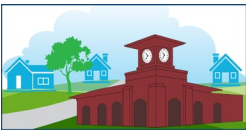


## 6. Economic & Fiscal Vitality

The Economic and Fiscal Vitality Element provides a framework to guide and support Manteca's fiscal and economic development. Manteca is poised to see a transformation of its economy. Long known as a family-oriented community with a significant commuter base, the City is seeing an expansion of its economy. Manteca's industrial base has broadened from agriculture and food processing to range from regional entertainment, lodging, shopping, and sports attractions to manufacturing, warehousing, and distribution facilities. Manteca has the opportunity to capitalize on its central location, relatively affordable land, and accessibility to multiple State highways, railroads, and goods movement corridors.

This element addresses providing appropriate and adequate sites and programs to support existing businesses as well as to encourage diverse economic growth, efforts to ensure that the City's labor force is skilled and provided a broad range of employment opportunities, ensuring that the City's housing and quality of life are of a caliber to attract employers, ensure that infrastructure is in place or planned to support a successful commercial and industrial base, including telecommunications and emerging technologies, and providing a sustainable fiscal base for the City.

The Land Use Map creates opportunities for new and expanded office, industrial, and other high-quality employment and commercial spaces to be located at strategic locations, including along the Airport Way, along Highway 99 and French Camp Road at the northern entry to the Planning Area, as well as along the Highway 120 and Yosemite Avenue corridors.



# Manteca General Plan

## Fiscal Sustainability

### Goal EF-1

Provide a diversified, stable, and sustainable revenue base adequate to maintain and improve essential and desired City services.

#### Policies

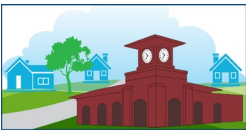
- EF-1.1 Achieve and maintain a balance of land uses within the City that assures residential development is complemented by expanded local employment opportunities, retail and commercial services, and recreation and entertainment venues; and that the City-wide mix of land uses provides fiscal balance between those that produce revenues and those that require public expenditures.
- EF-7.2 Continue to maintain accurate accounting records to keep the City Manager and City Council informed of the City's financial conditions at all times.
- EF-7.3 Ensure that the City's revenue and fiscal base is not overly dependent on any one type of land use, development, or revenue source.
- EF-7.4 Build the City's capital improvement and business assistance funds in order to be in a position to leverage, borrow, and fund key projects.
- EF-7.5 Maintain competitive rates and fees for City services and resources that reflect the cost to the City but do not inhibit desired growth and do not result in inequitable access to City services and facilities.
- EF-7.6 Encourage new development in areas where growth and investment have the potential to catalyze revitalization of existing uses.  
EF-7.6 Add or expand City services only when a clear need has been identified and a sustainable funding source is committed.
- EF-1.6 Require a Fiscal Impact Analysis to be conducted for major development projects that documents the project's effects upon the City's operating budget over time.

#### Implementation

- EF-1a *Prepare an Annual Fiscal Assessment of the City that considers the soundness of major infrastructure financing programs (e.g., development impact fees, Public Facilities Implementation Plan, Capital Improvement Program, etc.) and the future prospects for overall fiscal balance of the City.*
- EF-1b *Consider fiscal effects of Growth Management Program components (see Growth Management Element), including a balance of fiscal objectives with other community values.*
- EF-1c *Annually review and adjust user rates and fees to ensure that they reflect the City's full cost (or the percentage of full cost as approved by the City Council) of providing services.*

## 6. Economic and Fiscal Vitality

- EF-1d *Consider proactive annexation of targeted jobs-generating areas, reviewing and ensuring that any annexation provides a fiscal benefit to the City.*
- EF-1e *Provide appropriate incentives for infill and redevelopment projects that have the potential to revitalize existing neighborhoods or commercial areas.*
- EF-1f *Investigate programs which will diversify and stabilize the City's revenue sources as well as potential new revenue sources that result in minimal or reduced impacts to the City's infrastructure.*



# Manteca General Plan

**Economic development and fiscal sustainability** are addressed throughout the General Plan. The Land Use Element supports a balanced mix of land uses, the Community Design Element addresses an aesthetically pleasing community, the Growth Management Element addresses the pace of growth, and the Community Facilities and Services Element ensures that community facilities and services, including schools, roads, and utilities are provided in a timely manner to serve development and that new development funds its fair share of demand for infrastructure and services.

## Adequate Sites

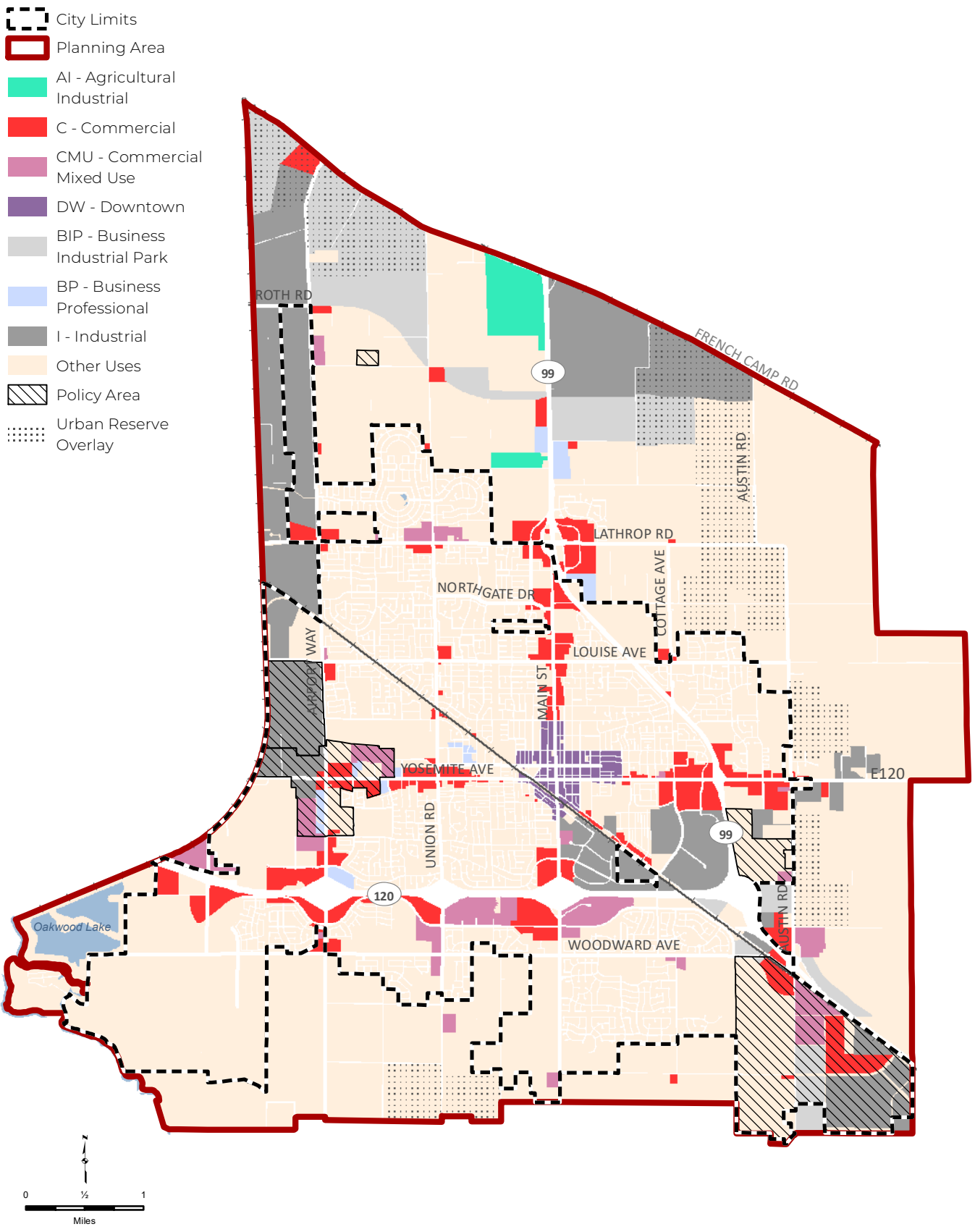
### Goal EF-2

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

- EF-2.1 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.
- EF-2.2 Designate adequate land to facilitate the expansion of existing businesses, business parks, and industrial parks, including Manteca Industrial Park and Spreckels Park.
- EF-2.3 Prioritize the development of employment-generating uses on sites with vacant buildings or on underutilized commercial, office, and industrial-designated parcels.
- EF-2.4 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.
- EF-2.5 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.
- EF-2.6 Continue to prioritize employment and tax revenue-generating uses on undeveloped and underutilized parcels along State Route 120 and State Route 99.
- EF-2.7 Allow business parks along the SR 120 frontages, providing for well landscaped, attractive, "flex office" developments.
- EF-2.8 Designate adequate land for industrial growth along Airport Way and West Yosemite Ave and south of French Camp Road along Highway 99 and Castle Road.
- EF-2.9 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.

**Figure EF-1: Employment and Revenue-Generating Sites Map**





## Manteca General Plan

- EF-2.11 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.
- EF-2.12 Prioritize a diversity of retail and resident-oriented service uses to facilitate pedestrian storefront shopping in the Downtown.
- EF-2.13 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

- EF-2a 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. See also LU-1a.*
- EF-2b As part of the monitoring effort associated with EF-2, 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.*
- EF-2c Regularly review the Zoning Code to identify updates when needed that:*
- ensure that existing business and industrial parks can intensify uses, where appropriate, when the development reach build-out conditions; and*
  - the appropriate zoning districts have appropriate allowed uses and development standards to accommodate the building and site needs associated with new and emerging industries.*
- EF-2d In appropriate locations, designate land for industrial uses in a manner that can accommodate warehousing and manufacturing facilities.*
- EF-2e Annex lands designated for commercial, office, and industrial uses as needed to provide sufficient inventory for several years' growth.*
- EF-2f Enhance the commercial environment in the Downtown Area, recognizing the specialized and evolving market niche for downtown commercial properties.*
- EF-2g 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.*

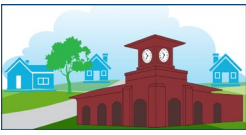
### Business Sectors

#### Goal EF-3

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

- EF-3.1 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.
- EF-3.2 Encourage local businesses to remain in Manteca and support expansion of local businesses.
- EF-3.3 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.
- EF-3.4 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.
- EF-3.5 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.
- EF-3.6 Attract high-quality health care, education, and other services to ensure that residents can use local businesses and services for their everyday needs.
- EF-3.7 Encourage the revitalization of existing shopping centers and business areas that need maintenance or updating.
- EF-3.8 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.
- EF-3.9 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



## Manteca General Plan

- EF-3.10 Strengthen the reputation of City government as service-oriented and business-friendly.
- EF-3.11 Maintain efficient processing of applications and permits related to economic development and ensure that no unnecessary obstacles are created.
- EF-3.12 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.
- EF-3.13 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.
- EF-3.14 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

*EF-3a 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 and active solicitation of selected targeted industries that are consistent with the City's objective of enhancing and diversifying 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. Potential target industries include health care; medical device*



## 6. Economic and Fiscal Vitality

*manufacturing; solar, energy-based, green, clean, and tech industries; agricultural enterprises; retail; professional and business services; educational services; and machinery and short-run manufacturing.*

- EF-3b 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.*
- EF-3c 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).*
- EF-3d 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.*
- EF-3e Encourage efforts of the Chamber of Commerce and local business organizations to enhance the business environment in Manteca, including retention of existing businesses and attraction of new businesses and industries.*
- EF-3f Work with the Manteca Chamber of Commerce to increase tourism in Manteca. Maximize opportunities of locations adjacent to the City's numerous world-class tourist designations and to market the potential of agricultural tourism.*
- EF-3g Prioritize adequate City staff in the Economic Development Division to better support existing businesses and help attract new businesses and industries.*
- EF-3h 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.*
- EF-3i 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*



## Manteca General Plan

*of co-working spaces and small business incubators.*

- EF-3j Evaluate the City's business license procedure to streamline or minimize the process for businesses, including revised applications and instructions if applicable.*
- EF-3k Identify tax incentives, bonds, assistance programs, and other benefits to attract a desirable, diverse range of companies to Manteca.*
- EF-3l 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.*
- EF-3m 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.*
- EF-3n 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.*
- EF-3o 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.*
- EF-3p Provide information on small business assistance programs, the agencies regulating small businesses, and distribute small business resources directories.*
- EF-3q Enhance the appearance of declining retail space by providing incentives to property owners and businesses wishing to upgrade their appearance.*
- EF-3r Continue to enhance the commercial environment in the Downtown Area, recognizing the specialized and evolving market niche for downtown commercial properties.*

### Labor Force

#### Goal EF-4

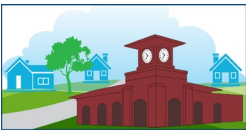
Encourage a broad range of employment opportunities and expand educational and training opportunities to support residents finding gainful, well-paid employment within the community.

#### Policies

- EF-4.1 Expand job opportunities available in Manteca, so that residents may choose to work locally instead of commuting.
- EF-4.2 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.
- EF-4.3 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.
- EF-4.4 Encourage local programs that expand and enhance the job skills of the Manteca labor force.
- EF-4.5 Reduce barriers to employment by improving access to transit, child care, and job training.
- EF-4.6 Encourage employers to advertise locally to fill job openings.
- EF-4.7 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 1.0 jobs per household.

#### Implementation

- EF-4a *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.*
- EF-4b *Cooperatively work with local school districts and private educational institutions to prepare Manteca's students for employment.*
- EF-4c *Cooperatively work with Delta College and/or other post-secondary educational providers to implement a satellite campus in Manteca.*
- EF-4d *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.*
- EF-4e *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.*



## Manteca General Plan

- EF-4f *Work with regional transit providers to improve public transportation access to surrounding educational institutions.*
- EF-4g *Promote communication with existing and potential new employers to match skill needs with skill training programs.*
- EF-4h *Encourage the provision of childcare services in the community, particularly in proximity to workforce housing and job centers.*
- EF-4i *Partner with "WorkNet" to enhance employment development programs and job retaining resources.*
- EF-4j *Encourage efforts to provide learning opportunities for all residents by working with San Joaquin County to provide modern library resources and programs.*

### Housing

#### Goal EF-5

Promote the development of affordable and market rate housing that matches with the needs of the present and future Manteca workforce.

#### Policies

- EF-5.1 *Plan for a broad range of housing types and densities to accommodate all income levels and job classifications.*
- EF-5.2 *Plan for a balanced community where the Manteca workforce will be able to afford housing within the city of Manteca.*

#### Implementation

- EF-5a *Use the Policies and Implementation Measures outlined in the Housing Element to assure provision of housing affordable to the existing and future workforce.*
- EF-5b *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.*
- EF-5c *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.*
- EF-5d *Encourage creative approaches to encourage integration of housing production with commercial development.*

### Quality of Life

#### Goal EF-6

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

- EF-6.1 Promote Manteca as a desirable location to live, work, and visit, endorsing the "Family City" image.
- EF-6.2 Enhance Manteca's identity and attractiveness by developing a distinct image for Manteca that sets it apart from the region.
- EF-6.3 Strive for high quality in all types of development.
- EF-6.4 Maintain and enhance the physical beauty of the community and surrounding landscape.
- EF-6.5 Maintain and enhance the real and perceived safety in the community.
- EF-6.6 Preserve and strengthen the neighborhoods' character and sense of community.
- EF-6.7 Promote the history and culture of the city and the surrounding area.
- EF-6.8 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.
- EF-6.9 Enhance educational opportunities in the community.
- EF-6.10 Encourage the growth of recreation and tourism activities within the city and the greater San Joaquin County area.
- EF-6.11 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.
- EF-6.12 Provide high quality public amenities, including parks, libraries, community facilities, and other public infrastructure.
- EF-6.13 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.



# Manteca General Plan

## Implementation

- EF-6a *Work with regional organizations to market the community's strengths to prospective employers.*
- EF-6b *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.*
- EF-6c *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.*
- EF-6d *Consider a public art requirement and/or fee for new businesses and the expansion of existing businesses.*
- EF-6e *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 ensure that there is a strong first impression of Manteca.*
- EF-6f *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 EF-7

Assure that adequate public and private infrastructure is available to support new and the expansion of existing businesses.

### Policies

- EF-7.1 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.
- EF-7.2 Establish the development of public facilities and infrastructure to service proposed major employment centers.
- EF-7.3 Reserve infrastructure capacity (i.e., sewage treatment plant and water supply) for future targeted employment-generating uses.
- EF-7.4 Require development projects to fund and/or construct the infrastructure required to serve the development.
- EF-7.5 Ensure that the public infrastructure required to serve planned economic growth is available and properly phased.
- EF-7.6 Ensure that private infrastructure, especially low-cost power and high-

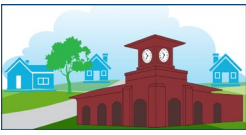
## 6. Economic and Fiscal Vitality

capacity telecommunications facilities, is available in the proper locations, at the necessary time, and at a reasonable cost to serve new development.

- EF-7.7 Provide for more affordable private infrastructure by pursuing alternative sources of energy and other utilities.
- EF-7.8 Wherever possible and appropriate, provide freight rail access to industrial areas.
- EF-7.9 Provide the infrastructure necessary, including high-speed telecommunications services, to support the business community and attract businesses using advanced technologies.
- EF-7.10 Ensure that there is adequate connectivity, including pedestrian and transit, to the Downtown.
- EF-7.11 Support circulation and parking improvements in the Downtown.

### Implementation

- EF-7a *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 provide needed infrastructure.*
- EF-7b *Minimize infrastructure fees charged to economic development projects by applying local, regional, State, and Federal funding where appropriate.*
- EF-7c *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.*
- EF-7d *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.*
- EF-7e *Implement policies and measures in the Public Facilities and Services Element that address providing high-quality, high-speed telecommunications services throughout the city.*
- EF-7f *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.*



# Manteca General Plan

This page left blank intentionally.