



City of Manteca

2019 Economic Development Strategic Plan

“Raising community wealth by increasing employment and personal income”



*Office of the City Manager
- Economic Development Division -*

Approved by Manteca ED Committee – June 2019

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I. INTRODUCTION

Manteca's population as of January 1, 2019 is 83,781, representing 10.9% of the total of San Joaquin County, which has risen to 770,385. Manteca population increase of 3.4% over 2018 was the fifth highest percentage increase in California. The city had the 10th highest numeric population change, with 2,759 new residents from 2018-2019. Substantial growth has occurred over the past decade, which at times has put a strain on infrastructure, city services, school district, and utility companies.

In light of these various local growth trends, and the general health of the regional, state and national economy, members of the City Council began to discuss the need for an economic development strategy back in 2015. San Joaquin County adopted an Economic Development Strategy in 2013, followed by a countywide Hotel and Conference Center Demand Analysis in 2014, a report that had a major focus on Manteca.

In 2017, negotiations were restarted with Great Wolf Lodge, and their plans to construct a 500 room resort hotel, indoor waterpark, meeting facility and public arcade. In addition, several new industrial projects were breaking ground along the Airport Way/UP Railroad corridor, including 5.11 Tactical, Medline Industries and Penske/Lowes Logistics. In conjunction with these private sector development projects, the City of Manteca also completed a \$10 million sewer and storm water project to serve South Manteca, and began work on construction of new digesters at the wastewater plant that would also produce natural gas to fuel the fleet of newly acquired CNG-fueled city refuse collection trucks. Residential dwellings were being constructed at a rate of approximately 650 units per year, with many new Manteca residents suffering a long daily roundtrip commute of 3-4 hours per day.

At the City Council meeting on July 5, 2017, the Mayor and Council first discussed the need and benefits of forming a city Economic Development Committee (EDSP Committee). Council provided staff with direction to develop the Committee's purpose and scope. The stated purpose of the Committee was to provide policy guidance and support for the economic, social, and sustainable well-being of the commercial and industrial businesses located or planning to locate within the City. The Committee's mission would be to organize a group of business stakeholders invested in revitalizing the City of Manteca; recruiting and retaining new businesses and industries; sustaining a growing economy; and enriching the lives and experiences of Manteca property owners, merchants, residents, and tourists.

On September 5, 2017, the Manteca City Council voted to officially establish the Manteca Economic Development Committee. The inaugural Committee consisted of seven voting members and one nonvoting member, each appointed for two year terms, representing the following: three members of the Manteca real estate and business community, one member of City Council, one member of the Manteca Planning Commission, one member of the Manteca Chamber of Commerce, one member of the San Joaquin Partnership, and one non-voting City Staff representative.

The Committee's goals included working with the City of Manteca, the San Joaquin Partnership, the Chamber, local and regional businesses, and property owners to facilitate initiatives such as retaining, promoting, and attracting business to the City of Manteca. The Committee was given direction to provide support to existing and new businesses, converting unused/underutilized space into economically productive property, determining the balance between job creation and housing development, and developing a long term economic development strategic plan.

The City Council received nominations and application for the Committee, and appointed the final candidates in October 2017. The Committee held their first meeting on November 15, 2017, and have met once a month to review relevant documents and data, receive presentations from several of the City's economic development partners, and discuss priorities with staff and the committee members.

The Committee selected eight strategic priorities and formed subcommittees to meet separately and report back with recommendations. Those priority topic areas included:

- A. Downtown Revitalization
- B. Future Land Use
- C. Transportation
- D. Business Retention
- E. Business Recruitment
- F. Tourism, Conference and Meeting Facilities
- G. Business Incentives
- H. Strategic Partners

In this final report, there are seven selected strategies, with Future Land Use and Transportation being merged into a single combined strategy element. Each strategy includes separate components, along with metrics and measurements to help determine the rate of progress and achievement over time. These strategies were developed by the EDSP Committee at the same time that the City of Manteca General Plan Advisory Committee (GPAC) was holding their meetings, and information was frequently exchanged between both organizations.

Development of these strategies was the result of dozen of committee and subcommittee meetings, presentations, review of complex reports and in depth discussion about Manteca's history, legacy and future direction. The members of the Committee deserve the gratitude of our community for their dedication to this important task. Those members included:

Michael Amman (San Joaquin Partnership)
Ben Cantu (City Council)
Ryan Harris (At large – Real Estate)
Frank Orr (At large – Real Estate)
Laurin Sephos (At large – Business)
Jack Snyder (At large – Business)

Joann Beattie (Manteca Chamber)
Steve DeBrum (At large – Business)
Ron Laffranchi (At large – Real Estate)
Theresa Qadree (At large – Business)
Leonard Smith (Planning Commission)
Rich Silverman (Alternate)

II. ECONOMIC DEVELOPMENT POLICY DECLARATION

The City of Manteca Economic Development Strategic Plan (EDSP) establishes certain policies, guidelines and objectives in order to promote sustainable growth of our local economy, promote living wage employment, continue to cultivate a diversified economy, and leverage our natural resources, business, education, and government assets.

Vision Statement: “Develop, diversify, and expand a sustainable economy for Manteca, raise community wealth, increase personal discretionary income, increase quality of life by promoting expansion of employment opportunities for City residents and providing a solid tax base.”

In order to establish specific objectives and direction towards achieving the goal of strategic economic development, the Manteca City Council endorses the following economic development policies:

1. **Economic Diversification – *promote new compatible industries and businesses to provide a broader economic base.***

- 1.1. Support creation of permanent base-level industrial and commercial sector employment opportunities to enable residents to find jobs near their homes that pay a living wage with career advancement.
- 1.2. Promote citywide expansion of telecommunications and broadband internet services via hardwire and wireless technologies to increase access for public safety, agricultural, industrial, commercial and residential customers.
- 1.3. Support development of manufacturing and high tech industry linked to agriculture production in the Great San Joaquin Valley, as well as Silicon Valley and Bay Area businesses, to increase transfer of new skills to local residents and students, offering companies access to a supplemental labor supply at competitive wage rates with short commute times.
- 1.4. Promote policies and programs to encourage expansion of the local tax base, including support for existing local businesses, expansion or attraction of new retail and food service businesses to meet the business and consumer demands that are underserved in the marketplace.
- 1.5. Promote Farm-to-Fork other fresh food alternatives to the Manteca community.
- 1.6. Provide improved access for local businesses to bid on government and major corporation procurement opportunities.
- 1.7. Support diversification of agricultural and ag-tech businesses by strengthening agricultural research and development, supporting extension services to preserve prime farmlands, and improving productivity of protected farmlands. Agricultural production, processing and distribution is our competitive advantage in the global marketplace and is an important segment of Manteca’s economy.
- 1.8. Continue to promote the location, modernization and development of quality hospitals, clinics and other medical facilities to meet the health care demands of the local residents and businesses.
- 1.9. Support creation of a vibrant downtown program encompassing the designated boundary areas to support and enhance business.

2. Workforce Development – *Invest community resources in expansion of skill training and workforce development programs to provide employers with an adequate supply of trained workers, competing for career employment opportunities at a living wage.*

- 2.1. Support the activities and programs provided by San Joaquin County WorkNet, San Joaquin Delta College and other organizations to assure that Manteca has a skilled and well-trained workforce ready to meet the demands of current and future employers, including expanded incumbent worker training and deployment of technologies that improve agricultural production, distribution, and logistics.
- 2.2. Support the principles of “economic gardening” and other sustainable economic development programs to help existing and local start-up business gain access to market information, business planning services, new technology and financing to maximize opportunities for business expansion and diversification.

3. Industrial Development – *Preserve existing industrial land and expand infrastructure to sustain existing industries. Leverage public and private resources to encourage new investment and diverse industrial expansion in concert with updated zoning and land use policies.*

- 3.1. Support retention of existing industrial business adequate transportation access and supportive land use policies to encourage reinvestment, expansion and growth of living wage employment.
- 3.2. Support and encourage development of infill industrial sites, renovation of vacant buildings and other underutilized industrial locations as suitable locations for investment and redevelopment.
- 3.3. Promote public and private investment in maintenance and upgrading of designated truck routes, highway interchanges, rail, airport and other transportation systems.
- 3.4. Support private and public investment in alternative, emerging, and renewable energy technology and infrastructure, to diversify our local energy generation capacity, maximize use of available solar and wind energy, and assure adequate energy resources at the most competitive prices.
- 3.5. Encourage the preservation of aquifers, water conservation, investment in adequate water storage and water delivery systems, and expansion of wastewater treatment facilities to meet the needs of agricultural processing, commercial, industrial, recreational and residential land uses throughout the city.

4. Tourism Promotion and Development – *Promote Manteca as the venue of choice for sport tournaments, and as the ideal stopover oasis enroute to Yosemite and the Southern Sierra Nevada.*

- 4.1. Promote four-season outdoor recreation opportunities and expansion of other tourism resources to attract visitors and increase tourism-related revenue.
- 4.2. Publicize and promote the identity of Manteca as an attractive destination for shopping, boutiques, restaurants, a vibrant downtown, and sports activities, including camps, clinics.

- 4.3. Explore innovative ways to link local destinations to encourage visitors to stay and play by branding Manteca a basecamp for local area destinations linking Yosemite, the Stanislaus River, and the Delta.
- 4.4. Publicize and promote the identity of Manteca as an attractive destination for all sports tournaments, including camps, clinics and training opportunities for all ages.
- 4.5. Encourage local wineries to locate independent tasting rooms convenient to local visitors.
- 4.6. Encourage and cooperate in the formation of a Stanislaus River Appellation.
- 4.7. Explore all viable city, private, or non-profit tourism opportunities to promote and manage tourism in Manteca.

III. STRATEGIC PLAN ELEMENTS AND MEASUREMENT METRICS

Downtown Revitalization Strategy

Goal

To promote the revitalization of downtown to create a vital commercial core as a destination for residents and visitors.

Why Important?

Creating a viable downtown is vital, as it is the expression of the heart and soul of the Manteca community and is instrumental in attracting new residents, businesses and visitors to Manteca. An attractive, viable downtown allows current businesses to prosper and will attract new businesses to further enhance the downtown appeal. A mix of retail and restaurants will increase visitation by both Manteca residents and visitors.

A vital downtown will have a mix of retail and restaurants to create a destination for both residents and visitors. The business mix will be coupled with wide sidewalks, ample parking and enhanced landscaping to encourage a walkable downtown that will encourage increased patronage.

Strategies

In cooperation with stakeholders, the City of Manteca and the greater Manteca community, the following strategies shall be implemented:

Identity/Character

1. Develop wayfinding signage to help navigate pedestrian, car and bicycle traffic to key destinations.
2. Install year-round lighting to enhance the ambiance of the downtown in the evening.
3. Create Downtown Design Guidelines and establish an Architectural Downtown Design Committee to approve all façade improvements within the downtown area.
4. Establish enhanced landscaping.
5. Improve the cleanliness of City-owned infrastructure; could include pressure washing sidewalks and maintenance of planter areas.

Business Assistance

6. Develop a Façade Improvement Program to provide financial assistance to property and/or business owners to make exterior building improvements.
7. Develop a Microenterprise Loan Program to assist small businesses with business startup or for special projects or equipment.

8. Assist the downtown businesses to form a Business Improvement District to collect a special assessment that would be available to downtown property owners to provide services beyond what the City can offer.
9. Assist the downtown businesses with an Ambassador Program to assist with business retention, business-to-business relationships and business mentoring.
10. Designate a city staff person as the Downtown Liaison to be the point of contact for the downtown business and property owners and to assist with various programs and strategies.

Marketing

11. Perform broker benchmarking to create a base benchmark with which to compare year over year improvements in vacancy rates and assist with marketing available properties.
12. Assist downtown businesses to create a Marketing Plan with the goal to bring people to downtown, including special events, messaging and social media presence.

Infrastructure/Planning

13. Retain the services of a consultant to prepare improvements plans for Yosemite Avenue from Main Street to the railroad tracks; to include a user friendly environment with wide sidewalks to encourage pedestrian circulation, traffic circulation review and outside dining experience and narrow traffic lanes to discourage speeding.
14. Perform a parking assessment to evaluate the whether there is adequate parking available in the downtown area.
15. Continue to rehabilitate the downtown public parking lots and alleyways to current ADA and city standards.
16. Review and revise the downtown zoning, as needed, to meet the needs and goals of the downtown business and property owners and the City.
17. Install additional lighting as needed.
18. Work with industry partners to develop a robust fiber ring infrastructure providing downtown businesses access to 1GB or higher internet speeds through direct fiber connections or gigabit wireless connections and providing community access to free public Wi-Fi.

Long Term:

1. Assess moving Civic Center to the library area to support downtown economic development.

Core Working Group

Lead	Frank Orr
Team	<ul style="list-style-type: none"> • Frank Orr, Joann Beattie, Leonard Smith, Ryan Harris • Economic Development Committee • Downtown Business Association • Chamber of Commerce • Business and Property Owners • City of Manteca
Resources	<ul style="list-style-type: none"> • Downtown Business Association • Chamber of Commerce • City of Manteca

Metrics (Identify Measurable Success Criteria)

Process Metrics	Outcome Metrics
<ol style="list-style-type: none"> 1. Development of the Façade Improvement Program and Micro-enterprise Loan Program 2. Benchmark to compare year-over-year improvement 3. Formation of a Business Improvement District 4. Downtown Design Guidelines 5. Downtown Improvement Plan 6. Parking Assessment 7. Improved City-owned parking lot and alleyways 8. Installation of wayfinding signage 9. Installation of decorative downtown lighting 	<ol style="list-style-type: none"> 1. Sales Tax info 2. Vacancy Rate

CENTRAL BUSINESS DISTRICT MAP



Future Land Use & Transportation Strategy

Goal

Future Land Use & Transportation subcommittee will work with City staff to review available land and make recommendation for areas best suited for expansion for business to meet the needs of our growing community.

Why Important?

It is important for the City to establish a plan for balanced growth to ensure the housing and jobs mix is sustained at proper ratios. This will allow the right kind of growth for the Manteca Community and ensure land resources are used wisely.

Strategies

Land Use

Promote a Balance of Housing Types

1. Recommend land use designations and zoning for existing land within the City limits and Sphere of Influence (SOI) to promote an adequate supply of affordable housing, market rate housing, and executive housing.

Identify Land Areas for Industrial Rezone within City limits

2. Support the development of Area 1 as industrial, partnering with property owner.

Expand the SOI to the North and Incorporate as Development Occurs

3. Negotiate with City of Stockton to amend the Manteca SOI to include Area 2, bounded by UP Railroad, Roth Road, Airport Way, and French Camp Road.
4. Amend the SOI to include Areas 3, 4, 5, 6, and 7 for future development.
5. Annex Areas 2,3,4,5, 6, and 7 into the City as proposals for land development occur.

Austin Business Park

6. Meet with the property owner to determine their future plans for this Master Planned industrial project (Area 8), and take appropriate action.

Transportation

Establish Truck Routes

7. Conduct a citywide Truck Route Study.
8. Work with Caltrans, San Joaquin County and surrounding cities to coordinate designation, development, and promotion of contiguous local and STAA Truck Routes through Manteca connecting to local interstates and highways.
9. Plan and design buffering of train and industrial noises.
10. Promote development of a spine road and other internal local truck routes for industrial traffic that connect to STAA routes, reducing truck trips out of residential areas.

Improve Grade Separations

11. Investigate constructing underpasses for trains at grade separations to mitigate negative impacts for people and goods movement throughout the City.
12. Initiate railroad interface study.
13. Pursue federal and state financing.

Core Working Group

Lead	
Team	Laurin Sephos, Ron Laffranchi, Steve DeBrum, Jack Snyder
Resources	City of Manteca Staff, Manteca Chamber, San Joaquin Partnership, GPAC, SJCOG, Caltrans

Metrics (Identify Measurable Success Criteria)

Process Metrics	Outcome Metrics
<ol style="list-style-type: none"> 1. Land designations to support development of Affordable, Market Rate, and Executive housing will be integrated into the New General Plan 2. Conduct a Truck Route Study as part of the Circulation Element for the Manteca General Plan 	<ol style="list-style-type: none"> 1. Amended SOI to which includes Areas 2,3,4,5, 6, and 7, with adequate land area pre-zoned for industrial development 2. Completed plan for noise and traffic mitigation associated with train and truck operations Truck Route Study outcome completed and incorporated into the Circulation Element of the General Plan 3. Agreement with Stockton and LAFCO for to amend the Manteca SOI to include Area 4. Completed plan funding and implementation of rail grade separations in partnership with Caltrans and the County 5. Completed Master Plan update for the Austin Business Park

Business Retention Strategy

Goal

Work with the City of Manteca, the San Joaquin Partnership, the Chamber, San Joaquin County Economic Development Association (EDA), local and regional businesses, and property owners to facilitate the development of a Business Retention Strategy as a core component of an overall Economic Development Plan recommendation.

Why Important?

Helping businesses, already located within communities, to grow and expand is a vital component of establishing and maintaining a City's economic viability. By helping businesses identify and overcome barriers to growth, Cities can help ensure both the businesses future while improving the overall viability of the business ecosystem. A healthy local business community can make recruiting new businesses easier as these businesses act as ambassadors for the community.

Strategies

Determine At Risk Businesses and Barriers to Success

1. Working with partners, conduct annual survey to determine if businesses intend to stay in Manteca or are thinking of leaving.
2. Use survey data to determine what barriers businesses are facing and what needs they have.
3. Identify and attempt to mitigate minor barriers to business retention.
 - a. Example: Parking access or directional signs

Build Strategic Relationships

4. Based on survey responses from strategy above, identify businesses most likely to leave Manteca and schedule them for annual priority visits from the Chamber of Commerce.
5. Develop a bi-annual Business to Business (B2B) Roundtable, by vertical sector areas, in partnership with the County EDA and Chamber of Commerce.
 - a. Example: (Realtors, Developers, Construction, Title Companies), (Fitness, Health, Medical, Hospital), or (Warehousing, Logistics, Transportation, Goods Movement)
6. Establish 3 year business visitation program with the Chamber to visit high loss risk businesses first and to visit all other businesses within a 3 year cycle (or have significant contact opportunities at bi-annual B2B Roundtable forums).
7. Verify accuracy of business data and contact information during visits.

8. Maintain strong working partnership with the Chamber of Commerce and establish annual joint collaboration projects.
9. Identify potential corporate partnerships and nurture new relationships that benefit both parties.

Help Promote Local Businesses

10. Provide more exposure for businesses within the City through the City Council meetings.
11. Partner with the Chamber to expose the prior month's "Business of Week" winners from the Chamber mixers.
 - a. Winners would be given 2 minutes to speak about their business at the 2nd Council meeting of the month.
12. Embed a link to the "Business of Week" winners on the Economic Development website pointing to Chamber video features for each winner.

Employee Recruitment Assistance

13. Work with Worknet and the Chamber to identify businesses with empty job rolls and assist them in developing, marketing, and hosting local job fairs.
14. Aid County in increasing awareness of its workforce development programs.

Proactive Outreach

15. Contact businesses prior to lease expirations.
16. Ensure businesses are aware of local resources and incentives from the State, County, and City.
17. Engage Chamber to send welcome letters to all new businesses with welcome packets and resource list.
18. Modify business renewal permits applications and database to include email addresses for digital info delivery and regular communication.

Core Working Group

Lead	Laurin Sephos
Team	Laurin Sephos, Joann Beattie, Ron Laffranchi, Ryan Harris, Ed Wanket, Manteca Chamber, Manteca Downtown Alliance, City of Manteca & City Council
Resources	SJC Partnership, SJC Economic Development Assoc., Worknet, Rotary International, Kiwanis International

Metrics (Identify Measurable Success Criteria)

Process Metrics	Outcome Metrics
<ol style="list-style-type: none"> 1. Annual survey sent to all businesses determining barriers to success and intention to stay or leave Manteca 2. Established plan to visit or have significant interaction with all Manteca businesses on a 3 year cycle 3. Establish business tracking database system to capture all interactions and verify contact data for businesses, including email addresses 4. Establish collaboration parameters for annual events with the Chamber 5. Establish outreach vehicle for partnerships with Corporations 6. Establish a regular schedule of exposure at Council meetings for local business 7. Establish method of identifying companies with vacant job rolls to be used as incentives for job fairs 8. Establish method of informing businesses of local incentives for businesses and County resources around workforce development 9. Establish method of flagging businesses before leases expire and contacting them 	<ol style="list-style-type: none"> 1. Capture data on #of business intending to leave Manteca Annually 2. Capturing % of successful interventions with businesses intending to leave the City of Manteca 3. Data on the number and type of barriers to success impacting our businesses 4. Capturing of number of barriers mitigated allowing businesses to stay in Manteca 5. Hold at least 2 vertical sector bi-annual B2B Roundtables with County and Chamber as lead partners 6. Establish partnerships with at least 3 major corporations for economic development improvements 7. Link to Chamber winners for business of the week placed on Economic Development Department website monthly 8. Hosting at least one annual job fair to help companies fill vacant job rolls 9. Regular outreach effort through digital transmission to all businesses

Business Recruitment Strategy

Goal

Work with the San Joaquin Partnership, the Manteca Chamber of Commerce, Lending Institutions, and The State of California Labor & Workforce Development Agency in the development of a Business Recruitment Strategy as a core component of an overall Economic Development Plan recommendation.

Why Important?

Attracting and recruiting new businesses or helping existing businesses to expand is essential to maintaining a healthy economic position for a city. By filling vacant storefronts, warehouses, or industrial sites, and by attracting new builds, cities can ensure steady increases in economic opportunity.

Strategies

Recruit Businesses Based on Needs and Goals

1. Seek partners to develop Class A Office Space, Spec Logistics Buildings, and Mixed- Use Retail spaces.
2. Target new startups that can bring technology expertise into the City of Manteca.
 - a. AgTech, MedTech, Mixed-Use Retail, and Mobility as a Service (MaaS).
 - b. We-Work or other co-located office incubator spaces.
3. Recruit multi-shift businesses to the City or encourage local businesses to consider adding additional shifts.
4. Encourage large equipment builders and shippers to locate in Manteca.
5. Seek companies with high skilled labor jobs.
 - a. Hi-tech manufacturing or transformative labor jobs where skills are constantly updated with growth.
6. Encourage transportation support business to establish a presence in Manteca.
 - a. Sites to park long-haul trailers.
 - b. Transportation vehicle services.
7. Target Bay Area businesses for recruitment to bring working commuters back to town.

Mitigate Barriers and Threats

8. Partner with San Joaquin County's Worknet Program and education institutions to identify, encourage, and facilitate workforce development training to prevent worker loss from job automation.
9. Ensure a healthy labor supply for recruited businesses by mitigating housing affordability issues that drive workers out of the area.

10. Work with the Chamber of Commerce and San Joaquin County's Worknet Program to teach local businesses to sell online, preventing revenues shifting out of town.
11. Work with San Joaquin County, investors, and vendors to diversify broadband wireless and fiber options for current and recruited businesses.
 - a. Wireless Mesh Networks, Fiber Rings, Small Cell, Free Public WiFi, Local ISP/Data Center.
12. Work proactively with shopping center owners to plan for future changes and known issues with big-box store closures for recruiting new tenants.
13. Use surveys to assess the skills of the local unemployed or underemployed labor force and identify the work fields of commuters for future business recruitment targets.
14. Increase supply of shovel ready land with infrastructure in place for faster development.

Aggressively Market Resources, Skills and Talents

15. Market regional strengths to potential businesses for recruitment.
 - a. Future Stockton Data Center, Regional Airport, Water and Sewer Capacity, Bio Fuel, Vehicle Charging Stations, Available Land, Available Building Spaces.
 - b. Labor Supply, Low Seismic Zone, Agriculture Industry, Higher Education Proximity, SSJID, Local Zoning Control.
 - c. Regional activity anchors like Great Wolf Lodge in the future Family Entertainment Zone.
16. Use high quality video promotion of current projects and highlights of the city for recruitment.

Core Working Group

Lead	Ron Laffranchi.
Team	Mike Ammann, (Council Appointee TBD), Lending Institutions, Silicon Valley Representatives
Resources	Kiwanis, Rotary International, PG&E, GoBiz

Metrics (Identify Measurable Success Criteria)

Process Metrics	Outcome Metrics
<ol style="list-style-type: none"> 1. Develop recruitment package and process to attract new businesses, multi-shift businesses, high skilled labor jobs, and startups in targeted areas of manufacturing, technology, new retail, mixed-use, transportation support, and logistics 2. Apply for at least two grants per year in partnership with local agencies to bring workforce development and innovation spaces to the City 3. Develop process to identify workers in danger of forced relocation due to affordable housing issues 4. Develop a process to identify businesses in danger of losing revenue to out of town online sales competitors 5. Create regular process with Shopping Center Owners to notify the City of future market trends having potential negative impacts 6. Develop worker skill assessment tool for business recruitment 	<ol style="list-style-type: none"> 1. Recruit at least three developers and or investors willing to partner for spec building construction, mixed-use retail, or class A office space development 2. Recruit a nonprofit to establish at least one We Work / Startup Incubator space 3. Create at least two programs with partner agencies to upskill or retrain workers in fields in danger of worker displacement from automation 4. Create partnership program to refer identified workers in danger of regional housing displacement 5. Establish training program for local businesses, in partnership with San Joaquin County’s Worknet and the Chamber of Commerce, to learn how to establish and maintain an internet retail presence. 6. Host at least bi-annual meetings with shopping center owners for strategic planning sessions to assess their needs for business recruitment of new tenants 7. Conduct bi-annual worker skill assessment and market results to targeted businesses for recruitment 8. Produce at least 4 target market videos for business sector recruitment per year. 9. Meet with all local broadband vendors, local partners, and key stakeholders to develop strategic approach to establish broadband diversification

Tourism, Conferences, and Meeting Facilities Strategy

Goal

Work with the San Joaquin Partnership, the Manteca Chamber of Commerce, the California Office of Tourism, and the Office of Business and Economic Development in the creation of a Tourism, Conferences, and Meeting Facilities Strategy as a core component of an overall Economic Development Plan recommendation.

Why Important?

Having a strategy to promote the City and increase tourism helps expose both Manteca and local businesses to new customers and tourists. Furthermore, by providing and promoting adequate meeting facilities, the city can increase exposure to potential new businesses through attracting conferences, which in turn, bring increased economic opportunity.

Strategies

Create Quality Amenities, Activities, and Gathering Places

1. Encourage expansion and promotion of Manteca's arts, culture and food options.
2. Encourage redevelopment to improve the quality and variety of lodging amenities.
3. Research and create multi-use venues with desired activities targeted to niche markets.
4. Package related things to do and conduct post activity follow-up assessments.
5. Ensure digital access availability to enhance visitor experience and meet expectations.
6. Investment in adequate maintenance of existing programs and City facilities.

Ensure Easy Mobility Between Tourist Centers

7. Secure funding for free shuttle loop to tourist activity centers with real time mapping.
8. Create an accessible schedule monitoring system with kiosks and mobile access.

Develop Robust Marketing Program and Partnerships to Attract Visitors

9. Expanded tourist awareness of local activities and regional activities outside of Manteca.
10. Identify and develop niche tourist markets around art, agriculture, food, and recreation.
11. Attract "linger longer" stays from San Joaquin and Central Valley Area tourists.
12. Increase group, conference, reunion and wedding related visitation outreach.

13. Identify marketing targets and increase visitors from all generations and economic levels.
14. Capture travelers headed to major California attractions with our amenities and activities.
15. Ensure tourists general satisfaction levels are assessed – Food, Lodging, Activities.
16. Grow market share through tourism and economic development partnerships.
17. Develop communications partners to ensure visitor cellular and WiFi access.

Ensure Accurate and Accessible Visitor Information and Partnerships

18. Develop a user-friendly visitor guide accessible on mobile, web, and social media.
19. Launch Wayfinding Sign Program for easy navigation from lodging to activity.
20. Develop Visitor Information access points in the community with partners.

Develop New and Promote Existing Conference and Meeting Facilities

21. Evaluate the true potential for convention and additional meeting space in Manteca through analysis of supply and demand.
22. Identify local employers who regularly bring in visitors requiring hotels and meeting space.
23. Facilitate/promote development of convention space.
24. Support and promote expansion of commercial air service at Stockton Municipal Airport as well as expansion of regional rail service.
25. Evaluate the opportunity to promote the development of hotels with expanded meeting space.

Core Working Group

Lead	Laurin Sephos
Team	Joanne Beatty, Laurin Sephos, Leonard Smith
Resources	Manteca Economic Development Division, Manteca Community Development Department, San Joaquin Partnership, the Manteca Chamber of Commerce, The California Office of Tourism, the California Office of Business and Economic Development, and VisitCalifornia.com

Metrics (Identify Measurable Success Criteria)

Process Metrics	Outcome Metrics
<ol style="list-style-type: none"> 1. Develop annual marketing plan and budget for the City by June 30th 2020 2. Develop tracking system for Tourism, Conventions, and Meeting Facilities by date June 30th 2020 	<ol style="list-style-type: none"> 1. Increase # of Overnight stays by 2% by June 30th 2022 2. Increase TOT revenue by 5% By date of June 30th 2022 3. Increase the number of attendees, overnights and spending associated with group meetings and sporting events hosted in Manteca by 2% annually 4. Increase average events booked for the off-season months by 2% annually. 5. Establish and then maintain funding for a Tourism Bureau at a level that is competitive with similarly sized cities in San Joaquin County 6. Increase website traffic and social media engagement by 2% annually 7. Increase visitor traffic by 2% annually at mobile and brick-and-mortar locations

Business Incentives Strategy

Goal

City of Manteca will coordinate with the Manteca Chamber of Commerce, San Joaquin County, San Joaquin Partnership, the State of California and other supporting organizations to attract business investment, create living wage jobs, support affordable housing, expand our economic base, and diversify and strengthen our local economy.

Why Important?

Improve Manteca's ability to respond to local, regional and national market opportunities; attract quality business investment; create local jobs to serve the employment needs and match the skill sets of our citizens; and stimulate expansion opportunities in response to innovation and changes in the economy.

Strategies

Performance-based incentives for companies moving to or expanding in Manteca, subject to certain criteria:

1. Criteria:
 - a. Produce net new city revenues annually of at least \$100,000.
 - b. Address a market leakage opportunity.
 - c. Create at least 25 new jobs. Living wage jobs paying at least \$54,000 per year shall be eligible for additional incentive.
 - d. Commit to community engagement and support of local non-profits.
2. Incentive:
 - a. Share net revenues proportionate to investment made.
 - b. Share additional net revenues for each living wage job created.
 - c. Revenue share fixed amount and reasonable timeframe.

Expedited Project Review and Approval Program

1. Criteria:
 - a. If business or expansion is adding at least 25 new jobs.
 - b. If not adding minimum job number, available through fee schedule.

Incentive Program for Small and Medium Sized Businesses

1. Develop General Small Business Assistance Program.
2. Develop Special Small Business Assistance Program for Downtown property owners and business tenants.

Core Working Group

Lead	Don Smail
Team	Mayor Cantu, Steve DeBrum, Michael Ammann, Jack Snyder
Resources	Economic Development, Community Development

Metrics (Identify Measurable Success Criteria)

Process Metrics	Outcome Metrics
<ol style="list-style-type: none"> 1. Establish process for tracking performance of Incentive Recipients 2. Establish process to monitor success of Consolidated Project Review as an incentive 3. Establish a process to monitor and track the success of the Small Business Incentive Program 4. Establish process to track businesses supporting livable wage and Affordable Housing Partnerships and the impact on community 	<ol style="list-style-type: none"> 1. Net increases in property and sales taxes. 2. Net increases of new job creation 3. Net increases in living wage job creation defined as annual salary of \$54,000* 4. Produce a development process handout; identify time and cost barriers to investment; track total project timelines for major projects <p>*<u>Note</u>: Living wage source of one adult and one child in San Joaquin County: Living Wage Calculator website at livingwage.mit.edu</p>

Strategic Partners Strategy

Goal

Increase business development, retention, and support through regional and local partnership collaboration.

Why Important?

Utilizing partnerships allows the City to expand on its Economic Development efforts to provide services and outreach to more businesses throughout the City. Support to new and existing businesses is essential to maintaining a healthy economic position for the city.

Strategies

Retention

1. Collaborate with the Chamber of Commerce to welcome businesses to the area.
2. Develop and collaborate with regional partners on an ongoing outreach strategy that proactively seeks information on how the City can help businesses stay, thrive, and expand in the City.
3. Work with partners such as the Chamber of Commerce and other commercial property owners to bring attention to existing businesses, may include a marketing campaign to encourage residents to shop in Manteca.
4. Look for opportunities to enhance data collection that is useful for assessing business growth including:
 - a. Data collection using the business licensing program to facilitate collection of employment and other data about local companies.
 - b. Identify small businesses (ten or few employees) and survey businesses to determine what small businesses need to grow.
5. Work with partners, planning, and police department to build strategies to prevent crime through environmental design and use of reporting tools

Attraction

6. Partner with commercial real estate brokers and property managers to provide property and marketing information to potential businesses looking to locate in the region.
7. Assess and provide a clear understanding of the entitlement and permitting process for all new businesses.
8. Enhance partnership opportunities with Manteca Unified School District and higher education representatives by offering internships to train entry-level employees.

Support

9. Continue to provide support for businesses requiring assistance with City processes, information and/or guidance.
10. Work with the Chamber of Commerce to provide “Lunch and Learn” sessions to update business owners on new and existing City processes and programs.

Core Working Group

Lead	
Team	
Resources	Manteca Economic Development Division, Manteca Community Development Department, Manteca Finance Department, Manteca Chamber of Commerce, Downtown Business Association, Manteca Business Owners, San Joaquin County Economic Development Association, San Joaquin Partnership, UOP – Eberhardt School of Business, WorkNet, and Commercial Lenders

Metrics

Process Metrics	Outcome Metrics
<ol style="list-style-type: none"> 1. Develop New Business Welcome packet in conjunction with the Chamber of Commerce. 2. Develop marketing campaign to encourage shopping within Manteca. 3. Work with City Finance staff to update the business license system to collect more useful business information. 4. Develop a City permitting and entitlement process pamphlet. 5. Assist Downtown Business Association with marketing efforts, to include “Shop Local”/”Shop Small”. 6. Assist with the implementation of practices to encourage economic development downtown. 	<ol style="list-style-type: none"> 1. Distribute New Business Welcome packets to 100% of new businesses to Manteca. 2. Conduct six business outreach meetings per month. 3. Conduct at least one outreach meeting per month with a small business. 4. Present at least one “Lunch and Learn” per year.