

# LODI ECONOMIC DEVELOPMENT STRATEGIC PLAN



**CITY OF LODI, CA  
FEBRUARY 2026**



THE NATELSON DALE GROUP, INC.

# CONTENTS

<b>1. INTRODUCTION .....</b>	<b>1</b>
Overview of the Strategic Planning Process .....	1
EDSP Taskforce.....	3
<b>2. EXECUTIVE SUMMARY .....</b>	<b>4</b>
Action Plan Goals and Scope.....	5
Overview of EDSP Initiatives .....	6
Assignment of Lead, Support and Coordination roles.....	7
Business Retention/Expansion/Attraction Targets.....	8
Regional Context for Industry Attraction in Lodi .....	8
Targeted Industries for Growth, Retention, and Entrepreneurial Development.....	10
<b>3. SWOT ASSESSMENT .....</b>	<b>14</b>
<b>4. HIGHLIGHTS OF BACKGROUND/TECHNICAL STUDIES.....</b>	<b>16</b>
Geographic comparisons of Demographic and economic data.....	16
Summary of Key Findings/Comparisons .....	16
Industry Cluster Analysis .....	25
Market Demand for Commercial/Industrial Land Uses .....	42
Review of Development Friendliness Issues.....	46
Scope of Consultant’s Review of City’s Development Review/Approval Process .....	46
Highlights of Findings .....	46
Development Friendliness is Critical to a City’s Economic Development Success .....	47
<b>5. EDSP ACTION PLAN .....</b>	<b>48</b>
Overview of Action Plan.....	48
Prioritization of City Resources.....	49
Recommended Business Retention/Expansion/Attraction Targets .....	50
EDSP Strategies .....	51
Action Steps and Implementation Timeframes .....	51
<b>6. REVIEW OF INFRASTRUCTURE READINESS .....</b>	<b>68</b>
<b>7. PARTNERSHIPS TO SUPPORT EDSP IMPLEMENTATION .....</b>	<b>72</b>
<b>8. PERFORMANCE METRICS.....</b>	<b>74</b>
Evaluation Framework .....	74
Performance Measurement Guidelines.....	74
KPI’s by category .....	74

# 1. INTRODUCTION

This document provides a strategic framework to guide the City of Lodi's economic development policies and programs over the next 5 years. The Lodi Economic Development Strategic Plan (EDSP) is based on a comprehensive research and stakeholder input process, and reflects consensus views on the most promising opportunities and the most pressing challenges facing Lodi's economy. While the EDSP places primary emphasis on actions and initiatives to be pursued by the City, it recognizes that a wide array of public- and private-sector entities have roles in influencing the economic vitality of Lodi. In this regard, some of the recommended actions will be carried out through partnerships with other entities. Even for those action items in which the City's role is essentially coordination, this function can take many forms and is often critical to solving problems that may not otherwise have a clear constituency or single responsible entity assigned to resolving them.

Partnership roles and coordination within the EDSP are addressed throughout the document, reflected in various Action Items as well as the Regional Context and Review of Infrastructure Readiness sections. As such, the EDSP is integral with other planning initiatives within the City and region, including for example:

- The Lodi General Plan
- The Capital Improvements Program in the City Budget
- The San Joaquin COG 2022 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS)

Numerous other plans relate to the to the EDSP, including City Specific Plans and those related to workforce development, resiliency, housing, public health, active transportation, etc.

## OVERVIEW OF THE STRATEGIC PLANNING PROCESS

The recommended policies and program activities are based on an extensive planning process that included the following components:

- An analysis of Lodi's existing and projected demographic profile, providing an understanding of underlying trends that may affect economic growth potentials.
- Direct input from a cross section of the City's economic development stakeholders through the following outreach:
  - Two community workshops open to the general public
  - Two meetings with an EDSP Taskforce assembled for this process
  - Three separate focus group meetings addressing the following specialized topics: development friendliness, workforce development, and small business/entrepreneurial development
  - Individual interviews with a range of business, development, and institutional stakeholders

- A review of the various public- and private-sector entities involved in different aspects of economic development (or related activities).
- An industry “cluster” analysis to identify the industry groups (clusters) that are the most important “engines” of the existing local economy, as well as the industry groups that are likely to offer the most attractive growth potentials in the future.
- A real estate market analysis to identify potential future demand for commercial and industrial development in the City.

Where relevant, key findings of the background and technical studies are referenced in the EDSP.

## EDSP TASKFORCE

The City of Lodi gratefully acknowledges the participation of the following individuals in the EDSP process:

<b>Name</b>	<b>Organization</b>
Brooke McCollough	Adventist Health Lodi Memorial
John Beckman	BIA of the Greater Valley
Betty Wilson	Business Council of San Joaquin County
Bob Taylor	CBRE
Vijay Singh	Cepheid
Crystal Hicks	City of Lodi, Planning Commission
John Della Monica	City of Lodi
Jeff Berkheimer	City of Lodi
Christina Jaromay	City of Lodi
Cindi Marsh	City of Lodi
Charlie Swimley	City of Lodi
Luis Aguilar	City of Lodi
Ryan Ranchhod	Diede Development Companies
David Claxton	Downtown Business Alliance
Russ Munson	Economic Development Ad Hoc Committee; Appellation Lodi – Wine & Roses Resort and Space
Mark Chandler	Economic Development Ad Hoc Committee; Burlington Chandler Wines
Cameron Bregman	Economic Development Ad Hoc Committee; Lodi City Council
Lisa Craig-Hensley	Economic Development Ad Hoc Committee; Lodi City Council
Mona Shulman	Economic Development Ad Hoc Committee; Pacific Coast Producers
Mike Carouba	Economic Development Ad Hoc Committee; RPM Group
Monica Valenzuela	Economic Development Ad Hoc Committee; Super Tortas Chilangas
Stephen Griswold	Economic Development Ad Hoc Committee; Town of Discovery Bay (Lodi resident)
Bill Herrin	Economic Development Ad Hoc Committee; University of the Pacific (retired)
Patrick Dobson	Haggerty Construction
Ryan Twitty	Lenzi Incorporated
Louis Ponick	Lodi Community Foundation
JP Doucette	Lodi District Chamber of Commerce
Jason Silva	Lodi Lake Business Park
Daryl Merritt	Lodi Lake Business Park
Neil Young	Lodi Unified School District
Stuart Spencer	Lodi WineGrape Commission
Jateen Bhakta	Open Innovation Centers
Joe Petersen	Petersen & Company
Nicole Snyder	San Joaquin County Employment and Economic Development Dept.

<b>Name</b>	<b>Organization</b>
Patty Virgen	San Joaquin County Employment and Economic Development Dept.
Bob Gutierrez	San Joaquin Partnership
Peter Hovatter	Scientific Specialties, Inc.
Anthony McCracken	Scientific Specialties, Inc.
Wes Rhea	Visit Lodi

## LODI CITY COUNCIL

### District 1

Alan Nakanishi, Council Member

### District 2

Lisa Craig-Hensley, Council Member

### District 3

Cameron Bregman, Council Member

### District 4

Ramon Yepez, Mayor

### District 5

Mikey Hothi, Mayor Pro Tempore

## 2. EXECUTIVE SUMMARY

### ACTION PLAN GOALS AND SCOPE

The EDSP Action Plan is designed to achieve the following major goals:

- Expand economic opportunities for Lodi’s resident workforce
- Leverage the economic development potentials of Lodi’s historic downtown
- Create development/redevelopment capacity in Lodi’s other commercial and industrial areas (including revitalization of the Cherokee Lane corridor and potential new development in annexation areas)
- Strengthen the City’s fiscal position

Whereas these goals largely revolve around attracting and retaining targeted business investment, the Action Plan recognizes that the strength of the local business/development environment will ultimately depend on Lodi’s strategic attention to a range of “foundational” conditions such as:

- The City’s reputation for business/development friendliness
- Land, zoning, and infrastructure capacity (especially in anticipated annexation areas)
- Entrepreneurial development resources
- Education/workforce development systems
- Placemaking initiatives that leverage Lodi’s unique locational advantages and sense of community
- Overall image and quality of life



*Lodi Wine: Wayfinding Signs (Photo: City of Lodi)*

## OVERVIEW OF EDSP INITIATIVES

The EDSP Action Plan is organized around eight major strategy categories, as outlined below in two primary divisions: 1) those focused on Business Development/Job Creation, and 2) those focused on Creating an Environment for Economic Progress. Within each of these two divisions, the order in which strategies are listed reflect in a very general way the strategies' level of relative importance, programmatic emphasis, and/or timing of execution. The order of strategies does not literally represent sequence or priority; some will overlap in timing and other respects, and within some strategies certain activities are already underway.

Business Development / Job Creation	
Strategy Category 1:	Focus City's <i>business retention/expansion efforts</i> around high-priority industry clusters
Strategy Category 2:	Implement economic development <i>target industry attraction</i> program focusing on high-priority industry clusters
Strategy Category 3:	Collaborate with regional partners to expand availability of <i>entrepreneurial development</i> resources in Lodi
Strategy Category 4:	Integrate City <i>branding/marketing</i> program throughout EDSP strategies
Creating an Environment for Economic Progress	
Strategy Category 5:	Systematically review and strengthen City's <i>business/development friendliness</i>
Strategy Category 6:	Undertake efforts to ensure <i>development site readiness</i>
Strategy Category 7:	Expand <i>development capacity</i> and pursue <i>placemaking</i> projects
Strategy Category 8:	Enhance City's interface with <i>education/workforce development</i> partners

## ASSIGNMENT OF LEAD, SUPPORT AND COORDINATION ROLES

Some components of the EDSP will be carried out through partnerships with non-City partners, with lead, support and coordination roles assigned as follows:

Strategy Category	Recommended Assignment of Lead, Support and Coordination Roles				
	Economic Development Director	Economic Development Support Staff	Other City Departments	Partners	Contractors/Consultants
1. Retention/Expansion	Lead	Support	Support	Support	
2. Industry Attraction	Lead	Support	Support	Support	
3. Entrepreneurial Devel.	Coordination	Support		Lead	
4. Branding/Marketing	Lead	Support	Support	Support	Support
5. Business Friendliness	Co-Lead	Support	Co-Lead		
6. Site readiness	Support	Support	Lead		
7. Capacity/Placemaking	Support	Support	Lead	Support	
8. Workforce Development	Coordination	Support		Lead	

The Action Plan indicates the names of specific partner organizations that could potentially have support roles in the EDSP initiatives.

## CREATING AN ENVIRONMENT FOR ECONOMIC PROGRESS

While Strategy Categories 1 through 4 focus on the core missions of economic development practice, Categories 5 through 8 address activities that provide critical support for these missions. The major priorities within each of these supporting categories is summarized in the following table.

Strategy Category	Major Priorities
5. Business Friendliness	Build on the City's recent and ongoing efforts to streamline development approval timeframes, primarily helping to ensure that protocols, scheduling, and staff interactions in general are optimized, and also that the program is branded and marketed
6. Site readiness	Focus is on establishing specific administrative, technical, and financial resources for supporting property development, primarily in targeted areas, and for specific uses. The strategy relates closely with Strategy 7, Placemaking
7. Capacity/Placemaking	Reinforce awareness of how multiple aspects of the EDSP mutually support enhancing the image of the community, involving targeted areas both known and potentially emerging, including those related to other plans, venues, etc.
8. Workforce Development	Coordinate with partners that provide workforce training and other workforce support programs, and facilitate and expand awareness of programs where the City can have an appropriate role

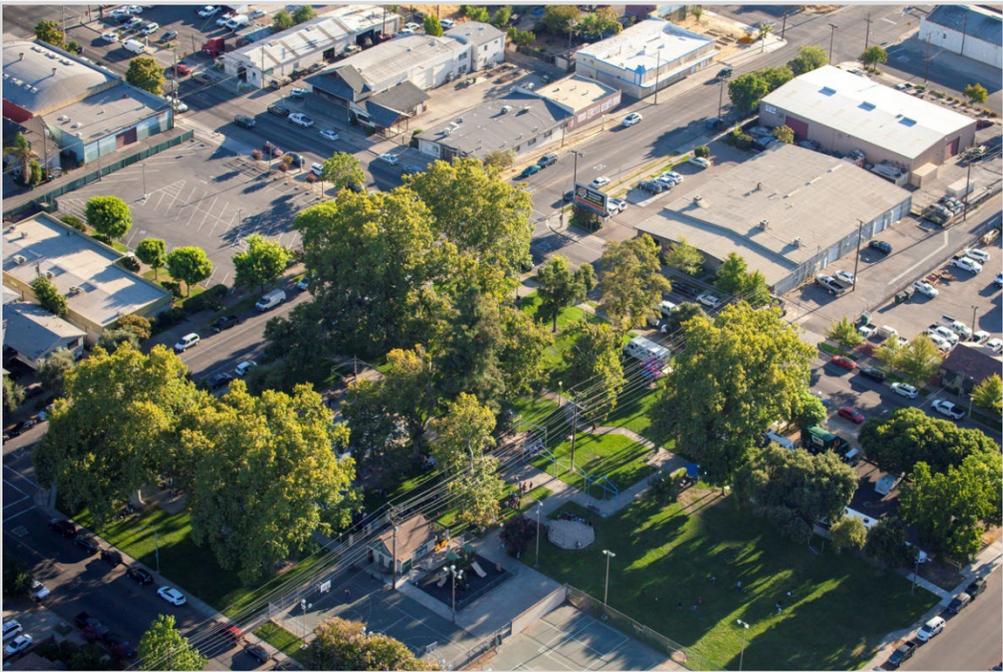
## BUSINESS RETENTION/EXPANSION/ATTRACTION TARGETS

### *Regional Context for Industry Attraction in Lodi*

Lodi's economic development opportunities are expected to significantly benefit from current and forthcoming investments in North Valley Thrive (NVT) – a regional economic development initiative related to the California Jobs First (CJF) program. The NVT region covers San Joaquin, Stanislaus, and Merced Counties. Collaboration among the three counties will focus on growing three targeted economic sectors (each facilitated by an intermediary organization) through seven cross-cutting strategies, as outlined on the table below.

**Highlights of North Valley Thrive (NVT) Strategic Initiatives**

Targeted Economic Sectors	Intermediary Organizations	Cross-cutting “Enabling Strategies”
Biocircular Economy	BEAM Circular	<ul style="list-style-type: none"> <li>• Regional Innovation Ecosystem (ties to universities)</li> </ul>
Clean Energy	Clean Energy Sector Coordinators and the Clean Energy Activation Plan	<ul style="list-style-type: none"> <li>• Small Business Development / Entrepreneurship</li> <li>• Catalytic Skills / Talent Development (workforce development)</li> </ul>
Advanced Manufacturing	Advanced Manufacturing Partnership (AMP)	<ul style="list-style-type: none"> <li>• Climate-Smart Infrastructure</li> <li>• Placemaking and Amenities</li> <li>• Generational Wellbeing (health, behavioral health, and childcare/eldercare)</li> <li>• Regional Coordination and Alignment</li> </ul>



*Ariel View: Hale Park (Photo: City of Lodi)*

## Targeted Industries for Growth, Retention, and Entrepreneurial Development

As part of the EDSP process, The Natelson Dale Group, Inc. (TNDG) prepared an in-depth analysis of the existing mix of industries in Lodi relative to regional (North San Joaquin Valley) and national benchmarks. This analysis, called an “industry cluster study,” is fully documented in a separate report. Based on the industry cluster study and direct input from business stakeholders participating in the EDSP process, the EDSP recommends that the City focus its business retention/expansion/attraction and entrepreneurial development efforts around five broad themes or categories of business activity:

1. Agribusiness, Food Processing and Technology
2. Arts, Entertainment, Recreation, and Tourism
3. Biotech/Biomed
4. Energy / Clean Energy
5. Manufacturing / Advanced Manufacturing

The tables on the following three pages outline key characteristics of the recommended targeted industries in terms of the following considerations:

- Cluster characteristics and recommended strategic positioning
- Existing cluster strengths (jobs, wages, and location quotients)
- 10-year Growth Rates (percentage increase in total jobs between 2014 and 2024)



*Aerial View: Peaker Plant near Lodi Lake (Photo: City of Lodi)*

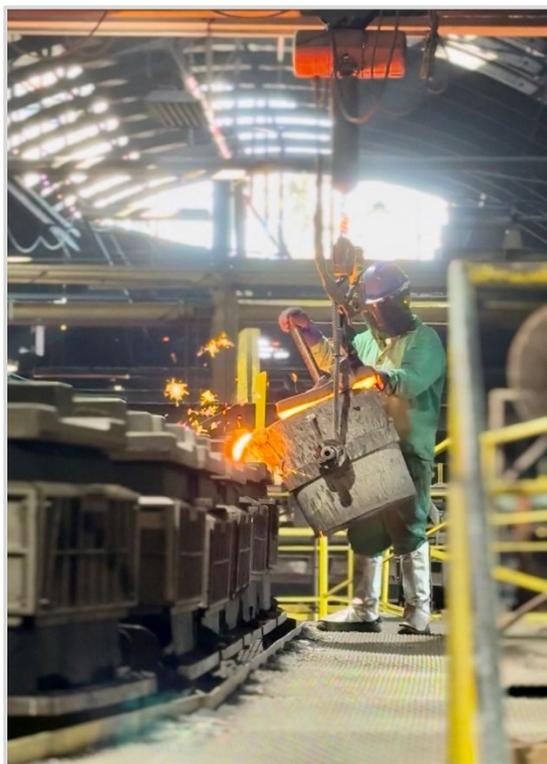
### Characteristics and Strategic Focus of Targeted Industry Clusters

Targeted Industry Cluster	Reasons for Including	City's Strategic Focus	Connection to Regional (NVT) Priorities
Agribusiness, Food Processing and Technology	<ul style="list-style-type: none"> <li>• Longstanding engine of regional economy</li> <li>• Largest existing industry cluster in Lodi</li> <li>• 7,315 existing jobs in Lodi</li> </ul>	<ul style="list-style-type: none"> <li>• Retain grape/wine industry</li> <li>• Opportunities in biocircular industries</li> <li>• Retain/expand ag support industries</li> <li>• Connection to tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Biocircular economy</li> <li>• Boosting innovation (connections to universities)</li> </ul>
Arts, Entertainment, Recreation, and Tourism	<ul style="list-style-type: none"> <li>• Ties to agriculture</li> <li>• Ties to Downtown revitalization</li> <li>• City focus on sports/recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Downtown Specific Plan, Sports Tourism Strategic Plan, and Destination Master Plan</li> <li>• Business attraction focused on hospitality, entertainment, restaurants, and specialty retail</li> <li>• Focus on wineries</li> </ul>	<ul style="list-style-type: none"> <li>• Placemaking</li> <li>• Ecotourism</li> <li>• Small business development</li> </ul>
Biotech/Biomed	<ul style="list-style-type: none"> <li>• Second largest existing cluster (3,639 jobs)</li> <li>• Highest wage existing cluster (\$83,500 per year)</li> <li>• Leverages key existing firms</li> </ul>	<ul style="list-style-type: none"> <li>• Business attraction</li> <li>• Entrepreneurial development</li> <li>• Customized workforce development programs</li> </ul>	<ul style="list-style-type: none"> <li>• Boosting innovation</li> <li>• Workforce development</li> </ul>
Energy / Clean Energy	<ul style="list-style-type: none"> <li>• Ties to regional and state initiatives</li> <li>• 1,456 existing jobs</li> <li>• Second-highest wage (\$78,800)</li> </ul>	<ul style="list-style-type: none"> <li>• Link to infrastructure/utility planning in anticipated annexation areas</li> <li>• Business/development attraction</li> <li>• Workforce development</li> </ul>	<ul style="list-style-type: none"> <li>• Clean energy</li> <li>• Climate-smart infrastructure</li> <li>• Boosting innovation</li> <li>• Workforce development</li> </ul>
Manufacturing / Advanced Manufacturing	<ul style="list-style-type: none"> <li>• Ties to regional initiatives/strengths</li> <li>• Strong growth in Lodi</li> <li>• Mix of wages and skill requirements</li> <li>• Opportunity to diversify into higher-tech sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Business retention, expansion, and attraction</li> <li>• Customized incentives</li> <li>• Workforce development</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced manufacturing</li> <li>• Boosting innovation</li> <li>• Workforce development</li> </ul>

### Existing Strengths (Jobs, Wages and Location Quotients) of Targeted Industry Clusters

Industry Sector	Jobs in Lodi (in 2024)	Average Annual Wage (2024)	Lodi LQ	San Joaquin County LQ
Agribusiness, Food Processing and Technology	7,315	\$52,575	6.47	3.22
Arts, Entertainment, Recreation, and Tourism	1,129	\$33,647	0.71	0.54
Biotech/Biomed	3,639	\$83,472	0.90	0.71
Energy / Clean Energy	1,456	\$78,766	0.61	0.64
Manufacturing / Advanced Manufacturing				
Advanced Materials	740	\$67,438	0.51	0.44
Chemicals	593	\$73,327	1.00	1.14
Fabricated Metal Product Manufacturing	480	\$66,747	1.33	1.10
Forest and Wood Products	1,131	\$62,857	1.82	1.03
Glass and Ceramics	162	\$58,330	2.34	2.02
Transportation Equipment Manufacturing	301	\$75,863	0.65	0.55
Manufacturing "Supercluster"	1,287	\$71,667	0.81	0.68

Sources: Lightcast; TNDG.



Cepheid Manufacturing Plant (Photo: City of Lodi)

### 10-year Growth Rates (% Increase in Jobs) of Targeted Industry Clusters

Industry Sector	Jobs in Lodi (in 2024)	Average Annual Wage (2024)	Lodi LQ	San Joaquin County LQ
Agribusiness, Food Processing and Technology	0%	0%	6%	12%
Arts, Entertainment, Recreation, and Tourism	12%	15%	7%	9%
Biotech/Biomed	14%	11%	31%	16%
Energy / Clean Energy	18%	40%	11%	15%
Manufacturing / Advanced Manufacturing				
Advanced Materials	94%	17%	6%	7%
Chemicals	80%	32%	1%	10%
Fabricated Metal Product Manufacturing	16%	15%	-8%	-1%
Forest and Wood Products	87%	28%	12%	9%
Glass and Ceramics	-4%	25%	-5%	-3%
Transportation Equipment Manufacturing	77%	111%	49%	15%
Manufacturing "Supercluster"	79%	72%	6%	4%

Sources: Lightcast; TNDG.



Hutchins Street Square: Music in the Park (Photo: City of Lodi)

### 3. SWOT ASSESSMENT

The technical studies and stakeholder input provided the basis for identification of important SWOT (strength-weakness-opportunity-threat) factors affecting Lodi’s economic development potentials. The most significant SWOT issues are summarized below.

#### **SWOT Summary**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strategic location within the north San Joaquin Valley</li> <li>• Agricultural industry (longstanding driver of the regional economy)</li> <li>• Wine industry and related tourism opportunities</li> <li>• Emerging presence of higher-tech firms (e.g., Cepheid and Scientific Specialties)</li> <li>• Locally owned (municipal) electric utility, which can be positioned as a competitive strength and incentive for business attraction</li> <li>• Sports/recreational assets (e.g., Grape Bowl and Lodi Lake)</li> <li>• Historic downtown, including restaurants, bars, and tasting rooms</li> <li>• Strong sense of community (“small town feel”)</li> <li>• Diverse range of shopping/dining options</li> <li>• Attractive residential neighborhoods (both old and new)</li> <li>• Local tourism promotion organization (Visit Lodi)</li> </ul>	<ul style="list-style-type: none"> <li>• Lodi’s assets/strengths have not been well marketed</li> <li>• Lodi residents/households have low median income levels (second lowest among cities in San Joaquin County)</li> <li>• Limited assistance/resources for startup businesses (and the business community is largely unaware of the resources that do exist)</li> <li>• Recreational facilities (especially for youth) are “underwhelming” compared to other cities in the surrounding region (e.g., Manteca and Folsom)</li> <li>• Lodi’s proximity to Stockton can create image problems</li> <li>• Lack of employment opportunities (and community amenities) to attract young professionals to live in Lodi</li> <li>• Perception within the development community that the City’s entitlement, approval, and permitting processes for new development and businesses are slow and difficult to navigate (compared to other cities in the region)</li> <li>• City is understaffed (which contributes to the problems with entitlement and permitting processes)</li> </ul>

**SWOT Summary, continued**

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Revitalization of Downtown (Specific Plan now under review)</li> <li>• Positioning of Lodi as a tourist destination</li> <li>• Refurbishment of existing sports facilities (e.g., Grape Bowl) and development of new recreational facilities and activities (Visit Lodi has recently completed a Sports Tourism Strategic Plan and a Destination Master Plan)</li> <li>• Designation of arts/cultural district</li> <li>• Development of modern industrial/business park(s) to accommodate advanced manufacturing and tech-oriented firms</li> <li>• Development of new educational institutions (or satellite campuses of regional institutions), including vocational/trade schools and higher educational/research campuses</li> <li>• As part of current/forthcoming planning processes (including the Downtown Specific Plan and General Plan updates), adoption of more flexible zoning policies</li> <li>• Expanded focus on inclusive economic development (addressing the unique program/assistance needs of each major subarea of the City)</li> <li>• Reuse of vacant buildings and infill development (to balance new “greenfield” development)</li> <li>• Leveraging current regional initiatives (e.g., North Valley Thrive) focused on growth of technology-oriented firms with high-paying jobs</li> <li>• Comprehensive re-imagining of Cherokee Lane corridor (position as a major redevelopment/reinvestment priority)</li> <li>• Development of new live music venue (potentially through a public/private partnership)</li> <li>• Attraction of new hotel(s) to Downtown</li> <li>• New development potentials within the City’s Sphere of Influence (i.e., future annexation areas adjacent to existing City boundaries)</li> </ul>	<ul style="list-style-type: none"> <li>• Aging infrastructure</li> <li>• Inadequate electric utility capacity to accommodate anticipated future development</li> <li>• Increasing prevalence of “big city” problems (including homelessness, etc.)</li> <li>• Declining K-12 school enrollment (a condition also consistent with statewide trends)</li> <li>• Community division: Socioeconomic conditions in East Lodi lag behind Westside, and this disparity needs more attention from community/city leaders</li> </ul>

## 4. HIGHLIGHTS OF BACKGROUND/TECHNICAL STUDIES

### GEOGRAPHIC COMPARISONS OF DEMOGRAPHIC AND ECONOMIC DATA

To contextualize Lodi's current demographic and economic conditions, the data summary below includes comparisons to the following relevant reference geographies.

Comparison of Lodi to Benchmark (Peer/Competitor) Cities	Comparison of Lodi to Larger Reference Areas
Escalon Lathrop Manteca Ripon Stockton Tracy	San Joaquin County Merced County Stanislaus County California

#### Summary of Key Findings/Comparisons

The table below summarizes findings for selected economic and demographic data elements. The summary compares conditions in Lodi to the benchmark locations. Other summarized observations follow the table.

Data Element	Lodi in comparison to:		
	County & State	San Joaquin Cities	Central Valley Counties
<b>Median Household Income</b>	Below CA & San Joaquin	Second lowest in County (above Stockton)	Above Merced & Stanislaus
<b>Mean Travel Time to Work</b>	Shorter than all	Shorter than most; lowest among larger cities	Shorter than regional averages
<b>% with Bachelor's Degree or Higher (25+)</b>	Below CA, above region	Mid-range; above Stockton, below Tracy	Stronger than Merced, close to Stanislaus
<b>% Owner-Occupied Housing</b>	Above CA, below San Joaquin	Lowest among peer cities except Stockton	Below regional counties
<b>Median Home Value</b>	Below CA & County	Mid-range; above Stockton, below Tracy/Ripon	Above Merced, below Stanislaus
<b>% of Renters Cost-Burdened (35%+ of income)</b>	Below CA average	Middle of peer range	Similar to regional counties

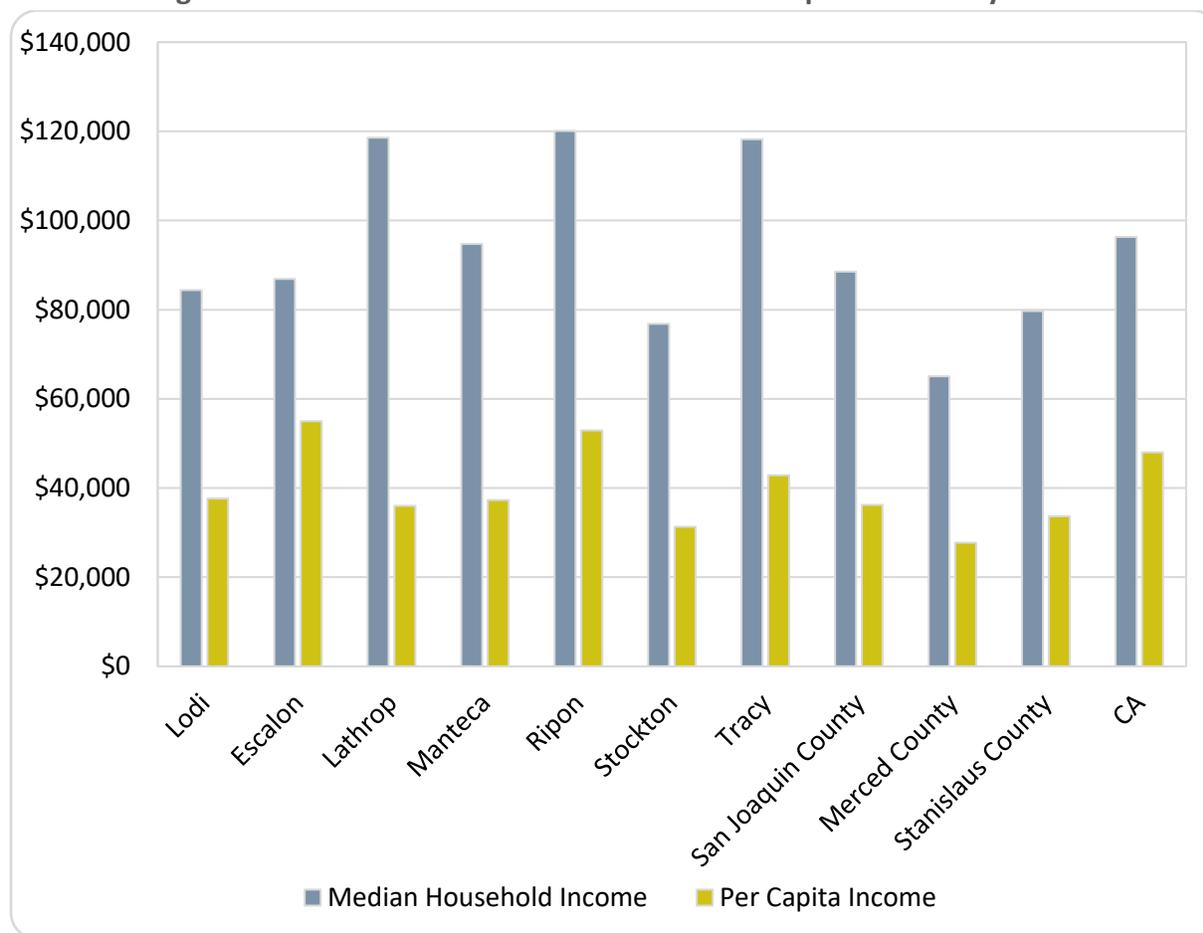
Data Element	Lodi in comparison to:		
	County & State	San Joaquin Cities	Central Valley Counties
<b>Unemployment Rate</b>	Higher than both	Highest among peer cities (9.0%)	Above regional county averages
<b>Poverty Rate (All People)</b>	Above CA average	Mid-range; lower than Stockton, higher than Tracy	Below Merced, close to Stanislaus
<b>Taxable Sales per Capita (2024)</b>	Well below CA & County	Below most peer cities	Comparable to region

- **Household Composition:** Lodi’s average household size (2.87) is smaller than Tracy (3.40) and Lathrop (3.86) but larger than Escalon and similar to Ripon and Stockton.
- **Housing Stock:** A significant share (over 20%) of housing was built before 1960, higher than most peer cities—indicating aging infrastructure and potential revitalization needs.
- **Workforce Trends:**
  - Largest employment sector: **Education, Healthcare & Social Assistance (21.6%)**
  - Occupational concentration: 34.1% in **management, business, and arts**, higher than regional counties
  - Commuting: Over 75% drive alone; 10% work from home—second-highest behind Tracy.
- **Educational Attainment:**
  - 23.2% of adults (25+) hold a **bachelor’s degree or higher**, above county peers but below the state (36.5%).
  - Lodi’s young adult (25–34) bachelor’s degree rate (26.2%) matches or exceeds most neighboring cities and counties.
- **Retail Sales:**
  - Per capita taxable sales comparisons for Lodi have a particular complicating factor, which is that the strong per capita sales performance in Tracy, at \$63,045, or just over 3-½ times the figure for Lodi, is driven by the presence of several fulfillment centers in Tracy (including three Amazon warehouse distribution centers). These fulfillment center sales also skew the San Joaquin County average, so if we remove Tracy figures for sales and population and recalculate per capita sales for the County, the resulting figure is \$15,460, noticeably less than the corresponding figure for Lodi of \$17,274.
  - Lodi per capita taxable sales are higher than the other peer cities except for Tracy and Ripon; categorically, per capita sales are disproportionately low for Lodi compared to the other communities in Food Services/Drinking Places, and relatively high in General Merchandise.

Figure 4-1 below shows the Median Household and Per Capita Income for Lodi and comparison cities, counties, and the state. The income variation among comparison cities is more pronounced for median household income and less so on a per capita basis, likely due to smaller households. For example,

Median Household Income in Lathrop is 29% greater than Lodi, while per capita income is 5% less. In Tracy, Median Household Income is 29% greater than Lodi, while per capita income is only 12% above. Per Capita Income for San Joaquin County is a little less than 4% below PCI for Lodi, while the Median Household Income for the County is a little more than 5% above the Lodi figure. Note that while this kind of variation exists for several of the comparison places, it does not apply to all of them.

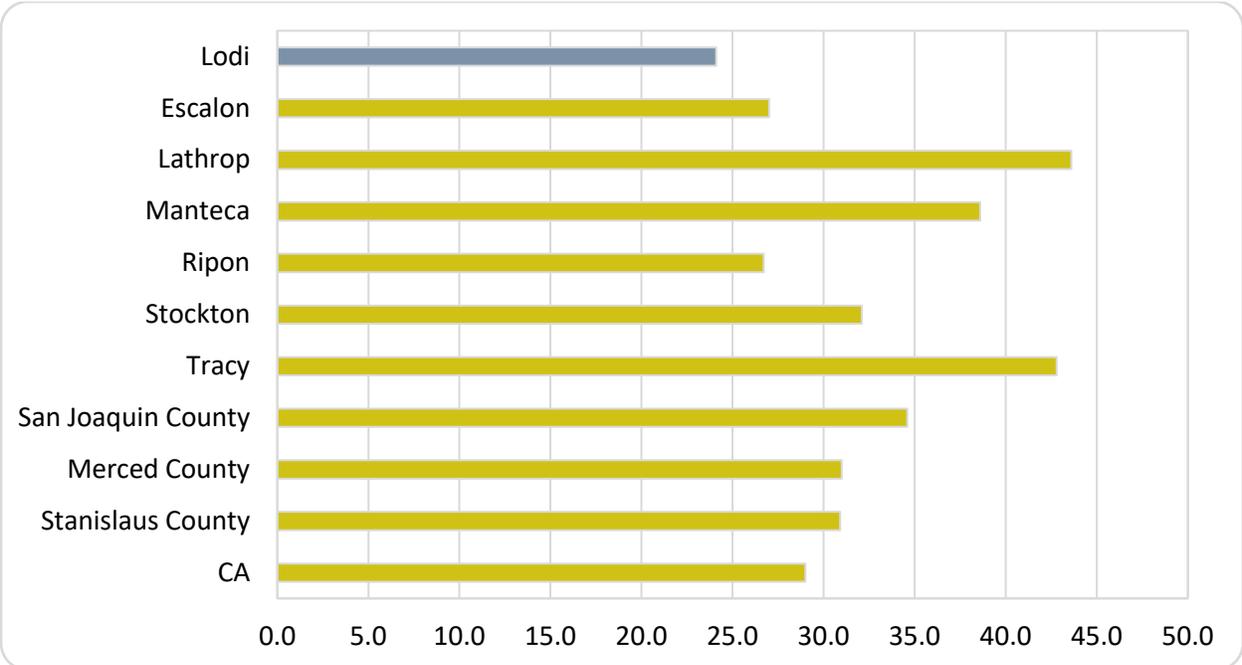
**Figure 4-1. Median Household Income and Per Capita Income by Place**



Sources: U.S. Census Bureau, 2019-2023 ACS 5-Year Estimates: Data Profiles; TNDG.

Figure 4-2 and Figure 4-3 below show the mean travel time for commuting to work for Lodi and comparison cities, counties, and the state, and the share of jobs held by resident workers in Lodi according to their place of employment. Figure 4-2 shows that Lodi's average commute of 24.1 minutes is notably shorter than all comparison geographies, including the statewide average of 29.0 minutes. Figure 4-3 shows that 22.2% of jobs for Lodi resident workers are held locally, with 17.2% in Stockton, which is the primary single location where resident workers in Lodi are commuting for work. The remaining 60.6% are dispersed across other areas, underscoring Lodi's reliance on regional job markets that are also accessible enough to allow relatively short commutes.

Figure 4-2. Mean Travel Time to Work (Minutes) by Place

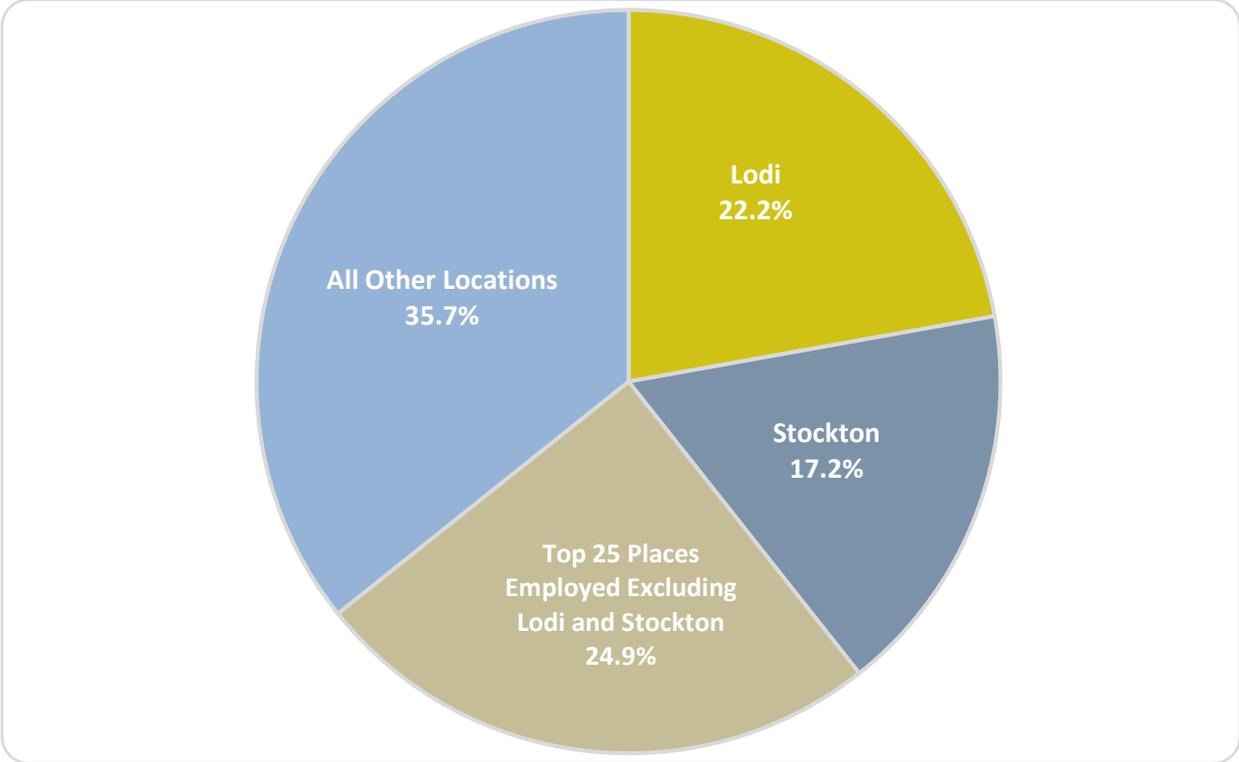


Sources: U.S. Census Bureau, 2019-2023 ACS 5-Year Estimates: Data Profiles; TNDG.



Rose Gate Subdivision (Photo: City of Lodi)

Figure 4-3. Share of Jobs Held by Lodi Resident Workers by Place of Employment



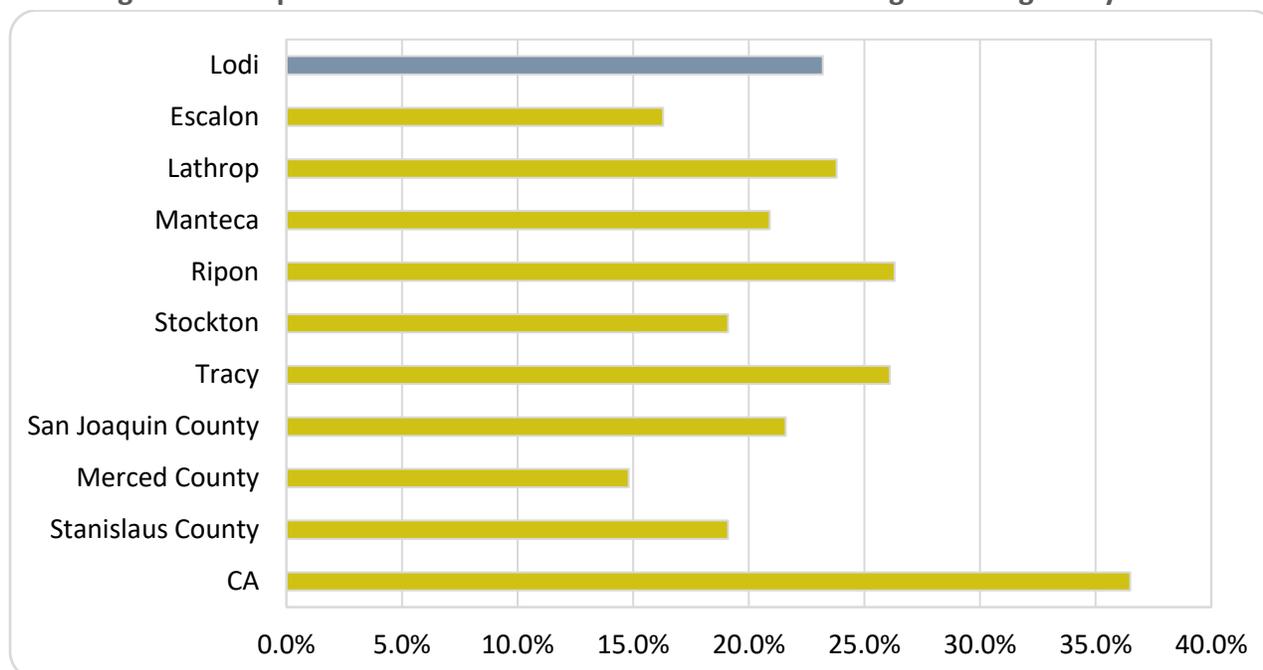
Sources: U.S. Census Bureau, 2022; OnTheMap LEHD Origin-Destination Employment 2nd Quarter 2022; TNDG.



Ariel View: Hutchins Street Square (Photo: City of Lodi)

Figure 4-4 below provides the percentage of the population aged 25 and over holding a bachelor's degree or higher. In Lodi, 23.2% of population 25 years and older hold a bachelor's degree or higher, outperforming San Joaquin County (21.6%), Merced County (14.8%), and Stanislaus County (19.1%), as well as nearby cities of Escalon (16.3%), Manteca (20.9%), and Stockton (19.1%), while remaining competitive with the other communities. This positions Lodi as being regionally competitive in educational capital relative to its immediate peers and counties.

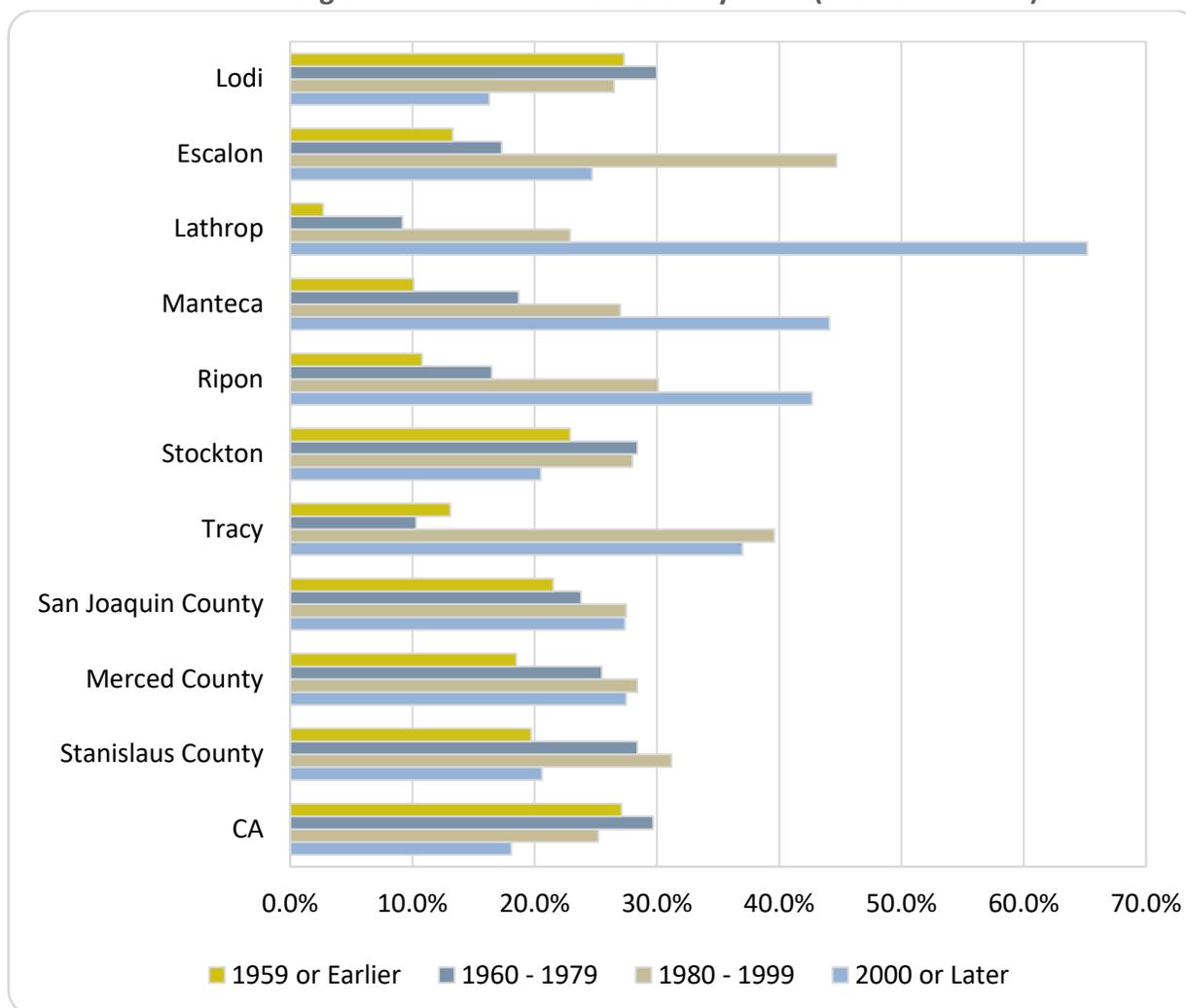
**Figure 4-4. Population 25 Years and Over with Bachelor's Degree or Higher by Place**



Sources: U.S. Census Bureau, 2019-2023 ACS 5-Year Estimates: Data Profiles; TNDG.

Figure 4-5 through Figure 4-7 below summarize housing characteristics, including the age of structures, vacancy rates, and tenure patterns for Lodi and comparison cities, counties, and the state. Figure 4-5 shows that Lodi's housing stock reflects an aging profile of housing stock compared to the other places, with 27.3% of units built before 1960 (aligning closely with California's 27.1%, but exceeding peer cities like Lathrop at 2.7% and Escalon at 13.3%), and only 16.3% constructed in 2000 or later (trailing newer developments in Lathrop at 65.2% and Manteca at 44.1%, as well as San Joaquin County at large at 27.4%).

Figure 4-5. Year Structure Built by Place (Percent of Units)



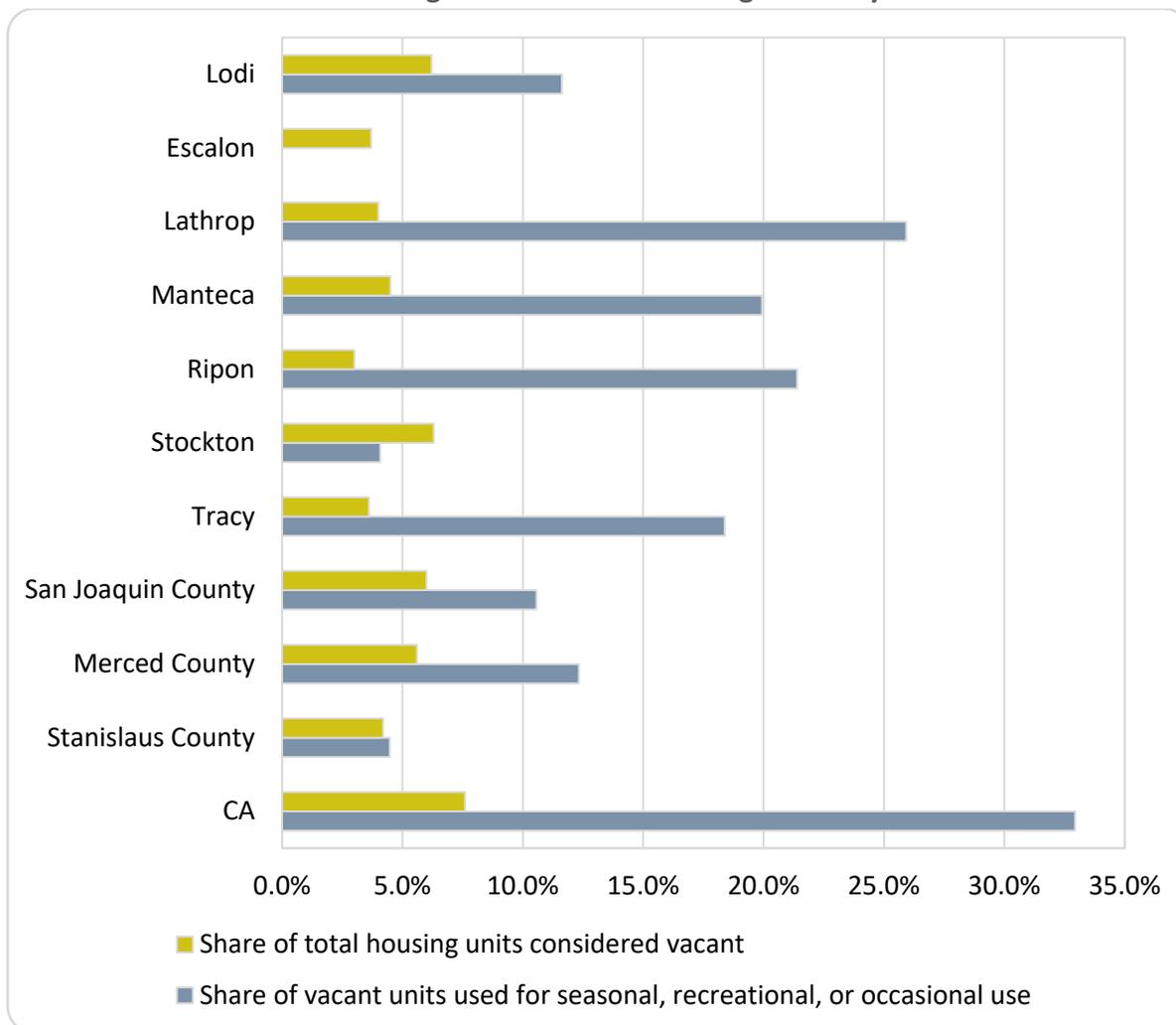
Sources: U.S. Census Bureau, 2019-2023 ACS 5-Year Estimates: Data Profiles; TNDG.

Figure 4-6 below shows that vacancy in Lodi is 6.2% of all housing units, higher than some of the peer communities but comparable to San Joaquin County (6.0%) and Stockton (6.3%), but below the state average of 7.6%.

The figure also shows the composition of part of the group of vacant units, namely those vacant units that meet the Census definition of being “used for seasonal, recreational, or occasional use.” In Lodi this number is 11.6%, relatively high compared to some of the peer cities, including Stockton, but similar to San Joaquin County’s number, while some other peer cities have considerably high percentages. Housing units in this status<sup>1</sup> can affect the local economy, including the local business community (for example diminishing somewhat the available “pool” of households).

<sup>1</sup> Vacant housing units in the seasonal, etc. category can also include short-term rentals such as those offered through Airbnb. Note that the categories of vacant housing reported in the Census data also include the following (which are not separately

Figure 4-6. Vacant Housing Status by Place

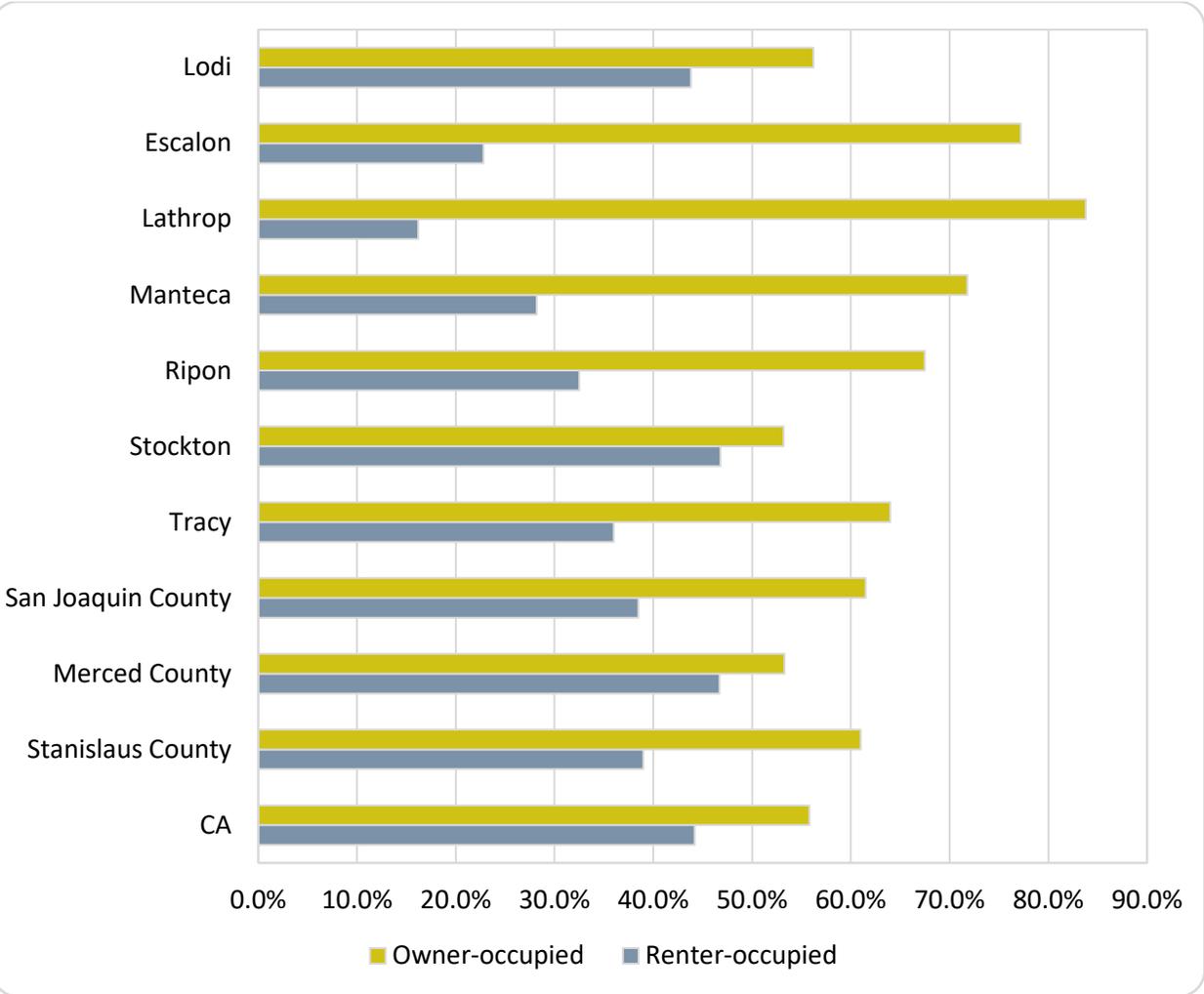


Sources: U.S. Census Bureau, 2019-2023 ACS 5-Year Estimates: Data Profiles, Table 25004; TNDG.

Figure 4-7 below shows that 56.2% of all occupied housing in Lodi is considered owner-occupied, which exceeds the owner-occupied housing in Stockton (53.2%) and California (55.8%), but is notably lower than peer cities such as Escalon (77.2%) and Lathrop (83.8%). In terms of renter-occupied housing, 43.8% of all occupied housing in Lodi is considered renter-occupied, exceeding many of the peer cities. F

documented here): vacant units that are for rent; rented, not occupied; for sale only; sold, not occupied; for migrant workers; and other vacant.

Figure 4-7. Tenure (Owner/Renter) by Place



Sources: U.S. Census Bureau, 2019-2023 ACS 5-Year Estimates: Data Profiles; TNDG.



Downtown Farmer's Market (Photo: City of Lodi)

## INDUSTRY CLUSTER ANALYSIS

### Definitions and Focus of Regional Industry Clusters Analysis

“Industry targeting” has long been a part of the economic development vocabulary. Over time the practice of targeting specific industries has evolved from a focus on individual sectors to a focus on closely related groups of industries or “clusters.” In either case, the concept of targeting responds to one of the most fundamental needs of economic development organizations—the need to focus marketing and other investments on industries that offer realistic promise for creating quality economic growth in a particular geographic area, based on a comprehensive assessment of the area’s comparative advantages.

Whereas the objective of a targeted industry study is to identify individual industries that are likely to be key “engines” of economic growth in a region, a full-fledged cluster study takes the process a few steps further by identifying linked industries whose growth potentials are likely to be closely aligned with expansion of the “engine” sectors. A local example of a cluster is Agribusiness, Food Processing And Technology. Whereas farming or crop production is the “engine” that makes an agricultural economy possible, the overall cluster includes a broad range of linked businesses such as food processing, wineries, and agricultural equipment and supply companies.

The clusters analyzed in this study are based on definitions from a joint project between Lightcast and the Center for Regional Development at Purdue University. The Lightcast-Purdue research effort developed a list of 23 total clusters that include 664 unique 6-digit NAICS<sup>2</sup> code industries.

As highlighted in the following bullet points, Tables 4-1 to 4-14 provide summary cluster employment data for the following geographies: Lodi Area, Lodi Region<sup>3</sup>, Stockton Area, Stanislaus, San Joaquin, and Merced Counties, and California.

- Table 4-1 shows estimated existing (2024) employment by cluster
- Table 4-2 shows the location quotients (compared to the U.S. benchmark) in 2024. The location quotient (LQ) measures how concentrated/important an industry cluster is in a region compared to national benchmarks. An LQ value greater than 1.0 indicates that a cluster is more concentrated in the region than it is nationally. This is generally regarded as an indication that the region has a comparative advantage relative to a particular cluster, although (especially for local clusters) an LQ below 1.0 can indicate a potential growth opportunity.
- Table 4-3 shows existing average wages by cluster
- Table 4-4 shows cluster job growth for the most recent 10-year period between 2014 and 2024

<sup>2</sup> NAICS = North American Industry Classification System. NAICS is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

<sup>3</sup> The sub-county geographies include the following zip codes: Lodi Area (95240-92542), Lodi Region (9520, 95237, 95240-92542, 95258), and Stockton Area (95202-07, 95209-12, 95210-12, 95215, 95219).

- Table 4-5 shows cluster job growth in percentage terms for the most recent 10-year period between 2014 and 2024
- Table 4-6 shows 10-year projected job growth, 2024 to 2034
- Table 4-7 shows 10-year projected job growth, 2024 to 2034, in percentage terms
- Tables 4-8 to 4-14 provide a summary of 2014-2024 growth performance based on a “shift-share” analysis. This component of the analysis shows which clusters have outperformed national growth trends over the study period. This methodology separates employment change in a given cluster into three causal elements: National Effect, Industry Effect, and Local Share. The National Effect identifies the component of employment change assumed to be caused by overall national economic trends. For example, if total employment in the U.S. grew by 12% from 2014-2024, and a given cluster in San Joaquin County grew by 16%, we would assume that 4% of that growth is due to overall economic growth. Because clusters do not usually exactly follow national economic trends, we also consider the Industry Effect that assigns a portion of local employment change in a particular cluster to that cluster’s national trends. For example, partly due to the rise in e-commerce, employment in the *Transportation and Logistics* cluster has risen faster than national-average employment growth for all industries, indicating a portion of Transportation and Logistics growth in the reference geographies would be a reflection of this broader cluster trend at the national level. The Industry Effect could also be negative for declining clusters such as *Apparel and Textiles*, which has seen secular declines in employment nationally.

The sum of the National Effect and Industry Effect is called the Expected Change. For example, employment in the *Transportation Equipment Manufacturing* cluster in the Lodi region grew by 230 jobs over the study period. Of the growth, 55 of the new jobs reflect overall economic trends (National Effect) and an additional 16 jobs indicate overall relative job growth in that cluster across the nation (Industry Effect). The sum of these two effects, 71, is the Expected Change for employment growth in that cluster in the Lodi region. As noted, the actual growth in that cluster in the Lodi region was 230 jobs and the difference in actual job growth and the Expected Change is called the Local Share, or 159 jobs ( $230 - 71 = 159$ ). This means that the Lodi region economy demonstrated a competitive advantage in this sector of the economy – the cluster grew faster than can be explained by broader (national) economic and industry trends.

Based on the analysis and data from the tables listed above, along with feedback from stakeholders, five clusters are recommended for business retention/expansion/attraction and entrepreneurial development efforts, as discussed further in Chapter 5:

1. Agribusiness, Food Processing and Technology
2. Arts, Entertainment, Recreation, and Tourism
3. Biotech/Biomed
4. Energy / Clean Energy
5. Manufacturing / Advanced Manufacturing



Local Vineyard (Photo: City of Lodi)

Table 4-1. Cluster Employment by Region, 2024

Cluster	Lodi Area	Lodi Region	Stockton Area	Stanislaus County	San Joaquin County	Merced County	CA	U.S.
Advanced Materials	740	853	1,754	2,660	4,571	468	679,935	5,645,729
Agribusiness, Food Processing And Technology	7,315	8,713	7,848	30,410	26,103	22,807	711,408	4,434,801
Apparel And Textiles	102	161	380	414	963	123	142,964	1,004,290
Arts, Entertainment, Recreation And Visitor Industries	1,129	1,419	2,941	3,683	6,194	1,447	947,484	6,257,836
Biomedical/Biotechnical (Life Sciences)	3,639	3,758	10,781	21,275	20,579	5,699	1,758,449	15,804,879
Business And Financial Services	2,916	3,111	6,127	8,931	12,966	2,759	2,230,091	17,919,354
Chemicals	593	650	1,934	2,348	4,868	671	179,003	2,332,252
Computer & Electronic Product Mfg	92	149	159	143	1,281	44	260,756	1,068,550
Defense And Security	857	1,364	3,763	3,039	6,818	1,047	1,060,662	7,937,755
Education And Knowledge Creation	214	221	3,576	1,368	4,532	363	523,235	3,815,550
Electrical Equip, Appliance & Component Mfg	262	263	24	11	770	0	32,963	423,745
Energy (Fossil And Renewable)	1,456	1,624	5,826	7,583	11,077	2,744	1,025,414	9,426,936
Fabricated Metal Product Mfg	480	498	1,091	1,873	2,863	535	122,220	1,416,903
Forest And Wood Products	1,131	1,284	2,228	4,167	4,598	792	225,707	2,444,411
Glass And Ceramics	162	166	316	640	1,005	77	26,683	271,962
Information Technology And Telecommunications	713	838	1,566	2,915	5,444	657	1,247,455	8,192,337
Machinery Mfg	128	132	414	907	846	370	75,251	1,140,456
Manufacturing Supercluster	1,287	1,763	2,471	3,255	7,809	1,334	667,633	6,246,261
Mining	56	69	408	515	715	113	27,056	476,639
Primary Metal Mfg	24	26	114	119	226	0	14,692	375,930
Printing And Publishing	293	334	702	1,089	1,475	514	375,040	2,421,773
Transportation And Logistics	1,557	1,840	19,769	10,473	48,306	3,197	819,668	7,090,891
Transportation Equipment Mfg	301	694	669	202	1,822	385	161,750	1,820,677
<b>Total Cluster</b>	<b>25,448</b>	<b>29,929</b>	<b>74,861</b>	<b>108,020</b>	<b>175,832</b>	<b>46,145</b>	<b>13,315,521</b>	<b>107,969,918</b>
<b>Total</b>	<b>44,172</b>	<b>51,705</b>	<b>153,747</b>	<b>220,333</b>	<b>317,003</b>	<b>94,666</b>	<b>20,573,694</b>	<b>173,250,486</b>

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-2. Cluster Location Quotients (LQs) by Region, 2024

Cluster	Lodi Area	Lodi Region	Stockton Area	Stanislaus County	San Joaquin County	Merced County	CA
Advanced Materials	0.51	0.51	0.35	0.37	0.44	0.15	1.01
Agribusiness, Food Processing And Technology	6.47	6.58	1.99	5.39	3.22	9.41	1.35
Apparel And Textiles	0.40	0.54	0.43	0.32	0.52	0.22	1.20
Arts, Entertainment, Recreation And Visitor Industries	0.71	0.76	0.53	0.46	0.54	0.42	1.27
Biomedical/Biotechnical (Life Sciences)	0.90	0.80	0.77	1.06	0.71	0.66	0.94
Business And Financial Services	0.64	0.58	0.39	0.39	0.40	0.28	1.05
Chemicals	1.00	0.93	0.93	0.79	1.14	0.53	0.65
Computer & Electronic Product Mfg	0.34	0.47	0.17	0.11	0.66	0.08	2.05
Defense And Security	0.42	0.58	0.53	0.30	0.47	0.24	1.13
Education And Knowledge Creation	0.22	0.19	1.06	0.28	0.65	0.17	1.15
Electrical Equip, Appliance & Component Mfg	2.43	2.08	0.06	0.02	0.99	0.00	0.66
Energy (Fossil And Renewable)	0.61	0.58	0.70	0.63	0.64	0.53	0.92
Fabricated Metal Product Mfg	1.33	1.18	0.87	1.04	1.10	0.69	0.73
Forest And Wood Products	1.82	1.76	1.03	1.34	1.03	0.59	0.78
Glass And Ceramics	2.34	2.04	1.31	1.85	2.02	0.52	0.83
Information Technology And Telecommunications	0.34	0.34	0.22	0.28	0.36	0.15	1.28
Machinery Mfg	0.44	0.39	0.41	0.63	0.41	0.59	0.56
Manufacturing Supercluster	0.81	0.95	0.45	0.41	0.68	0.39	0.90
Mining	0.46	0.48	0.96	0.85	0.82	0.43	0.48
Primary Metal Mfg	0.25	0.23	0.34	0.25	0.33	0.00	0.33
Printing And Publishing	0.47	0.46	0.33	0.35	0.33	0.39	1.30
Transportation And Logistics	0.86	0.87	3.14	1.16	3.72	0.83	0.97
Transportation Equipment Mfg	0.65	1.28	0.41	0.09	0.55	0.39	0.75
<b>Total Cluster</b>	<b>0.92</b>	<b>0.93</b>	<b>0.78</b>	<b>0.79</b>	<b>0.89</b>	<b>0.78</b>	<b>1.04</b>

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-3. Cluster Wages by Region, 2024

Cluster	Lodi Area	Lodi Region	Stockton Area	Stanislaus County	San Joaquin County	Merced County	CA
Advanced Materials	\$67,438	\$68,084	\$67,126	\$65,216	\$70,726	\$75,740	\$158,442
Agribusiness, Food Processing And Technology	52,575	52,429	56,512	62,836	54,866	52,433	52,360
Apparel And Textiles	43,207	43,985	51,668	49,452	49,373	50,619	70,535
Arts, Entertainment, Recreation And Visitor Industries	33,647	34,562	36,755	33,641	35,960	32,581	95,614
Biomedical/Biotechnical (Life Sciences)	83,472	82,764	73,058	85,713	75,498	65,225	101,687
Business And Financial Services	79,439	79,461	84,097	79,130	82,410	73,886	162,487
Chemicals	73,327	73,977	80,952	81,841	79,327	70,566	101,071
Computer & Electronic Product Mfg	76,036	77,178	78,096	54,364	81,078	215,875	247,708
Defense And Security	39,381	43,743	49,750	56,664	50,919	45,701	136,927
Education And Knowledge Creation	36,417	38,183	48,671	39,386	45,015	41,768	144,123
Electrical Equip, Appliance & Component Mfg	80,293	80,245	72,464	50,425	73,133		105,808
Energy (Fossil And Renewable)	78,766	80,241	99,418	76,237	90,178	72,851	135,006
Fabricated Metal Product Mfg	66,747	66,470	72,029	74,448	74,574	63,812	72,555
Forest And Wood Products	62,857	62,840	64,916	70,024	63,802	58,224	66,066
Glass And Ceramics	58,330	58,673	67,655	97,463	79,386	62,259	66,673
Information Technology And Telecommunications	92,031	91,321	91,133	74,206	87,959	75,865	210,292
Machinery Mfg	62,775	62,796	66,681	69,543	65,736	63,494	115,771
Manufacturing Supercluster	71,667	70,075	72,447	70,597	74,798	67,417	163,001
Mining	104,630	106,913	99,161	96,620	100,836	94,436	101,762
Primary Metal Mfg	58,817	60,410	73,189	44,092	74,172	131,809	80,700
Printing And Publishing	51,799	52,896	66,969	64,490	60,156	60,751	199,973
Transportation And Logistics	67,750	67,459	58,988	67,873	61,296	59,710	70,964
Transportation Equipment Mfg	75,863	69,235	75,290	69,769	76,573	60,115	117,689
<b>Total Cluster</b>	<b>\$65,537</b>	<b>\$64,701</b>	<b>\$67,034</b>	<b>\$70,442</b>	<b>\$66,691</b>	<b>\$58,106</b>	<b>\$135,472</b>

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-4. Cluster Job Growth by Region, 2014-24

Cluster	Lodi Area	Lodi Region	Stockton Area	Stanislaus County	San Joaquin County	Merced County	CA	U.S.
Advanced Materials	360	423	(222)	(129)	658	(66)	39,400	393,198
Agribusiness, Food Processing And Technology	(36)	(274)	626	1,066	57	(128)	42,207	490,662
Apparel And Textiles	28	68	142	(251)	392	(92)	(46,126)	(131,683)
Arts, Entertainment, Recreation And Visitor Industries	121	244	558	(33)	785	221	61,364	541,862
Biomedical/Biotechnical (Life Sciences)	444	495	352	4,225	2,052	919	415,778	2,238,084
Business And Financial Services	257	180	706	(304)	1,387	(123)	274,482	3,203,638
Chemicals	263	304	499	300	1,172	178	1,634	216,254
Computer & Electronic Product Mfg	75	129	93	(22)	993	44	(3,498)	10,984
Defense And Security	318	544	1,464	432	2,225	(9)	135,223	1,071,204
Education And Knowledge Creation	91	65	(702)	(357)	(649)	91	66,584	178,357
Electrical Equip, Appliance & Component Mfg	253	249	(16)	(7)	581	(37)	3,070	42,105
Energy (Fossil And Renewable)	225	148	2,232	1,733	3,178	373	98,721	1,230,973
Fabricated Metal Product Mfg	65	75	(113)	(338)	372	112	(10,389)	(18,049)
Forest And Wood Products	527	583	300	875	999	408	24,213	206,834
Glass And Ceramics	(7)	(5)	85	(198)	199	72	(1,360)	(9,111)
Information Technology And Telecommunications	133	182	154	413	1,868	(15)	257,548	1,744,709
Machinery Mfg	59	59	238	(2)	348	148	743	7,609
Manufacturing Supercluster	568	728	614	(930)	3,263	288	38,585	258,961
Mining	(8)	(6)	89	179	47	42	913	(10,368)
Primary Metal Mfg	(15)	(14)	25	(1)	11	0	(4,198)	(25,362)
Printing And Publishing	83	95	(293)	(195)	(309)	(474)	25,049	(68,258)
Transportation And Logistics	406	81	12,325	3,478	32,408	845	329,356	2,298,832
Transportation Equipment Mfg	131	230	386	(560)	958	20	52,857	241,675
<b>Total Cluster</b>	<b>4,340</b>	<b>4,584</b>	<b>19,541</b>	<b>9,374</b>	<b>52,994</b>	<b>2,817</b>	<b>1,802,156</b>	<b>14,113,113</b>
<b>Total</b>	<b>9,113</b>	<b>10,018</b>	<b>36,437</b>	<b>24,556</b>	<b>72,300</b>	<b>10,349</b>	<b>2,259,352</b>	<b>18,227,806</b>

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-5. Cluster Job Growth by Region (%), 2014-24

Cluster	Lodi Area	Lodi Region	Stockton Area	Stanislaus County	San Joaquin County	Merced County	CA	U.S.
Advanced Materials	94%	98%	-11%	-5%	17%	-12%	6%	7%
Agribusiness, Food Processing And Technology	0%	-3%	9%	4%	0%	-1%	6%	12%
Apparel And Textiles	39%	73%	59%	-38%	69%	-43%	-24%	-12%
Arts, Entertainment, Recreation And Visitor Industries	12%	21%	23%	-1%	15%	18%	7%	9%
Biomedical/Biotechnical (Life Sciences)	14%	15%	3%	25%	11%	19%	31%	16%
Business And Financial Services	10%	6%	13%	-3%	12%	-4%	14%	22%
Chemicals	80%	88%	35%	15%	32%	36%	1%	10%
Computer & Electronic Product Mfg	433%	636%	141%	-14%	345%	UND	-1%	1%
Defense And Security	59%	66%	64%	17%	48%	-1%	15%	16%
Education And Knowledge Creation	74%	42%	-16%	-21%	-13%	33%	15%	5%
Electrical Equip, Appliance & Component Mfg	2737%	1726%	-40%	-38%	306%	-100%	10%	11%
Energy (Fossil And Renewable)	18%	10%	62%	30%	40%	16%	11%	15%
Fabricated Metal Product Mfg	16%	18%	-9%	-15%	15%	27%	-8%	-1%
Forest And Wood Products	87%	83%	16%	27%	28%	106%	12%	9%
Glass And Ceramics	-4%	-3%	37%	-24%	25%	1481%	-5%	-3%
Information Technology And Telecommunications	23%	28%	11%	16%	52%	-2%	26%	27%
Machinery Mfg	84%	80%	135%	0%	70%	67%	1%	1%
Manufacturing Supercluster	79%	70%	33%	-22%	72%	28%	6%	4%
Mining	-12%	-8%	28%	53%	7%	58%	3%	-2%
Primary Metal Mfg	-38%	-35%	28%	-1%	5%		-22%	-6%
Printing And Publishing	39%	40%	-29%	-15%	-17%	-48%	7%	-3%
Transportation And Logistics	35%	5%	166%	50%	204%	36%	67%	48%
Transportation Equipment Mfg	77%	50%	136%	-73%	111%	6%	49%	15%
<b>Total Cluster</b>	<b>21%</b>	<b>18%</b>	<b>0%</b>	<b>10%</b>	<b>43%</b>	<b>7%</b>	<b>16%</b>	<b>15%</b>
<b>Total</b>	<b>26%</b>	<b>24%</b>	<b>31%</b>	<b>13%</b>	<b>30%</b>	<b>12%</b>	<b>12%</b>	<b>12%</b>

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-6. Cluster Job Growth by Region, 2024-34

Cluster	Lodi Area	Lodi Region	Stockton Area	Stanislaus County	San Joaquin County	Merced County	CA	U.S.
Advanced Materials	309	370	268	258	1,123	23	15,290	307,260
Agribusiness, Food Processing And Technology	309	296	536	(175)	728	182	33,838	336,164
Apparel And Textiles	38	48	83	(88)	249	30	(19,530)	(15,265)
Arts, Entertainment, Recreation And Visitor Industries	312	364	504	73	1,261	335	92,080	614,770
Biomedical/Biotechnical (Life Sciences)	468	525	1,090	2,897	2,571	1,085	262,029	1,708,371
Business And Financial Services	62	77	399	(301)	864	(18)	140,021	1,953,410
Chemicals	207	216	597	206	858	148	(2,970)	120,584
Computer & Electronic Product Mfg	136	207	172	(7)	929	17	(8)	71,323
Defense And Security	203	267	784	100	1,321	6	94,798	805,247
Education And Knowledge Creation	111	117	209	(35)	467	70	39,539	283,108
Electrical Equip, Appliance & Component Mfg	226	226	11	(8)	749	0	4,956	66,295
Energy (Fossil And Renewable)	120	133	389	708	1,341	187	40,533	652,849
Fabricated Metal Product Mfg	143	143	149	(165)	607	73	(6,061)	48,401
Forest And Wood Products	(184)	(184)	53	99	(132)	66	(7,027)	15,122
Glass And Ceramics	55	57	33	(63)	58	19	(1,619)	2,063
Information Technology And Telecommunications	164	256	235	279	1,658	34	145,701	1,155,654
Machinery Mfg	4	4	97	(67)	101	95	(590)	67,234
Manufacturing Supercluster	527	591	614	(231)	2,757	170	19,557	283,378
Mining	4	5	50	172	90	33	1,856	43,981
Primary Metal Mfg	(4)	(4)	(6)	38	(22)	0	(2,170)	(4,071)
Printing And Publishing	21	21	(11)	(139)	52	(195)	9,635	98,039
Transportation And Logistics	388	450	4,984	1,912	12,030	113	117,695	981,001
Transportation Equipment Mfg	23	15	191	(23)	392	(16)	23,431	34,195
<b>Total Cluster</b>	<b>3,641</b>	<b>4,200</b>	<b>11,430</b>	<b>5,443</b>	<b>30,055</b>	<b>2,457</b>	<b>1,000,983</b>	<b>9,629,113</b>
<b>Total</b>	<b>4,264</b>	<b>4,464</b>	<b>19,210</b>	<b>13,495</b>	<b>36,797</b>	<b>7,892</b>	<b>1,468,913</b>	<b>12,357,951</b>

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-7. Cluster Job Growth by Region (%), 2024-34

Cluster	Lodi Area	Lodi Region	Stockton Area	Stanislaus County	San Joaquin County	Merced County	CA	U.S.
Advanced Materials	42%	43%	15%	10%	25%	5%	2%	5%
Agribusiness, Food Processing And Technology	4%	3%	7%	-1%	3%	1%	5%	8%
Apparel And Textiles	38%	30%	22%	-21%	26%	25%	-14%	-2%
Arts, Entertainment, Recreation And Visitor Industries	28%	26%	17%	2%	20%	23%	10%	10%
Biomedical/Biotechnical (Life Sciences)	13%	14%	10%	14%	12%	19%	15%	11%
Business And Financial Services	2%	2%	7%	-3%	7%	-1%	6%	11%
Chemicals	35%	33%	31%	9%	18%	22%	-2%	5%
Computer & Electronic Product Mfg	148%	139%	108%	-5%	73%	39%	0%	7%
Defense And Security	24%	20%	21%	3%	19%	1%	9%	10%
Education And Knowledge Creation	52%	53%	6%	-3%	10%	19%	8%	7%
Electrical Equip, Appliance & Component Mfg	86%	86%	47%	-69%	97%		15%	16%
Energy (Fossil And Renewable)	8%	8%	7%	9%	12%	7%	4%	7%
Fabricated Metal Product Mfg	30%	29%	14%	-9%	21%	14%	-5%	3%
Forest And Wood Products	-16%	-14%	2%	2%	-3%	8%	-3%	1%
Glass And Ceramics	34%	35%	11%	-10%	6%	25%	-6%	1%
Information Technology And Telecommunications	23%	31%	15%	10%	30%	5%	12%	14%
Machinery Mfg	3%	3%	23%	-7%	12%	26%	-1%	6%
Manufacturing Supercluster	41%	34%	25%	-7%	35%	13%	3%	5%
Mining	7%	7%	12%	33%	13%	29%	7%	9%
Primary Metal Mfg	-18%	-15%	-6%	32%	-10%	93%	-15%	-1%
Printing And Publishing	7%	6%	-2%	-13%	4%	-38%	3%	4%
Transportation And Logistics	25%	24%	25%	18%	25%	4%	14%	14%
Transportation Equipment Mfg	8%	2%	28%	-11%	21%	-4%	14%	2%
<b>Total Cluster</b>	<b>14%</b>	<b>14%</b>	<b>0%</b>	<b>5%</b>	<b>17%</b>	<b>5%</b>	<b>8%</b>	<b>9%</b>
<b>Total</b>	<b>10%</b>	<b>9%</b>	<b>12%</b>	<b>6%</b>	<b>12%</b>	<b>17%</b>	<b>7%</b>	<b>7%</b>

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-8. Shift Share Analysis, 2014-24, Lodi Area

Cluster	Industrial Mix Effect	National Growth Effect	Local Share	Actual Change
Advanced Materials	(16)	45	331	360
Agribusiness, Food Processing And Technology	50	864	(951)	(36)
Apparel And Textiles	(17)	9	37	28
Arts, Entertainment, Recreation And Visitor Industries	(23)	119	25	121
Biomedical/Biotechnical (Life Sciences)	151	376	(83)	444
Business And Financial Services	266	313	(322)	257
Chemicals	(5)	39	229	263
Computer & Electronic Product Mfg	(2)	2	75	75
Defense And Security	21	63	233	318
Education And Knowledge Creation	(8)	14	85	91
Electrical Equip, Appliance & Component Mfg	(0)	1	252	253
Energy (Fossil And Renewable)	40	145	41	225
Fabricated Metal Product Mfg	(54)	49	70	65
Forest And Wood Products	(15)	71	471	527
Glass And Ceramics	(25)	20	(1)	(7)
Information Technology And Telecommunications	89	68	(24)	133
Machinery Mfg	(8)	8	58	59
Manufacturing Supercluster	(53)	85	537	568
Mining	(9)	8	(6)	(8)
Primary Metal Mfg	(7)	4	(12)	(15)
Printing And Publishing	(30)	25	88	83
Transportation And Logistics	417	135	(147)	406
Transportation Equipment Mfg	6	20	105	131

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-9. Shift Share Analysis, 2014-24, Lodi Region

Cluster	Industrial Mix Effect	National Growth Effect	Local Share	Actual Change
Advanced Materials	(18)	51	390	423
Agribusiness, Food Processing And Technology	61	1,057	(1,391)	(274)
Apparel And Textiles	(22)	11	79	68
Arts, Entertainment, Recreation And Visitor Industries	(27)	138	133	244
Biomedical/Biotechnical (Life Sciences)	155	384	(43)	495
Business And Financial Services	293	345	(458)	180
Chemicals	(5)	41	269	304
Computer & Electronic Product Mfg	(2)	2	129	129
Defense And Security	32	96	416	544
Education And Knowledge Creation	(11)	18	58	65
Electrical Equip, Appliance & Component Mfg	(0)	2	247	249
Energy (Fossil And Renewable)	48	174	(73)	148
Fabricated Metal Product Mfg	(55)	50	81	75
Forest And Wood Products	(18)	82	519	583
Glass And Ceramics	(26)	20	0	(5)
Information Technology And Telecommunications	100	77	5	182
Machinery Mfg	(8)	9	58	59
Manufacturing Supercluster	(77)	122	683	728
Mining	(10)	9	(5)	(6)
Primary Metal Mfg	(7)	5	(12)	(14)
Printing And Publishing	(35)	28	102	95
Transportation And Logistics	637	207	(763)	81
Transportation Equipment Mfg	16	55	159	230

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-10. Shift Share Analysis, 2014-24, Stockton Area

Cluster	Industrial Mix Effect	National Growth Effect	Local Share	Actual Change
Advanced Materials	(84)	232	(370)	(222)
Agribusiness, Food Processing And Technology	49	849	(272)	626
Apparel And Textiles	(56)	28	169	142
Arts, Entertainment, Recreation And Visitor Industries	(54)	280	332	558
Biomedical/Biotechnical (Life Sciences)	494	1,226	(1,369)	352
Business And Financial Services	543	637	(474)	706
Chemicals	(22)	169	352	499
Computer & Electronic Product Mfg	(7)	8	92	93
Defense And Security	88	270	1,105	1,464
Education And Knowledge Creation	(293)	503	(912)	(702)
Electrical Equip, Appliance & Component Mfg	(0)	5	(20)	(16)
Energy (Fossil And Renewable)	117	423	1,693	2,232
Fabricated Metal Product Mfg	(157)	142	(98)	(113)
Forest And Wood Products	(48)	227	122	300
Glass And Ceramics	(35)	27	93	85
Information Technology And Telecommunications	216	166	(227)	154
Machinery Mfg	(20)	21	237	238
Manufacturing Supercluster	(138)	218	533	614
Mining	(44)	37	96	89
Primary Metal Mfg	(16)	10	30	25
Printing And Publishing	(144)	117	(266)	(293)
Transportation And Logistics	2,696	875	8,754	12,325
Transportation Equipment Mfg	10	33	343	386

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-11. Shift Share Analysis, 2014-24, Stanislaus County

Cluster	Industrial Mix Effect	National Growth Effect	Local Share	Actual Change
Advanced Materials	(119)	328	(337)	(129)
Agribusiness, Food Processing And Technology	200	3,450	(2,585)	1,066
Apparel And Textiles	(155)	78	(173)	(251)
Arts, Entertainment, Recreation And Visitor Industries	(85)	437	(386)	(33)
Biomedical/Biotechnical (Life Sciences)	808	2,005	1,413	4,225
Business And Financial Services	925	1,086	(2,315)	(304)
Chemicals	(32)	241	91	300
Computer & Electronic Product Mfg	(18)	19	(24)	(22)
Defense And Security	100	307	25	432
Education And Knowledge Creation	(118)	203	(441)	(357)
Electrical Equip, Appliance & Component Mfg	(0)	2	(9)	(7)
Energy (Fossil And Renewable)	191	688	855	1,733
Fabricated Metal Product Mfg	(288)	260	(310)	(338)
Forest And Wood Products	(83)	387	570	875
Glass And Ceramics	(126)	99	(171)	(198)
Information Technology And Telecommunications	383	294	(264)	413
Machinery Mfg	(101)	107	(8)	(2)
Manufacturing Supercluster	(311)	492	(1,111)	(930)
Mining	(47)	39	186	179
Primary Metal Mfg	(22)	14	6	(1)
Printing And Publishing	(186)	151	(160)	(195)
Transportation And Logistics	2,533	822	123	3,478
Transportation Equipment Mfg	27	90	(676)	(560)

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-12. Shift Share Analysis, 2014-24, San Joaquin County

Cluster	Industrial Mix Effect	National Growth Effect	Local Share	Actual Change
Advanced Materials	(167)	460	365	658
Agribusiness, Food Processing And Technology	178	3,063	(3,184)	57
Apparel And Textiles	(133)	67	458	392
Arts, Entertainment, Recreation And Visitor Industries	(123)	636	272	785
Biomedical/Biotechnical (Life Sciences)	878	2,178	(1,004)	2,052
Business And Financial Services	1,159	1,361	(1,134)	1,387
Chemicals	(57)	435	795	1,172
Computer & Electronic Product Mfg	(31)	34	990	993
Defense And Security	176	540	1,508	2,225
Education And Knowledge Creation	(355)	609	(903)	(649)
Electrical Equip, Appliance & Component Mfg	(1)	22	560	581
Energy (Fossil And Renewable)	258	929	1,992	3,178
Fabricated Metal Product Mfg	(324)	293	404	372
Forest And Wood Products	(91)	423	666	999
Glass And Ceramics	(121)	95	225	199
Information Technology And Telecommunications	547	420	900	1,868
Machinery Mfg	(55)	59	345	348
Manufacturing Supercluster	(338)	535	3,066	3,263
Mining	(93)	78	62	47
Primary Metal Mfg	(39)	25	25	11
Printing And Publishing	(259)	210	(260)	(309)
Transportation And Logistics	5,757	1,869	24,781	32,408
Transportation Equipment Mfg	31	102	825	958

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Table 4-13. Shift Share Analysis, 2014-24, Merced County

Cluster	Industrial Mix Effect	National Growth Effect	Local Share	Actual Change
Advanced Materials	(23)	63	(106)	(66)
Agribusiness, Food Processing And Technology	156	2,697	(2,981)	(128)
Apparel And Textiles	(50)	25	(67)	(92)
Arts, Entertainment, Recreation And Visitor Industries	(28)	144	105	221
Biomedical/Biotechnical (Life Sciences)	226	562	131	919
Business And Financial Services	289	339	(751)	(123)
Chemicals	(8)	58	127	178
Computer & Electronic Product Mfg	0	0	UND	44
Defense And Security	41	124	(174)	(9)
Education And Knowledge Creation	(19)	32	78	91
Electrical Equip, Appliance & Component Mfg	(0)	4	(41)	(37)
Energy (Fossil And Renewable)	77	279	17	373
Fabricated Metal Product Mfg	(55)	50	118	112
Forest And Wood Products	(10)	45	373	408
Glass And Ceramics	(1)	1	72	72
Information Technology And Telecommunications	103	79	(197)	(15)
Machinery Mfg	(25)	26	147	148
Manufacturing Supercluster	(78)	123	243	288
Mining	(10)	8	43	42
Primary Metal Mfg	0	0	0	0
Printing And Publishing	(143)	116	(447)	(474)
Transportation And Logistics	852	277	(283)	845
Transportation Equipment Mfg	13	43	(36)	20
<i>Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.</i>				
<i>Note: UND = Undefined</i>				

Table 4-14. Shift Share Analysis Summary, 2014-24, Benchmark Geographies

Cluster	2014-24 Growth Performance Based on Shift Share Analysis					
	Lodi Area	Lodi Region	Stockton Area	Stanislaus County	San Joaquin County	Merced County
Advanced Materials	+	+	-	-	+	-
Agribusiness, Food Processing And Technology	-	-	-	-	-	-
Apparel And Textiles	+	+	+	-	+	-
Arts, Entertainment, Recreation And Visitor Industries	+	+	+	-	+	+
Biomedical/Biotechnical (Life Sciences)	-	-	-	+	-	+
Business And Financial Services	-	-	-	-	-	-
Chemicals	+	+	+	+	+	+
Computer & Electronic Product Mfg	+	+	+	-	+	UND
Defense And Security	+	+	+	+	+	-
Education And Knowledge Creation	+	+	-	-	-	+
Electrical Equip, Appliance & Component Mfg	+	+	-	-	+	-
Energy (Fossil And Renewable)	+	-	+	+	+	+
Fabricated Metal Product Mfg	+	+	-	-	+	+
Forest And Wood Products	+	+	+	+	+	+
Glass And Ceramics	-	+	+	-	+	+
Information Technology And Telecommunications	-	+	-	-	+	-
Machinery Mfg	+	+	+	-	+	+
Manufacturing Supercluster	+	+	+	-	+	+
Mining	-	-	+	+	+	+
Primary Metal Mfg	-	-	+	+	+	-
Printing And Publishing	+	+	-	-	-	-
Transportation And Logistics	-	-	+	+	+	-
Transportation Equipment Mfg	+	+	+	-	+	-

Sources: Lightcast and the Center for Regional Development at Purdue University; TNDG.

Note: UND = Undefined

## MARKET DEMAND FOR COMMERCIAL/INDUSTRIAL LAND USES

As part of the EDSP process, The Natelson Dale Group, Inc. (TNDG) prepared market demand forecasts for future commercial and industrial development in Lodi. The market analysis is documented in a separate report and summarized on the tables on the next three pages:

- Table 4-15 (Retail Demand Summary)
- Table 4-16 (Office Demand Summary)
- Table 4-17 (Industrial Demand Summary)

The demand forecasts are intended to provide general indications of development opportunities for the City's internal planning purposes; they are not intended to assess the potential feasibility of individual development projects on specific sites.



*World of Wonders Science Museum (Photo: City of Lodi)*

Table 4-15. Summary of Retail Demand Forecast, 2025-2035

	Lodi	San Joaquin County
Existing Inventory (square feet)	5,045,129	31,568,412
Existing Occupied Space (SF)	4,883,856	29,913,602
Existing Occupancy Rate	96.8%	94.8%
Average Annual Absorption (SF)		
2010-2020	114,847	259,287
2021-2024	4,215	43,165
2010-2024 overall	85,345	201,655
Projected Population GROWTH, 2025-2035	4,795	63,266
Expected retail sales per capita	\$14,345	\$14,929
Potential new retail sales	\$68,782,117	\$944,470,386
Non-resident demand factor	1.20	1.40
Total new retail sales	\$82,830,837	\$1,323,822,587
Average Retail Sales PSF	\$500	\$500
New Space Demand (SF) - resident	137,564	1,888,941
New Space Demand (SF) - total	165,662	2,647,645
Capture rate of potential demand	100%	100%
<b><u>Demand Projection</u></b>		
Total retail Demand (SF), 2025-2035	165,662	2,647,645
Average Annual Absorption	16,566	264,765
<b><u>City as % of San Joaquin County</u></b>		
Historic Absorption, 2010-2020	44%	
Historic Absorption, 2021-2024	10%	
Historic Absorption, 2010-2024	42%	
Projected Absorption, 2025-2035	6%	
Population Growth, 2025-2035	8%	

Sources: TNDG forecast; existing market conditions based on CoStar data.

Table 4-16. Summary of Office Demand Forecast, 2025-2035

	Lodi	San Joaquin County
Existing Inventory (square feet)	1,440,448	13,195,271
Existing Occupied Space (SF)	1,420,346	12,686,415
Existing Occupancy Rate	98.6%	96.1%
Average Annual Absorption (SF)		
2010-2020	11,782	84,777
2021-2024	1,477	62,200
2010-2024 overall	9,034	78,757
Projected Employment Growth, 2025-2035		
Total Employment	1,084	25,365
Office Employment	583	5,261
Office Space Demand (SF) per Job	175	175
<b><u>Projected Demand for Office Space</u></b>		
Total Office Demand (SF), 2025-2035	101,938	920,693
Average Annual Absorption	10,194	92,069
<b><u>City as % of San Joaquin County</u></b>		
Historic Absorption, 2010-2020	14%	
Historic Absorption, 2021-2024	2%	
Historic Absorption, 2010-2024	11%	
Projected Absorption, 2025-2035	11%	

*Sources: TNDG forecast; existing market conditions based on CoStar data.*

Table 4-17. Summary of Industrial Demand Forecast, 2025-2035

	Lodi	San Joaquin County
Existing Inventory (square feet)	13,624,915	153,471,592
Existing Occupied Space (SF)	12,963,843	136,381,176
Existing Occupancy Rate	95.1%	88.9%
Average Annual Absorption (SF)		
2010-2020	190,289	292,011
2021-2024	(175,057)	161,230
2010-2024 overall	92,863	257,136
Projected Employment Growth, 2025-2035		
Total Employment	1,084	25,365
Industrial Employment	273	4,687
Industrial Space Demand (SF) per Job	1,800	1,800
<b><u>Projected Demand for Industrial Space</u></b>		
Total Industrial Demand (SF), 2025-2035	492,120	8,436,780
Average Annual Absorption	49,212	843,678
<b><u>City as % of San Joaquin County</u></b>		
Historic Absorption, 2010-2020	65%	
Historic Absorption, 2021-2024	-109%	
Historic Absorption, 2010-2024	36%	
Projected Absorption, 2025-2035	6%	
<i>Sources: TNDG forecast; existing market conditions based on CoStar data.</i>		

The preceding tables, for Retail, Office, and Industrial existing inventory and projected demand, all indicate relatively high, “healthy” occupancy levels for these uses within Lodi. Occupancy rates at these levels also suggest there is demand for additional development in all three categories.

## REVIEW OF DEVELOPMENT FRIENDLINESS ISSUES

### Scope of Consultant's Review of City's Development Review/Approval Process

The consultant team's investigation of this issue was limited to the *interface of the City's development approval processes with Lodi's economic development potentials* (i.e., perceived or actual issues that affect the City's reputation for business/development friendliness). The consultants did not undertake a comprehensive technical review of the City's operational performance (review times, etc.).

The consultants derived information from the following sources:

- Meetings with the City's Community Development and Public Works directors (and other City department heads).
- Multi-pronged outreach to the development community (via community meetings, EDSP Taskforce meetings, a developer focus group meeting, and individual interviews with development/construction firms and industry associations).
- Comparison of Lodi's development review/approval procedures with five "benchmark" cities profiled for this process (Lathrop, Manteca, Stockton, Tracy, and Turlock). It should again be noted that the focus of these comparisons was on the ways that the other cities position their development streamlining on their websites; the consultants did not conduct quantitative comparisons of review times, etc.

### Highlights of Findings

- **Positive:** City has made (and continues to implement) significant improvements to development review processes (entitlement and construction permitting) in recent years, including a transition to digital submission of plans.
- **Positive:** City offers other formal and informal mechanisms for streamlining project reviews and approvals. These include informal Pre-Development Meetings and formal Pre-Development Application Review opportunities.
- **Positive:** City has an excellent track record in meeting its commitments for initial project review times (from time of complete application: 15-day initial review for commercial projects and 10-day initial review for residential projects<sup>4</sup>).
- **Needs improvement:** City recognizes that some projects get delayed by the need for additional rounds of review; City has a strong understanding of the circumstances that typically cause these delays (with this understanding providing a basis for implementing new programs to address these issues – as further outlined in the EDSP Action Plan).
- **Needs improvement:** Development community's feedback on the City's development approval processes was largely negative. Interviewed developers cited examples of costly delays caused by

---

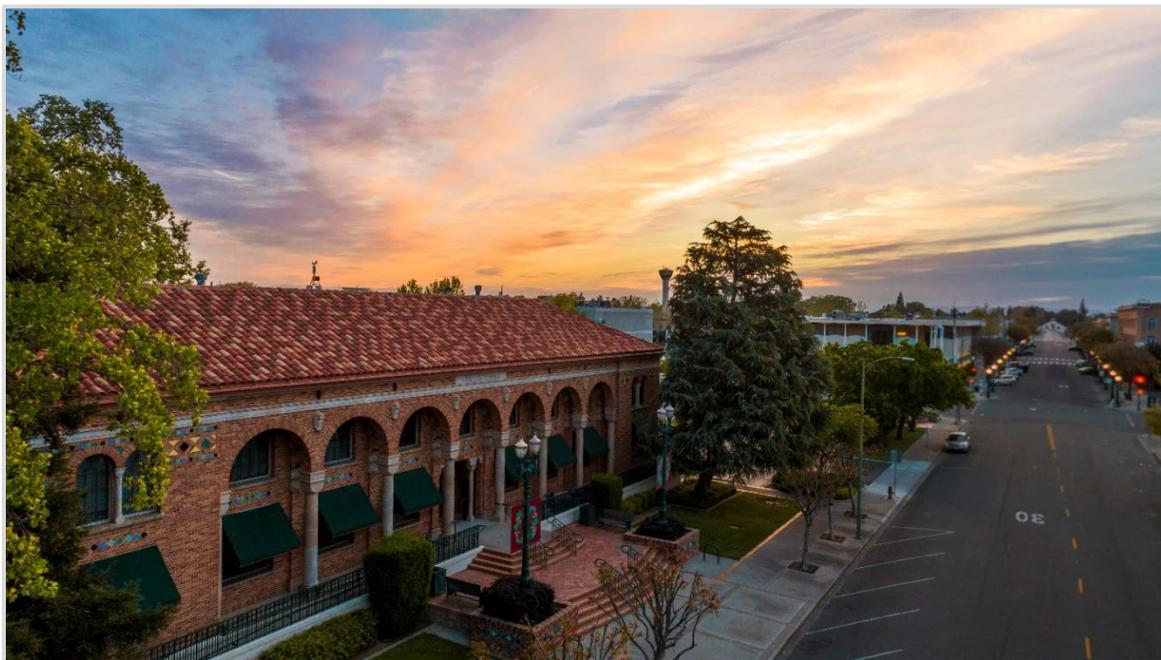
<sup>4</sup> These timeframes are for the Community Development Department's initial review; some projects may require additional time for reviews by other departments (e.g., Public Works, Fire, and Electric Utility).

overly strict interpretation (compared to their experiences in other cities) of building codes, incomplete communication of submittal requirements at the outset of projects (resulting in the need for additional reviews), and the perception that Lodi has long had an anti-growth “culture.”

- **Needs improvement:** Interviewed developers were generally unaware of the significant improvements the City has made (and continues to make) to its review and approval processes. This represents a significant missed opportunity for the City and speaks to the need for better messaging about the City’s ongoing efforts to improve its development friendliness. Put differently, the process improvements currently underway are very important, but if the City does not proactively communicate these changes in a way that affected firms can recognize the City’s progress, then a significant opportunity is lost.

## ***Development Friendliness is Critical to a City’s Economic Development Success***

The importance of development friendliness within a city’s overall economic development strategy can hardly be overstated. At the local level (especially for a smaller city like Lodi), development friendliness (and a City’s *reputation* for development friendliness) is perhaps the single most controllable factor in the success of an economic development program. Realistically, there are limits to how much the City can influence the types of firms/projects that will consider locating in Lodi (i.e., the City cannot control external factors that drive a firm’s site selection process). But once a project or firm does express an interest in Lodi, the City can definitely influence the speed and efficiency of the approval process. Moreover, consistent success in the timely processing of projects can (over time) create a reputation that causes other firms to seriously consider Lodi.



Lodi City Hall (Photo: City of Lodi)

## 5. EDSP ACTION PLAN

### OVERVIEW OF ACTION PLAN

The EDSP Action Plan is designed to achieve the following major goals:

- Expand economic opportunities for Lodi’s resident workforce by fostering creation of a diverse range of quality jobs accessible to residents across the spectrum of education/skill levels
- Leverage the economic development potentials of Lodi’s historic downtown through placemaking initiatives and targeted business/development attraction
- Create development/redevelopment capacity in Lodi’s other commercial and industrial areas (including revitalization of the Cherokee Lane corridor and potential new development in annexation areas)
- Strengthen the City’s fiscal position by attracting land uses and business types that have the potential to generate General Fund revenue

Whereas these goals largely revolve around attracting and retaining targeted business investment, the Action Plan recognizes that the strength of the local business/development environment will ultimately depend on Lodi’s strategic attention to a range of “foundational” conditions such as:

- The City’s reputation for business/development friendliness
- Land, zoning and infrastructure capacity
- Entrepreneurial development resources
- Education/workforce development systems
- Placemaking initiatives that leverage Lodi’s unique locational advantages and sense of community
- Overall image and quality of life



Lodi Arch (Photo: City of Lodi)



Lodi Lake (Photo: City of Lodi)

## PRIORITIZATION OF CITY RESOURCES

The EDSP is intended to provide a “roadmap” to guide activities and programs of the City’s Economic Development Department over approximately the next five years. As such, the Action Plan is intended to assist the City in aligning its program priorities to match the market opportunities identified during this planning effort. Whereas the Action Plan covers an ambitious range of economic development activities, the overall program recommendations reflect the following assumptions:

- Some of the proposed strategies involve activities that the City is already undertaking to some extent, so they are not all new commitments;
- New activities/programs would be phased-in over several years; and
- Consistent with existing practices, most of the strategies would be carried out in collaboration with various non-City partner organizations (several of which have participated in the development of this plan).



Lodi Water Tower (Photo: City of Lodi)

## RECOMMENDED BUSINESS RETENTION/EXPANSION/ATTRACTION TARGETS

The EDSP recommends that the City focus its business retention/expansion/attraction and entrepreneurial development efforts around five broad themes or categories of business activity:

1. Agribusiness, Food Processing and Technology
2. Arts, Entertainment, Recreation, and Tourism
3. Biotech/Biomed
4. Energy / Clean Energy
5. Manufacturing / Advanced Manufacturing

The table below lists Lodi's potential target industries. The table also identifies (in highlighted cells) the likely areas of programmatic focus (i.e., retention, expansion, attraction, and/or entrepreneurial development) most relevant to each industry cluster.

Recommended Target Industries

Potential Industry/Cluster Targets	Focus of economic development activity				
	Retention/ Repositioning	Expansion	Attraction	Entrepreneurial development	Placemaking investment
• Agribusiness, Food Processing and Technology	✓	✓	✓	✓	✓
• Arts, Entertainment, Recreation and Tourism		✓	✓		✓
• Biotech/Biomed		✓	✓	✓	
• Energy / Clean Energy			✓	✓	
• Manufacturing / Advanced Manufacturing	✓	✓	✓	✓	

## EDSP Strategies

The EDSP Action Plan is organized around eight major initiatives, outlined below and detailed on the following pages/tables.

Business Development / Job Creation	
Strategy Category 1:	Focus City's <i>business retention/expansion efforts</i> around high-priority industry clusters
Strategy Category 2:	Implement economic development <i>target industry attraction</i> program focusing on high-priority industry clusters
Strategy Category 3:	Collaborate with regional partners to expand availability of <i>entrepreneurial development</i> resources in Lodi
Strategy Category 4:	Integrate City <i>branding/marketing</i> program throughout EDSP strategies
Creating an Environment for Economic Progress	
Strategy Category 5:	Systematically review and strengthen City's <i>business/development friendliness</i>
Strategy Category 6:	Undertake efforts to ensure <i>development site readiness</i>
Strategy Category 7:	Expand <i>development capacity</i> and pursue <i>placemaking</i> projects
Strategy Category 8:	Enhance City's interface with <i>education/workforce development</i> partners

The listing of strategy categories below is organized into two primary divisions: 1) those focused on Business Development/Job Creation, and 2) those focused on Creating an Environment for Economic Progress, or what we might refer to as addressing “foundational” matters. Within each of these two divisions, the order in which strategies are listed reflect in a very general way the strategies’ level of relative importance, programmatic emphasis, and/or timing of execution. In part because of the range of matters addressed within this comprehensive strategy framework, the strategies are not literally sequential or prioritized.

## Action Steps and Implementation Timeframes

Each EDSP Strategy includes a list of specific Action Steps, which are intended to be implemented over the next 5 years. The recommended implementation timeframe for each action item is provided on the tables below, based on the following color coding:

**Blue = Year 1**

**Green = Year 2**

**Purple = Year 3 and beyond**

## BUSINESS DEVELOPMENT / JOB CREATION

### STRATEGY CATEGORY 1: Business Retention/Expansion

#### **Brief Description of Strategy**

This key function of economic development practice generates multiple benefits for the City and the business community:

- Raises the profile of the City as a supporter of business activity and growth, and
- Establishes a system for mutually beneficial dialogue between businesses and the City, within which problems can be preemptively, sometimes informally identified and addressed, supportive programs for businesses and the workforce can be communicated, and emerging opportunities within the city (revitalization plans, the *Destination Master Plan*, the *Sports Tourism Strategic Plan*, etc.) can be discussed.

#### **City's Positioning/Roles in Implementation**

The City will take a lead, in-house role in implementing a Lodi-specific BRE program. The program will also involve some coordination with (and support from) regional partners.

#### **Action Steps**

(Blue = Year 1; Green = Year 2; Purple = Year 3 or later)

- Establish concept and plan by which to communicate to the business community the intention to establish a formal business outreach policy, and disseminate appropriately. As part of this business outreach plan, consider installation of a “business resource” kiosk (displaying informational brochures and QR codes for available business assistance resources) at a highly visible location at City Hall.
- In coordination with Strategy 2, Targeted Industry Attraction, outline the key City assets, developmental challenges, and strategic directions to address such challenges, associated with each target industry category, as background to subsequent outreach activities.
- Compile database of existing Lodi and (selected) San Joaquin County firms relevant to each targeted cluster.
- Define outreach strategy for maintaining ongoing communication with existing firms in retention/expansion clusters; outreach tactics could include a mix of industry meetings/mixers, online surveys, site visits, and direct mail/email.
- Consider leveraging the Lodi Chamber of Commerce’s existing Business Development meetings, ultimately launching a monthly “rotating” meeting program to be hosted by the various partner organizations that provide small business assistance resources. The intent of these meetings would be to promote expanded collaboration by showcasing the resources offered by each partner and identifying pressing issues warranting a concerted response.

### STRATEGY CATEGORY 1: Business Retention/Expansion

- F. Conduct needs assessment (via outreach strategy in Step D) of firms receptive to business retention/expansion assistance and develop customized responses (packaging of City and non-City resources) to address specific needs of assisted firms.
- G. Customize marketing materials (see Strategy Category 4) intended for target industry *attraction*, for potential applicability to (selected) existing firms.
- H. Customize entrepreneurial development resources (see Strategy Category 3) to encourage startup potential within targeted industry clusters.
- I. Customize workforce development resources (Strategy Category 8) to ensure competitive pipeline of workers to meet staffing needs of potentially expanding firms in targeted industry clusters.

#### Partnership Resources

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Lodi Chamber of Commerce and Chamber Agribusiness Committee</li> <li>• Lodi Winegrape Commission</li> <li>• San Joaquin Partnership</li> </ul> | <ul style="list-style-type: none"> <li>• San Joaquin County Employment and Economic Development Department</li> <li>• Opportunity Stanislaus</li> <li>• Lodi Electric Utility</li> </ul> |
|---|--|

#### Year 1 Milestones/Checklist

- Background materials prepared, for use with interviewed targeted and other major industries
- Database compiled: Existing Lodi and (selected) San Joaquin County firms relevant to each targeted cluster, that are prospects for outreach.
- Memorandum (staff generated) outlining in-house plan for existing business outreach, including contacts, scheduling, tracking database, etc.

### STRATEGY CATEGORY 2: Targeted Industry Attraction

#### Brief Description of Strategy

Recommended targeted industries for Lodi have the following key characteristics, which are to be reflected in this strategy:

- Recognizing the value of existing well-established economic sectors in the city and region.
- Integrating targets with regional initiatives that support high-tech and technological innovation, such as North Valley Thrive and BEAM Circular.
- Leveraging interrelationships among the targeted industries that mutually promote their growth.
- Providing Lodi with a comprehensive, balanced platform for economic progress, which also serves as a framework for promoting not only the City's economy to outsiders but also other initiatives supporting community enhancement. In this regard, industry targeting is understood to be integrated with other elements of this strategic plan, including marketing, land use, workforce, and business friendliness, so that these strategic elements are mutually reinforcing.
- Recognizing the need to craft incentive packages tailored to the specific needs of targeted industries.

## STRATEGY CATEGORY 2: Targeted Industry Attraction

### **City's Positioning/Roles in Implementation**

The City will take a lead, in-house role in implementing a Lodi-specific target industry program. The program will also involve some coordination with (and support from) regional partners.

### **Action Steps**

**(Blue = Year 1; Green = Year 2; Purple = Year 3 or later)**

- A. Compile database of employer prospects within selected geographic areas, applicable to each target-industry category; set up contact system and other operational details.
- B. Meet with representatives of regional initiatives (e.g., North Valley Thrive and BEAM Circular) to coordinate business lead generation, prospect contacting, and other marketing details (coordinating with Strategy 2) related to targeted industries.
- C. Develop comprehensive “war chest” of financial and non-financial incentives the City can utilize to attract targeted industries/firms; as part of this comprehensive review, consider improvements to existing City incentives, as well as new incentive policies tailored to the needs of targeted industries. The following types of incentives should be considered as part of this process:
  - Competitive rates for electric power (City already offers this incentive, but could consider further discounts for targeted industries meeting criteria such as high wages)
  - Impact fee deferrals or financing
  - Financial incentives to targeted industries, paid on a per-job formula for creation of jobs meeting a specified wage threshold (e.g., similar to the City of Sacramento’s agreement with Centene Corporation)
  - Streamlining and fast-tracking of development approvals and business permitting (per Strategy Category 5)
- D. Implement marketing effort (see Strategy 4) for identified business attraction targets.

### **Partnership Resources**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• North Valley Thrive (NVT)</li> <li>• BEAM Circular</li> <li>• Manufacturers Council of the Central Valley</li> </ul> | <ul style="list-style-type: none"> <li>• Advanced Manufacturing Partnership (AMP)</li> <li>• California Central Valley Economic Development Corporation</li> <li>• Lodi Electric Utility</li> </ul> |
|---|---|

### **Year 1 Milestones/Checklist**

- Prospect contact database and contact management system.
- MOU with partners for coordination on business attraction coordination (identification of regional targets relevant to Lodi, etc.).
- Memorandum (staff generated) outlining in-house plan for business attraction.

### STRATEGY CATEGORY 3: Entrepreneurial Development

#### **Brief Description of Strategy**

Entrepreneurial-support institutions exist in the region, as noted in the Partnership Resources box below, and the emphasis within this strategy category is for the City to find an effective way to work with these partners to increase engagement with existing and prospective entrepreneurs. Within this overall focus, specific initiatives aligning entrepreneurial support with targeted industries could include the following:

- Convene Lodi Tech Forum (public/private consortium focused on networking within regional technology industries), and
- Prepare a feasibility study (competitive assessment) and (if warranted) a business plan for potential incubator(s) focused on biotech and/or biocircular startups.

These initiatives and the partners resources would be part of positioning Lodi as a strong location for startups in target industries (see Strategy Category 2).

Networking is one key to building/enhancing the local entrepreneurial ecosystem. Networking processes for entrepreneurs can be organized locally, informally, or by tying into national organizations such as 1 Million Cups, an initiative of the Ewing Marion Kauffman Foundation begun in 2012. The intent of this group is to “present a supportive and inclusive front door to their local entrepreneurial ecosystems.”<sup>5</sup>

The pending Advanced Manufacturing Partnership (AMP) Deal Tracker can expedite entrepreneurs’ access to capital.

#### **City’s Positioning/Roles in Implementation**

The City will mostly serve in a coordination/clearinghouse capacity, drawing on the established programs of regional partners. More directly (through other EDSP strategies), the City will focus on creating working and living environments attractive to prospective entrepreneurs.

#### **Action Steps**

**(Blue = Year 1; Green = Year 2; Purple = Year 3 or later)**

- Conduct meetings with regional partners listed below to unveil EDSP target industry cluster program and coordinate how best to encourage and support successful entrepreneurial involvement in these targets.
- Update City ED webpage summarizing City’s and partners’ entrepreneurial development opportunities/resources.
- Convene Lodi Tech Forum – a public/private consortium focused on networking within regional technology industries.
- Consider creating a City of Lodi scholarship fund to provide scholarships (\$300-\$500 each) to prospective entrepreneurs interested in participating in SJC Incubator training opportunities.

<sup>5</sup> In California, local chapters exist in Sacramento and other large cities but also in small communities such as Chico and the Yuba-Sutter region (according to the organization’s website).

### STRATEGY CATEGORY 3: Entrepreneurial Development

- E. Actively promote the free educational resources available through Lodi-based Open Innovation Centers.
- F. Sponsor preparation of a feasibility study (competitive assessment) and business plan for potential incubator(s) focused on biotech and/or biocircular startups. Consider the potential for leveraging the existing SJC Incubator program as one option for creating incubator facilities specific to Lodi. (Stakeholders have noted that in prior years the City of Livermore launched the i-Gate innovation hub to attract early-stage startups as a means to foster collaboration, particularly in the tech and bio-tech spaces, and that this might be a good template for creating a hub in the Downtown area near the train station.)
- G. Promote partner programs that provide access to capital for start-ups, including the forthcoming Deal Flow Tracker under development by AMP.
- H. Investigate options for key partner organizations to establish field offices in Lodi to support expanded focus on entrepreneurial development and startup assistance.

#### **Partnership Resources**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Governor’s Office of Business and Economic Development (GO-Biz)</li> <li>• SCORE Capital Corridor (21 counties), with office in Stockton</li> <li>• I-Hub San Joaquin</li> <li>• Open Innovation Centers</li> <li>• University of the Pacific, Benerd College, Center for Professional &amp; Continuing Education: Entrepreneurship Certificate</li> </ul> | <ul style="list-style-type: none"> <li>• San Joaquin Small Business Development Center, Stockton, part of the NorCal SBDC network</li> <li>• Downtown Lodi Business Alliance</li> <li>• San Joaquin County Employment and Economic Development Department</li> <li>• Lodi Chamber of Commerce</li> <li>• Advanced Manufacturing Partnership (AMP)</li> <li>• Business Council of San Joaquin County</li> </ul> |
|---|--|

#### **Year 1 Milestones/Checklist**

- Set up and conduct meeting with regional partners to launch EDSP industry targets and coordinate entrepreneurial efforts.
- Set up and conduct Lodi Tech Forum, produce memorandum demonstrating how results of the forum can be tied back into marketing and other economic development efforts.
- Updated ED webpage for entrepreneurial resources.

## STRATEGY CATEGORY 4: Marketing/Branding

### **Brief Description of Strategy**

This strategy focuses on integrating “branded” programs or other promotional-oriented initiatives (and related materials) specific to the City within other strategy categories of this EDSP, including but not necessarily limited to: business outreach; area revitalization efforts; sports tourism and other tourism plans, facilities, activities, etc.; development friendliness; and quality of life initiatives. Marketing initiatives are understood to also address attractiveness of the community for workers, in targeted and other industries.

Marketing for Lodi can also respond to regional and other competitive issues that apply generally to the community, including those that are identified in the *Destination Master Plan* and the *Sports Tourism Strategic Plan*. Initiatives outlined in these documents in turn support overall marketing efforts by expanding awareness within the community of challenges and opportunities, and the desirability of organizing to address these conditions.

The marketing program will include the following characteristics:

- A marketing framework integrated into other distinct marketing programs of local and regional partners, and leveraging the resources associated with these other programs to the extent practical.
- A marketing framework that reflects, within a comprehensive messaging platform, the multiple aspects of Lodi’s assets: for visitors, residents and resident workers, and employers, and how these market segments all benefit (even if in slightly different ways) from these assets.
- Business communities’ exposure to targeted industry clusters, generally and within a region defined for this purpose.
- Raising public awareness of City’s business/entrepreneurial assistance resources.
- Raising public awareness of City’s overall “business plan” approach to economic development.
- Promoting wider awareness of the City’s “business friendly” status.
- Promoting placemaking initiatives and the general and specific benefits associated with each targeted area.
- Lead generation for business attraction.

### **City’s Positioning/Roles in Implementation**

The City will initially take a coordinating role in establishing the economic development-specific marketing program. In subsequent stages, the City will take a lead role in ensuring that City-specific branding etc. are reflected throughout the EDSP elements and within related regional messaging. Initial program design (and some elements of implementation) may be supported by a professional marketing agency, which may already be associated with marketing partners. Lodi will also leverage its City-level marketing investments through ongoing participation in regional marketing initiatives.

### **Action Steps (Blue = Year 1; Green = Year 2; Purple = Year 3 or later)**

- A. Convene a group consisting of local organizations that have an interest in or existing commitment to marketing the community, including such groups as the Lodi Chamber of Commerce and the potential partnering organizations listed below, to undertake the following (with some actions potentially in coordination with a professional marketing firm, Step B):

#### STRATEGY CATEGORY 4: Marketing/Branding

- Coordinate with respective partners to ensure that Lodi’s messages are positioned appropriately within existing regional marketing initiatives (including partner websites, etc.), and any anticipated future initiatives.
  - Reach agreement on marketing content and on ways in which partners can support both the creation and/or dissemination of marketing materials in accordance with the designed framework objectives.
  - Participate in a formal launch of the marketing campaign, networking through their respective partners/membership to maximize exposure and increase awareness of how interested parties can be engaged in promoting economic development and other aspects of the community, as represented in the marketing campaign.
- B. Investigate options for professional marketing services to support design/implementation of new marketing program. This program could include the following components:
- Industry-specific marketing materials (target industry webpage, brochures, digital/print media), in addition to general, community-wide material.
  - Advertising in selected/targeted media (general and industry-specific).
- C. In tandem with Strategy 7 below (Placemaking), incorporate targeted development areas, and their programs, assets, etc., into marketing framework and materials, targeting the development community. To the extent practical within these materials, include descriptions of the City’s “business plan” for supporting project development (what the City has to offer by way of procedures, incentives, etc.)
- D. Update City ED webpages to reflect marketing program messaging and target industries identified in the EDSP; also update other City webpages as needed to coordinate marketing.
- E. Design a comprehensive marketing framework that reflects how the multiple aspects of Lodi’s assets make the community attractive for visitors, residents, workers, and employers, and how messages for different target groups can be coordinated to ensure that they all include a business attraction component. Make distinctions as necessary in materials, contact lists, etc. among target markets of commercial, industrial, and housing development firms, and existing versus prospective businesses.
- F. Implement targeted advertising campaign.
- G. Establish and implement annual calendar for attendance at selected partner- and industry-specific organizational events identified as important to Lodi’s strategic future.
- H. Host commercial/industrial broker luncheon/site tour to help establish Lodi as a viably competitive location for targeted office/industrial tenant types (to be continued annually).
- I. In conjunction with partners (potentially through an ad hoc taskforce), identify and organize new special events to support placemaking efforts.

## STRATEGY CATEGORY 4: Marketing/Branding

### Partnership Resources

- Lodi Chamber of Commerce and Chamber Agribusiness Committee
- Visit Lodi
- Lodi Winegrape Commission
- San Joaquin Partnership
- San Joaquin County Employment and Economic Development Department
- Lodi Electric Utility
- Lodi Winery Business Improvement District

### Year 1 Milestones/Checklist

- Convene local organizations to begin the process of aligning marketing messages, etc., and establishing framework, target markets, sharing of resources, etc. for marketing program.
- Reach decision on whether City needs to independently hire professional marketing firm, and if so, prepare solicitation materials and initiate selection and contracting process.
- If marketing program is prepared in-house, prepare preliminary outline of content for all market segments, in agreement with convened partners.



Downtown Farmer' Market (Photo: City of Lodi)

## CREATING AN ENVIRONMENT FOR ECONOMIC PROGRESS

### STRATEGY CATEGORY 5: Development Friendliness

#### ***Brief Description of Program***

The City will comprehensively review and strengthen key systems/policies relating to interactions with the development community. This initiative will build on the City's laudable recent (and ongoing) efforts to streamline the development approval timeframes. Important components of this initiative will include the following (some of which are already the City's standard practice):

#### **Internal Procedures**

- Expanded use of formal and informal pre-application discussions for anticipated development proposals. The City currently makes the following distinctions between the formal and informal pre-development discussions and reviews offered:
  - ***Concept Check (Free, Informal)***. A quick, early-stage discussion for applicants exploring an idea or testing feasibility before investing in design work. No plans are required. Staff provides high-level guidance on zoning, allowable uses, development standards, and potential next steps.
  - ***Comprehensive Pre-Development Application (Fee, Formal Review)***. A structured, multi-department review based on conceptual drawings, site plans, and other supporting materials. The routes the application to all relevant departments for a coordinated 30-day evaluation. After comments are compiled, staff holds an in-person roundtable meeting with representatives from each department to provide detailed, project-specific feedback. This process gives applicants a clear understanding of required improvements, and expectations prior to submitting a full development application.
- Routine use of inter-departmental City roundtable meetings to outline customized "game plans" for streamlining approval of each project.
- Formal protocols for clear, upfront communication (during the pre-application phase of each development project) of the City's submittal requirements.
- For each submitted project, assignment of a dedicated Project Liaison (Community Development staff) to: a) serve as a single point of contact with the applicant, and b) coordinate the review/submittal requirements of other affected City departments.
- Commitment to pre-defined timeframes for each stage of the review/approval process.
- Work to reduce surprises in the development review process after initial reviews are conducted.

#### **External Communications**

- Improved online promotion of City's development services, including updated guidance on City's website regarding review/approval processes, submittal requirements, and expected timeframes.
- Branding of the City's development friendliness program with a name that conveys a strong "open for business" message.

#### **Business Support Resources**

- Expanded technical assistance (via workshops, webinars, etc.) to small businesses and development firms navigating the approval process.

## STRATEGY CATEGORY 5: Development Friendliness

- Implementation of a new “Development Concierge” program (housed within the City’s Economic Development Department and staffed by a Business/Development Ombudsman), serving in an advocacy and technical support role on behalf of firms with pending approvals.

### ***City’s Positioning/Roles in Implementation***

The City will take a lead role in implementing the business/development friendliness initiative, potentially with support from local and regional partner organizations focused on business services.

### ***Action Steps***

***(Blue = Year 1; Green = Year 2; Purple = Year 3 or later)***

- A. Convene Internal Working Group (led by City Manager’s Office) of affected department heads to review EDSP recommendations and determine the initial and longer-term scope of the “development friendliness” program. Meet monthly (for first 4-6 months) to identify operational and/or organizational changes needed to pursue the following recommendations:
  - Expanded/routine use of pre-application meetings.
  - Eliminating the existing fee for formal pre-application reviews.
  - Expanded/routine use of inter-departmental roundtable meetings upon formal submission of project applications (potentially in lieu of existing fee-based pre-application reviews).
  - Assignment of a dedicated staff member (“Project Liaison”) as the single point of contact for each submitted application.
  - Technical support for small businesses/developers.
- B. Outline specific parameters for a “Development Concierge” program (and associated “Business/Development Ombudsman” position) to be approved by City Council. It is anticipated that the City’s Economic Development Director would initially fulfill the Ombudsman function; this role could ultimately be assigned to a new Economic Development staff position responsible for coordinating with the Community Development Department (and other City departments with review authority) on behalf of businesses and developers seeking permits and/or project approvals.
- C. In conjunction with the overall EDSP marketing program (Major Initiative 1), implement improved communications with the business/development community. This effort would include the following considerations:
  - Branding/name of program.
  - Website improvements (enhanced online descriptions of process and expected timeframes, etc.).
  - On-line survey of development community to establish baseline of development-community concerns and priorities.
- D. Within the first 6 months of EDSP implementation, prepare a staff report and recommended action items, based on steps A through C above.

### STRATEGY CATEGORY 5: Development Friendliness

- E. Begin implementation of the operational/organizational changes defined by the Internal Working Group (and approved by City Council).
- F. Reconvene Internal Working Group to review Year 1 progress and identify specific objectives for Year 2.
- G. Define scope and begin deployment of business support resources related to the development friendliness initiative. These resources would be aimed at providing technical support to small businesses and development firms navigating City approval processes. A priority focus would be supporting small firms who do not have the resources/expertise to submit professional-quality project building plans (City staff reports that this issue can delay approval of submitted plans and result in additional rounds of review). Possible options would include:
- In-person workshops (or online webinars) providing guidance City’s submittal requirements and ways to avoid common bottlenecks.
  - Regular (weekly) office hours during which applicants can check the status of projects and get needed technical guidance to keep their review process on track (these office hours could be branded under a name such as “TI Tuesdays”).
  - Pro bono services to address design requirements for firms with limited resources; these services could potentially be provided through a partner organization such as the San Joaquin Small Business Development Center (SBDC).
- H. Launch annual broker/developer appreciation event (include a “customer satisfaction survey” to obtain ongoing feedback on ways City can improve business/development friendliness).

#### **Partnership Resources**

- Lodi Chamber of Commerce
- Building Industry Association

- Small Business Development Center (SBDC)
- Business Council of San Joaquin County

#### **Year 1 Milestones/Checklist**

- Staff report/recommendations from Internal Working Group (by end of Month 6)
- Integration of branding/messaging with EDSP marketing program
- Website improvements
- Implementation and promotion of “Development Concierge” program

### STRATEGY CATEGORY 6: Development Site Readiness

#### **Brief Description of Strategy**

Focus of this strategy is on establishing specific administrative, technical, and financial resources for supporting property development, primarily in targeted areas, and for specific uses. The strategy relates closely with Strategy 7, Placemaking, which focuses on how multiple aspects of the Strategic Plan mutually support enhancing the image of the community, involving targeted areas both known and potentially emerging.

#### **City’s Positioning/Roles in Implementation**

## STRATEGY CATEGORY 6: Development Site Readiness

The City's Community Development Department will have a lead role in coordinating relevant research etc., including proposing any new City zoning policies and infrastructure investments in response to emerging market opportunities.

### Action Steps

(Blue = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Update as necessary the inventory of sites suitable for industrial development and document their readiness for development (to help inform planning processes and for marketing purposes). Industrial site inventory and analysis should be consistent with standards of the California Jobs First – Business Ready Sites Program, and coordinated with California GO-Biz.
- B. Set up process by which Lodi's zoning categories, capacity throughout the community, and policies (through General Plan Update) can best be aligned with market demand and other aspects of development feasibility; begin implementation of this process.
- C. Set up process by which Specific Plans for targeted development areas (see Strategy 7, Placemaking), at whatever level of implementation, as well as other targeted opportunity sites, are integrated with economic development processes, including evolving marketing messaging, outreach to relevant businesses, etc. Specific plans are understood to apply to the following areas:
  - Downtown (including prioritized redevelopment parcels identified in the Downtown Specific Plan
  - Eastside Industrial Annexation
  - Cherokee Lane
  - Westside Annexation
  - South Annexation
  - City-owned land along Interstate 5

Opportunity sites are understood to include, in addition to other designated locations, sites related to the *Sports Tourism Strategic Plan* and placemaking aspects of the *Destination Master Plan*.
- D. Prepare memorandum for coordination with other City departments and utility providers (including telecom) on infrastructure planning and construction, to maximize the potential for infrastructure work to support targeted placemaking/opportunity sites and other locations critical for accommodating targeted industries; implement this coordination.
- E. As part of the City's implementation of the updated Downtown Specific Plan, identify and promote opportunities for development of small-space retail commercial buildings suitable for independent businesses.
- F. Inventory and compile information related to infrastructure financing tools and funding sources; document any gaps in financing tools/funding.

### Partnership Resources

- San Joaquin County COG
- Building Industry Association (BIA) of the Greater Valley

**STRATEGY CATEGORY 6: Development Site Readiness**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Lodi Winegrape Commission</li> <li>• San Joaquin County Planning Department</li> </ul> | <ul style="list-style-type: none"> <li>• Lodi Electric Utility</li> <li>• San Joaquin Local Agency Formation Commission (LAFCO)</li> </ul> |
|---|--|

**Year 1 Milestones/Checklist**

- Zoning analysis
- Memorandum on processes for integrating specific plans with ED functions.

**STRATEGY CATEGORY 7: Placemaking/Strategic Land Use****Brief Description of Strategy**

Focus within this strategy is about awareness of the concept, through embracing a comprehensive view of how multiple aspects of the Strategic Plan mutually support enhancing the image of the community, and which involve targeted areas (particularly Downtown and Cherokee Lane, plus areas involved in the *Sports Tourism Strategic Plan* and placemaking aspects of the *Destination Master Plan*) as well as the City as a whole.

Prime sites as referenced in the Sports Tourism plan include the Grape Bowl and nearby Zupo Field. The relationships (physical, economic, etc.) among Downtown, Cherokee Lane, and the two sports venues (plus any destination-related sites) need to be considered as an integral part of the overall placemaking strategic considerations.

Potential implementation of the proposed Lodi-Sacramento commuter rail service can also help expand visitation to Lodi destinations, including Downtown, and other venues.

This strategy is understood to be closely aligned with Strategy 6, Development Site Readiness, which deals primarily with establishing the administrative, technical, and financial resources for supporting property development.

**City's Positioning/Roles in Implementation**

The City will take a lead, in-house role in implementing this strategy. The program will also involve direct coordination with property owners and the development community.

**Action Steps**

(Blue = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Establish operational plan for coordination of Economic Development functions with implementation steps of the Downtown Specific Plan, also noting the six Downtown sites prioritized as locations with recommended redevelopment project concepts (generated by Land Econ Group)<sup>6</sup>

<sup>6</sup> The 6 parcels, listed in order of their priority, are: 1) 1.7 acres industrial parcel located at E. Lockeford between Main and Stockton; 2) Wine Country hotel development [or suitable alternative commercial uses] on two parcels spanning Sacramento Street on the south side of Walnut Street; 3) 0.73 Acres Industrial parcel located at Stockton and Locust; 4) 0.58-acre Industrial parcel located at Stockton and Pine Streets; 5) 1.17-acre railroad parcel located at Walnut and Main Streets; and 6) 1-acre office parcel located at Church and Locust Streets.

### STRATEGY CATEGORY 7: Placemaking/Strategic Land Use

- B. Begin preparations for creation of a revitalization plan for the Cherokee Lane Corridor: generate RFP and publicize/disseminate, select contractor. Considerations within this plan will include recognition of the area’s relationship to Downtown.
- C. Prioritize as necessary and begin preparations for creation of at least one specific plan for one (or more) of the 3 Lodi annexation areas (Westside, South, Eastside Industrial); generate RFP and publicize/disseminate, select contractor.
- D. Consider allocating TOT revenues to organizations such as Visit Lodi and others actively involved in visitor promotion.
- E. Evaluate opportunities to form a Downtown Improvement District.
- F. Coordinate with SJJPA on implementation of plans for Lodi-Sacramento commuter rail service.
- G. Adapt marketing materials (Strategy Category 4) for use in attracting developers, businesses, and residents (as applicable) to placemaking focus areas/specific plan areas, and other opportunity sites, including sites related to the *Sports Tourism Strategic Plan* and placemaking aspects of the *Destination Master Plan*. Within the promotional framework, position higher-density housing and mixed-use projects as development catalysts in focus areas (especially Downtown).
- H. Adapt marketing materials (Strategy Category 4) for use in attracting businesses in the fields of hospitality, entertainment, restaurants, and specialty retail, generally to locations related to placemaking efforts.
- I. Coordinate with Public Works Department and Lodi Electric Utility to establish “Economic Development Readiness” list of high-priority capital improvement projects (see Chapter 6, below).
- J. Review capital improvements plans and supplement/coordinate planned improvements to create or enhance amenities in placemaking locations.
- K. Consider initiating a master planning process for the Grape Bowl district.

#### **Partnership Resources**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Lodi Chamber of Commerce</li> <li>• Visit Lodi</li> <li>• Building Industry Association (BIA) of the Greater Valley</li> </ul> | <ul style="list-style-type: none"> <li>• Lodi Winegrape Commission</li> <li>• San Joaquin County COG</li> <li>• San Joaquin Joint Powers Authority (SJJPA)</li> <li>• Lodi Electric Utility</li> </ul> |
|---|--|

#### **Year 1 Milestones/Checklist**

- Operational plan that aligns Economic Development functions with relevant implementation steps of the Downtown Specific Plan.
- Specific Plan for Cherokee Lane Corridor begun.
- Operational plan for initiating Specific Plans for annexation areas, with priorities, scheduling, etc.

## STRATEGY CATEGORY 8: Talent (Workforce) Development

### **Brief Description of Strategy**

Actions within this strategy apply to three categories of Lodi workers:

1. The existing resident workforce, with local jobs;
2. Workers, existing and potential, tied (remotely) to Bay Area jobs (presumably mostly tech jobs but potentially others as well); and
3. Prospective workers in Lodi target industries.

For all three, prioritizing quality of life enhancements (e.g., entertainment/gathering areas) will make Lodi more attractive to young professionals, along with the workforce in general. In this way, such actions support Business Retention, Expansion (Strategy 1), and Recruitment.

For employers, customizable workforce training programs can be promoted as a business attraction incentive, as a component of the full range of workforce development resources.

Implementation of plans for Lodi-Sacramento commuter rail service can support all types of Lodi workers by expanding opportunities for practical (two-way) commuting options.

### **City's Positioning/Roles in Implementation**

Whereas core educational/workforce development services will continue to be delivered primarily by partner organizations, the intent of this strategy is to more strongly support these partners in a coordination/clearinghouse capacity. This coordination role would involve streamlining and clarifying regional/partner resources to maximize their value to Lodi's business community.

### **Action Steps**

**(Blue = Year 1; Green = Year 2; Purple = Year 3 or later)**

- A. Meet with SJC WorkNet<sup>7</sup> representatives to generate an operational approach for how the City can best raise awareness of WorkNet resources for employers and workforce participants, generally, and specifically for the EDSP activities within Business Retention, Expansion (Strategy 1), and Recruitment.
- B. Coordinate with Career Technical Education (CTE) programs and courses available within the San Joaquin County Office of Education (including resources such as FabLab) and Lodi Unified School District to increase awareness of such programs within the business community, and their role in workforce development.
- C. In coordination with marketing/branding strategies (Strategy 4), adapt materials for use in connecting with workers tied (remotely) to Bay Area tech and other jobs, as part of retention efforts (Strategy 1). This outreach also applies to raising awareness of WorkNet resources for workers and employers as per Action Step A above.
- D. Establish City of Lodi Workforce Development Roundtable to facilitate: 1) promotion of the workforce development resources available through partner organizations, 2) expanded communication among partner organizations to enhance opportunities for collaboration, and 3) improved interface between workforce training organizations and private employers. It is

<sup>7</sup> WorkNet is a division of the San Joaquin County Employment and Economic Development Department.

## STRATEGY CATEGORY 8: Talent (Workforce) Development

recommended that the City host and facilitate one to two meetings per year with the informal Roundtable. Public and private organizations/firms that participated in the Workforce Development Focus Group Meeting for the EDSP process could form the initial core of the Roundtable.

Through the Roundtable discussions, the City should establish an operational approach for: 1) How the City can best coordinate with these institutions on the training needs of targeted industries; and 2) How the City can best communicate the institutions' educational/training resources to employers and the existing and prospective workforce. In this regard, the City should make optimal use of regional resources such as the existing Go San Joaquin website (<https://gosj.org/>).

- E. In coordination with Placemaking strategies (Strategy 7), reinforce awareness on the part of City decision-makers and other key stakeholders, within planning and other project-related materials, of the connection between quality-of-life enhancements and attractiveness of Lodi to workers in desired/targeted industries.

### **Partnership Resources**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• SJC WorkNet</li> <li>• Lodi Unified School District</li> <li>• San Joaquin County Office of Education</li> <li>• San Joaquin Delta College</li> <li>• California State University Stanislaus, Stockton Campus</li> <li>• University of the Pacific</li> </ul> | <ul style="list-style-type: none"> <li>• Lodi Chamber of Commerce</li> <li>• Opportunity Stanislaus</li> <li>• Business Council San Joaquin</li> <li>• Open Innovation Centers</li> <li>• Manufacturers Council of the Central Valley</li> <li>• San Joaquin Building Trades Council</li> <li>• Builders' Exchange of San Joaquin</li> <li>• San Joaquin Partnership</li> </ul> |
|--|---|

### **Year 1 Milestones/Checklist**

- Memorandum on how City can best work with SJC WorkNet and its resources for the benefit of existing businesses and workforce, and to support recruitment efforts in targeted industries.
- Adapted marketing materials to help retain and attract Bay Area remote workers.

## 6. REVIEW OF INFRASTRUCTURE READINESS

Infrastructure is a key determinant for companies evaluating industrial and commercial sites. Reliable utilities, scalable systems, and modern connectivity are essential for uninterrupted operations and future growth. Lodi's ability to attract targeted industries depends on aligning infrastructure investments with economic development priorities.

### Methodology

The consultant's review followed a structured, multi-source approach to ensure applicability and relevance. First, the consultant reviewed foundational documents, including the 2021 Broadband Feasibility Study and the 2022 Municipal Service Review, to establish baseline infrastructure conditions and planned improvements. Next, the consultant incorporated strategic direction from the Preliminary Framework for the Lodi Economic Development Strategic Plan (Sept 2025), which identified target industries and their infrastructure requirements. To capture recent developments, the consultant analyzed presentations from the Public Works Master Plans Workshop (June 2025) and the City Council Growth Planning Workshop (June 2025), which provided updates on utility master plans, annexation priorities, and funding constraints. The consultant team synthesized these sources into a comprehensive readiness assessment, combining narrative analysis with visual tools such as priority matrices and scorecards to align infrastructure investments with economic development objectives.

### Narrative Analysis of Current Status & Future Needs

Lodi's infrastructure framework must support five targeted industry clusters: Agribusiness, Arts & Tourism, Biotech/Biomed, Energy/Clean Energy, and Advanced Manufacturing. Each cluster has unique requirements:

- **Agribusiness & Food Processing:** Requires robust water supply and wastewater systems for processing, plus broadband for ag-tech applications.
- **Arts & Tourism:** Needs broadband for marketing and visitor engagement, reliable electric service for hospitality venues, and stormwater systems for placemaking.
- **Biotech/Biomed:** Demands high-speed broadband for research, redundant electric power, and specialized water/wastewater systems.
- **Energy/Clean Energy:** Relies on electric grid modernization and broadband for smart grid and IoT integration.
- **Advanced Manufacturing:** Requires high-capacity electric service, broadband for automation and Industry 4.0, and water/wastewater for production processes.

## Recent Updates & Risks

Recent workshops and master plan reviews highlight critical updates:

- **South Wastewater Trunk Line (SWTL):** Essential for South and East growth areas; 2018 amendment reduced cost and simplified easements.
- **East Industrial Area:** Requires new water study (likely well and/or tank) and stormwater basin planning.
- **Stormwater:** Design standards updated in 2024; future basins must be larger. WID discharge agreement expires in 2033, creating compliance risk.
- **Electric Utility:** Planned upgrades from the California Strategic Reliability Reserve and local thermal generating plants, current and forecasted electric load can be provided. The planned Northern San Joaquin 230kV project will increase availability and reliability in 2030 and beyond.
- **Broadband:** Race Communications has planned expansion to increase fiberoptic availability, increasing both availability and competitiveness for broadband services.
- **Funding Constraints:** City lacks upfront capital; infrastructure will rely on CFDs, impact fees, and development agreements.

These factors introduce both opportunities and challenges for aligning infrastructure with economic development goals.

### Industry vs. Infrastructure Priorities

Target Industry	Water	Wastewater	Electric	Broadband	Stormwater
Agribusiness, Food Processing and Technology	✓	✓	⚠	✓	—
Arts, Entertainment, Recreation and Tourism	—	—	✓	✓	✓
Biotech/Biomed	⚠	✓	✓	✓	—
Energy/Clean Energy	—	—	✓	✓	—
Manufacturing/Advanced Manufacturing	✓	✓	✓	✓	—

✓ = High Priority | ⚠ = Moderate Priority | — = Low/No Priority

Readiness Scorecard			
Infrastructure	Current Capacity	Future Demand	Readiness
Fire/EMS	4 stations	+2 stations	⚠ Needs expansion
Water	10 MGD	20 MGD + East Industrial study	✅ Planned upgrade
Wastewater	8.5 MGD	8.5 MGD + SWTL	⚠ Near capacity
Stormwater	Adequate	Larger basins + WID compliance	⚠ Master plan update
Electric	146 MW <sup>8</sup>	+11% demand + East Side gap	✅ Planned upgrade
Broadband	20-mile backbone	Citywide fiber	✅ Planned upgrade



Lodi Fire Station 2 (Photo: City of Lodi)

<sup>8</sup> As of June 2025, PG&E has determined that the maximum load serving capability for the City of Lodi under normal conditions, based on a number of assumptions, is about 146 MW. Available capacity within the Lodi Electric Utility sub-transmission and distribution system varies by location and is available on a first come, first served basis. Available capacity may be subject to infrastructure upgrades to provide electrical service.

## Strategic Priorities/Recommendations

To position Lodi as a competitive, innovation-ready location, the following actions are recommended:

**Accelerate Fire Station Construction: New** growth areas in the South and East will increase emergency response demands. Meeting NFPA standards ensures safety and supports residential and industrial development.

**Complete SWTF Expansion and Metering Upgrades:** Water reliability is critical for agribusiness and manufacturing. Expanded capacity and metering improve efficiency and compliance with state conservation mandates.

**Implement Wastewater Improvements, Including SWTL:** The South Wastewater Trunk Line unlocks development potential in major annexation areas. Without it, industrial and residential projects cannot proceed.

**Upgrade Stormwater Basins and Secure WID Discharge Compliance:** Larger basins and water quality measures are essential to prevent flooding and meet environmental standards. Not addressing WID requirements could delay projects and increase costs.

**Address Electric Utility Gaps for East Side Industrial Development:** Advanced manufacturing and clean energy sectors require high-capacity, reliable power. Grid upgrades will position Lodi as a competitive location for tech-driven industries.

**Expand Broadband Through Fiber Backbone Upgrades and Partnerships:** Broadband is a universal enabler for all target industries, supporting automation, research, and digital marketing. Fiber-ready sites are a key differentiator for site selectors.

## 7. PARTNERSHIPS TO SUPPORT EDSP IMPLEMENTATION

The table below lists the various non-City entities that will potentially support implementation of the EDSP.

Organizations / Strategy Categories	Business Retention/Expansion	Targeted Industry Attraction	Entrepreneurial Development	Marketing/Branding	Development Friendliness	Development Site Readiness	Placemaking/Strategic Land Use	Talent (Workforce) Development
	1	2	3	4	5	6	7	8
Advanced Manufacturing Partnership (AMP)		X	X					
BEAM Circular		X						
Builders' Exchange of San Joaquin								X
Building Industry Association (BIA) of the Greater Valley					X	X	X	
Business Council San Joaquin			X		X			X
California Central Valley Economic Development Corporation		X						
California State University Stanislaus, Stockton Campus								X
Downtown Lodi Business Alliance			X				X	
Governor's Office of Business and Economic Development (GO-Biz)			X					
I-Hub San Joaquin			X					
Lodi Chamber of Commerce			X		X		X	X
Lodi Chamber of Commerce and Chamber Agribusiness Committee	X			X				
Lodi Electric Utility	X	X		X	X	X	X	
Lodi Unified School District								X
Lodi Winegrape Commission	X			X	X	X	X	
Lodi Winery Business Improvement District (BID)					X			

Organizations / Strategy Categories	Business Retention/Expansion	Targeted Industry Attraction	Entrepreneurial Development	Marketing/Branding	Development Friendliness	Development Site Readiness	Placemaking/Strategic Land Use	Talent (Workforce) Development
	1	2	3	4	5	6	7	8
Manufacturers Council of the Central Valley		X						X
Business Council of San Joaquin County	X							X
North Valley Thrive (NVT)		X						
Open Innovation Centers			X					X
Opportunity Stanislaus	X							X
San Joaquin Building Trades Council								X
San Joaquin County COG						X	X	
San Joaquin County Employment and Economic Development Department	X	X	X	X				X
San Joaquin County Office of Education								X
San Joaquin County						X		
San Joaquin Delta College								X
San Joaquin Joint Powers Authority							X	X
San Joaquin Local Agency Formation Commission (LAFCO)						X		
San Joaquin Partnership	X	X		X				X
SCORE Capital Corridor (21 Counties), with office in Stockton			X					
Small Business Development Center (SBDC)			X		X			
University of the Pacific, Benerd College, Center for Professional & Continuing Education: Entrepreneurship Certificate			X					X
Visit Lodi				X			X	

## 8. PERFORMANCE METRICS

### EVALUATION FRAMEWORK

The Evaluation Framework provides a structured approach for assessing the effectiveness of programs and initiatives in the Economic Development Strategic Plan (EDSP). This framework emphasizes the use of targeted Key Performance Indicators (KPIs) to measure direct outcomes, enabling the City of Lodi to track progress, refine strategies, and demonstrate impact across priority industry clusters. Using the framework helps ensure accountability, transparency, and continuous improvement. In addition to the specific measures identified, broader economic trends can be addressed through sources such as San Joaquin County Employment and Economic Development Department, or Census data.

It should be recognized that successful implementation of the EDSP will depend on a range of factors, many of which are beyond the City's direct control. These external influences include the effectiveness of regional initiatives (e.g., BEAM Circular, etc.) that the EDSP seeks to leverage; the level of resources that expected partner organizations are able to devote to Lodi-focused programming; future economic shifts affecting targeted industries globally; and the overall strength of the California and U.S. economies. As such, the EDSP Evaluation Framework is not intended to serve as a performance evaluation for the City's economic development staff, but instead provides a process to track the effectiveness of the EDSP as a whole.

### *Performance Measurement Guidelines*

- **Categorize by Industry/Cluster:** All performance data should be organized by relevant industry or cluster, where applicable, to support targeted analysis and strategy refinement.
- **Track Program Impact:** Lodi Economic Development will monitor the outcomes of its internal programs, and those of partner organizations when those efforts align with EDSP initiatives.
- **Focus on Direct Outcomes:** KPIs will measure the specific impacts of EDSP-related programs and services, rather than the overall performance of the Lodi economy and community.

### *KPI's by category*

#### Business Attraction

- Number of business attraction leads responded to
- Number of development sites certified through California Jobs First – Business Ready Sites Program, or comparable programs
- Number of new firms attracted through state/regional or other partner programs

**Business Retention & Expansion (BRE)**

- Number of businesses receiving BRE services from Lodi Economic Development (or partner referrals)
- Number of jobs retained through business retention services
- Number of jobs created through business expansion services

**Business Startup Services**

- Number of inquiries for entrepreneurial development support
- Number of individuals or businesses receiving entrepreneurial development services/referrals (Lodi ED and partners)
- Number of new business startups attributable to Lodi ED (or referred partner programs)
- Participation in business training and/or business incubation programs
- Dollar value of startup funding secured by firms assisted by Lodi ED (or referred partners)

**Workforce Development**

- Numbers of participants in job training/certification programs tied to Lodi targeted industry clusters
- Numbers of job placements in Lodi targeted industry clusters

**Resident Income Levels**

- Average household income (Lodi compared to California)
- Median household income (Lodi compared to California)

**Development Processing**

- Average time for processing building permits (by major category type) – the specific KPI's for development processing will be determined by City staff as part of the initial implementation of Strategy Category 5

**Marketing Exposure**

- Web traffic/analytics
- Number of tourism-promoting special events (and estimated number of participants) sponsored by the City of Lodi and visitor-promotion partners
- Number of industry/trade shows attended by Lodi ED (and relevant partners) staff



Lodi Gateway (Photo: City of Lodi)