

OUR VISION OF LODI'S ECONOMIC FUTURE

Are You Ready to Take Your Business to the Next Level?



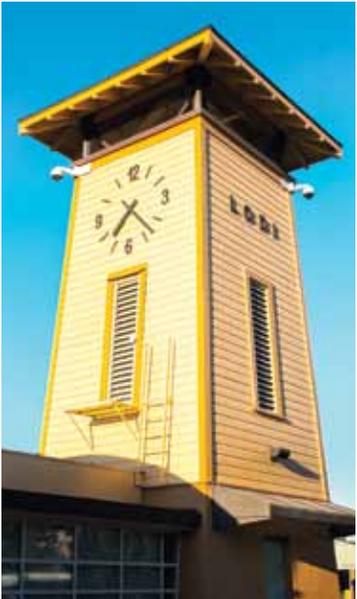
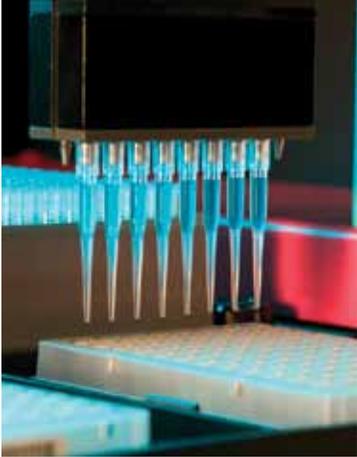
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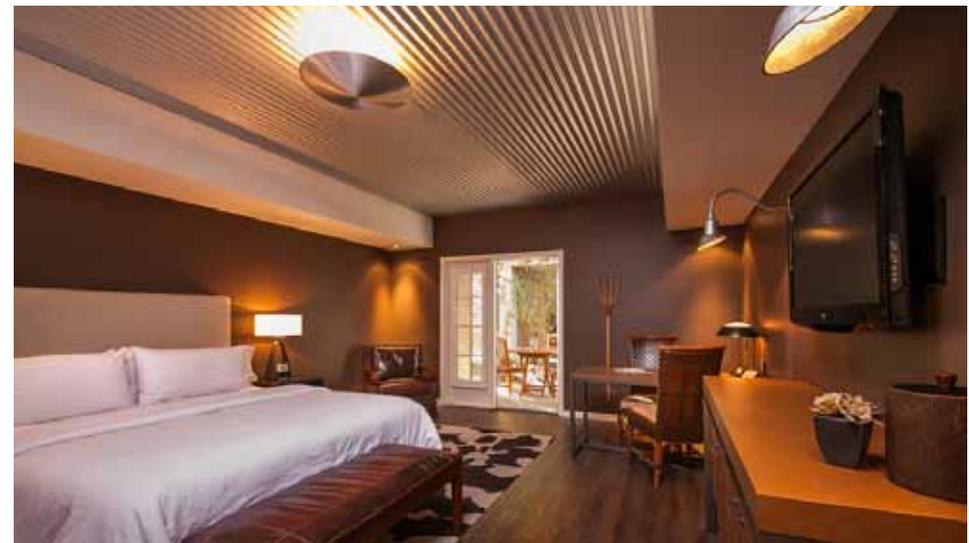
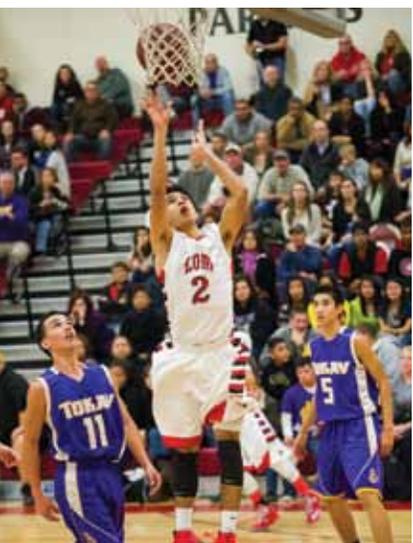




vision2020

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Welcome to *Our Vision of Lodi's Economic Future*. You are holding in your hands the work of over 70 Chamber member business owners from both inside and outside the city limits, also elected city and county officials, city management staff, Lodi Unified School District administrators and key community stakeholders. This first project report of *Vision 2020* is the volunteers' combined vision of what they would like to see Lodi "be like, look like, and work like" in 2020, as well as their "must haves" for the community's economic improvement for all Lodians.

This project was conceived, facilitated by, and will be managed in the future by the Lodi District Chamber of Commerce's Board of Directors. Why are we creating this report now? The answer is, we have no choice. We believe there are great economic challenges ahead for Lodi businesses and all citizens. Some of these have been created externally and are being faced in cities across our country. Others are home grown issues that need our attention. To address all of the above, we decided to focus on five economic areas for the *Vision 2020* project.

The good news is, there are many reasons to be hopeful because of opportunities we see in the future. To take advantage of these, however, we must all work together for our common prosperity and economic improvement. In this report, there are 16 major strategies and 55 measurable action plans identified to help strengthen our local economy. As you read, stay mindful of where you might fit in and what you can do to help improve our economy. Our great community did not happen by accident; this strong local economy and extraordinary quality of life will only continue with a plan. Working together, we will cause great things to happen.

Cordially,

Tiffany Gomes
2014 Chamber Board Chair
President, Classic Design Floor to Ceiling

Pat Patrick
President, CEO
Lodi District Chamber of Commerce

In the Spring of 2014, the Chamber Board led several task force groups focusing on key economic elements within our community. These elements need to work and work well to bring greater success to Lodi, our collective businesses, and all citizens. The Board assembled several dozen successful business owners, city managers leading organizations and stakeholders to discuss and answer questions such as:

- What do we want Lodi to be like in the year 2020?
- What needs to happen Downtown to make it more of a destination?
- What do we need more of, or less of, to be more successful?
- With increased competition for jobs, how do we attract the next workforce, workers with the needed skills and education insuring a stronger local economy?
- How can we partner with education to help them produce a work-ready employee?
- How can we secure a San Joaquin Delta College campus?
- Where are we going as a community and how do we get there?
- Are there enough good paying jobs in Lodi?
- Should we be growing faster?
- Are we attracting new employers?



"Our great community did not happen by accident; this strong local economy and extraordinary quality of life will only continue with a plan. Working together, we will cause great things to happen."

- Tiffany Gomes
2014 Chamber Board Chair
President,
Classic Design
Floor to Ceiling

The Chamber sings the praises of our attractive community perhaps more than most, it is our job. We are very proud of what we have, which was given to us by generations of Lodians who came before us. However, the key word for the Chamber in many of the major issues facing Lodi today is attractiveness.

- How attractive are we today?
- Do we attract visitors from Highway 99 and Interstate 5?
- How about welcoming signs that point the way to Hutchins Street Square, Lodi Lake, Downtown, World of Wonders Museum and more?
- What else can we do to welcome the wine-tasting tourists that help our tax base?
- Are the sidewalks clean?

How many times have you heard an acquaintance or out of town friend say, "I've driven by Lodi for years on Highway 99 and never knew how attractive Lodi was, and what a nice downtown you have?" Those conversations are wake-up calls to us all.

- Are we attractive to prospective new employers?
- What must we change to become more attractive to a knowledge-based worker and tomorrow's workforce?
- How can we slow the brain drain?
- Are we as attractive as we can be in terms of livability, and are we as safe and healthy as we can be?

These attributes are factors that impress visitors, future employers and future residents. Attractiveness is interesting, fun, charming, appealing, healthy, stimulating, holds potential profits, being somewhere people want to be or come back to, maybe even never leave. Attractiveness is all these attributes and each one is important to Lodi.

We liken the *Vision 2020* effort as a challenge to a relay race where one runner passes the baton to the next. Already mentioned was the fact that we have a great community because of those who came before us. In the future will Lodi get better or will it decline in its overall quality of life and economic opportunity for its residents and business people? The Chamber believes "WE" are the answer, the hundreds of Lodi Chamber Members, their employees, as well as motivated citizens.

"The future of Lodi's economic prosperity is quite possibly up to us... I say that because if not us, then who?"

*Let's win this race!" - Pat Patrick, President/CEO,
Lodi District Chamber of Commerce*



Lastly, we live in a time that demands we all work together "like never before," if we are to be a successful community moving forward. We all have been doing good things in our organizational silos. Education, Health care, the Business Community, City Government and other City Leaders need to come together in one big Lodi silo, working in a coordinated effort on the challenges before our City. There really is no other way. Therefore, if you lead an organization you are creating a part of Lodi's future. The Chamber challenges you and your business to work alongside us for a Lodi that will be better tomorrow than it is today.



The following pages contain a narrative of the five areas of economic challenge and opportunity.

- Workforce Development
- Economic Competitiveness
- Community Health
- Livability
- Tourism
- Business and Community Health



Each one of these challenges impacts each and every Lodi citizen, man, woman and child.

Please read this report with this question in mind: **"Where Can I help?"**

The Appendix, located at the end of this report contains vision statements for the five focus areas. These statements will become reality when specific strategies are accomplished.

To ensure their completion, multiple action steps have been identified along with timelines stretching over the next five and one-half years. This plan will get us on track to being a more economically stable community.



The year 2020 is just around the corner, a little over five years away from the time this report is published. There is no doubt we live in a community that has striven to provide its citizens good jobs, to be an attractive well-run city and overall providing an exceptional quality of life.

There is also no doubt we live in rapidly changing times; a faster-paced world, driven by technology and changing social fabric. Challenging times abound the world over. There is little we can do locally to control them, even though they impact our lives.

There are local challenges and issues the Chamber believes Lodi needs to tackle and work to change or do differently. The economic world around us demands we change if we are to maintain the cherished quality of life our citizens enjoy and in which there is much pride.

While we see some challenges ahead, we also see many opportunities, especially if we come together as a business community with a shared vision. Most of you subscribe and practice the success principle of setting goals, "You cannot hit a goal you don't see, right?" And at the Chamber, we subscribe to President Ronald Reagan's philosophy that, "No community will ever be much better than its business community causes it to be."

With this in mind, it seems logical that Lodi needs to set some economic direction and goals. And who better than the local business community to set these goals, since they create jobs.

By putting these two axioms together the Chamber Board believes now is the time to create an economic vision for Lodi, one with measurable annual goals between 2014 and 2020. Combating the "New Economy," influenced by global competition, dependable leadership in Congress and the California Legislature, less government funding for communities, and higher taxes, we are faced with multiple forces we as a community cannot control.

Therefore, it is all the more important to identify the assets and opportunities we can control and use to build and shape a stronger local economy going forward.

Perhaps to say it plainly, it is critical that Lodi's business and community leaders create a vision for Lodi's economic future.



"No community will ever be much better than its business community causes it to be."

- President Ronald Reagan

Can You Find Lodi...

Which column is Lodi, A, B or C?	A	B	C
Percentage of People Living Below Poverty Level, 2007-2011	14.4%	16.7%	15.8%
Median Household Income, 2007-2011	\$61,632	\$53,764	\$49,318
Home Ownership Rate, 2007-2011	56.7%	60.7%	55.7%
Per Capita Income, 12 months, 2011 dollars	\$29,634	\$22,857	\$25,011
Percentage of High School Graduates	80.8%	76.6%	78%

Find the answers below.

Approximately 17 percent of Lodi does not speak English making it difficult for over 10,000 Spanish-speakers to find a job paying more than minimum wage. This is a considerable economic challenge facing the community.

Lodi is a Slow-Growth community by voter choice in 1986, since then Lodi has never reached its two percent annual population cap. Records indicate the average growth has been about one-half-of-one percent. The Council of Governments estimates Lodi's growth between now and 2040 to be one-half of one percent, which is one-half of one percent.

Unfortunately, this growth rate cannot yield positive economic growth: it does not keep up with the rate of inflation; it will not attract new employers; and, it does not keep pace with the economic competition surrounding Lodi. Such pressures limit our collective quality of life with increased city taxes and subsequent negative impacts on public safety and services.

Additionally, the above factors makes our community less appealing to tourists, the upcoming workforce and entrepreneurs, people we economically need to be prosperous. Without the above revenue generators Lodi residents cannot help but see unwelcomed increases in their cost of living.

Answer: Column A is the State of California, Column B is San Joaquin County and C is Lodi.



Special Thanks to:
CCT Communications
 for providing the funding and resources to create this amazing publication contributing to our local community and it's vision of the future.



workforce development

Workforce Development was chosen to be a focus in Vision 2020 because without skilled and knowledgeable employees our local economy will suffer tremendously. Developing adequate skilled workers is the only way Lodi will attract new employers. The uphill challenges we face are driven by inescapable factors, according to the *PEW Research Center including:

- Fewer workers to fill jobs vacated by retiring Baby Boomers, some 10,000 per day for the next 16 years.
- A high school drop-out rate in the neighborhood of 20 percent.
- Only approximately 20 percent of the population goes on to graduate from post-secondary education, whether community college, or a four-year degree.
- Demographic shifts will see more people in Lodi being dependent on fewer who are working, many of whom make a lower wage.

Dropping Out

Gallup has compiled research on numerous economic factors including why students drop out of high school. Here are their key findings:

- Students drop out when they lose hope of graduating
- The reason they lose hope is because they don't feel excited about what's next in their lives
- Having no vision or excitement for the future is the cause of dropping out of school
- Students need to be "rescued" before the moment they lose hope in the future

The Chamber's Partners In Education Committee (PIE), was designed to instill hope into high school students who are "at-risk" of dropping out and losing hope in their future.

This is not a public schools challenge . . . it is a whole city issue! We are not out to "fix schools", we're out to solve a "drop-out and loss of hope" problem! It will take our whole city to war against this – one student at a time.

Our Workforce Development Vision Action Team, (WFDVAT), noted one strategy must be to expose elementary school students to the concepts of having a job or running a business and what a career can do in terms of expressing themselves and adding meaning to their lives. What career exposure begins in the elementary grades must then be reinforced in middle school with greater job awareness.

**Pew Research Center is a non-partisan American think-tank that informs the public about issues, attitudes and trends shaping America and the world.*

By 2020, employers worldwide could face a shortage of 85 million high-and medium-skilled workers.

- McKinsey Global Institute



"Increasing hope isn't easy, but it can be done. But it has to be done locally, on a citywide basis rather than a national or state one. Only a local focus has a chance. "

- Jim Clifton

Gallup Chairman & CEO

Author, *The Coming Jobs War*





Start Early

Students need to know what kinds of careers await them in their area of interest. At each grade level students should learn about different career choices from a variety of local business owners who will explain options, opportunities and the lifestyles they can create. This will help build hope for a successful life.

In high school, students move closer to the world of employment through career fairs and field trips to companies aligning with students' interests. Additionally, students must learn about Free Enterprise and entrepreneurship. Agendas for juniors and seniors include job shadowing and a "hire-me-first" program. All of this combined creates readiness for employment after graduation.

A parallel strategy the WFDVAT sees a need for is researching and identifying the job opportunities Lodi industry needs

to be able to provide for these "Hope-Full" students upon graduation from either high school, a two-year program at San Joaquin Delta College or a four-year institution. The global economy has moved to value the knowledge and skilled worker, because they are in short supply almost the world over. We want, and Lodi needs, high paying primary or base jobs. Economic base jobs are often referred to as primary jobs.

Primary jobs provide products and services produced by local residents and then sold outside the community bringing in new money into the local economy. Traditional base employment sectors or primary jobs include: tourism, agriculture, manufacturing, export services, and anyone working from home selling and billing clients. States and cities will fight to keep these jobs; and they are at the battleground of an economic war referred to as *The Coming Jobs War* by author and Gallup Chairman/CEO Jim Clifton.



28.2 percent is the number of San Joaquin County high school graduates completing all the courses required for admission to a University of California or California State University campus. State average is 38.3 percent.

- California Department of Education



By way of example, 50 years ago Lodi had quite a few foundry businesses. Today there is only one. Technology is creating new, exciting growth opportunities for plastic thermo-forming businesses manufacturing for the Health care industry. What are their skilled labor needs? And, how can we meet them with an adequate supply of locally

educated workers? Technology is driving all industries and workers must be able to solve problems, communicate, and be digitally literate.

The WFDVAT's last strategy is to develop a post-secondary schooling program to meet the employment needs for primary jobs. Students have reasons to hope as good paying jobs (between \$50,000 - \$70,000) are available in Lodi with graduation from a certificated two-year program at San Joaquin Delta College or a private career academy tailored to Lodi's primary job needs. Tourism, agriculture and health care workers can be included in a jobs academy program.

Thirty percent of U.S. students fail to graduate from high school in four years and the dropout rate is more than 50 percent for African-Americans and Hispanics. Additionally, 70 percent of fourth and eighth-grade students score below grade level in Math.

- McKinsey Global Institute



We must be able to predict what industries and jobs will be short of qualified workers in the future so we can strategically build program capacity and steer students and mid-career change candidates into those fields.



Today, we see employers struggle to boost productivity to stay competitive, while the bar for employees is being raised higher. To stay competitive, Lodi businesses must stay abreast of technology, invest in new equipment and operate with an educated and trained workforce.

The population pyramid on page 13, is one picture that tells many stories. The blue portion represents the baby boomers moving up to and soon through retirement. Notice the white space below the blue portion— that is the void of skilled knowledge workers because boomers did not have enough children to replace themselves and cover their jobs. This side of the pyramid is typical throughout the USA creating a zero sum labor market, and competition by employers and cities for skilled workers.

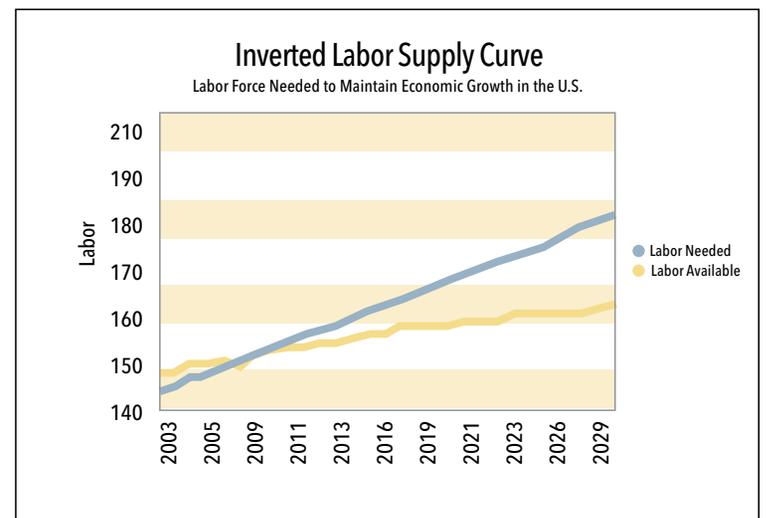
The right side of the pyramid is a challenge but also holds opportunities. The Hispanic population makes-up 40 percent of Lodi's population. According to a recent U.S. Department of Housing and Urban Development (HUD) study, 40 percent of Lodi's Hispanic population speaks only Spanish. This is perhaps our biggest challenge since there is a higher high school drop-out rate among Hispanics and of those graduating, fewer go on to complete college or a post-secondary trade program.

This could be a major economic problem for Lodi. One solution is to create a specific program with the goal of instilling in citizens the hope of a better job and better life.

Proficiency in English, Math and Communications, coupled with training in a career tech field can go a long way in filling skilled jobs vacated by Baby Boomers.

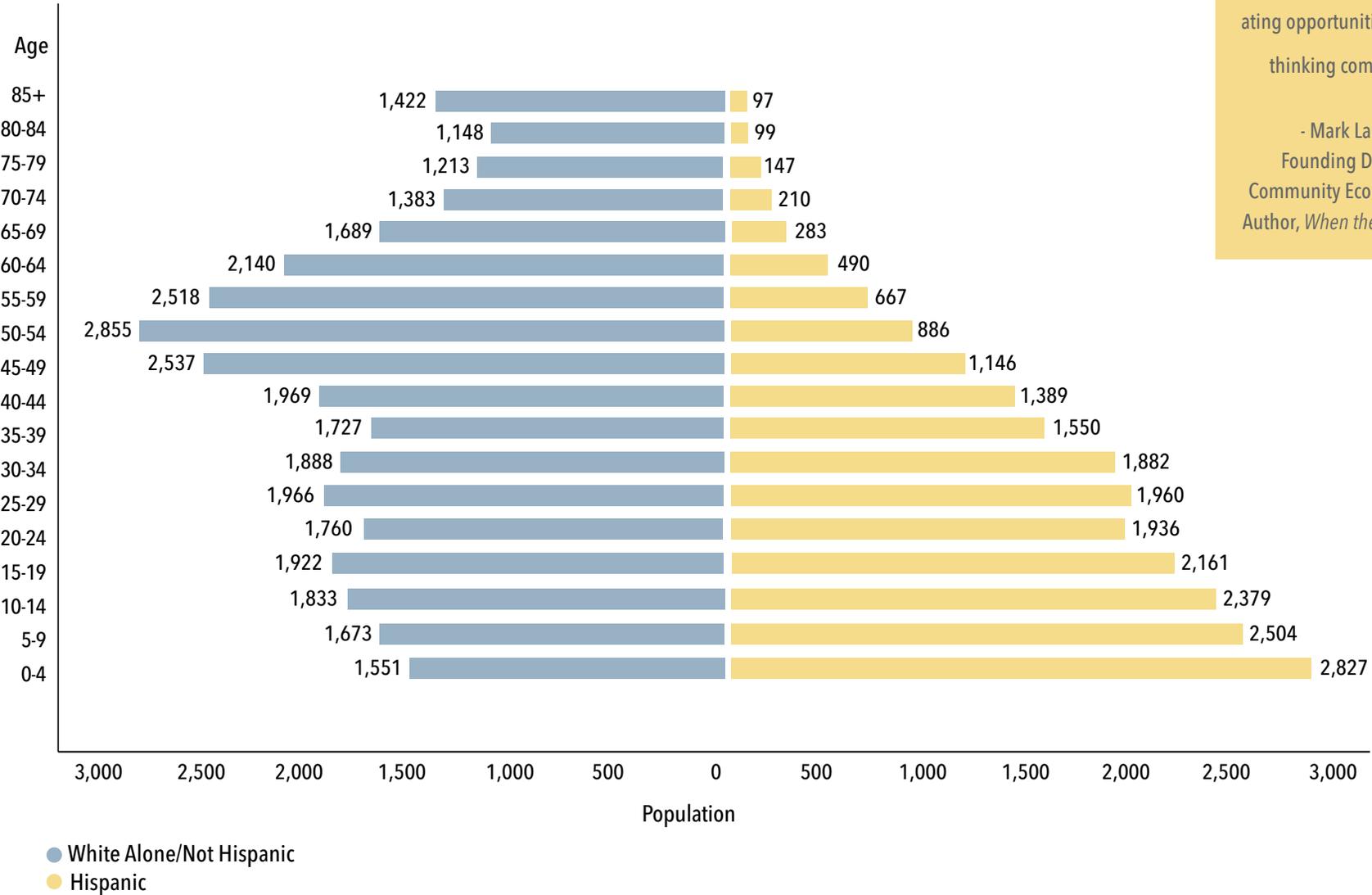
A recent survey found that 92 percent of executives believe there is a serious gap in workforce skills and nearly 50 percent are struggling to fill jobs today. In manufacturing alone, more than 600,000 jobs are currently unfilled. In other words, we have people without jobs and jobs without people.

- Chegg College and Career Resource



When the Boomers Bail, Mark Lautman

Lodi White and Hispanic Age Distribution in 2010



“Hispanic birth rate is almost twice that of the general population. Hispanic educational attainment, however, is still much lower than the national average, creating opportunities for forward thinking communities.”

- Mark Lautman
 Founding Director of
 Community Economics Lab &
 Author, *When the Boomers Bail*



economic competitiveness

Lodi must look at itself with a critical eye and evaluate its economic competitiveness compared to other valley cities by answering questions such as:

- What are Lodi's obstacles to primary job creation?
- What is Lodi's plan for attracting new businesses to town?
- What has been done to cultivate existing businesses to expand job growth?

If we are being honest, not much has happened in these areas in the last 15 years.

There are presently about 12 good-sized parcels, the largest is about 22 acres located East of Highway 99 in the "industrial zone". When these are filled (an excellent goal to have accomplished by year 2020), industrial land will be all gone! We then will be years from expanding geographically to accommodate any additional industrial job growth. This is not good.

By 2020, we need to have plans approved and infrastructure on its way as we do not want to find ourselves "out of business" because we have no annexed land to develop for industrial expansion. As a city, that would be a very bad position in which to find ourselves.

"Cities have to create environments where job creation is highly encouraged, supported, mentored, and celebrated."

- Jim Clifton
Gallup Chairman & CEO
Author, *The Coming Jobs War*

The ensuing strategies are all designed to achieve this vision. These strategies and actions will be measurable, thus showing improvement over time as the vision becomes a reality.

In order to have measurable outcomes, Lodi needs to have a clear understanding of where we are today. The graph on page 13 indicates our community population has drastically changed over the last 20 plus years, and as a result, Lodi faces some real stiff economic challenges.

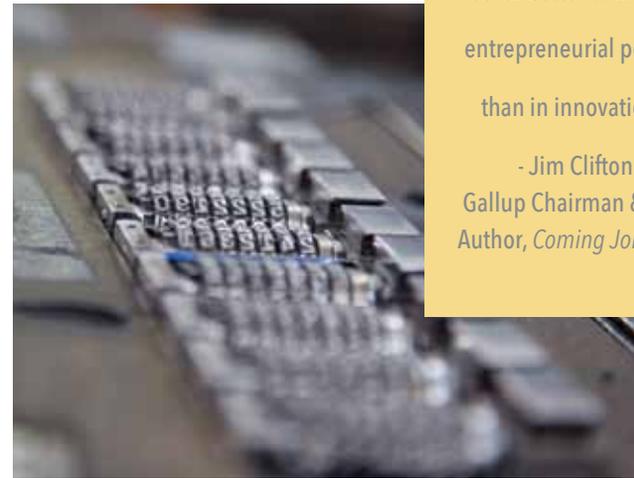
Operational Definition of Economic Development

$$E > P$$

**E = Economy > P = Population
2000-2010**

Lodi's Population Grew by 5,135
A Growth Rate of 9% and Lost 242 jobs or 1% Net Growth Rate





"It's far better to invest in entrepreneurial people than in innovation."
- Jim Clifton
Gallup Chairman & CEO
Author, *Coming Jobs War*

It is no surprise that the first needed strategy becomes the understanding of our current economic situation by all Lodi-ans, especially our elected officials and those running for City Council. The Chamber Board will determine the economic pressure points to be measured in the Vision 2020 project and report annually on the progress of the actions and strategies in this important area of understanding our economic challenges.

In the future, Lodi must attract businesses that create good, high-paying jobs. In order to do this, we must demonstrate we are the best place to live and provide a business-friendly and competitive environment. Businesses wanting to relocate do have choices.

Elk Grove, for example, is developing a new 1200 acre residential and business park. The area has a goal to attract 23,000 jobs. Galt has begun aggressively marketing and attracting new businesses to their industrial park. South County and Stockton are attracting almost 100 percent of businesses relocating to our County.

It's time for Lodi to get in the game with a strategy defined by our assets, positioning us differently, giving us a chance at an economically stronger future.

It is on this point the Chamber desires to form a partnership with the City, in order to attract primary job employers to fill the dozen empty parcels East of Highway 99 in the industrial zone.



A rough example of the plan would be to first identify any deficiencies or obstacles a business might find when considering Lodi, then do what we can to turn them into assets. At the same time, this public-private partnership would develop measurable deliverables.

Once prospective employers are identified, the City and business leaders will work together to encourage their relocation to Lodi. This is not revolutionary, but none of these activities are being done today. Not much has been done to encourage or cultivate needed job creation in Lodi with the exception of electric rate credits for businesses.





Primary Jobs

- Manufacturing
- Agriculture
- Tourism, including leisure and business travel, conferences, destination recreation, and cultural arts tourism
- Export professional and business services
- Customer service centers
- Higher Education
- Research and development
- Regional offices
- Regional health care facilities
- Regional draw retailing
- State and county government

Support Level Jobs

- Home building
- Commercial construction
- Most retail, except goods sold to tourists
- Most personal and professional services
- Restaurants (meals sold to locals)
- City government
- Recreation and entertainment
- Non-profit

Examples of primary job types for the Lodi study area. Our study area included North San Joaquin County including, Lockeford, Clements, Thornton and Lodi airport.



"Nationally, start-up new businesses, which are historically the key source of new jobs, are at their lowest point in 30 years."

- *Kansas City Star*
May 21, 2014



"Seventy-five percent of all new jobs in every city in America are created in existing businesses."

- *United States Chamber of Commerce*

It is not uncommon that small and medium sized entrepreneurial business owners have new ideas, perhaps outside of their normal business activity. Sometimes these owners may not have the time, talent, resources, expertise or other factors needed to get the ball rolling on their idea.

Strategy three identifies a model to help these business owners grow and create new jobs. The model is called *Economic Gardening (EG)*. EG Programs have been implemented in many communities. The program knits together a resource team of practiced experts in various business disciplines whose mission is to come along side of an entrepreneur and use their combined expertise to grow the seed of an idea into a fruitful endeavor.

Like a gardener preparing soil, then adding necessary ingredients, the EG team analyzes the current business and recommends any needed changes or alternatives to business disciplines such as: cash flow, inventory control, research and development, personnel, financing, augmenting management, planning, marketing and manufacturing operations . . . this team approach increases the odds of success.



With stepped up job-creation activities, the Chamber again looks to partner with the City and assist in any way to streamline the business start-up or business expansion pathway of planning, permitting, and licensing. The Community Development Marketplace of Cities is offering one-stop permitting in cities with whom we compete. It also represents a shift in how government is catering to the City's business "customer." Customer service is now much more important in what can be an often frustrating process. In the future, there will be an economic war for jobs among competing cities, businesses will know they are in demand because of the jobs they'll create, and they will expect excellent, helpful and fast customer service.

Here in Lodi, we need to insure our business investors and job creators are experiencing outstanding customer service. These job creators are the people who other cities want to steal from us. The job creators must know we value them at every turn in starting and growing their business.

To ensure efficient speed and accuracy at all intersects, the ECVAT suggests a "Harbor Pilot" type position or program within City Hall to assist new or expanding businesses as they navigate through the permitting process and various requirements needed, in order to open quickly and to get products to market.



"The jobs war is what should
get city leaders up in the
morning, what they should
work on all day,
and what should keep them
from getting to
sleep at night."

-Jim Clifton
Gallup Chairman & CEO
Author, *The Coming Jobs War*



Concluding remarks on economic competitiveness must include the realization by every elected official, civic leader, and business owner, like it or not, Lodi is in a Jobs War. Jobs are the life blood of any and every community. No job is a bad job, however, some are better than others. Our leaders must understand employers and employees can and will choose where they locate based on the work environment compared to other cities. With a shortage of skilled knowledge workers in our valley region and around the globe, Lodi must be as attractive as possible to those we economically need in order to keep a high quality of life, one of our most prized community assets.

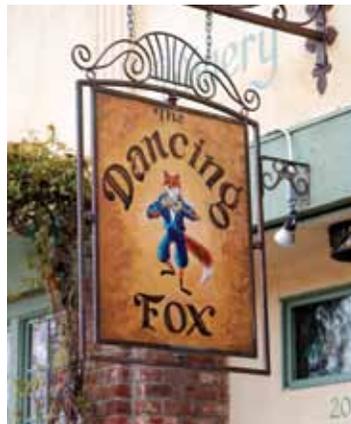


lodi livability

Those who live in Lodi for the most part view their community to be a cut above many other cities. We are blessed with the beautiful Mokelumne River that sets our Northern boundary and supplies the picturesque Lodi Lake. Lodi has plenty of tree-lined streets and many safe neighborhoods. All of this is bathed in a Mediterranean climate, cooled most evenings by "the Delta breeze."

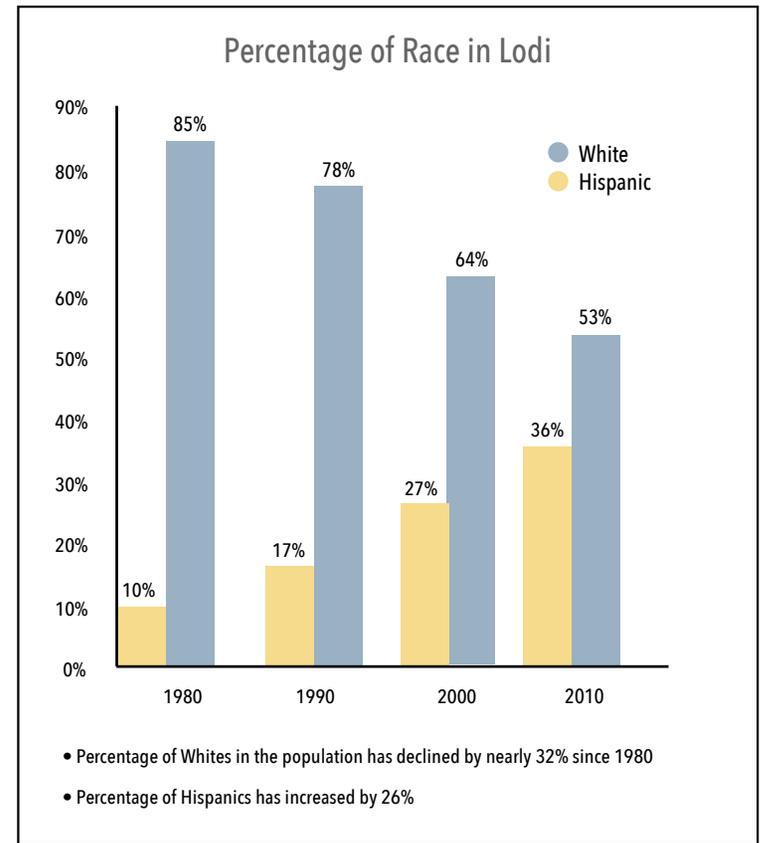
Our charming Downtown is the community meeting place and the heart of the City. To top it off, all of this is surrounded by vineyards and orchards, a living testimony that Lodi's roots run deep with working family farming traditions, attitudes and values. Generations of family businesses are everywhere you look, adding to the community pride whether one is inside or outside the City limits.

The Chamber's Livability Vision Action Team (LVAT) consisted of a cross-section of our community. Its members were multi-generational, from all business types, women and men. What the group was missing, however, was the ethnic diversity of our community. This is a current challenge Lodi faces. We must identify and bring ethnic leaders to the community planning tables ensuring we hear all voices.



Lodi has always been a diverse community with multi-ethnic cultures including German, Italian, Japanese, Pakistani and Hispanic, but mostly Caucasian for almost all of its first 100 years.

Now 14 years into the new millennium and eight years into Lodi's second hundred years, Hispanics now make up 40 percent of the total population and growing. The graphs on these



pages show the dynamics and the myriad of these changes and our future challenges, particularly as it pertains to our City's economic sustainability.

Lodi is perceived to have a "sense of community" and most residents feel it is a special community to live and work. Younger LVAT members told stories of when out-of-town friends visit - how amazed they are that everyone seems to know one another. That they can't walk down the street without being greeted by friends and neighbors. Lodi is rich with such encounters, which makes it attractive to people who appreciate such small town values.

Out of this discussion came two strategies to create a new mindset - for knitting together the culture and people of Lodi into one.



What is Livability?

When considering how "Livability" relates to economic sustainability, the questions asked were:

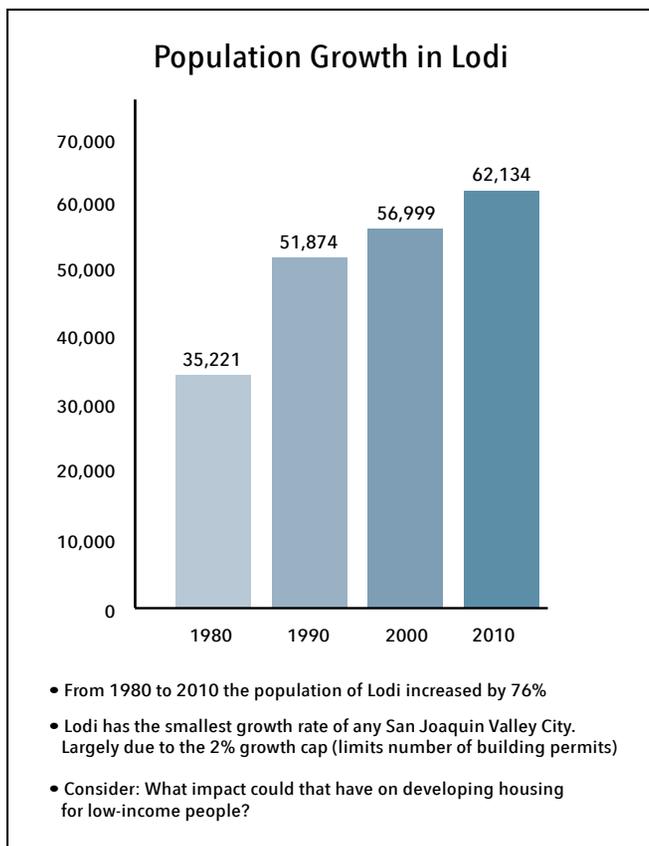
- What must Lodi do to attract young families to live and work?
- Do we need more family friendly things to do, more attractions, better schools, more housing choices?
- What must we improve in order to safeguard our neighborhoods?

The answer to this last question may be - it depends what area the neighborhood is located in Lodi.

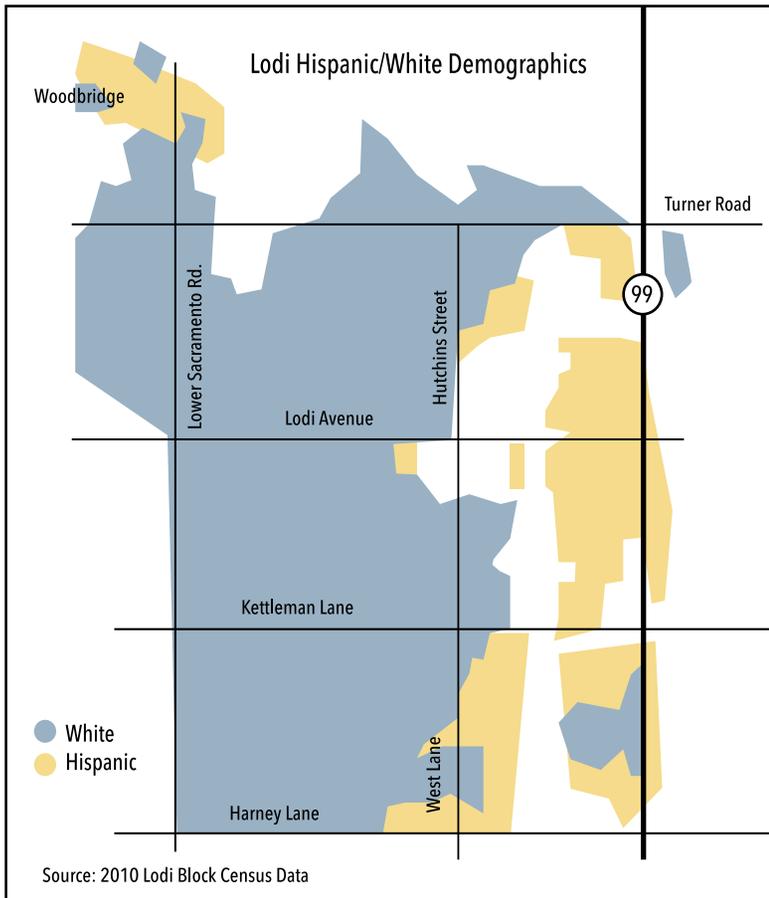
Not an Eastside and Westside - but one Lodi.

To accomplish this, we need to research and create a catalog of the current programs and services offered and figure out what is missing. As an example, 40 percent of Hispanics are monolingual. This limits one's ability to learn and earn a better living.

Are there easily accessed courses available for people to learn English? If there are, what is keeping this 40 percent from learning English? In terms of improving the livability for all Lodians, we must remove barriers preventing all citizens from being able to live successfully.



"What the whole world wants [today] is a good job. This is one of the most important discoveries Gallup has ever made."
 -Jim Clifton
 Gallup Chairman & CEO
 Author, *The Coming Jobs War*



Poverty is often a breeding ground for crime, drugs, and gangs – issues impacting all citizens. This research should point to gaps and needs for the community to meet and begin to eliminate negative circumstances. Leaders from non-profits, churches, businesses and the City need to develop and grow neighborhood mentors and leaders. Another action step calls for development of events that brings cultures together demonstrating a “oneness of community.”

The next strategy calls for a group to research other communities for ideas to create a new family-friendly anchor attraction. The Tourism VAT, has a similar strategy to attract more tourists as well as serve citizens. The tourism strategy calls for various stages of development after the attraction is identified.



“What things do we need to do as a community to become more attractive to qualified workers?
As the economy recovers, we’ll be back in the same dilemma:
jobs, jobs everywhere but no one qualified to do them.”

- Mark Lautman

Founding Director of Community Economics Lab & Author, *When the Boomers Bail*

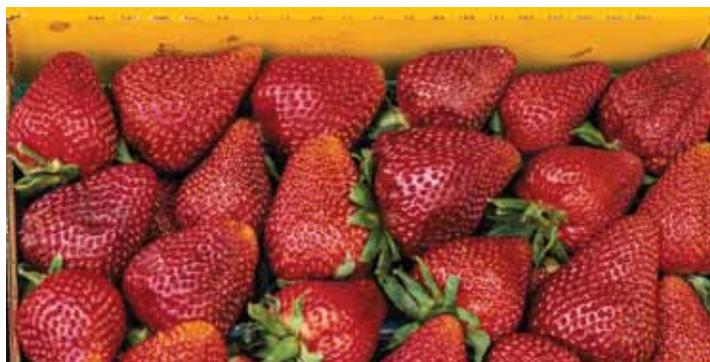
The LVAT also recognized that so much of what makes Lodi special is our encircling agriculture often referred to as the “Green Belt.” Their thinking is to set a community goal to sustain the agriculture that wraps around Lodi, which helps define Lodi, sets us apart, and contributes to our unique brand.

They suggested having our County Supervisor help encourage and establish value-added agriculture around Lodi making the ag-land more valuable, while providing employment for both farm and “white-collar” workers. These can be ag-tourism businesses, wineries, Bed and Breakfast, and other tourist-oriented attractions.

Lastly, the LVAT recognizes nothing adds more value to a community than an institution of higher learning. The group suggested continuing to pursue a San Joaquin Delta North County Campus in Lodi. This is the current and most obvious choice, but if that does not happen, then it is critical for us to keep looking for a small four-year college for Lodi.

“It is important that when people who have grown up in Lodi and moved away for college and careers, begin to think about where to start a family, that Lodi is a viable option.”

- Four members of the LVAT under 33 years of age



Five Essentials of Community Quality

- A Stable and Improving Eco System
- World Class Public Education System
- Low Crime Rate
- Affordable Housing
- Economy Growing Faster Than Population

When the Boomers Bail, Mark Lautman

This college would provide courses to fit our employment needs of agriculture, hospitality, health care and high-tech manufacturing. Once again this group overlays another team of volunteers, the Workforce Development VAT, with the idea to create a Jobs Academy that would prepare young Lodians for jobs in the future.

The LVAT outcomes are four distinctively different strategies. All these strategies work together in order to make Lodi attractive to people who will grow our economy and make it sustainable. Creating the best that Lodi can be for all its residents.

"No two cities are alike. Each is driven by a unique combination of geography, experience, values, luck, vision, and motivation. The DNA of a community is like Human DNA consisting of its location, geology, climate and size, among other things."

*-Mark Lautman
Founding Director of
Community Economics Lab &
Author, When the Boomers Bail*



Lodi tourism

As an economic generator for Lodi, tourism is vital.

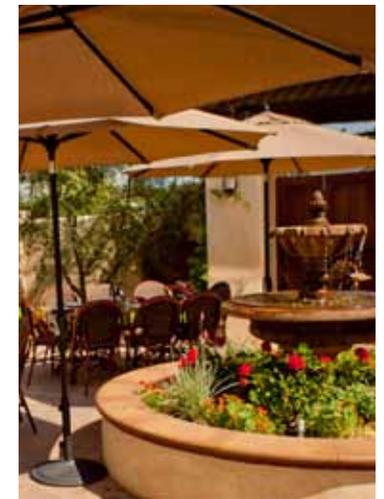
Tourism creates jobs and the desire to start new businesses catering to visitors. This also increases the Lodi citizens' quality of life. Many downtown merchants noted that they receive up to 60 percent of their revenue from tourists. Without the sales volume created by visitors, Lodi would not have shops such as, *Cheese Central, Dancing Fox, Knowlton Gallery, Randall's Fine Clothing* or *Wine & Roses Hotel Restaurant Spa*.

There are many more we could name who, like the above, add a great deal to our community's allure. As citizens, we are blessed with tourist tax dollars, which come with little impact on city services. Tourism-oriented businesses create primary jobs that bring new dollars into our City in exchange for products made or services provided locally. A list of other primary job creating sectors is found on page 16 of this report. Every city is trying to attract primary jobs. Committee members in the Tourism (TVAT) believe Lodi has only scratched the surface of tourism opportunities even though so far this growth has been impressive. Should Lodi be investing in tourism?

By all measures, Lodi needs to promote itself even more. The TVAT group identified some key strategies to attract money-spending visitors. Investing in Lodi tourism is a good investment. Why? Lodi is earning the reputation for being charming, honest and hard-working, due to employees at tasting rooms, hotels, and in shops and restaurants.

Wine-tasting tourists come here for wines of quality, comparable to any California region and the world over. Wine enthusiasts often meet the grower/ wine-maker in most of Lodi's wineries – a treat not often found in other wine regions. Also, prices are affordable and the fruit-forward, Lodi style of many wines, seems to be winning converts quickly. Plus over 60 varietals expand the tasters' experience making it more attractive. We are attractive in many ways. In other areas, there is room for improvement.

The group's first strategy pays big returns; it's a no-brainer. How many times have you heard from someone . . . "You know I've been up and down Highway 99 for the last 10 years and never stopped to visit Lodi? I had no idea you had such a great downtown!" Just imagine what we could do with a



"For every \$1 spent to attract tourists on average returns \$70 in tourists' spending."

- California Tourism Bureau

directional sign system that starts with giving people a reason to get off the freeway and experience Lodi.

How about gateway signage where upon exiting the highway, it announces: "Welcome to Lodi – We're glad you are here." This sign could be sponsored by the 13 downtown wineries. A directional sign system that shows people how to find community features, help visitors enjoy – Downtown, Lodi Lake, Hutchins Street Square, World of Wonders Science Museum and more.

A directional program can simply be patterned after the Wine Commission's green pickets in the countryside intersections. There was agreement within the TVAT that this program could be done, with the talent and resources we have in the community.

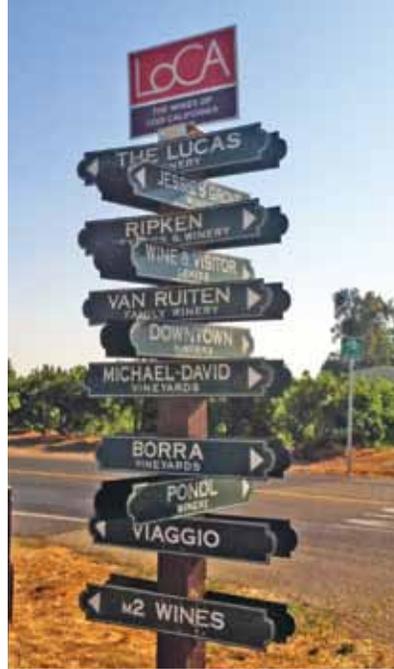
A signage program brings order to the chaotic task of finding one's way in a strange city. It sells more meals in restaurants and more items in stores – everything from cheese to hand-some grandfather's clocks. Signage is "attracting" and makes Lodi user-friendly from a visitor's point of view.

The next economic improvement area involved Downtown itself. One of the big missing components is a Downtown hotel. A hotel created with quality and style will do so much to "kick Lodi up a notch" in terms of attractiveness and convenience for many tourists.

In 2004, the Chamber shared its vision for Downtown to over 1,500 in audiences throughout the community. It ended showing a passenger train coming from the Bay Area on a Friday, with passengers enjoying their weekend wine tasting, eating and shopping in Downtown Lodi. Dining, entertainment, shopping, wine-tasting, a whole weekend in wine country and a car was never needed.

*"What a green position to play on . . . Come to Wine Country,
Leave Your Car at Home, something only Lodi could promote!"*

- Pat Patrick, President/CEO, Lodi District Chamber of Commerce



Tourism Statistics

California Tourism – 2013

2012-2013 up 2.7%
Breakdown:
Domestic 2.1%
International 3%

Lodi Tourism

2012-2013 up 6.5%
Total Transient
Occupancy Tax Collected:
\$559,000

Visit Lodi 2012-2013

Over 9,000 pieces of tourism literature were given out.
An increase of 17%

Visitors in 2015

100 million Chinese citizens are expected to travel internationally

- California Tourism Bureau

Thanks to a Joint Powers Authority, (JPA), cities from Lodi to Merced now have more input regarding passenger trains in their area.

It won't be long until the vision pulls into the Lodi's station, and when it does, at least, one Downtown hotel will be waiting expertly appointed with sophisticated elegance without being "stuffy."

Two projects are on-track in mid-2014, both will "raise the bar" and influence a whole new phase of development. These projects reflect the style of their owner-creators while differing in scope, but each will appeal to different clientele, making Lodi aesthetically more attractive and conveniently pleasing to a broad spectrum of weekend visitors and tourists.

Even as appealing as our Downtown is, it is around 30 percent of what it could be because of all the vacant second story spaces and the "crying for help" Sacramento Street properties. In order to get a vibrant Downtown with mixed usage designations, like living spaces and offices over retail, it is believed a property owner association is needed to plan and assist in funding. Much is needed in just upgrading one's own property. Planners may look to the Bay Area for new owners and investors who see and





Current San Joaquin Train Service

- Since 2006 Lodi's overall ridership has increased 45 percent
- Lodi Passenger/Rider Count is up 9.7 percent in 2012-2013
- With ridership now at nearly 1.15 million annual riders the San Joaquin service reduces automobile vehicle miles traveled in the San Joaquin corridor by well over 100 million miles every year
- San Joaquin farebox ratio is about 55 percent
- Fastest growing Amtrak service in the nation

believe in new opportunities, as Lodi becomes an even more popular destination and a stronger investment.

Property owners, the City and Chamber need to develop a Master Plan for Downtown development. Such a plan would address much of the city-owned property along the tracks and on Main Street.

Also, lets shop the mothballed plans for a Sports Complex, another two to three story parking garage located somewhere in the Southwest quadrant of Downtown's core, which many think is needed now.

Dropping the railroad below ground for safety would add acres of new development opportunity, a project that will literally bridge East Lodi and West Lodi together to meet TVAT's visionary goal of "One Lodi."

Under this Downtown and events discussion, the group also saw the need for a major anchor attraction, which would be an experience for the family that tied agriculture to the Downtown core. A Culinary Academy, a Farm to Fork themed park or experience that will bring people to Lodi, engage them into our number one industry – Agriculture.

Once one begins to think of these and other possibilities, Downtown becomes exciting, property values and the vibrancy goes up in a huge manner.

The group has many more ideas such as a large town square used for events, should the post office cease to operate as many have in recent years. Another idea is to develop Sacramento Street across from the World of Wonders Science Museum with tourist oriented businesses on the ground floor and residential or offices above.

The TVAT saw a great need for the City, Wine Commission, Visit Lodi, and the Chamber to engage in some strategic planning for Lodi including a unifying brand promise for attracting those our economy needs . . . wine-tasting tourists, job creators, and a younger workforce. These are the three groups the Chamber members believe Lodi needs to attract in order to be economically successful.

A unifying, planning document will bring many good things into being, creating new opportunities for many Lodians and the community as a whole.



Sporting Events

Lodi used to have many sporting tournaments and events on the weekends, according to longtime hoteliers. Usually held over weekends, tournaments bring in many "first time to the community" visitors.

Hotels filled, restaurants did well, even shopping saw positive "bumps" in their sales. "It was good and very profitable for Lodi," noted Paige Geweke of her family's business – Hampton Inn Suites.

Lodi has lost a great deal of revenue by not growing and catering to sports teams and tournaments.



"China is our state's fastest growing and most lucrative inbound tourism market."

- Susanne Stirling,
VP of International Affairs,
California Chamber
of Commerce.



Much of the sports business has now gone to other cities with new complexes such as Field of Dreams in Manteca and Bartholomew Sports Park in Elk Grove. At this time, funding for parks and recreation in Lodi is becoming more challenging due to escalating City expenses and the pressure of the public employee pension obligations.

As we think about visitors and tourists, we need to encourage more art galleries, and "after-the-tasting-rooms-close" experiences. Both art and family activities need to be also encouraged, which might cluster around the WOW Museum, as an example.

Lodi has an incredible opportunity to dramatically expand its Ag-Tourism offerings and positioning. The City should be capitalizing on the combined movements of Locavore, Slow Food, Organics, and Farm to Fork, rolling Lodi up into a culinary destination.

Fifteen million people live within a two-hour drive of Lodi. With 350 edible growing fruits, nuts, and vegetables in the San Joaquin County, Lodi should be staking its claim as the leader in this fresh, healthy food market.

Such a position would go a long way to branding Lodi as an exporting frontrunner for both food and wine. It will also bring foreign travelers to Lodi. It's a vision that is achievable – a vision Lodi can own.



"Chinese visitors alone inject \$1.5 billion per year into the California economy."

- Susanne Stirling,
VP of International Affairs,
California Chamber
of Commerce.





community & business health



Business and community health go hand in hand

Healthy communities mean healthy economies. Healthy economies mean healthy communities. It's that simple. But community health, like individual health, is dependent on much more than freedom from pain or disease.

Health, or its lack, is the result of a myriad of elements – often spanning the social, economic, political, physical and environmental arenas – all woven together. Practically all community issues have an impact on, or are impacted by, the overall health of the whole community and are best approached as comprehensively as possible.

Getting to healthy communities and economies takes commitment, and many thriving communities have successfully tackled health through fundamental and innovative collaboration. Lodi, and the surrounding areas, can do the same. It's essential for our residents; it's essential for our successful businesses. Poor health, and the cost of poor health inhibit economic viability and job creation. And the reverse is true as well – the

lack of a viable local economy can be devastating to community health.

"The first wealth is health."

-Ralph Waldo Emerson

What poor health status means to area businesses

As health care costs rise, the cost to employers for health insurance and loss of production impede community health and the health of area businesses. In study after study, the cost of poor health is enormous. The share of Gross Domestic Product (GDP) devoted to health care in the U.S. surpasses that in other developed nations by a wide margin. ⁽¹⁾ The rising cost of health care represents perhaps the most significant threat to the long-term economic security of workers and retirees. The burden of health care costs on the country, as a whole, will continue to grow unless we alter the efficiency and efficacy of our health care systems. ⁽²⁾ Nearly every economic analyst says businesses are less competitive because of ballooning health-care costs. That's no surprise to Lodi businesses. So let's collaborate and get healthy.



"Health is the celebration of life – assuring that each person lives life to its fullest. If we want to achieve this important future goal for our community, everyone must be involved. Business and industry play a key role. Health improvement is more than an ideology. it is a major contributor to the bottom line of every business in the community."

- Leland R. Kaiser, Ph.D.,
Health Care Futurist and
President of Kaiser & Associates

What is a healthy community?

Maybe a vision of a healthy community includes tree-lined streets, with pleasant front yards and plenty of parks and open space. Perhaps it's a place where everyone looks out for kids, where there's a vibrant Downtown and where neighborhood stores are run by local people selling locally made products. A healthy community might have terrific programs and services, such as excellent health care, vibrant schools, great police and fire protection, accessible public transportation, bike lanes, fruit stands, free concerts in the parks and libraries full of books and computers.

And communities, like individuals, are living organisms, whose health is a result of a complex web of factors and events, some of which it consciously controls, and some of which it doesn't.

A healthy community takes in all residents. It's not one in which some of its residents are elderly and alone, or others are discriminated against or have no say in governance. A healthy community offers clean, safe places to live where residents aren't threatened with violence. It has meaningful



"Individual health is closely linked to community health - the health of the community in which people live, work and play. Likewise, community health is profoundly affected by the collective beliefs, attitudes and behaviors of everyone who lives in the community."

– Healthy People 2010: Understanding and Improving Health



employment to those wishing to work, good education for children, clean air to breathe and water to drink. It's healthy especially if different age, ethnic and even class groups have positive interactions with one another.

Like a truly healthy human body, a vital community takes a comprehensive view and considers all aspects of community life. It is one in which all systems function as intended and work together to make the broader community function.

In an individual, health is, to a large extent, a result of all the body's billions of cells getting what they need. For a community, health is, to a large extent, the result of all citizens getting what they need, not only to survive, but to flourish.

Several factors including personal responsibility (food, exercise and lifestyle choices), levels of education and the physical environment (safe and lit, streets availability at parks and walk/bike paths) all lead to good health status.

An argument can be, and often is, made that communities can't approach any health or community issue without addressing the community as a whole. Just as you can promote health for individuals, there are things you can do to promote the health of your community.

Communities, like individuals, are living organisms, whose health is a result of a complex web of factors and events, some of which it consciously controls, and some of which it doesn't.



(1) The Effects of the Rising Cost of health care on U.S. Expenditure, 2012 StudyMode.com. (2) Health care Costs and US Competitiveness, Toni Johnson, March 2012

A healthy community is a whole that's larger than the sum of its parts. It's one where people:

- Take care of each other and people from diverse backgrounds. Mix comfortably and work together for the good of the community. It is one in which all citizens possess a decent quality of life – economically, physically, environmentally, socially and politically.
- Enjoy peace and safety, equity, education, food, income and a stable physical environment.
- Build across sectors on health promotion - not just treatment and prevention - and take positive steps to improve and maintain wellness.
- Build supportive environments by enacting laws or regulations, or by community effort to facilitate changes or improvements in attitudes and behaviors.
- Protect the natural environment by enacting laws and regulations to restore or preserve clean air and water, create open space, natural beauty, restrict the use and disposal of toxic substances and conserve natural resources, including plants and animals.
- Protect the built environment by facilitating attractive, people-friendly design that includes handicapped access, leisure facilities, adequate lighting, running/walking/biking paths, parks, good transportation, preservation of historic and cultural heritage and cleanliness.
- Build healthy public policy to establish policies that foster the health of the entire community; and build a stable economic environment, one in which there is work for everyone who is capable of working.⁽³⁾

Getting to Lodi Well

Members of the Business & Community Health VAT (BCHVAT) representing a diverse cross section of businesses and organizations met over a number of months in the first half of 2014 to define community health. They also mapped out a plan for improving community health based on need and community. *Lodi Well* is a strategic vision that was created and includes several opportunities for collaboration among businesses and community organizations.

Lodi Well Vision

In 2020, the whole Lodi community celebrates its good and improving health. Health empowered by good nutritional food choices, physical activity, and safety education is seen in positive measurable results. Community alliances among organizations, residents, businesses and education are making Lodi a healthier, livable family-friendly community.

Vision Focus

Develop a *Lodi Well* to unite individuals, families, businesses, community organizations and government to collaborate on getting and staying well, preventing illness, injury and chronic disease, reducing expenses, and networking to develop resources and personal responsibility.



(3) Work group for Community Health and Development, University of Kansas, 2012



Strategies

Workforce Development

In 2020, job awareness among youth coupled with job availability has created a good foundation for Lodi's future workforce. Young workers, and their families, appreciate and are attracted to Lodi for the unique sense of community and "Home Town" magnetism.

STRATEGY 1: Create a positive awareness for jobs in Lodi among youth SEEK FUNDING FOR WORKFORCE PROGRAM

Seek funding through the Chamber's 501c3 for a comprehensive workforce development program beginning in elementary grades (exposure) and culminating at the College level.

Lead Partner: Chamber; Partner/Owners: Lodi Unified School District (LUSD)/San Joaquin Delta College (Delta); 2015-2016

CREATE PROGRAM THROUGH PIE

Create a program through the Chamber's PIE program to introduce middle school children to the many job choices available in Lodi. (awareness) Lead Partners: Chamber/PIE committee; Partner/Owners: LUSD and Private Middle Schools; 2015-2020

JOB ACQUAINTING PROGRAMS

Provide various job-acquainting programs to Lodi Unified School District students through job fairs, mentoring, and job-shadowing and including a "Hire Me First" program. (readiness) Lead Partners: Chamber/Worknet; Partner/Owners: LUSD/Business Stakeholders; WorkNet – Job Fairs; 2017-2020

EXPOSURE TO CERTIFICATED PROGRAMS

Coordinate High School job exposure to Delta College certificated programs for career, tech or skilled trade jobs. Lead partners: LUSD/Delta; Partner/Owners: Chamber/Business Stakeholders/WorkNet; 2017-2020

STRATEGY 2: Research & identify job opportunities for future entry level jobs.

IDENTIFY JOB CREATION OPPORTUNITIES

Work with local industry to identify job creation opportunities in rolling 5 year increments. Lead Partners: Chamber; Partner/Owners: City/Delta/ Business Stakeholders/LUSD/ Lincoln Technical Academy 2015-2017

TARGET MARKETING

Target marketing may be used to attract needed job skills if not available. Lead partners: Business Stakeholders; Partner/Owners: Chamber/City/Delta; 2106-2018

AT-RISK YOUTH PROGRAM ON EDUCATION

Expand a program for At-Risk youth that teaches the importance/value of education as it relates to becoming a knowledgeable worker and obtaining career tech jobs. Lead Partners: Chamber/LUSD; Partner/Owners: Business Stakeholders/Delta/WorkNet; 2017-2020

STRATEGY 3: Education relating to existing workforce

IDENTIFY CURRICULUM

Work with College partner to identify and develop curriculum for certification programs for desired jobs, i.e. industrial electricians and other technical programs for manufacturing plants. Lead Partners: Chamber/Business Stakeholders /Delta; Partner/Owners: LUSD/ Thom Sanchez & Delta College; 2106-2018

TRADE SCHOOL ACADEMY

Create a collaborative effort between willing partners (public/private) to provide an academy for at-risk youth to fundamentally prepare them for the workplace (read, write, communicative skills). The academy teaches job skills needed in manufacturing and other local industry needs. Lead Partners: Chamber, Business Stakeholders/ Partner/Owners: LUSD/Delta; 2019-2020

Economic Competitiveness

Lodi is a community where economic competitiveness is facilitated by investments that increase capacity, create jobs, and improve our quality of life.

STRATEGY 1: Clearly communicate the critical need for economic improvement to and for all citizens of Lodi

USE DEMOGRAPHIC DATA AS AN EDUCATIONAL TOOL

Research Lodi's current statistics including Medium Household Income, Medium Value of Homes, Unemployment Figures, and other data to use as an educational tool. Lead Partner: Mike Carouba/Partners/Owners: Chamber/Lodi News Sentinel(LNS); 2014

MONITOR AND TRACK STATISTICS FOR IMPROVEMENT

Using the outcomes developed by all of the Vision 2020 Action Teams, monitor and track key measures determining improvement or deterioration of economic indicators; Lead Partner: Chamber Board; Partners/Owners : Chamber Staff/LNS; 2014-2020

CONTINUE EDUCATION PROCESS

Monitor annually, continuing to educate and develop other strategic plans for economic improvement if necessary. Support policies to encourage economic improvement before governments.; Lead Partner: Chamber Board; Partners/Owners: Chamber LNS; 2014-2020

STRATEGY 2: Begin an ongoing effort for targeted job creation through attraction of new-to-Lodi businesses

DEVELOP LIST OF ASSETS AND DEFICIENCIES

Develop a comprehensive list of desirable assets and deficiencies for Lodi as seen by prospective targeted businesses. Work on turning deficiencies into assets if possible. Lead Partner: City Chamber Partnership; Partners/Owners: Dave Kirsten; 2014-2015

DEVELOP LIST OF BUSINESS OWNERS AS REFERRAL SOURCES

Develop a targeted list of prospects from current Lodi business owners.

Lead Partner: City/Chamber Partnership; Partners/Owners: Dave Kirsten, Plastics Manufacturing Companies; 2014-2015

CREATE FUNDING

Identify funding sources and create funding for a business attraction marketing program with measurable deliverables. Lead Partner: City/Chamber Partnership; Partners/Owners: Private Concerns; 2015-2020

TARGETED MARKETING PLAN

Develop a targeted marketing plan to highlight the attractiveness of doing business in Lodi with coordinated follow-up efforts by the City, Chamber of Commerce and local business leaders. Lead Partner: City/Chamber Partnership; Partners/Owners: Private Business Partners; 2015-2020

STRATEGY 3: Help targeted existing businesses expand with a goal to create new jobs

IDENTIFY GROWING BUSINESSES

Identify entrepreneurial start-up, small or medium sized businesses that desire to grow and create jobs; Lead Partner: Chamber, Chamber Members/Ambassadors; Partners/ Owners:SCORE/Delta College Small Business Association; 2015-2020

DEVELOP BUSINESS TEAM

Develop a broad team of business practitioners who are skilled and experienced in growing jobs in manufacturing environments.

Lead Partner: Chamber; Partners / Owners:SCORE /Delta College /SBA, Local Consultants, Business Practitioners (The Group); 2015-2020

TEAM ACTS AS ECONOMIC GARDENERS

Have the team act as Economic Gardeners in entrepreneurial small and mid-sized companies to grow businesses using their skills in finance, operations, manufacturing, engineering, technical, inventory control, marketing and sales, and human resources. Lead Partner: Group Members who will begin to self-direct; Partners/Owners:Chamber/City Chamber Member Vendors; 2017-2020

SHOP LOCAL NOW

Promote and encourage Lodi businesses, residents, and City Government to Shop Local.

Lead Partner: LNS/Chamber; Partners/Owners:Classic Design; 2014-2018

STRATEGY 4: Streamline business start-up and expansion processes insuring a quick but thorough process

ONE STOP PERMIT PROCESS

Research and develop a one-stop permitting process system for Lodi; Lead Partner: Chamber/City; Partners/Owners: Other Stakeholders; 2015 – 2016

POSITION TO ASSIST NEW & EXPANDING BUSINESSES WITH PERMITS

Create a "Harbor Pilot" program within City Hall that can help new or expanding businesses navigate through all the permitting steps and requirements needed for businesses to get to market. Lead Partner: City; Partners/Owners: Stakeholders; 2015-2018

CITY STAFF AWARENESS OF JOBS

Create awareness of intra-City competition for jobs in our region among City staff and citizens. Lead Partner: City; Partners Owners: Chamber; 2014-2016

CONCIERGE

Develop a Concierge program for defined business area in Lodi such as Downtown Lead Partner: City; Partners/Owners: Chamber/Stakeholders, Downtown BID; 2015-2018



Lodi Livability

In 2020, Lodi is regionally known to be a very attractive community in which to raise a family. Lodi's charming Downtown, its deeply rooted farming values and heritage are complemented by being an established wine destination. Lodi embraces cultural diversity and is safe, friendly, and has a magnetic sense of community.

STRATEGY 1: Development of Family Oriented anchor attractions RESEARCH FAMILY-FRIENDLY ATTRACTIONS

Field a community research team to investigate other cities for family-friendly attractions that provide entertainment for citizens and have the added benefit of attracting tourists. Lead Partner: Chamber; Partners/Owners: Parks & Recreation, Visit Lodi, Chamber, Wine-Grape Commission (WGC), Mark Armstrong, Micke Grove & Historical Society; 2015-2017

DEVELOPMENT OF ATTRACTION

Once an attraction is identified, survey or promote to developers who are able to procure the land, design and build the attraction. Lead Partner: Chamber; Partners/Owners: Local Developers, City and County Governments; 2016-2018

PRESERVE LODI'S EXISTING EVENTS

Preserve Lodi's existing traditional events that add to Lodi's sense of community. Lead Partner: Chamber/Visit Lodi; Partners/Owners: WGC/City; 2015-2019

STRATEGY 2: Bring Lodi's diverse cultures into a cohesive community by activating inclusive Leadership

CATALOG EXISTING PROGRAMS

Catalog existing programs and services, connect them to one another, coordinating services and identifying gaps. Do all this with several goals in mind - safety, attractiveness, and livability. Lead Partner: Chamber; Partners/Owners: City; 2014-2015

IDENTIFY NEED FOR PROGRAMS

Identify additional needed programs not currently offered and develop programs/services for improving livability and embracing Lodi's diversity. Lead Partner: City; Partners/Owners: Chamber/Churches; 2015-2017

ENCOURAGE LEADERSHIP FROM ALL CULTURES

Encourage leadership by all of Lodi's cultures in community planning for improving the livability and unity of Lodi. Lead Partner: Chamber/Visit Lodi; Partners/Owners: Chamber/Visit Lodi/LOCA; 2015-2017

DESIGN EVENTS THAT BRING TOGETHER ALL OF THE CULTURES IN LODI

Lead Partner: Chamber/Visit Lodi; Partners/Owners: Chamber/Visit Lodi/LOCA/Event Planners; 2015-2019

STRATEGY 3: Set a community goal to sustain the agriculture that encircles Lodi ENCOURAGE VALUE ADDED AG BUSINESS

Encourage and help establish value-added agricultural businesses that embody both farm and white collar job opportunities. Lead Partner: County Board of Supervisors; Partners/Owners: Chamber/LOCA/SJ County/Visit Lodi/Farm Bureau; 2015-2017

DEVELOP COMMUNITY AWARENESS

Develop community awareness for preserving (sustaining) the all important sense of community for which Lodi is famous.; Lead Partner: Chamber; Partners/Owners: LOCA/Visit Lodi; 2015-2017

COMMITTEE TO LOOK AT WAYS TO USE GREENBELT

Develop a Committee to look at creative ways to sustain ag-land in the so-called, "Greenbelt area" to the South side of Lodi including: profitable ag and ag-tourism businesses, as well as, public use areas. Lead Partner: Chamber; Partners/Owners: Chamber/Phil Felde; 2015-2018

STRATEGY 4: Secure a post-secondary education institution in Lodi NORTH CAMPUS DELTA COLLEGE

Support the current efforts of the Citizens For a North Campus of Delta College. Lead Partner: Lodi Citizens for Delta Campus; Partners/Owners: Delta College/Chamber/LUSD; 2015-2016

SUPPORT EFFORTS TO ATTRACT FOUR YEAR COLLEGE

If the above is not available, support efforts to attract a four-year small college to Lodi that offers degreed programs that fit local job opportunities and community needs, i.e. agriculture, health care, manufacturing, etc. Lead Partner: College Lodi Working Group; Partners/Owners: Chamber/LUSD; 2016-2020

Lodi Tourism

Through the unified efforts of a diverse community, visitors return multiple times to experience our premium wines, farm to table cuisine, unique retail, and expanding cultural attractions and events all offered with a heartfelt sense of hospitality. The City of Lodi...the true shine on the vines!

STRATEGY 1: Develop a comprehensive way-finding program for Lodi DEVELOP WAY-FINDING PROGRAM

Field a local tourism-minded Task Force to develop the way-finding sign program including creative art, locations, and placement from freeway to attractions. Lead Partner: Visit Lodi; Partners/Owners: Mayor/Chamber; 2015-2017

ENHANCED GATEWAY

Enhance gateway entrances on major ingress points to Lodi. Lead Partner: City/LOCA; Partners/Owners: Visit Lodi, Chamber; 2015-2017

STRATEGY 2: Enhance the Visitor's downtown experience DOWNTOWN LODI HOTEL

Encourage the economic viability of a Downtown Lodi Hotel with meeting space. Lead Partner: City/Private Investors; Partners/Owners: Visit Lodi; 2015-2017

PROPERTY OWNERS BID

Hold educational workshops on property improvements showing how they are good investments, leading to the development of a Property Owners BID. Lead Partner: Chamber/City, Real Estate Professionals; Partners/Owners: Pro-BID Property Owners; 2015-2017

2ND STORY PROGRAM

Work with the City to develop a "second story" program allowing for businesses Downtown to broaden property uses. Lead Partner: City; Partners/Owners: Private Investors/Real Estate Professionals; 2015-2016

RAIL TASK FORCE

Develop a rail Task Force that will bring Bay Area tourists to Downtown Lodi. Lead Partner: City, Visit Lodi, Chamber; Partners/Owners: Rail Commission; 2015-2017

DROP RAIL LINES

Explore dropping rail lines (physical tracks to recapture property above. Lead Partner: City; Partners/Owners: Rail Commission; 2015-2017

PLAN FOR DOWNTOWN

Develop a comprehensive master plan for Downtown coordinating a mix of independent businesses and unique restaurants, and at least one other anchor attraction. Lead Partner: City/Chamber; Partners/Owners: Visit Lodi/Downtown Business Owners; 2015-2017

2ND PARKING GARAGE & REDEFINE PARKING DISTRICT

Begin planning discussions for second multi-story parking garage downtown. Need to redefine current parking district (interim solution). Lead Partner: City/Chamber; Partners/Owners: Visit Lodi, Downtown Business Owners; 2015-2017

STRATEGY 3: Develop coordinated Branding with all entities giving the same coordinated message to promote Lodi

STRATEGIC PLANNING FOR LODI

The Chamber, City of Lodi, Visit Lodi and LOCA will engage in Strategic Planning for a unified branding for Lodi. Lead Partner: Chamber/City/LOCA, Visit Lodi; Partners/Owners: Private Stakeholders; 2015-2016

COORDINATED USE OF BRANDING

Once branding is established, all entities promoting Lodi should use the same language and communicate the coordinated message. Lead Partner: Chamber, City/LOCA/Visit Lodi; Partners/Owners: Private Stakeholders/Investors; 2016-2018

STRATEGY 4: Better utilization of existing facilities to host various events promoting Lodi ANALYZE FACILITIES CAPACITY AND USE

Analyze all facilities in the Lodi area to determine the types of events that are currently being held and the potential events that could be promoted at their facility as well as identifying gaps. Lead Partner: Visit Lodi; Partners/Owners: City/ Chamber/Private Stakeholders/LOCA; 2015-2016

MARKETING OUTREACH

Reach out to various organizations to determine their interest in hosting an event at these facilities. Lead Partner: Visit Lodi/Chamber; Partners/Owners: LOCA/City; 2016-2017

UPGRADE PARKS

Upgrade Parks as needed to be more competitive in attracting soccer, swim, baseball tournaments, and other competitive sporting events. Lead Partner: City/Chamber; Partners/Owners: Visit Lodi, Private Stakeholders; 2015-2017

WINE/AG TOURISM ATTRACTION

Explore development of Wine/Ag Tourism attraction as well as another Downtown anchor attraction. Lead Partner: County Supervisor; Partners/Owners: LOCA/Chamber/Visit Lodi; 2017-2020

BIKE PATHS

Encourage City to add bike paths throughout Lodi and work with County to develop safe wine tourism bike paths. Lead Partner: City/County/Chamber; Partners/Owners: LOCA/ Visit Lodi; 2017- 2020



Business and Community Health

In 2020, the whole Lodi commUnity celebrates its good and improving health. Health empowered by good nutritional food choices, physical activity, and safety education is seen in positive measurable results. CommUnity alliances among organizations, residents, businesses and education are making Lodi a healthier, livable, family-friendly commUnity.

WELLNESS - Include and develop as a tenet of *Lodi Well* the component of personal responsibility and provide supportive services (information, education, access to care providers, nutrition, mentors program and fitness opportunities. Over all, illustrate the down side of poor health and show how to get to the upside of good health). Lead partner: Lodi Health Partner Owners: Lodi Health/Chamber/LUSD/Delta College, Lodi employers; fitness organizations, area churches, grantors, Delta Rehabilitation, Lodi Occupational Health Services, non-government organizations such as Boy/Girl Scouts, Boys and Girls Club, The Pregnancy Resource Center, chiropractors, women's organizations and service clubs; 2014-2016 – Research and evaluate existing programs, assess, adjust or build on, fund (grants and Revenue Model), measure, monitor and report; 2017-2018 – Create Lodi Well alliance with potential partners, implement and initiate; 2019-2020 – Expand and modify based on opportunities and evolving need.

NUTRITION - Include good nutrition as a tenet of *Lodi Well* (educate on the science and benefits of it, show how to get it, cook it, etc.) Lead Partner: Lodi Health; Partner Owners: Lodi Health, Chamber, supermarkets, markets, restaurants, churches, LUSD, Delta College, area churches, master gardeners, community gardens, grantors, community based non-profits and service clubs; 2014-2016. Gather data and build the case for community nutrition program, assess, adjust and add to current programs, develop collaborative program, seek funding; 2016-2018—Engender support for the program, promote it, encourage participants, and facilitate collaboration; 2018-2020—Monitor, report, adjust.

EXERCISE - Include exercise as a tenet of the educational program (educate on the science and benefits of it and teach how to attain it). Lead Partner: LUSD; Partner Owners: LUSD, Chamber, Delta College, Lodi Health, area fitness centers, area churches, Boys and Girls clubs, Boy/Girl Scouts, senior clubs, chiropractors, occupational medicine and physical therapy businesses, etc.; 2014-2016— Research, evaluate existing programs, adjust and add to, fund. 2017-2018 – Create and explore partnerships to implement program; 2019-2020 – Expand/modify based on opportunities.

SAFETY - Include safety as a tenet of the educational program (threats such as weapons, drugs, safe and streets lights for walking, safe consumption of alcoholic beverages, bicycle safety/helmets, car seats, seat belts, speeding, elderly drivers, for example); Lead Partner: Lodi Police; Partner Owners: Lodi PD, Lodi Fire, CHP, area hospitals, ambulance services, community organizations, fire department, Boy/Girl Scouts, Boys and Girls Clubs, Chamber; 2014-2016 – Research, evaluate existing programs, adjust, expand, fund, (grants and revenue model); 2017-2018 – Implement; 2019-2020 - Expand and modify based on opportunities.

IMPROVE INFRASTRUCTURE - with increased walking and bike paths, parks, better lit streets, community gardens, etc; Lead Partner: City of Lodi; Partner Owners: City of Lodi, developers, businesses, grant sources, schools, master gardeners program; 2014-2016 - Research, evaluate existing programs, adjust and expand; develop funding; 2017-2018 - Implement; 2019-2020 - Expand and adjust based on opportunities.

INVENTORY/MAP EXISTING WELLNESS RESOURCES- evaluate potential gaps and address potential gaps with new or enhanced programs and services; and develop a resource guide/ap for all end users; Lead Partner: City and County; Partner Owners: All; 2014-2016 – Research, assess existing programs, adjust and add to; fund it (grants and revenue model); 2017-2018 Implement; 2019-2020 – Expand and adjust based on opportunities.

ADVANCED-ILLNESS MANAGEMENT - encourage and support completion of advanced medical directives, and facilitate better understanding of advanced directives as well as palliative-care programs, etc.; Lead Partner: Lodi Health; Partner Owners: Lodi Health, Lodi Chamber of Commerce, insurers, physicians, faith-based organizations, service clubs; 2014-2016 – Research, evaluate existing programs, expand, fund (grants and Revenue Model), etc.); 2017-2018 – Implement; 2019-20 - Expand and adjust based on opportunities.



“Without enough qualified workers to go around, one community's gain will be another one's loss. Economic development won't be a game that everyone can win anymore. Some will have to lose.”

- Mark Lautman
Founding Director of
Community Economics Lab &
Author, *When the Boomers Bail*



APPENDIX

Thank you to everyone involved in the process of creating this amazing compilation of facts and strategies to make Lodi the best it can be by 2020. Without their countless hours of hard work and dedication, this publication would not have come to fruition.

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Scientific Specialties, Inc.
Visit Lodi!
Wine & Roses Hotel Restaurant Spa
World of Wonders Science Museum

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Save Time • Save Money
As little as \$1.04 a day

The Lodi District Chamber of Commerce has a remarkable history of providing leadership and advocacy to help create a healthy business community throughout the region. The Chamber is taking this history into the next century by continuing to promote its members and community, locally, nationally and internationally to ensure the region's continued economic health.

Given this rich history and future, we view Chamber membership as an investment not only in your individual business but in the community. And, you can expect a return on this investment, visible on your bottom line. Below are just a few accomplishments of the Lodi District Chamber of Commerce and why membership pays off.

- Is a strong supporter for businesses at City Hall. Over the past several years City Hall has come to respect the Chamber's opinion on what is best for business. When the Chamber speaks, it does so with the voice of over 700 businesses!
- On-going job creation efforts that bolster local economy.
- Produces events like: Farmers Market, Lodi Parade of Lights, Street Faire, School Street Wine Stroll and Grape and Farm Safety Days. Keeping sponsors and the community talking about local businesses.
- Created a road map for the future growth of Lodi businesses entitled the General Plan White Papers.
- Is a leader in sustaining agriculture in the Lodi area.
- Formed the Wine Ordinance Task Force to avoid costly moratorium aimed at wineries.
- Leading workforce development with LUSD creating Partners in Education (PIE), with the goal of preparing students for careers.
- Government Relations Committee actively fights anti-business issues and legislation on local and state levels by joining with other chambers and coalitions.



"Through our Chamber Membership, I have been able to develop valuable relationships both within the business and civic community. These relationships have led to increased business and operational benefits."

- Joseph Hohenrieder,
President Lustre-Cal



Increase Visibility

- 80%* of consumers are more likely to patronize a Chamber Member than a non-member
- More than 4 million referrals through the Chamber Business Directory
- 68%* of restaurant patrons are more likely to be repeat customers
- 49%* of consumers think more favorable of your business

Connect with Potential Customers

- Be personally introduced to your potential customers
- Over 8,000 drop-in visitors each year at the Chamber offices
- Network with other members at exclusive Chamber events
- Promote your business on the Internet with lodichamber.com

Create New Opportunities

- Helping you succeed, by sharing advice and experience on starting, protecting, and growing your business
- We speak for you at both the local and state levels of government
- We provide effective Member-Only marketing benefits

*Research conducted by *The Schapiro Group*



"The Chamber has helped Estate Crush since we opened in 2009 not only with business relationships in the community, but also helping us raise our profile at events like the Farmers Market and Lodi Street Faire. Membership is certainly a benefit for our winery and we look forward to continued partnership and business opportunities with the Chamber."

- Bob Colarossi, Owner
Estate Crush

Call us today, and let the Chamber help you grow your business footprint.

(209) 367-7840 ext. 100
www.lodichamber.com



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