways as a priority infrastructure improvement, because they reduce congestion for residents who commute out of town and allow emergency and safety access.

• Prioritize allocation of land for grade separations, and disallow permanent uses where future right-of-way will be needed.

• Eliminate side streets.

• Widen roads to support alleviate congestion. Consider incorporating medians in some locations.

• Redirect truck traffic from residential and commercial areas

• To address overabundance of narrow roads, widen and improve existing to create wide boulevards that include medians and Class 1 bike lanes. As an example of how this could and function, refer to Jeff Tone Road in Ripon.

• Exert influence, when possible, to make improvements to regional highways and freeways. This will improve commuting conditions.
  
  o Like other valley communities, Manteca feels left behind.
  
  o Outside of the City’s direct control. Work with Caltrans to improve the highways and freeways and attempt to identify funds on regional and statewide levels to pay for the improvements.
  
  o Consider identifying a truck route elsewhere to reduce congestion and improve safety (like Highways 580 and 880).

- Installation of state-of-the-art fiber optic network to help attract tech jobs
- Installation of Zone 39 storm drainage.
- Sewer system upgrades
- Water system updates
- Structure taxes to ensure that new residents, who disproportionately benefit from the infrastructure, pay their fair share of the cost associated with infrastructure installation and maintenance.
- Acknowledge that the City has recently increased fees for street construction and parks, and master plans and fee collection is good.

- Additional Jobs/Reduced Commuting: Several GPAC members mentioned the desire to reduce residents’ need to commute to jobs. Issues and ideas discussed include:
  
  ▪ The development of additional employment-generating uses
  
  ▪ Improving upon the City’s jobs-to-housing balance and seek to provide living wage jobs.
- **Downtown:** Many GPAC members addressed bringing new development to the Downtown. Issues and ideas discussed include:
  - General, but not unanimous support of focusing on the district as a key development area.
    - Those in support mentioned that the Downtown is important to many in the community and has lots of potential, informing the importance of the City taking the necessary steps to prepare for the district’s development.
    - Those opposed suggested that there are more pressing issues than bringing development to the Downtown, such as improving the City’s roads.
  - The district can be improved through the creation of additional jobs, better quality housing, increasing foot traffic, improving safety, and attracting investment.
  - The City’s affordable housing is concentrated here, far from new development, potentially creating issues.
  - Bringing development to the Downtown is a difficult issue. The City needs to decide whether it wants to engage property owners and write down/draft vision and regulations.
  - Suggesting that landlords should contribute stimulus to any effort.
  - Increasing Downtown’s parking supply to better support the district’s existing and envisioned businesses. This could possibly be accomplished by eliminating on-street parking and/or constructing a parking garage.

- **Mixed-Use Development:** Several GPAC members expressed the desire to encourage mixed-use development. Configurations discussed include:
  - Vertical commercial mixed-use development, including housing to support jobs, and parking
  - Office/commercial mixed-use in horizontal and vertical configurations

- **The Promenade:** Consider making the Promenade the center of Manteca. The project is attractive, unlike other areas of the city. And given the proximity of higher density housing to the project, it has the potential to appeal to the younger generations’ desire to live near amenities. It also provides Manteca with the possibility of emulating River Islands’ development pattern.
  - Focusing on the Promenade is a good idea, but the City should not forget about the Downtown.

- **Industrial Development:** Many GPAC members mentioned industrial development. Issues and ideas discussed include:
  - Most, but not all members consider industrial development to be a priority.
Those in support consider industrial development to be a good employment generator.

Consider identifying a new industrial park.

Look into the future 25-30 years, and plan for large enough sites to accommodate large tenants, such as warehousing. Set aside sufficient acreage to accommodate future growth.

- **Residential Development:** Many GPAC members mentioned residential development. Issues and ideas discussed include:
  
  - The city’s lack of adequate executive housing stock. Addressing this need requires providing additional homes of sufficient character.
  
  - The need to accommodate housing variety, including low-income housing. There are infill sites available, but City involvement is required to bring projects to fruition.
    
    - Strive to get people out of poverty level by providing additional higher paying jobs.
    
    - Based upon the Existing Conditions Report, there are 3 low-income classifications. How can the City support these given the current cost of housing?

- **School Sites:**
  
  - Address financial issues associated with growth, including the provision of schools.
  
  - For orderly, sustainable growth, plan for school sites.
    
    - Flexibility is an important consideration. Los Banos provides useful policy language to support this.
    
    - Growth is also important. Antioch provides useful policy language to tie growth and the provision of adequate school facilities together.

- **Support for ratings system for services listed on page 2-25.**

- **Aesthetics:** Several GPAC members mentioned the importance of the community’s aesthetics. Issues and ideas discussed include the following:
  
  - The city appears poorly maintained, including at entrances, such as along Highway 120 from the east. Landscaping improvements are lacking in particular. Continued maintenance of development is also important.
  
  - While the city needs to look as nice as possible, landscaping and greenspace is difficult to maintain. The City needs to collect proper fees to fund the endeavor.
  
  - Along highway corridors, Manteca should strive to emulate Pleasanton and Livermore, rather than Tracy’s appearance.
- **Other Issues:**
  - The city offers well suited and located land for all uses.
  - It’s difficult to know where to start and limit to three issues.
  - 6-story commercial/office buildings are desired along Moffit Boulevard.
  - While Ripon provides development that the City should consider aspiring to, such as including wider roads, this places a burden on the developer. Because there is limited affordable housing in the community, it is difficult to draw a true comparison between the two cities. It is important to think about more affordable development that takes a moderate approach and/or receives grant funding.

- Land use modifications mentioned include:
  - Locate off-street parking for the Downtown along Sycamore on the vacant site occupied by a dilapidated building.
  - As an alternative to expensive grade separated crossings, consider using underpasses. Bakersfield illustrates how they could function.
  - Designate land for a truck stop to capture additional gas and road taxes (that are currently being captured by Lathrop). Consider locating the designation at the Moffit Road and Highway 99/120 Interchange.
  - These is some support among GPAC members to relocate Lovelace Transfer Station away from residential development; however, this is a challenging situation, because no homes were present with the facility was constructed.
  - Prioritize locating new industrial-designated area ahead of additional commercial and residential areas. Consider designating land east of Highway 99, north of Northland, and west of Castle for this purpose.

- Reactions to the City of Manteca Economic Development Committee Land Use Recommendations Memorandum
  - Several GPAC members discussed staff’s roll in Woodward Avenue’s expansion from 2 to 4-lanes. Given the need for eminent domain and cost to upgrade, there were initial concerns about staff making the decision. Through the course of the conversation, the group confirmed that City Council approved the change.
  - There is support for a large industrial area in the northeastern area of the city and planning area. The land should be dedicated in the short-term.

- Which existing General Plan goals, policies, and action programs best address concerns?
  - Enforce the General Plan and the City’s specific and master plans’ land use policies. Don’t allow development in violation of the documents.
A recent development was approved with conflicting conditions of approval. This will make enforcement difficult, allowing developers to do what they want.

The Center Point project’s road was built to insufficient standards. Because the project’s conditions of approval are too vague, the City will be forced to foot the bill.

- Support for the following goals, policies, and action programs:
  - Goals: LU-1, 2, and 8
  - Policies: LU-P-1, 3, 4, 8, 9, 12, 46, 47, 49, and 50
  - Action Programs: LU-I-1 and 7

- Questions about the following goals:
  - LU-2 – is “assimilate” the correct verb for the goal?
  - LU-8 – What is the applicability of “urban design” within the city? Perhaps in the Downtown, but doubtful elsewhere.

- Other items mentioned during the discussion:
  - Fix the roads, especially the arterial streets that extend into the city.
  - The City should better adhere to the General Plan to achieve what the community wants to achieve.
  - Consider public transportation infrastructure.
  - A GPAC member inquired about the Sphere of Influence.
    - Local Agency Formation Commission (LAFCO) – comprised of City Council members for associated jurisdictions. No one from Manteca currently on the commission.
    - No land use authority, make sure City can afford to fund services to site
    - Municipal Services Review (MSR) – conducted every 5 years to confirm appropriate levels of services maintained

- Can schools occur on sites designated for Single-Family Residential (SFR)?
  - City Council allows in the R-1 zone
  - While the General Plan designation for schools (and other institutions, such as churches), Public/Quasi-Public, can be applied to parcels, doing so prior to development can be problematic for reducing the value of property. Hence, the use is allowed in the SFR designation.

**Community Design Policy Discussion**

- Support for policy CD-P-25.

**Meeting Dates**
Several GPAC members mentioned that it is problematic to deviate from the first Monday of the month and there was general consensus that meetings should be held on the first Monday of the month.

Public Comment

- **Leonard Smith, resident**
  - Referred to the California Healthy Places Index
    - Comprises 8 policy action areas. Manteca achieves an overall rating of 42.5 out of 100.
      - The Clean Air area is especially low at 16.22. This can be improved upon by reducing emissions, including those associated with vehicles and homes.
        - Solar power will be required on all new homes on a statewide basis in 2020; Manteca should accommodate this law now. To assist with meeting this requirement for affordable housing, a subsidy exists.
    - Confirmed that Ripon has inclusionary housing

- **Lou Talarico, resident**
  - Lives in northwestern Manteca. His neighborhood is near the Center Point project, so he is aware of the land use buffer issue.
  - In reference to transfer station discussion, mentioned former dump site in south Manteca that is now a golf course.
    - The transfer station is operating over capacity is not state of the art. Other options available to San Joaquin County.
    - We should challenge ourselves to come up with creative solutions.
  - Reviewed City of Manteca Economic Development Committee Land Use Recommendations Memorandum several months ago – focused on traffic on Roth Road

- **Yolanda Park, Affordable Housing Coordinator for Archdiocese of Stockton**
  - Based upon tour of Manteca:
    - Food desserts exist. In part, could be addressed by urban agricultural uses.
    - Homes face underutilized industrial sites
    - The city would benefit from a better tree canopy
    - There are a number of vacant sites that would benefit from infill development.
    - Disagrees with truck stop idea, unless in rural area away from residential areas.
    - Air pollution is very problematic, because particulate can enter lungs and bloodstream.
      - Focus on reducing idling near schools.
      - More roads increase traffic, rather than reduce congestion.
  - Inquired about the project’s public outreach process
    - Specifically asked if workshops had taken place and/or are planned, and if the City is engaging disadvantaged communities.
    - Cited the City of Stockton General Plan Update process as accessible.
    - Inquired about the GPAC’s vision.
  - Mentioned that development fees increase the cost of homes, forming an impediment to affordable housing.
ATTACHMENT 2

DRAFT ECONOMIC DEVELOPMENT POLICY SET
Economic Development Goals, Policies, and Implementation Measures

PLEASE NOTE: SITE-SPECIFIC POLICIES AND ACTIONS WILL BE UPDATED, WHERE APPROPRIATE, FOLLOWING THE GENERAL PLAN ADVISORY COMMITTEE’S SELECTION OF A PREFERRED LAND USE ALTERNATIVE. POLICIES AND ACTIONS RELATED TO LAND USE, SUCH AS BUFFERING INDUSTRIAL USES FROM RESIDENTIAL USES, WILL BE ADDRESSED IN THE LAND USE GOAL AND POLICY SET AND POLICIES TO IMPROVE INFRASTRUCTURE AND PUBLIC SERVICES, INCLUDING HIGH-SPEED TELECOMMUNICATIONS SERVICE, WILL BE ADDRESSED IN THE PUBLIC FACILITIES AND SERVICES ELEMENTS.

Adequate Sites

GOAL ED-1 PROVIDE ADEQUATE COMMERCIAL, OFFICE, AND INDUSTRIAL-DESIGNATED LAND IN APPROPRIATE LOCATIONS TO MEET THE COMMUNITY’S EMPLOYMENT, SHOPPING, AND SERVICE NEEDS, ENSURE MANTECA’S MARKET COMPETITIVENESS WITHIN THE REGION, AND MINIMIZE LAND USE CONFLICTS.

Policies

ED-P-1 Ensure that adequate sites are available to accommodate a diverse range of businesses, including professional, technical, industrial, retail, and services, in order to provide goods and services to the city and region, and to provide a broad range of employment opportunities, especially skilled, high-paying jobs, for local residents.

ED-P-2 Designate adequate land to facilitate the expansion of existing businesses, business parks, and industrial parks.

ED-P-3 Prioritize the development of employment-generating uses on vacant or underutilized commercial, office, and industrial-designated parcels.

ED-P-4 Locate commercial-designated land to maximize job creation, the local capture of taxable sales, and to be competitive with similar sites on a regional scale.

ED-P-5 Ensure that land use designations for commercial, office, industrial, and business uses anticipate and address the characteristics, location, and infrastructure needs of future development and emerging industries.

ED-P-6 Continue to prioritize employment and tax revenue-generating uses on undeveloped and underutilized parcels along State Route 120 and State Route 99.

ED-P-7 Continue to provide for the potential expansion of Manteca Industrial Park and Spreckels Park.

ED-P-8 Allow business parks along the SR 120 frontages, providing for well landscaped, attractive, "flex office" developments.

ED-P-9 Designate adequate land for industrial growth along Airport Way and West Yosemite Ave.

ED-P-10 Encourage mixed-use development on vacant and underutilized parcels along the North Main Street and Yosemite Avenue corridors, allowing flexible reaction to changing market conditions.
Economic Development Goals, Policies, and Implementation Measures

ED-P-11 Promote the development of an auto mall along Highway 120 to enhance the viability of existing dealers and attract new auto and recreational vehicle dealerships.

ED-P-12 Prioritize a diversity of retail and resident-oriented service uses to facilitate pedestrian storefront shopping in the Downtown.

ED-P-13 Consider the impact of property tax obligations of former Redevelopment Areas (RDAs) and the potential for new development in a former RDA to yield new property taxes for the City in a timely manner when considering changes in land use designations and zoning to accommodate new businesses.

Implementation

ED-I-1 Monitor land availability through the regular review of the General Plan Land Use Map and the Zoning Map to ensure a sufficient supply of commercial and industrial-designated land and maintain an up-to-date property inventory that lists available office, commercial, and industrial space as well as available undeveloped and underutilized sites.

ED-I-2 As part of the monitoring effort associated with ED-I-1, ensure that adequate sites are available in appropriate locations to attract research and development, industrial uses associated with advanced and emerging technologies, Class A office uses, and warehousing and manufacturing facilities.

ED-I-3 Regularly review the Zoning Code, identify updates when needed to ensure that existing business and industrial parks can intensify uses, where appropriate, when the development reach build-out conditions.

ED-I-4 In appropriate locations, designate land for industrial uses in a manner that can accommodate warehousing and manufacturing facilities.

ED-I-5 Periodically review and update the Zoning Ordinance to ensure that the appropriate zoning districts have appropriate allowed uses and development standards to accommodate the building and site needs associated with new and emerging industries.

ED-I-6 Annex lands designated for commercial, office, and industrial uses as needed to provide sufficient inventory for several years' growth.

ED-I-7 Enhance the commercial environment in the Downtown Area, recognizing the specialized and evolving market niche for downtown commercial properties.

ED-I-8 In the Downtown, promote mixed use development by preserving a significant concentration of ground floor commercial development and encouraging additional professional office and high-quality residential uses, particularly on upper floors.

Business Sectors

GOAL ED-2 ENCOURAGE THE RETENTION AND EXPANSION OF THE CITY’S EXISTING BUSINESSES AND THE ATTRACTION OF NEW BUSINESSES THAT ARE COMPATIBLE WITH THE CITY’S ECONOMIC DEVELOPMENT OBJECTIVES AND CHARACTER.
Policies

ED-P-14 Attract and retain a variety of economic sectors that capitalize on Manteca’s competitive advantages and strengths, in order to promote a diversity of businesses, significant sales tax generation, and provide residents with skilled, high-paying employment opportunities.

ED-P-15 Encourage local businesses to remain in Manteca and support expansion of local businesses.

ED-P-16 Assist efforts to attract new industries and businesses that develop new products and expand markets, particularly those that involve research and development of agricultural, food, green, medical, and/or technological products; high tech and clean manufacturing, and businesses that provide services to other businesses.

ED-P-17 Encourage regional-serving retail uses, including, but not limited to, department stores, boutique retailers, home improvement stores, and auto and recreational vehicle dealerships, that generate high dollar, high revenue tax sales.

ED-P-18 Encourage development that accommodates services necessary to support local residential neighborhoods and business communities, including real estate brokerages, legal, engineering, lending, and other similar sectors.

ED-P-19 Attract high-quality health care, education, and other services to ensure that residents can use local businesses and services for their everyday needs.

ED-P-20 Encourage the revitalization of existing shopping centers and business areas that need maintenance or updating.

ED-P-21 Promote the establishment and expansion of small businesses, entrepreneurial ventures, small business incubators, and work place alternatives including home occupations, telecommuting businesses, and technology transfer-based industries through.

ED-P-22 Promote the continuation of agricultural uses and encourage the attraction and expansion of agricultural support industries, including research, processing, distribution, manufacturing, shipping, and assembly of agricultural products and by-products, and agri-tourism with an emphasis on supporting regional agriculture.

ED-P-23 Strengthen the reputation of City government as service-oriented and business-friendly.

ED-P-24 Maintain efficient processing of applications and permits related to economic development, and ensure that no unnecessary obstacles are created.

ED-P-25 Encourage regional partnerships between the City, other cities in the region, and various industry organizations in order to pursue regional economic development opportunities and improve relations with private industry.

ED-P-26 Work with and support local business organizations in order to promote a strong business base through joint business attraction and retention efforts that include marketing and outreach, technical assistance, workforce development, training, and welcome/orientation activities for new businesses.

ED-P-27 Publicize improvement and revitalization activities as a means to encourage the maintenance and improvement of existing businesses, in order to maintain and attract more private
investment to existing business areas.

**Implementation**

**ED-I-9** Implement and update, as necessary, a comprehensive economic development strategy to ensure that an overall approach to branding and marketing is identified and carried out, that trends in industry, local and regional gaps in business sectors, and retail capture/leakage are identified and reviewed regularly, and that targeted industries are regularly evaluated for relevance and attraction opportunities. The comprehensive economic development strategy should include:

- An economic report that identifies trends in industry, gaps in the Manteca and to identify those industries which are well positioned in the local, regional, state, national, or international markets to experience and sustain economic growth and provide viable job opportunities.

- A retail capture analysis shall be conducted to determine market segments and types of goods and services that are poorly represented in the community. Retail recruitment efforts shall be tailored towards under-represented market segments.

- Identification of selected targeted industries that are consistent with the City’s objective of enhancing employment opportunities to all residents, and especially those individuals who are seeking skilled, high-paying jobs and ensure that these targeted industries are addressed in the City’s comprehensive economic development strategy.

**ED-I-10** Establish a business retention program that annually inventories existing industries and businesses, identifies businesses that may be at risk of closure or relocation outside of the community, includes periodic meetings with existing companies in the identified growth industries to identify service needs and assess the City’s ability to address those needs, and actively seeks to retain existing businesses that are at risk of leaving the City.

**ED-I-11** Through market research and business outreach efforts, create a marketing program to actively solicit and bring a diverse range of companies to Manteca consistent with the goals of the City’s comprehensive economic development strategy. Potential target industries include health care; medical device manufacturing; solar, energy-based, green, clean, and tech industries; agricultural enterprises; retail; professional and business services; educational services; and machinery and short-run manufacturing.

**ED-I-12** Maintain and improve promotional efforts, including direct marketing, informational brochures, and provision of comprehensive information, including unique characteristics of Manteca and its labor force, local and regional demographics, market trend and high-demand sector research, business sites available for lease or sale, business lands available for development, and information on working with the City (i.e., permitting process and City programs to assist business).

**ED-I-13** Work with the business and development community to attract private investment to priority development sites, utilizing incentives such as land write-downs, site preparation, low interest loans, and public improvements.

**ED-I-14** Encourage efforts of the Chamber of Commerce to enhance the business environment in Manteca.
Economic Development Goals, Policies, and Implementation Measures

ED-I-15  Work with the Convention and Visitors Bureau to increase tourism in Manteca. Maximize opportunities of location adjacent to numerous world class tourist designations and to market the potential of agricultural tourism.

ED-I-16  Prioritize funding adequate City staff in the Economic Development Division to better support existing businesses and help attract new businesses and industries.

ED-I-17  Maintain City liaison with existing industries to provide direct communications on issues of concern to industry, so as to enhance opportunities to retain existing businesses by effectively responding to concerns, increasing opportunities to fill employment vacancies with local job-seekers, and expanding local employment opportunities for Manteca residents.

ED-I-18  Continue coordination with local business organizations in order to encourage on-going efforts to attract new business and support existing businesses.

ED-I-19  Periodically review the Zoning Ordinance to ensure that there are no unnecessary impediments to improvements of existing businesses, establishment of home-based and start-up businesses, or development of co-working spaces and small business incubators.

ED-I-20  Evaluate the City’s business license procedure to streamline or minimize the process for businesses, including revised applications and instructions if applicable.

ED-I-21  Identify tax incentives, bonds, assistance programs, and other benefits to attract a desirable, diverse range of companies to Manteca.

ED-I-22  Regularly review the need and availability of funding for various loan and assistance programs to help merchants fix stores and facades and for businesses to improve public frontages and apply for available Federal, State, and other grant and loan programs, where appropriate and feasible, that would assist Manteca businesses with improvements and expansion.

ED-I-23  Support local programs that offer technical assistance to local business owners, including seminars, marketing, consulting, and other key services, and make this information readily available to the business community.

ED-I-24  Develop an information system on significant potential vacancies in office, commercial, and industrial space to facilitate the movement of business from one facility to another. The information system should include data that characterizes the type and source of utilities available at each vacancy.

ED-I-25  Convene periodic broad-based community forums to discuss Manteca’s economic issues and concerns in conjunction with business, educational, agricultural, environmental, and other interested organizations.

ED-I-26  Provide information on small business assistance programs, the agencies regulating small businesses, and distribute small business resources directories.

ED-I-27  Enhance the appearance of declining retail space by providing incentives to property owners and businesses wishing to upgrade their appearance.

ED-I-28  Continue to enhance the commercial environment in the Downtown Area, recognizing the specialized and evolving market niche for downtown commercial properties.
Economic Development Goals, Policies, and Implementation Measures

Labor Force

**GOAL ED-3**  **ENCOURAGE A BROAD RANGE OF EMPLOYMENT OPPORTUNITIES AND EXPAND EDUCATIONAL AND TRAINING OPPORTUNITIES TO SUPPORT RESIDENTS FINDING GAINFUL, WELL-PAID EMPLOYMENT WITHIN THE COMMUNITY.**

**Policies**

ED-P-28 Expand job opportunities available in Manteca, so that residents may choose to work locally instead of commuting.

ED-P-29 Attract and retain a broad base of businesses and industries to provide a variety of jobs allowing career growth potential, while focusing on high-wage and/or high-sales tax producers.

ED-P-30 Maintain and improve public and private education in the Manteca area and encourage post-secondary training and education facilities in the city and region in order to support a highly-skilled workforce.

ED-P-31 Encourage local programs that expand and enhance the job skills of the Manteca labor force.

ED-P-32 Reduce barriers to employment by improving access to transit, child care, and job training.

ED-P-33 Encourage employers to advertise locally to fill job openings.

ED-P-34 Reduce the commuting patterns of Manteca residents and balance residential growth with economic growth through striving to achieve and maintain a balanced citywide ratio of 1.5 jobs per household.

**Implementation**

ED-I-29 Identify and attract selected targeted industries that are consistent with the City’s goal of enhancing employment opportunities to skilled, high-income positions and associated with high sales-tax producers.

ED-I-30 Cooperatively work with local school districts and private educational institutions to prepare Manteca’s students for employment.

ED-I-31 Cooperatively work with Delta College and/or other post-secondary educational providers to implement a satellite campus in Manteca.

ED-I-32 Cooperatively work with Delta College to preserve and enhance the agricultural laboratory “the Farm” by expanding high-technology agricultural programs and supporting bio-technology studies and research.

ED-I-33 Identify employment training needs of Manteca residents, and identify compatible job training programs, with an emphasis on programs that focus on opportunities to place local residents in workforce positions located within Manteca.

ED-I-34 Work with regional transit providers to improve public transportation access to surrounding educational institutions.
Economic Development Goals, Policies, and Implementation Measures

ED-I-35  Promote communication with existing and potential new employers to match skill needs with skill training programs.

ED-I-36  Encourage the provision of childcare services in the community, particularly in proximity to workforce housing and job centers.

ED-I-37  Partner with “WorkNet” to enhance employment development programs and job retaining resources.

ED-I-38  Encourage efforts to provide learning opportunities for all residents by providing modern library resources and programs.

Housing

GOAL ED-4  PROMOTE THE DEVELOPMENT OF AFFORDABLE AND MARKET RATE HOUSING THAT MATCHES WITH THE NEEDS OF THE PRESENT AND FUTURE MANTECA WORK FORCE.

Policies

ED-P-35  Plan for a broad range of housing types and densities to accommodate all income levels and job classifications.

ED-P-36  Plan for a balanced community where the Manteca workforce will be able to afford housing within the city of Manteca.

Implementation

ED-I-39  Use the Policies and Implementation Measures outlined in the Housing Element to assure provision of housing affordable to the existing and future workforce.

ED-I-40  Use appropriate land use, zoning, and permit streamlining strategies, and financial incentives to provide for and encourage housing types that are compatible with wage structures associated with existing and forecast employment.

ED-I-41  Encourage specific plans and large planned developments throughout the City to include a mix of housing types and density ranges (consistent with the Zoning Ordinance) related to local wage structures to achieve a jobs/housing balance.

ED-I-42  Encourage creative approaches to encourage integration of housing production with commercial development.

Quality of Life

GOAL ED-5  POSITION MANTECA TO ATTRACT A HIGH-QUALITY LABOR FORCE AND EMPLOYERS THAT ARE SEEKING TOP TALENT THROUGH THE PROVISION OF A SAFE, ATTRACTIVE, ENJOYABLE, AND CLOSE-KNIT COMMUNITY.

Policies

ED-P-37  Promote Manteca as a desirable location to live, work, and visit, endorsing the “Family City” image.
Economic Development Goals, Policies, and Implementation Measures

ED-P-38 Enhance Manteca’s identity and attractiveness by developing a distinct image for Manteca that sets it apart from the region.

ED-P-39 Strive for high quality in all types of development.

ED-P-40 Maintain and enhance the physical beauty of the community and surrounding landscape.

ED-P-41 Maintain and enhance the real and perceived safety in the community.

ED-P-42 Preserve and strengthen the neighborhoods’ character and sense of community.

ED-P-43 Promote the history and culture of the city and the surrounding area.

ED-P-44 Promote artistic expression and facilities for celebrating and participating in the arts, including public art on private and public property; art showcases in City and other public facilities, such as City Hall and the Transit Center; and performance art venues.

ED-P-45 Enhance educational opportunities in the community.

ED-P-46 Encourage the growth of recreation and tourism activities within the city and the greater San Joaquin County area.

ED-P-47 Ensure that public, residential, and non-residential developments located along open space and natural features are designed to include these features as an attraction and amenity, while also providing for their conservation where appropriate.

ED-P-48 Provide high quality public amenities, including parks, libraries, community facilities, and other public infrastructure.

ED-P-49 Encourage social activity in the Downtown through the provision of parks, community gathering areas, and other indoor and outdoor venues to encourage and support community activities and events (i.e., the Farmers’ Market, Downtown evening events, concerts, art shows, festivals, and cultural events), and providing small public areas for casual meetings and relaxation.

Implementation

ED-I-43 Work with regional organizations to market the community’s strengths to prospective employers.

ED-I-44 In continued coordination with the Chamber of Commerce and Conventions and Visitors Bureau, continue to operate a program that raises awareness of city’s high quality of life.

ED-I-45 In partnership with local non-profits and artists, encourage the development of performance spaces and locations for the display of artistic works, including City and public facilities, such as City Hall and the Transit Center.

ED-I-46 Consider a public art requirement and/or fee for new businesses and the expansion of existing businesses.

ED-I-47 Implement the policies and measures in the Land Use and Community Design Elements that maximize the aesthetic quality of the city’s gateways and the City’s primary travel corridors to
Economic Development Goals, Policies, and Implementation Measures

ensure that there is a strong first impression of Manteca.

ED-I-48 Implement the policies and measures in the Conservation and Public Facilities and Services Elements addressing excellence in public safety, schools, parks, recreation, and community services, and ensuring high-quality infrastructure, clean air, and clean water to continually maintain and improve Manteca’s high quality of life.

Infrastructure

**GOAL ED-17** ASSURE THAT ADEQUATE PUBLIC AND PRIVATE INFRASTRUCTURE IS AVAILABLE TO SUPPORT NEW AND THE EXPANSION OF EXISTING BUSINESSES.

**Policies**

ED-P-50 Ensure that parcels zoned for industrial, commercial, and other business uses are adequately served, or can be served, by public utilities, transportation access, and services.

ED-P-51 Establish the development of public facilities and infrastructure to service proposed major employment centers.

ED-P-52 Reserve infrastructure capacity (i.e., sewage treatment plant and water supply) for future targeted employment-generating uses.

ED-P-53 Require development projects to fund and/or construct the infrastructure required to serve the development.

ED-P-54 Ensure that the public infrastructure required to serve planned economic growth is available and properly phased.

ED-P-55 Ensure that private infrastructure, especially low cost power and high capacity telecommunications facilities, is available in the proper locations, at the necessary time, and at a reasonable cost to serve new development.

ED-P-56 Provide for more affordable private infrastructure by pursuing alternative sources of energy and other utilities.

ED-P-57 Wherever possible, provide freight rail access to industrial areas.

ED-P-58 Provide the infrastructure necessary, including high-speed telecommunications services, to support the business community and attract businesses using advanced technologies.

ED-P-59 Ensure that there is adequate connectivity, including pedestrian and transit, to the Downtown.

ED-P-60 Support circulation and parking improvements in the Downtown.

**Implementation**

ED-I-49 Utilize the General Plan and PFIP program to plan for adequate public infrastructure focused on priority economic development opportunities and needs. The PFIP should identify infrastructure needs or gaps that need to be addressed in order to address the City’s economic development priorities, prioritize infrastructure improvements that support the City’s economic development goals, and identify the timing, cost, and potential financing mechanisms to
Economic Development Goals, Policies, and Implementation Measures

Provide needed infrastructure.

**ED-I-50** Minimize infrastructure fees charged to economic development projects by applying local, regional, State, and Federal funding where appropriate.

**ED-I-51** Coordinate with private infrastructure providers to assure that affordable power, high quality/high capacity telecommunications, and other private infrastructure is available in the appropriate locations and at the right time.

**ED-I-52** Explore relationships with potential alternate power providers, such as the Modesto Irrigation District and South San Joaquin Irrigation District, and potential co-generation opportunities to expand providers offering service in Manteca and to encourage a competitive power market.

**ED-I-53** Implement policies and measures in the Public Facilities and Services Element that address providing high-quality, high-speed telecommunications services throughout the city.

**ED-I-54** Implement policies and measures in the Circulation Element that address improved traffic flow, increased parking supply, and improved pedestrian and bicycle connections to the Downtown.