

APPENDIX 3-A



Job Creation Program

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JOB CREATION PROGRAM

It is estimated that nearly 22,000 permanent employees will be working in the Mountain House community by the time the project is fully developed. This appendix to Chapter Three of the Master Plan describes more completely the job creation program designed to bring employers to the site. The job creation program is composed of two subprograms: job attraction and job development.

I. Job Attraction Program

The job attraction program emphasizes the benefits of the land use design and general locational qualities. These and other forms of passive marketing are described below:

- A. The new town design and philosophy will attract employers for the following reasons:
- high-quality business parks will be designed to meet the needs of business; business park users will be especially attracted to the community because there are limited sites available in the surrounding area for a high-quality business park
 - an attractive business environment will be developed that is compatible with other community development
 - state-of-the-art telecommunications infrastructure and services will be implemented (potentially fiber optics), allowing high-speed exchange of information and the option of telecommuting
 - CC&Rs will be prepared to protect designated business uses over the long-term
 - business uses will be in close proximity to housing, both affordable housing for employees and high-end housing to appeal to corporate executives making the relocation or expansion decision
 - convenience to services (banking, restaurants, child care, etc.) will be provided
 - recreational features will be provided for employees (golf, swimming, bike and running trails, etc.)
 - close freeway access will be included
 - effective integration of transportation and land use planning will be present, with employment activity clustered in the vicinity of transit locations and the flexibility to accommodate future growth and transit technologies included in the plans

- traffic planning will be a priority within the community (such as TMO programs); pedestrian access, bicycle networks, and multi-modal hubs connecting various forms of public transportation will be incorporated into the community
- Byron executive airport, currently under construction, will be five miles away and the Altamont Pass will not be required to reach it from Mountain House
- Mountain House will offer an employer both the opportunity to be part of a forward-thinking, progressive community and the appeal that will have in attracting prospective employees to a desirable place to live, work, and raise children
- the key will be the inherent community balance, a balance between:
 - metropolitan scope and township/neighborhood scale
 - urban land and open space
 - the needs for privacy and a sense of community
 - accessibility and alternative forms of transportation
 - educational excellence and fiscal viability

B. Businesses choose specific locations for a variety of reasons; chief among them include:

- cost and availability of raw land
- cost and availability of existing leasable space
- costs of doing business (e.g., utilities and taxes)
- access to raw materials and supporting industries
- presence of a skilled labor market and associated costs
- political climate
- proximity to the consumer
- residential preferences of business owners and CEOs
- proximity to universities (for high-tech industries)

Mountain House will be uniquely positioned to respond to all of these and other factors that play into the location decision. Located in the path of an expanding economic base from the Bay Area to the Central Valley, Mountain House and surrounding areas will likely be the business locations of choice in the future. The gravitational effects of developing a critical mass of employers and connecting East Alameda with Tracy and Southern San Joaquin could establish the area as a regional employment center.

C. The self-contained nature of the community—it is not contiguous to another city and in many ways is its own trade area—and the fact that the release of commercial lands will be controlled will result in success for the initial businesses in the community, and their success will attract additional businesses.

- D. The results of the monitoring program will be available to businesses in the community; information regarding the residents, employees, other companies, etc., may prove highly beneficial to community businesses.
- E. A current database, in on-line bulletin board, cable TV, and hardcopy newsletter formats, will be maintained that includes information about community recreation, amenities, services, job opportunities, etc. This kind of "chamber of commerce" information will help to foster a sense of community involvement among residents, employees, and businesses.
- F. An inventory of pre-approved, pre-permitted, ready-to-build sites will be available:
 - CEQA/Specific Plan EIR process will be completed in advance
 - mitigation measures will be addressed and alternatives predetermined
- G. The County may give priority processing and offer processing fee reductions or deferrals to Mountain House commercial/industrial development; the County will also assist new companies in processing through other areas of the County and through other regulatory agencies.

II. Job Development Program

The job development program involves proactive steps to recruit employers and generate jobs. The elements of the program include the following:

- A. As an integral part of the success of the community, the Master Developer initially, or a coalition of builders and landowners ultimately, will actively pursue and secure employers by:
 - dedicating staff as needed to job development
 - establishing a program with goals and strategies that is monitored and updated
 - cooperating with the San Joaquin Partnership and other County organizations so that leads that do not end up in Mountain House do end up somewhere in the County
- B. A job development strategy will be prepared that encompasses the following objectives:
 - avoiding the "Silicon Valley syndrome" by recruiting companies that apply new technology to traditional businesses as well as those that develop high-tech products and services
 - placing an emphasis on understanding and responding to manufacturing-related issues such as minimizing energy costs, balancing environmental controls, and reaching disparate markets, while capitalizing on the general business transition from a production orientation to one of information and services

- in the competition to attract major relocations and expansions, selling the community's competitive business advantages—what's different and better about Mountain House
 - pursuing small and entrepreneurial companies, as a growing percentage of new jobs are coming from new companies
 - servicing a prospective employer from the initial contact, through an effective system of follow-up, to closing the deal, and incorporating involvement from the Mountain House business community into the process
- C. The Master Developer, or a coalition of builders and landowners, will work with a network of intermediaries who specialize in commercial and industrial land uses and who:
- possess comprehensive lists of active commercial and industrial contacts
 - can target specific industries and companies that, on average, offer higher salaries (and avoid warehouse/distribution activities), for example:
 - biomedical, biotech, bioengineering
 - professional health care services
 - high-tech (chip manufacturing, hardware and peripheral manufacturing, software development)
 - voice and data communications hardware and services
 - financial services, real estate, accounting, legal, and other professional services
 - can mount local, regional, national, and even international recruiting efforts
- D. The Master Developer, or a coalition of builders and landowners, will work with a network of local, regional, and national commercial and industrial developers to develop specific sites, utilize their specialized expertise, tap into their client contacts, and encourage them to actively develop jobs on their own.
- E. Various strategies will be entertained by the Master Developer, or a coalition of builders and landowners, to close a deal with commercial/industrial developers and major tenant prospects, including:
- land price reductions and/or dedications
 - relocation cost reimbursements
 - sale/leaseback options
 - build-to-suit proposals
 - other incentive offerings tailored to the specific needs of tenants/users
- F. The Master Developer, or a coalition of builders and landowners, will work closely with the San Joaquin Partnership and local economic development corporations of San Joaquin County, exchanging information, leads, and other assistance, and will collaborate with the numerous private industry councils that represent industries targeted for Mountain House.

- G. Marketing literature (brochures, media advertisements, press releases, etc.) will be distributed, public relations events will be organized, and related support materials will be implemented by the Master Developer, or by a coalition of builders and landowners.

- H. The job development effort will be funded by the Master Developer, or a coalition of builders and landowners, and will focus primarily on that segment of in-community jobs that is not population-serving.