

5 ECONOMIC DEVELOPMENT ELEMENT

5.1 Context and Potential for Growth

Manteca is poised to see a transformation of its economy. Regional, national and international trends present opportunities and challenges that can lead to the achievement of the long standing goal of a balanced economy with a wide range of employment opportunities and retail services. Manteca is located in the center of an emerging interregional metropolitan area and its economy is in the process of transformation. The traditional economic engine of agriculture and food processing, although still important, are being supplanted by warehousing and distribution industries that take advantage of the central location, relatively affordable land, and transportation network. Manteca is also characterized by the high percentage of interregional commuters who are attracted by the community's quality of life and relatively affordable housing. This skilled workforce, presently commuting long distances, is a resource for economic development. Due in part to the skills of the commuter workforce, Manteca is increasingly competitive for the location of manufacturing and office uses.

Job creation is of primary importance in creating a stable economy. New employers and existing employers expanding business in Manteca (addressed in "Business Sector") are ways that job creation can occur. It is critical that Manteca residents are able to find jobs in the community if desired, at an income level needed to sustain their existing lifestyle.

The future of Manteca's economic development will hinge on:

- **Land Use:** Availability of land designated for commercial development- appropriately located and with the correct mix of industrial, office and retail land uses.
- **Labor Force:** The skills and training of the Manteca workforce.
- **Business Sector:** Attraction of private sector business investment in the community.

- **Housing:** The provision of housing that is affordable to the Manteca workforce.
- **Quality of Life:** The quality of life in the community to draw commercial development and residents.
- **Infrastructure:** The provision of adequate infrastructure- roads, transit, water, sewer, power, telecommunications- to serve planned development.

The strategies underlying this Economic Development Element are to address each of these factors and to guide the community towards the achievement of the goal of economic growth, sustainability, balance, fiscal strength as well as social and physical health. This can be accomplished by establishing effective goals, policies, and standards in the General Plan and Manteca Municipal Code that will anticipate and accommodate new growth and protect and enhance Manteca's quality of life.

The General Plan delineates Manteca's role in a growing regional economy by providing opportunities for local employment, a more diversified local economy, and increased retail sales. Land use guidelines create an opportunity to further economic self-sufficiency and foster sound economic bases that will afford quality service levels while maintaining economic competitiveness and encourage retention of Manteca's quality of life. The land use guidelines established will permit and encourage economic activities that create employment opportunities that are commensurate with local housing costs, generate a positive sustained revenue flow into the City, maximize economic multiplier effects, and minimize reliance on City services and expenditures.

5.2 Local Government's Role in Economic Development

Economic development is generally described as an activity intended to foster, create, or enhance economic opportunities, including jobs, industries, and sales tax base. These activities are often regional in scope and organized by local government. Private and public development organizations, local businesses, business groups, and residents all have a stake in a prosperous economy. Economic development programs commonly include activities related to job creation and retention,

employment training programs, and opportunities for the creation of public and private capital investments.

Local planning, through the inclusion of an Economic Development Element in a General Plan, is a key tool to strengthen community development activities, enhance economic growth, and reinforce the planning process as a positive part of economic development. An improved local business climate that recognizes regional constraints and opportunities, expansion of the local tax base, and enhanced employment opportunities are benefits of a planning effort that has an emphasis on economic development. Reinforcement of the planning process through the adoption of an Economic Development Element is an effective method of managing growth in order to achieve a broad range of community goals and objectives, including a prosperous economy.

A prosperous economy is the result of a dynamic interaction of the labor market, housing market, business sector, and quality of life. A successful union of these factors will help Manteca to capture high value, commercial projects that bolster municipal revenue, provide interesting and diverse jobs that pay well, and foster a balance of jobs and housing in the community.

5.3 Land Use

The availability of land, properly located, in appropriate lot configuration, with a range of uses is critical to the development of the Community. Land should be designated for commercial development that allows for a response to market pressure and which is guided to the correct locations to enhance and preserve the community.

Goal ED-1. Provide for adequate land for a wide range of commercial activities. Industrial, office and retail land should be designated in an appropriate mix to provide a full range of employment and opportunities that match the skills of Manteca residents as well as shopping to meet the needs of residents.

Goal ED-2. Locate commercially designated land in the appropriate places to maximize job creation, local capture of commercial sales, regional

and interregional competitiveness and to minimize residential/commercial conflicts.

Policies: Land Use

- ED-P-1: Designate land to facilitate expansion and retention of existing businesses.
- ED-P-2: Designate land in sufficient quantities to provide for a community with adequate jobs for its residents. The goal of a ratio of jobs to employed residents should be 1 job for each employed resident.
- ED-P-3: Provide land use designations that anticipate and address the type, location and infrastructure needs of future development.
- ED-P-4: Recognize the special opportunities at the areas around undeveloped Route 120 bypass locations.
- ED-P-5: Provide appropriate buffers between commercial and residential uses to preserve both the commercial feasibility and residential quality.

Implementation: Land Use

- ED-I-1. Provide for high-end research and development and office uses in the community, specifically in the southwest portion of the City. This area would include Class A office buildings and will include site and street landscaping, architectural design standards and performance standards for the intended use.
- ED-I-2. Provide for expansion potential for the Manteca Industrial Park and Speckels Park.
- ED-I-3. Prepare a study of the Moffat Blvd. area to determine the best development strategy for the area and use the tools of the Redevelopment agency in partnership with property owners to implement the strategy.

- ED-I-4. Designate land for a heavy industrial area in the south east portion of the city aimed at accommodating warehousing and manufacturing facilities
- ED-I-5. Enhance the commercial environment in the Downtown Area, recognizing the specialized and evolving market niche for downtown commercial properties.
- ED-I-6. Promote professional office development and residential development in the downtown area while preserving the ground floor commercial dominance in the downtown.
- ED-I-7. Provide retail opportunities at major transportation intersections along SR 120, and SR 99.
- ED-I-8. Recognize the special opportunities for regional serving retail development at the Main Street/120 interchange and Airport/ 120 interchange. A coherent design theme is essential. Require master planning to assure that the potential of these opportunities is realized and a comprehensive development strategy is implemented.
- ED-I-9. Provide a business park use designation along the SR 120 frontage that provides for well landscaped, attractive, "flex office" developments.
- ED-I-10. Designate adequate land for industrial growth along Airport Way and West Yosemite Ave.
- ED-I-11. Mixed-use land designations should be used along the North Main Street and Yosemite Avenue Commercial areas allowing flexibility to react to changing market conditions.
- ED-I-12. Promote the development of an auto mall in Manteca to enhance the viability of existing dealers and attract new auto dealers.
- ED-I-13. Monitor land availability through regular reviews of the General Plan to assure a sufficient supply of commercial and industrial designated lands.

5.4 Labor Force

Education and training form a critical component of the economic fabric of the community. The skills and training of the workforce are among the most important factors influencing business relocation and expansion. High quality educational opportunities at all levels, including re-training, are essential to maintain and improve the economic environment and to enhance the quality of life.

Goal ED-3. Expand, retain, and attract stable employment opportunities available to broad income levels.

Goal ED-4. Expand education and training opportunities for City residents at all levels.

Policies: Labor Force

ED-P-6: Expand job opportunities available in Manteca so that residents may choose to work locally instead of commuting.

ED-P-7: Attract and retain a broad base of businesses and industries to provide a variety of jobs allowing career growth potential.

ED-P-8: Maintain and improve public and private education in the Manteca area.

ED-P-9: Reduce barriers to employment by increasing mass transit and child care accessibility.

Implementation: Labor Force

ED-I-14. Utilize the tools of the Manteca Redevelopment Agency to promote downtown revitalization projects.

ED-I-15. Identify and attract selected targeted industries that are consistent with the City's goal of enhancing employment opportunities to broad income levels.

- ED-I-16. Establish a system for annually inventorying existing industries and businesses in order to provide early warning of businesses that are at risk and are considering moving or expanding out of the City.
- ED-I-17. Prepare an economic base study to identify trends in industry 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.
- ED-I-18. Cooperatively work with the Manteca Unified School District to further enhance elementary and secondary educational opportunities.
- ED-I-19. Cooperatively work with Delta College to preserve and enhance the agricultural laboratory “the Farm”- expand high technology agricultural programs, and support of bio-technology studies.
- ED-I-20. Cooperatively work with Delta College to implement a satellite campus in Manteca.
- ED-I-21. Cooperatively work with private and public educational institutions to interface with Manteca students and improve information and access.
- ED-I-22. Work with regional transit providers to improve public transportation access to surrounding educational institutions.
- ED-I-23. Study implementation of public transportation/shuttle service in Manteca with connections to regional services.
- ED-I-24. Promote communication with existing and potential new employers to match skill needs with skill training programs.
- ED-I-25. Encourage provision of childcare services in the community.
- ED-I-26. Partner with “WorkNet” to enhance employment development programs and job retaining resources.

- ED-I-27. Encourage efforts to provide learning opportunities for all residents by providing modern library resources and programs.

5.5 Business Sector

Manteca's business community, including retail, service, and industrial activities, is at the heart of the economic engine. Businesses provide job opportunities, a healthy sales tax base, and goods and services to the community. The expansion and retention of existing businesses as well as the creation of new businesses will serve to improve Manteca's economy. New jobs will be created, decreasing the average commute time for Mantecans and enhancing residents' quality of life.

- Goal ED-5.** Attract new industries that are compatible with the character of the City.
- Goal ED-6.** Protect and promote the overall commercial service and retail business sectors of the local economy.
- Goal ED-7.** Promote the establishment and expansion of small businesses and work place alternatives including home occupations, telecommuting businesses, and technology transfer based industries.
- Goal ED-8.** Reform and improve regulatory processes relating to businesses to foster the spirit of cooperation, understanding, and consensus between government and business.

Policies: Business Sector

- ED-P-10: Encourage new employment base industries that provide for additional employment opportunities for existing residents to locate within Manteca.
- ED-P-11: Assist industries to remain, expand, or to locate in Manteca.
- ED-P-12: Support the continued implementation of the 1998 Vision 2020.

- ED-P-13: Support the continued implementation of the Manteca Downtown Improvement Plan, adopted 2001.
- ED-P-14: Support business formation in Manteca.
- ED-P-15: Provide for sufficient parking areas to serve commercial and industrial uses.

Implementation: Business Sector

- ED-I-28. 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-29. Identify and attract selected targeted industries that are consistent with the City's goal of enhancing employment opportunities to broad income levels.
- ED-I-30. Establish a system for annually inventorying existing industries and businesses in order to provide early warning of businesses that are at risk and are considering moving or expanding out of the City.
- ED-I-31. Provide adequate Public parking in the downtown that will improve circulation and improve property values, recognizing that development contributes to the demand for downtown parking.
- ED-I-32. Conduct meetings and interviews periodically with existing companies in each of the identified growth industries focusing on service needs and the City's ability to address those needs.
- ED-I-33. Monitor land availability through regular reviews of the General Plan to assure a sufficient supply of commercial and industrial designated lands. Maintain and improve awareness of the property inventory information system that lists available office, commercial, and industrial space as well as available raw land.

- ED-I-34. Evaluate the City's business license procedure to streamline or minimize the process for businesses, including revised applications and instructions if applicable.
- ED-I-35. Establish and maintain an effective liaison with local businesses and business organizations to improve coordination of efforts relating to business issues.
- ED-I-36. Convene periodic broadly based community forums to discuss Manteca's economic issues and concerns in conjunction with business, educational, agricultural, environmental, and other interested organizations.
- ED-I-37. Encourage the creation of small business incubators in Manteca.
- ED-I-38. Encourage and support entrepreneurial efforts and technological innovation.
- ED-I-39. Encourage efforts of the Chamber of Commerce to enhance the business environment in Manteca.
- ED-I-40. 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-41. Provide information on small business assistance programs, the agencies regulating small businesses, and distribute small business resources directories.
- ED-I-42. Continue Redevelopment Agency programs and partnerships to facilitate expansion and development of new businesses.
- ED-I-43. 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.

5.6 Housing

The availability of quality housing, affordable to the existing and prospective workforce, is a critical factor in the attraction of employers to Manteca. Housing that is affordable to Manteca's workforce is critical to reduce out-commuting. If the housing being developed were not affordable to the Manteca workforce, substantial out-commuting would still occur with the jobs filled by commuters from other lower-cost areas. Such a "leapfrog" commute increases traffic, strains infrastructure, fractures the community, and undermines environmental quality. It is also important that a full range of housing be provided for each segment of the workforce, from laborers to executives.

Goal ED-9. Promote the development of affordable and market rate housing that matches with the needs of the present and future Manteca work force.

Goal ED-10. Provide a variety of housing types to house all segments of the Manteca community in accordance with the Housing Element.

Policies: Housing

ED-P-16: The City shall use appropriate land use, zoning, and permit streamlining strategies, and other financial incentives to provide for and encourage housing types that are compatible with wage structures associated with existing and forecasted employment.

ED-P-17: Plan for a broad range of housing types and densities to accommodate all income levels and job classifications.

ED-P-18: Plan for a balanced community where the Manteca workforce will be able to afford housing within the city of Manteca.

Implementation: Housing

ED-I-44. 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-45. The City shall use appropriate land use, zoning, and permit streamlining strategies, and Redevelopment Agency financial incentives to provide for and encourage housing types that are compatible with wage structures associated with existing and forecast employment.
- ED-I-46. 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-47. Encourage creative approaches to encourage integration of housing production with commercial development.

5.7 Quality of Life

Maintaining a high standard of living and quality of life is critical to Manteca's future success. Amenities, such as easy circulation, culture, good air quality, low housing costs, and availability of jobs, help to ensure a more stable population and attract residents and visitors to the community.

- Goal ED-11.** Maintain and enhance the real and perceived safety in the community.
- Goal ED-12.** Enhance recreational and educational opportunities in the community.
- Goal ED-13.** Preserve and strengthen the city neighborhoods.
- Goal ED-14.** Enhance cultural opportunities both public and private.
- Goal ED-15.** Promote and protect the qualities and resources that make the Manteca area special, identifiable, unique and attractive.
- Goal ED-16.** Maintain and enhance the physical beauty of the Community and surrounding landscape.

Policies: Quality of Life

- ED-P-19: Promote Manteca as a desirable location to live and visit, promoting the “Family City” image.
- ED-P-20: Promote the history and culture of the area.
- ED-P-21: Enhance community identity and beauty.
- ED-P-22: Promote artistic expression and facilities for celebrating and participating in the arts.
- ED-P-23: Infrastructure needed to serve new development shall be the responsibility of new development and not existing residents.

Implementation: Quality of Life

- ED-I-48. Work with Regional Organizations to market the community’s strengths to prospective employers.
- ED-I-49. In coordination with the Chamber of Commerce and Conventions and Visitors Bureau develop a program to market increase awareness of the quality of life in the community.
- ED-I-50. Encourage, in partnership with local non-profits and artists, the development of performance spaces and locations for the display of artistic works.
- ED-I-51. The aesthetic qualities of the City’s gateways should be maximized. Appropriate land use with high quality design and maintenance should be used in key gateways.
- ED-I-52. The community’s historic structures shall be preserved where feasible.
- ED-I-53. Work with the State to insure that major freeways are attractively landscaped and maintained. Major freeways are the community’s “front yard” they create a strong first impression of the community’s character.

5.8 Infrastructure

The availability of public and private infrastructure to support commercial development will dictate whether it will be possible to attract desired commercial development to Manteca. Infrastructure investment must be timed to encourage economic development activities so as to allow quick responses to market opportunities.

Goal ED-17. Assure adequate public infrastructure is available at the right place and the right time to serve economic development opportunities.

Goal ED-18. Work with private utilities and private firms to assure that private infrastructure needed to support modern commercial development is available at a reasonable cost.

Goal ED-19. Assure that new development provides funding for necessary infrastructure.

Goal ED-20. Provide for affordable private infrastructure cost by pursuing alternative sources of energy and other utilities.

Policies: Infrastructure

ED-P-24: Public infrastructure adequate to serve planned economic growth should be available and properly phased.

ED-P-25: Private infrastructure particularly low cost power, and high capacity telecommunications should be available at the right place and the right time.

ED-P-26: Freight rail access should be provided to industrial areas where possible and appropriate.

ED-P-27: A competitive power market should be pursued through alternate providers and potential co-generation.

Implementation: Infrastructure

- ED-I-54. The City shall use the General Plan elements and PFIP program to plan for adequate public infrastructure focused on planned economic development opportunities.
- ED-I-55. Collect appropriate fees from new development to provide necessary infrastructure.
- ED-I-56. Minimize infrastructure fees charged to economic development projects by applying Redevelopment Agency, regional, and State and Federal resources towards infrastructure to accommodate economic development.
- ED-I-57. Prioritize infrastructure funding to assure that public infrastructure to support economic development is available when it is needed.
- ED-I-58. 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-59. Relationships with potential alternate power providers such as the Modesto Irrigation District and South San Joaquin Irrigation District shall be explored to investigate the potential of providing power service in Manteca.
- ED-I-60. Freight Rail access shall be provided to industrial areas where feasible and appropriate.
- ED-I-61. A plan shall be produced to assess the infrastructure needs for key development opportunities, particularly the high-end office park in the Southwest area. The infrastructure plan will inventory infrastructure needs, timing, cost and potential financing mechanisms.

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