

City of Stockton

Economic Development Strategic Action Plan

Activation Roadmap

Prepared in partnership with Deloitte Consulting

DECEMBER 28, 2021

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Executive Summary



Executive Summary | City of Stockton Economic Development Strategic Action Plan

Over the last decade, Stockton, California has recovered from bankruptcy and shifted its narrative from economic uncertainty to one focused on lasting prosperity for all residents. Stockton has made impressive strides. Notably, it has been ranked the 4th most fiscally healthy city in the United States and awarded as an “All-American City” three times over the last 10 years.

Given Stockton’s resources, rich cultural diversity and heritage, and strategic assets, the City has an opportunity to become a thriving, 21st- Century City for all. At the same time, during the past two years, Stockton has grappled with the profound health and economic impacts of COVID, whose consequences and recovery efforts will continue. Included in this document is the **Economic Development Strategic Action Plan (EDSAP)**, developed by the City of Stockton with the support of Deloitte Consulting, using an inclusive, innovative activation approach to enable purposeful economic development results by residents, businesses, and public leaders. This Action plan, which seeks to support Stockton’s post-pandemic recovery, was anchored by six key goals:

- **Tell the Stockton Story.** *Stockton will become a community of choice for residents and visitors, and be rebranded as a best city in America to live, raise a family, and grow a business*
- **Support Small Business.** *Stocktonians will have all the resources and support they need to start and grow a small business*
- **Continue to Build a Thriving Entrepreneurship Ecosystem.** *Stockton will become a hub for innovation and entrepreneurship, developing the next generation of local entrepreneurs*
- **Attract and Retain High Caliber Businesses.** *Stockton will attract multiple large businesses in the social sciences, healthcare, and utilities industries that provide high-paying jobs for residents*
- **Make Data-Driven Decisions.** *Stockton will incorporate data-driven decision-making to measure policy results and progress in executing the EDSAP initiatives*
- **Define Our Role in Workforce Development.** *Stockton will become a local convener for community stakeholders to enhance Workforce Development*











	Strengthen Local Business Climate	Inventory of Business and Workforce Development Efforts; Central Business Hub; Sector-Specific Outreach Strategies
	Develop Local Workforce Capacity	Workforce Alliance; Employer Convenings and Actionable Roadmaps
	Create Innovation Hub	Stockton Innovation Accelerator; Innovation Challenge; Annual Entrepreneurship Summit; Support for Wine, Horticultural, and Agricultural Ventures
	Transform Downtown	DSA Ambassadors; Photometric Study; Full-Spectrum Housing Development; Multimodal Corridor; Signage and Parking
	Invest in Key Assets	Park Improvements; Special Services District; Activate Public Spaces
	Unify Community	Leadership Capacity Building and Civic Engagement Program; Neighborhood Grants Competition Program; Stockton Saturdays
	Promote Brand	Online Footprint; State-Facing Activities; Stockton Style; Marketing Campaign
Key	 Focus Area: Image & Branding  Focus Area: Infrastructure  Focus Area: Economy & Business	

Figure 1. Stockton EDSAP Investment Areas and Initiatives

To activate these goals, the EDSAP defines targeted investment areas and initiatives guided by a deep commitment to inclusion and equity; aligns targets with actionable and measurable outcomes; and organizes all initiatives into a strategic roadmap. Seven key investment areas were identified across Stockton, which are outlined in Figure 1. These investment areas tie together a detailed set of recommendations, broken down into actionable initiatives to activate Stockton’s core assets and accelerate economic success.

Executive Summary | City of Stockton Economic Development Strategic Action Plan

Stockton is at a unique moment in time. In the wake of the COVID-19 pandemic, the City has an opportunity to leverage its resources to build a more resilient, inclusive, and prosperous economy for all Stocktonians. This EDSAP builds upon Stockton’s economic development goals and focuses on strategic investment in Stockton following **a three-phased approach to analyze the current economic landscape; identify opportunities to activate key assets; and provide actionable recommendations to develop the Activation Roadmap.** During *Phase 1: Activate*, working with the City, Deloitte carried out a series of stakeholder interviews with key community leaders to better understand the Stockton context. *Phase 2: Build* centered around three focus groups to validate data collection and preliminary insights. In *Phase 3: Activate*, Deloitte synthesized findings into prioritized initiatives through an all-day, interactive “Greenhouse Lab” session with City leaders.

Throughout these phases, the project approach centered around three focus areas:

- **Entrepreneurship, Future of Business, Inclusive Economy, and Future of Work;**
- **Smart and Resilient Infrastructure; and,**
- **Image and Branding**

Successfully delivering actionable initiatives in these three areas will require significant financial, physical, and institutional collaboration and investment from the City, existing partners and new entrants into the Stockton market.

As a part of the **EDSAP**, Deloitte Digital’s creative agency, HEAT, proposed **brand positioning recommendations** to rethink how the City “tells the Stockton story.”

Addressing Stockton’s brand perception began with an **extensive quantitative and qualitative research process**, which led to defining **a new mental model** for the Stockton brand that enhances the impact of new experiences.

Relaunching the City’s brand will create a chance to reassess the City’s legacy and ensure the impact and future success of key EDSAP investment areas.

As a part of the HEAT Branding Process, our efforts included:

1. Identifying **aspirations and pain points** that impact economic development planning
2. Defining what is **driving perception challenges and underlying opportunities;** leveraging winning strategies from other city branding efforts
3. Conducting **deep dives into key constituent mindsets;** exploring brand mission and values; identifying key brand attributes for Stockton
4. Identifying **2-3 brand positioning direction options;** discussing integration with initiatives to drive believability and new experience
5. Providing **marketing recommendations** inclusive of activation strategies, cadence, and tactics

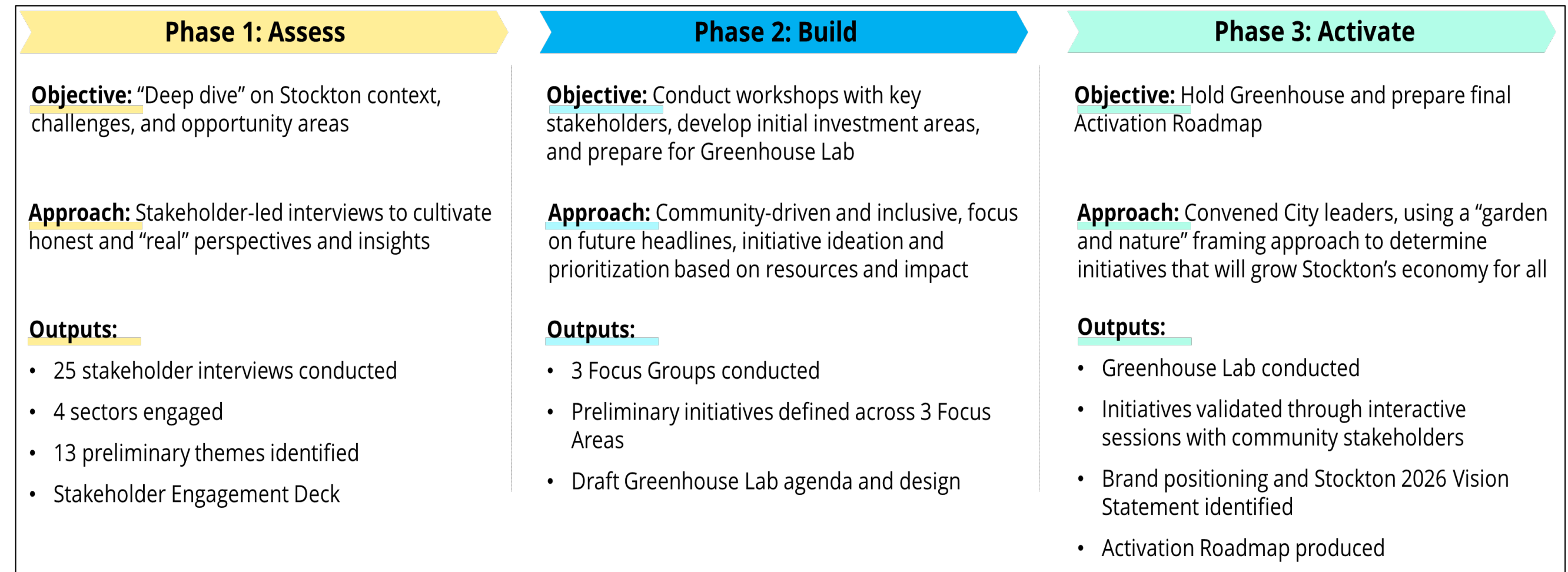


Figure 2. Stockton EDSAP Approach

Executive Summary | City of Stockton Economic Development Strategic Action Plan

To inform initiatives and investment areas as part of our **three-phased approach**, including robust primary research, we employed Data USA to provide insights into Stockton’s economic, business, and labor trends. To help deliver such insights in a visual, interactive way, specialists from Deloitte and Datawheel joined MIT Media Lab Faculty Cesar Hidalgo to create Data USA—a destination and visualization engine that retrieves data from various US government data sources, organizes and analyzes it, and helps leaders visualize answers in seconds.

As shown graphically in Figure 3 at right, since 2013, there has been a shift from Sales and Office Occupations to more specialized occupations in Management, Business, Science, and Arts. Additionally, the labor force grew from 109k employees to 130k employees.

While this paints a picture of more specialized work, the most common job groups, by number of people living in Stockton, CA, are Office & Administrative Support Occupations, Sales & Related Occupations, and Material Moving Occupations, which is the same as reported in 2013. The shift in specialized occupations can be harnessed to provide Stocktonians with more head of household jobs.

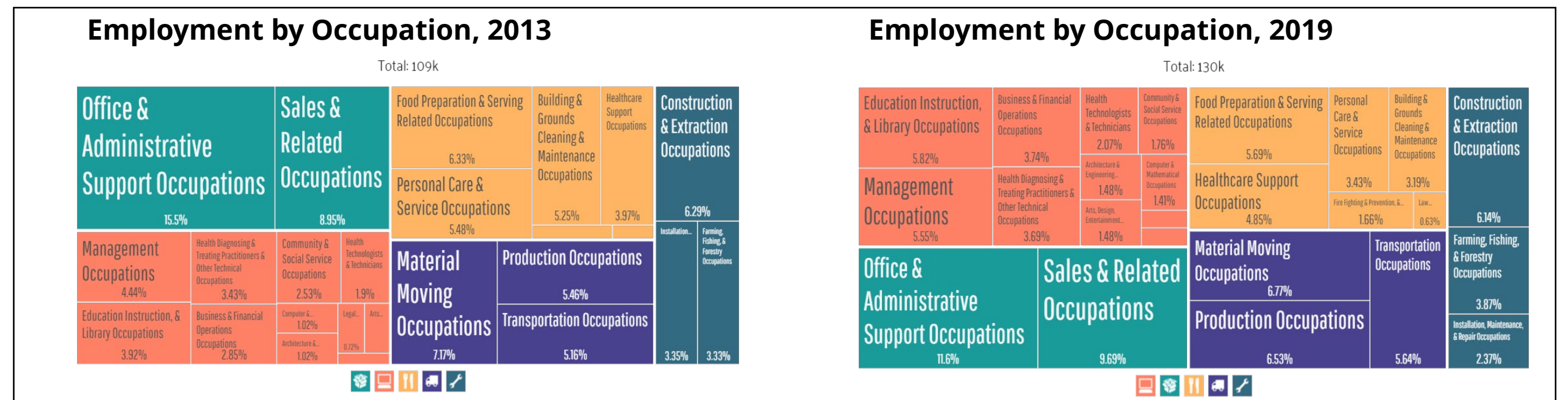


Figure 3. Shifts in Stockton Employment by Occupation

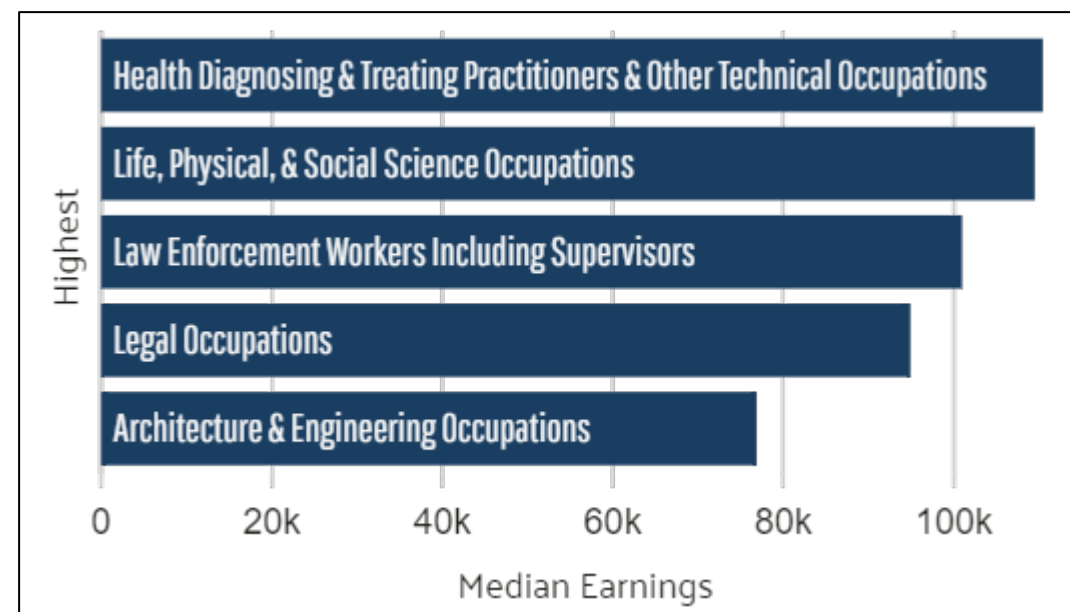


Figure 4. Highest Paid Jobs for Stockton Residents, 2019

As the City of Stockton looks to drive industry growth and economic vitality for its citizens, there needs to be a focused effort towards occupational intentionality. For example, Figure 4 shows the top five highest-paying jobs for Stocktonians in 2019. All have median earnings above Stockton’s 2019 median income. These jobs are high paying, and many do not require advanced degrees, yet they are not among Stockton’s most common jobs. The EDSAP initiatives seek to holistically rectify this gap.

While data demonstrates job growth and the opportunity for future prosperity in Stockton, the City of Stockton needs to focus on workforce development to prepare for the post-pandemic labor force.

In looking at the sectors impacted by COVID-19, Information Services and Financial Activities, among others, are underrepresented in Stockton but are stable and high earning potential opportunities. However, jobs alone are no longer enough to attract today’s skilled laborers. It is vital to build out supporting attributes—through “Creative Placemaking”—such as downtown amenities, parks, and public infrastructure to support quality of life and work-life balance.

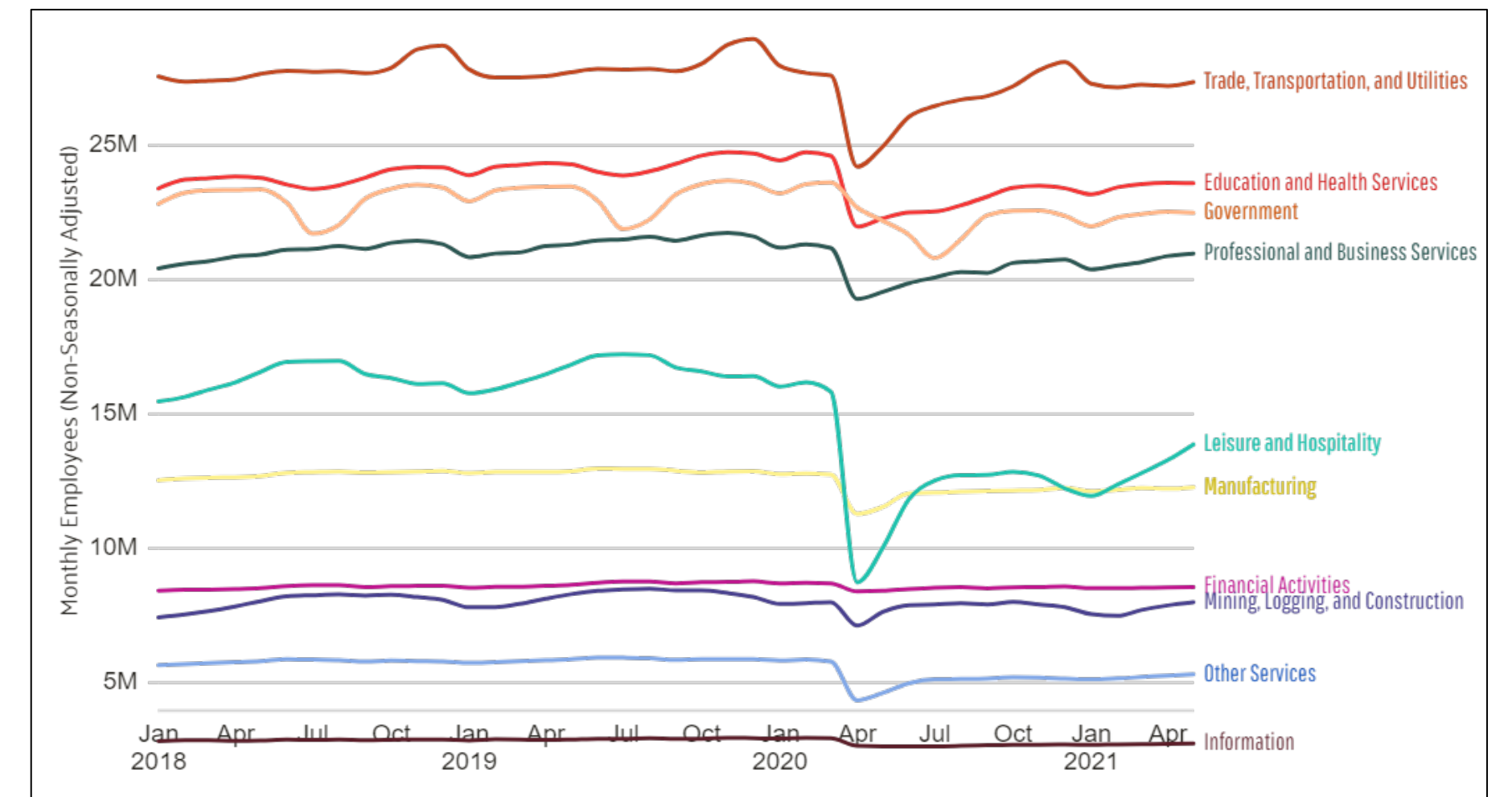


Figure 5. COVID-19 Impact on Employment by Industry Sector, California

Initiative Inventory







Investment Area 1

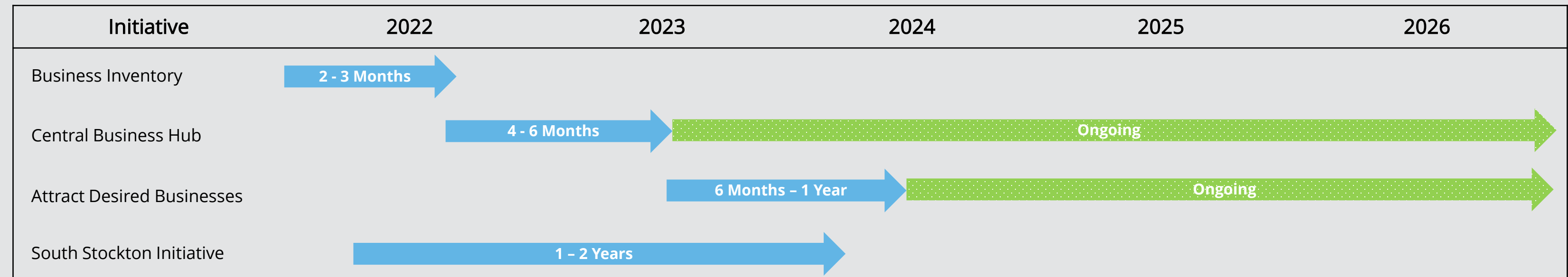
Strengthen local business climate to drive economic activity

For the City of Stockton to become a city of choice for all, community leaders identified the importance of **attracting new businesses** to further diversify the occupational opportunities for residents. This initiative focuses on specific efforts to support **business enablement**, such as creating an inventory of ongoing efforts to support collaboration and developing a central hub to promote ease of information-sharing.

SUPPORTING DATA/RESEARCH:

- US Bureau of Labor Statistics reports **Stockton's October 2021 Unemployment Rate at 7.2%**, 2.6% above the national rate, and dropping from 10% in December 2020, showing a **positive post-recovery trend**.
- Due to COVID-19, occupations that afford a "work from home" option have an increased share of labor participation.
- Compared to the national average, **Stockton, CA has a high number of residents working in Farming, Fishing, & Forestry (6.77 times), Material Moving (1.85 times), and Transportation Occupations (1.44 times).**

INITIATIVES	OUTCOMES	METRICS	RESOURCES
 <p>Build inventory of business and workforce development efforts to streamline initiatives in Stockton and increase collaboration</p>	Create additional capacity, align on key priorities, and maximize impact among various groups working towards similar goals	<ul style="list-style-type: none"> • # of users and % increase over time for central business hub • # of business supported through technical assistance, networking, and financial assistance 	<p>Estimated Start-up Cost: \$^A</p> <p>Key Stakeholders: City & State Entities, Economic Development Organization</p>
 <p>Develop a central business hub/case management approach to guide businesses through common processes (i.e., permitting process, starting a small business)</p>	Make Stockton the most accessible City in the region to conduct business and create a clear guide for new builders to navigate permitting process	<ul style="list-style-type: none"> • 10% increase in unique engagements among workforce development organizations over five years • # of new business licenses 	<p>Estimated Start-up Cost: \$-\$\$</p> <p>Key Stakeholders: City & State Entities, Economic Development Organization</p>
 <p>Develop sector-specific outreach strategy and communications by identifying criteria to attract desired businesses to Stockton</p>	Attract new businesses to Stockton that will provide residents with higher-value/head of household jobs and stimulate economic growth	<ul style="list-style-type: none"> • Develop prospect list of 500 and substantial leads on at least 1% of targets 	<p>Estimated Start-up Cost: \$-\$\$^B</p> <p>Key Stakeholders: City & State Entities, Economic Development Organizations</p>
 <p>Standup an equity initiative focused on South Stockton and explore opportunities to grow business footprint through Business & Innovation Park and a Retail/Services Attraction Plan</p>	Identify business opportunities and a set of businesses that could enter South Stockton to increase business traffic and indirectly advance the socioeconomic status of Stocktonians	<ul style="list-style-type: none"> • Increase in household income by census tract • Increase in business sales tax per census tract 	<p>Estimated Start-up Cost: \$\$^B</p> <p>Key Stakeholders: Developers & Investors, Economic Development Organizations</p>



Estimated Cost: \$ = <100k, \$\$ = \$100-500k, \$\$\$ = 500k-1m, \$\$\$\$ = 1-2m, \$\$\$\$\$ = 2m+
Superscript Letter: Identifies potential funding sources on slide 30




Investment Area 2

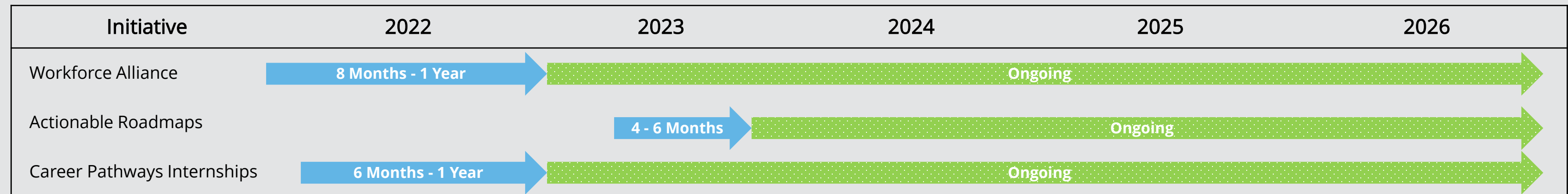
Develop local workforce capacity to build resident wealth

Developing Stockton’s workforce will build individual and collective prosperity for the City. Stockton can serve as a **convening partner** for various workforce development efforts in the City. Additionally, the City can **support partners** in equipping Stockton’s workforce with the necessary tools to identify higher-wage jobs. As partners develop **career pathways** for residents, including youth labor participants, to foster job advancement, they should play a role in ensuring an equity lens for underserved communities.

SUPPORTING DATA/RESEARCH:

- In 2019, Stockton’s Median household income was \$59,504, roughly \$10,000 below national average.
- Based on US Bureau of Labor Statistics (May 2020) data, **72% of occupations are underrepresented** in Stockton (as compared to the US), **27% of which have a higher median income than Stockton’s median income in 2019.**





INITIATIVES	OUTCOMES	METRICS	RESOURCES
 <p>Establish workforce alliance with the County, local businesses, community groups, and educational institutions to identify skills needed for the future of work, advance workforce development opportunities, and support job seekers through a case management approach</p>	Build and sustain high-impact job pathways for students entering the workforce and mid-career professionals; Increase job-ready candidates in the Stockton job market	<ul style="list-style-type: none"> • # new jobs created and retained • Refined vision for workforce development within Stockton 	<p>Estimated Start-up Cost: \$-\$\$\$^{AC}</p> <p>Key Stakeholders: Education Organizations, University & Colleges, Economic Development Organizations, Workforce Development Organizations</p>
 <p>Convene employers and other partners to develop targeted outreach strategies and realign or distribute actionable roadmaps for job seekers in high-impact industries and organizations</p>	Foster both lateral and job advancement to build strong workforce in Stockton	<ul style="list-style-type: none"> • # employers engaged; % employment rate • % increase in family income over time in under-resourced neighborhoods 	<p>Estimated Start-up Cost: \$-\$\$\$^B</p> <p>Key Stakeholders: Workforce Development Organization, University & Colleges</p>
 <p>Enliven Stockton Unified School District’s Career Pathways program by creating internship opportunities to expose Stockton’s youth to a variety of vocational opportunities</p>	Create internship/educational co-op track with public and private partners to show youth that there are many opportunities	<ul style="list-style-type: none"> • # of internships created • # of internships completed • % of program participants who accept a job offer or pursue continued education 	<p>Estimated Start-up Cost: \$\$\$^I</p> <p>Key Stakeholders: Workforce Development Organization, University & Colleges</p>



Investment Area 3

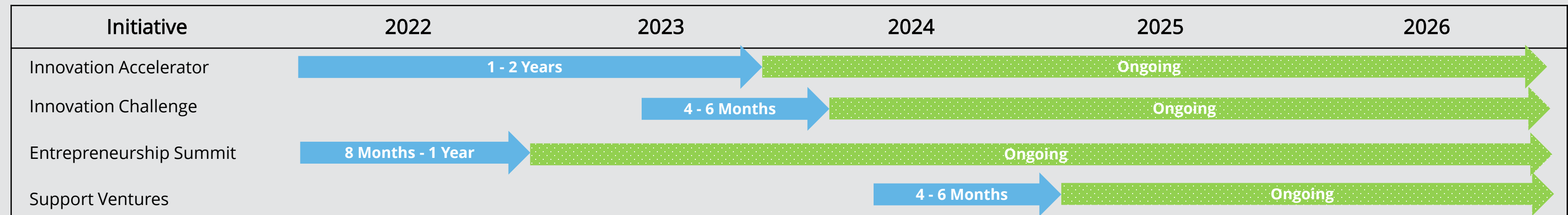
Create Innovation Hub to build next generation of entrepreneurs

Stimulating Stockton's **entrepreneurship culture** creates additional career pathways for Stocktonians, especially those from underserved communities. This initiative focuses on **catalyzing cross-cutting innovation activities** to build a culture of entrepreneurship in the City, empowering the local workforce, and developing a sense of ownership in Stockton's prosperity.

INITIATIVES	OUTCOMES	METRICS	RESOURCES
 Invest in Stockton Innovation Accelerator that will provide workspace, trainings, and mentorship support for Stockton entrepreneurial ventures	Provide comprehensive and centralized resources to support success of Stockton entrepreneurs	<ul style="list-style-type: none"> Increase in start-ups based in Stockton Track new business ventures operations semi-annually* 	<p>Estimated Start-up Cost: \$\$\$\$-\$\$\$\$\$^F</p> <p>Key Stakeholders: Innovation/Entrepreneurship Organizations, University & Colleges, Economic Development Organizations</p>
 Create local Innovation Challenge for entrepreneurs to submit proposals to address a key Stockton Challenge	Build Stockton's reputation as a hub for innovation through galvanizing resources for promising startups (ex: connect with angel investors, increase access to capital)	<ul style="list-style-type: none"> % increase in participants/investors % increase in participants from underserved communities Funding awarded towards entrepreneurship program 	<p>Estimated Start-up Cost: \$\$^D</p> <p>Key Stakeholders: Innovation/Entrepreneurship Organizations, University & Colleges, Developer & Investors</p>
 Establish annual entrepreneurship summit and awards program	Expand culture of entrepreneurship in Stockton and increase peer to peer learning and funding sources for aspiring entrepreneurs	<ul style="list-style-type: none"> % increase in participants/investors % increase in participation from underserved communities # of and % increase in new ventures started 	<p>Estimated Start-up Cost: \$\$-\$\$\$</p> <p>Key Stakeholders: Innovation/Entrepreneurship Organizations</p>
 Support new ventures for aspiring horticultural and agricultural entrepreneurs through city-wide incentives (i.e., accelerator residence) and grant programs	Develop pipeline of entrepreneurs; Stimulate job creation in Stockton	<ul style="list-style-type: none"> % increase in horticulture, and agricultural projects launched 	<p>Estimated Start-up Cost: \$\$-\$\$\$^E</p> <p>Key Stakeholders: Innovation/Entrepreneurship Organizations, Economic Development Organizations</p>

SUPPORTING DATA/RESEARCH:

- The Aspen Network of Development Entrepreneurs (ANDE), part of the Aspen Institute, has **completed detailed research and findings on incubation and accelerators for early-state innovators** to bridge the "Pioneer Gap."
- Targeted accelerator and innovation programs can help Stockton start-ups and early-stage entrepreneurs**, providing capabilities in: "(a) business development ...; (b) infrastructure support ...; (c) network support ... and (d) financial support."



Metric Applies to all Initiative: *
Estimated Cost: \$ = <100k, \$\$ = \$100-500k, \$\$\$ = 500k-1m, \$\$\$\$ = 1-2m, \$\$\$\$\$ = 2m+
Superscript Letter: Identifies potential funding sources on slide 30






Investment Area 4

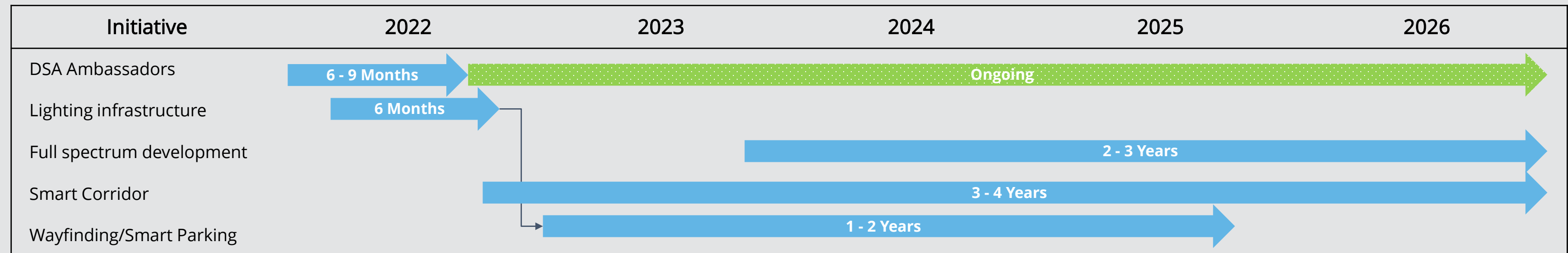
Transform downtown into a thriving, connected City Center

Embolden downtown Stockton as the **central, identifying hub** for the City. Through infrastructure improvements and placemaking efforts, downtown Stockton can enable businesses to thrive, attract residents and external visitors alike, and **ultimately improve the Stockton experience and brand**. Bold investments in this geography will help Stockton improve its image while creating an environment suitable for business and leisure, reducing costs, and providing opportunities for revenue enhancements.

SUPPORTING DATA/RESEARCH:

- Stockton's housing expense is **37% higher than the national average**, driven in part by limited supply and high demand; growing business will require new housing stock.
- Conversion of public lighting to LED and **creating smart lighting controls can reduce energy costs up to 50%** and improve public safety perceptions.
- Further build-out of the public lighting system can enable multimodal corridor development, and smart parking, with **estimated potential revenue increases of 10-35%**.

INITIATIVES	OUTCOMES	METRICS	RESOURCES
 Deploy additional downtown ambassadors through funding and formalized partnership	Enhance Downtown experience through providing visitors and businesses a resource to obtain assistance, receive directions, and report undesirable activity	<ul style="list-style-type: none"> • % increase in sales tax revenue downtown • % reduction in calls to ambassador program 	<p>Estimated Startup Cost: \$\$\$</p> <p>Key Stakeholders: Economic Development Organizations</p>
 Identify lighting infrastructure upgrades , specifically, smart/connected lighting and funding allocations	Improve perception of safety in this geography; Increase visitation (both residents and visitors) in the Downtown Stockton district outside daylight hours	<ul style="list-style-type: none"> • # of proposed streetlight retrofits • % of retrofits complete • \$ cost savings • Additional Revenue 	<p>Estimated Start-up Cost: \$- \$\$</p> <p>Key Stakeholders: City & State Entities</p>
 Incentivize full-spectrum housing development by partnering with regional developers and obtaining brownfield redevelopment grants	Increase commercial activity Downtown; Increase residential housing downtown; Bolster feasibility for a Downtown grocery store (long-term)	<ul style="list-style-type: none"> • % increase in population via Census Tract data mapped to downtown region(s) • % increase in first time homebuyers • Standardize housing mix for new developments 	<p>Estimated Start-up Cost: \$\$\$ - \$\$\$\$\$</p> <p>Key Stakeholders: City & State Entities, Developers & Investors, Housing Organizations</p>
 Implement a smart, multimodal corridor complete with interconnected traffic signals, vehicle detection, and micro-mobility options, that runs North-South through downtown to South Stockton	Unlock state and federal funds to provide equitable access to Stockton's downtown, while enabling growth in both downtown and south Stockton	<ul style="list-style-type: none"> • # of potential projects identified • % increase of identified projects accelerated to shovel worthy 	<p>Estimated Start-up Cost: \$\$\$\$\$</p> <p>Key Stakeholders: City & State Entities, Developers & Investors</p>
 Accelerate deployment of signage, and smart parking infrastructure throughout downtown	Enable pedestrian and vehicle traffic among intra-downtown destinations, and facilitate movement to Stockton's downtown	<ul style="list-style-type: none"> • # of wayfinding kiosks/signs deployed in downtown Stockton • Increase in parking usage 	<p>Estimated Start-up Cost: \$\$\$\$\$ - \$\$\$\$\$\$</p> <p>Key Stakeholders: City & State Entities</p>






Investment Area 5

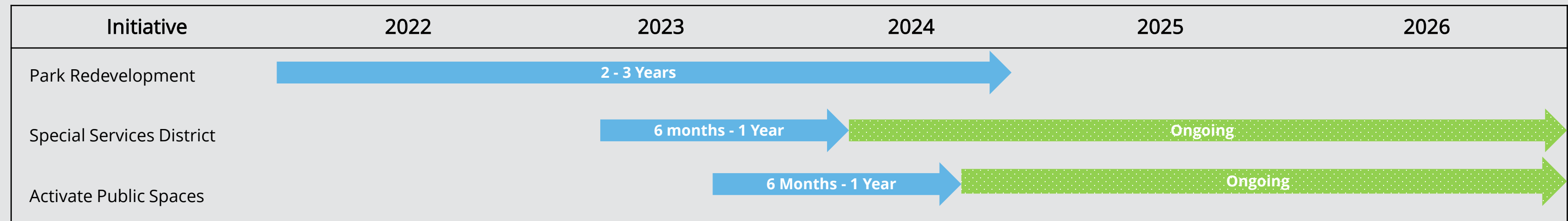
Invest in Stockton's key assets to activate public spaces and attract activity

Supporting Stockton to be the best city in America to live, raise a family, and grow a business requires additional investment in its key assets and public spaces. **Expanding Stockton's portfolio of public spaces, beginning with beautifying existing spaces,** will support the creation of nationally renowned recreation facilities and boost internal and external perception in the process.

SUPPORTING DATA/RESEARCH:

- The Urban Land Institute (ULI) states **55% of US residents say access to green space is a top or high priority** when deciding where to live.
- National Recreation and Parks Association **identify "quality parks and recreation" as one of the top three reasons that business cite in relocation decisions.**
- Gensler survey of 350 private investors shows **73% believed that "open space could act as a crucial catalyst for economic development."**

INITIATIVES	OUTCOMES	METRICS	RESOURCES
 <p>Implement new, well-lit park improvements that create usable space for the community while inviting visitors to engage across socioeconomic boundaries</p>	<p>Improve internal perception of Stockton and increase the utilization of existing parks by local and regional users while increasing land values adjacent to public spaces</p>	<ul style="list-style-type: none"> • % increase in park event permits requested • % increase local land value • % increase in local weekend spending 	<p>Estimated Start-up Cost: \$\$\$ - \$\$\$\$\$</p> <p>Key Stakeholders: City & State Entities, Community Development Organizations</p>
 <p>Explore the creation of a special services district (SSD) or an entertainment overlay district around Stockton's Waterfront, focused on infrastructure development, art installation, and entertainment/events</p>	<p>Through targeted measure, activate Stockton's natural assets through public private collaboration while increasing outward appeal and investment, and successful operation of a sustainably financed SSD</p>	<ul style="list-style-type: none"> • Number of events hosted • Revenue from physical assets (theater, arena) - # tickets sold 	<p>Estimated Start-up Cost: \$\$\$</p> <p>Key Stakeholders: City & State Entities, Economic Development Organizations</p>
 <p>Activate existing public spaces such as Weber Point Event Center, Janet Leigh Plaza, Dean DeCarli Square, Downtown Marina, the Joan Darrah Promenade</p>	<p>Leveraging successes from Investment Area 6, provide citizens with a channel to City-owned spaces for public use, leading to improvements in both internal and external perception</p>	<ul style="list-style-type: none"> • % of distinct Stockton neighborhoods with neighborhood councils • % of neighborhood councils with an ambassador program 	<p>Estimated Start-up Cost: \$</p> <p>Key Stakeholders: Economic Development Organizations, Neighborhood Councils</p>



Estimated Cost: \$ = <100k, \$\$ = \$100-500k, \$\$\$ = 500k-1m, \$\$\$\$ = 1-2m, \$\$\$\$\$ = 2m+
Superscript Letter: Identifies potential funding sources on slide 30

Investment Area 6

Build unified community to drive ownership and pride in Stockton's identity

Stakeholder interviews illuminated a gap that some Stocktonians do not feel connected to a **"unified" Stockton**, as the City includes a **myriad of diverse communities**. This investment area builds cohesion amongst various pockets of the City and supports residents to develop ownership over their role in the City's future success.



INITIATIVES

Launch **neighborhood grants competition program** to generate community engagement and foster innovative solutions to local challenges

OUTCOMES

Create enthusiasm and momentum among various constituent groups; Build community cohesion and pride and begin formation of neighborhood identities

METRICS

- % increase in grants competition ideas submitted
- # ideas activated from grants competition

RESOURCES

Estimated Start-up Cost: \$-\$\$\$
Key Stakeholders: City & State Entities, Developers & Investors, Economic Development Organizations



Create and institutionalize weekly **Stockton Saturdays event** (branded "farm to fork" or "vineyard to glass") with Farmer's Market, food trucks and/or pop-up street vendors in centralized Downtown hub

Celebrate Stockton's local food culture and promote pride in one of Stockton's greatest assets, its people; Provide opportunities to keep Stockton residents in the City during leisure time (long-term)

- % increase in vendors engaged
- % increase in parking revenue and visitor perception survey for those who regularly attend events
- Community perception survey

Estimated Start-up Cost: \$\$^H
Key Stakeholders: Economic Development Organizations, Local Business & Tourism

SUPPORTING DATA/RESEARCH:

- According to the 2020 ULI study *Creative Placemaking*: "Creative placemaking provides triple-bottom-line benefits—financial, social, and environmental—for all stakeholders. Developers and their partners report higher market values, lower turnover rates, faster approval cycles and lease-ups, greater community buy-in, and better branding and market recognition. **Local governments see gains in job growth, improved public safety, and increased tax revenues that pay for more resident services. And communities benefit from community cohesion and the creative energy and aesthetics of vibrant new places** that are enhanced with arts and culture."



Estimated Cost: \$ = <100k, \$\$ = \$100-500k, \$\$\$ = 500k-1m, \$\$\$\$ = 1-2m, \$\$\$\$\$ = 2m+
Superscript Letter: Identifies potential funding sources on slide 30

Investment Area 7

Promote a brand celebrating Stockton's strengths that resonates externally

Stockton's external brand perception is affected by the City's challenges, including crime perception and misinformation. Improving Stockton's reputation, by highlighting Stockton's key attributes, will bolster pride among residents and aid in driving tourism from other parts of the state and country. Initiatives in this investment area span the **digital and community spheres**, driving positive perception externally.



INITIATIVES

OUTCOMES

METRICS

RESOURCES



Revitalize Stockton's **online presence** through social content creation and targeting, enhanced website approachability and a monthly newsletter, Search Engine Optimization

Improve the City's digital footprint to bolster perception internally and externally

- Search volume and % increase annually
- # site visits
- % increase in organic online mentions and positive sentiment annually
- % increase in follow count and engagement rate annually

Estimated Start-up Cost: \$\$
Key Stakeholders: Digital strategy specialists, City & State Entities



Launch **state-facing activities in Sacramento** to attract funding for City of Stockton

Foster Stockton visibility at the state-level to build momentum around prioritized investment areas and fund key projects

- % increase in state funding allocated to Stockton programs

Estimated Start-up Cost: \$\$
Key Stakeholders: City & State Entities



Facilitate frequent **"Stockton Style" cultural events** through community partnerships to create quintessentially Stockton dishes, art, and music

Create a culture of City pride around key attributes, such as diversity, history, resilience, and grit

- Event attendance volume (pre-registration/QR code tracking) and % increase

Estimated Start-up Cost: \$
Key Stakeholders: Economic Development Organizations, Local Business & Tourism, Community Development Organizations

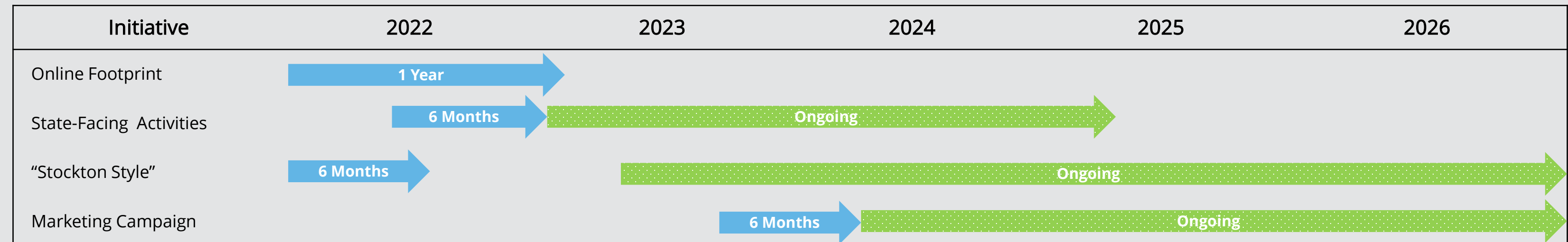


Launch **City marketing campaign** to increase engagement around priority events and attractions

Build internal and external awareness around major proof points of City attractiveness

- Qualitative and quantitative data captured through brand awareness and perception surveys
- % increase in positive online City reviews

Estimated Start-up Cost: \$\$-\$\$\$\$
Key Stakeholders: Local Business & Tourism, Advertising Agency

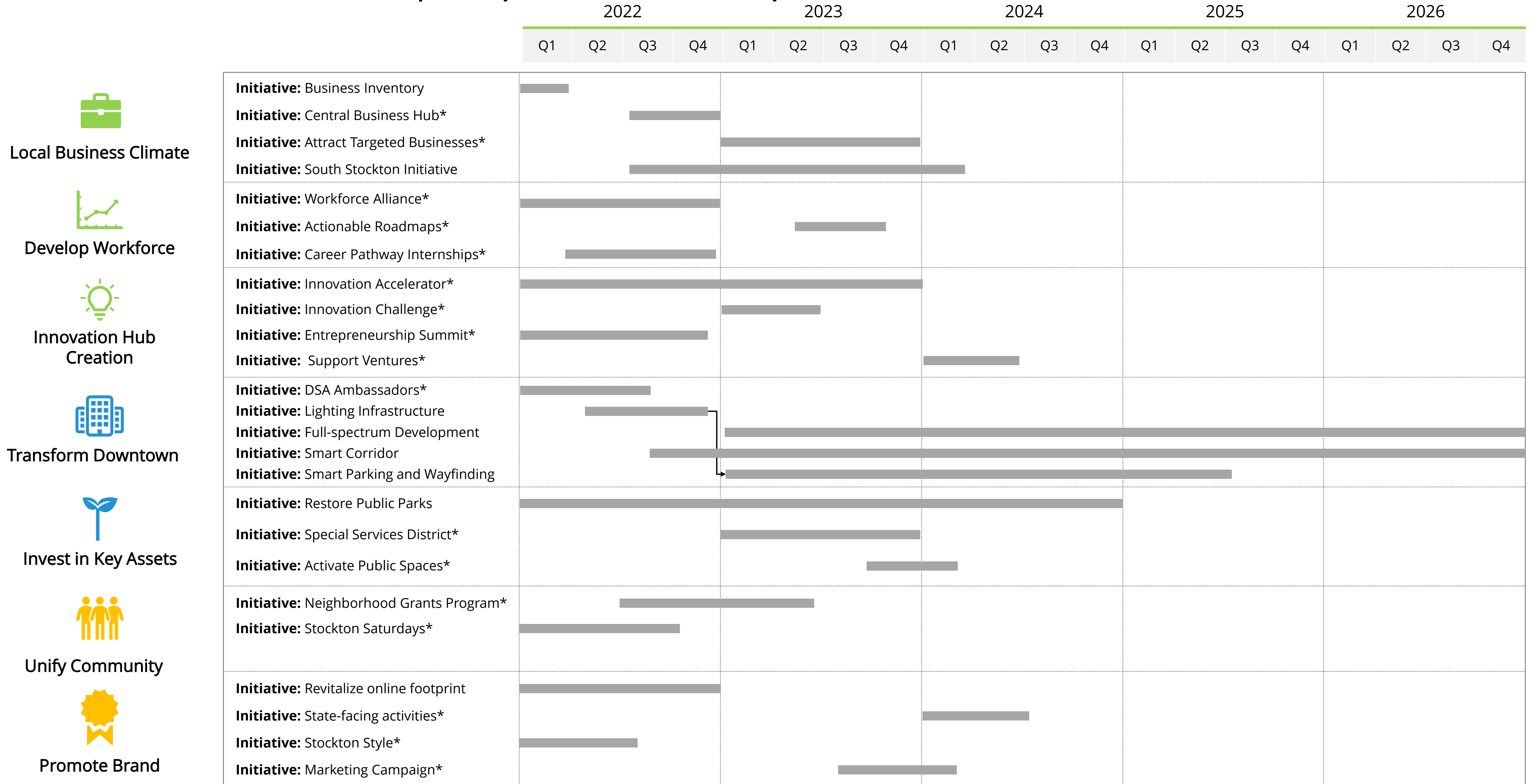


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Execution Timeline



Execution Timeline | Proposed Roadmap to 2026



Execution Timeline | Proposed Communication Plan

Orchestrating the roll-out of the Stockton Communications Plan involves obtaining brand buy-in from key community champions in the Inclusion phase, meeting residents in their current state (Awareness phase), and then eventually supporting residents to become their brand champions (Advocacy phase). Each phase highlights residents’ current mindsets and desired perception shifts and aligns them with supporting objectives and activities, roll-out communications channels, and measurements of success.

	Inclusion	Awareness	Engagement	Pride	Advocacy
Current Mindset	<i>"I believe Stockton has potential, but the City feels stagnant and there's not much I can do about it"</i>	<i>"Among the perception of crime, lack of opportunities and amenities, and homelessness, Stockton has many challenges to tackle"</i>	<i>"There's not much going on in Stockton, so I primarily look to surrounding cities to fulfill my needs"</i>	<i>"Stockton is my home, but it's certainly not my favorite city"</i>	<i>"I rarely invite my family or friends to Stockton because there isn't much to see or do"</i>
Desired Perception Shift	<i>"My city is being reborn and I'm excited to contribute to this journey"</i>	<i>"I can envision Stockton becoming the city for me and my family"</i>	<i>"Stockton has everything I need to live happily, raise a family proudly, and grow a business successfully"</i>	<i>"Stockton is my city of choice and there's no place I'd rather be"</i>	<i>"I sing the City's praises to non-residents incessantly; I can't wait for my friends to visit"</i>
Communications Objective	Inform residents of intent to "relaunch" Stockton and solicit collaboration	Introduce Stockton's 2026 vision and build excitement around the City's future	Entice the rediscovery of, immersion into Stockton and its communities	Celebrate the unique attributes that make Stockton, Stockton	Prompt residents to share love and pride in Stockton to drive tourism
Proposed Initiatives	<ul style="list-style-type: none"> Establish workforce alliance with the County, local businesses, community groups, and educational institutions to identify skills needed for the future of work. Revitalize Stockton's online presence and drive engagement through social content creation and targeting, enhanced website approachability and a monthly newsletter, Search Engine Optimization 	<ul style="list-style-type: none"> Launch City marketing campaign to increase engagement around priority events and attractions Create a special services district (SSD) around Stockton's Waterfront Implement a smart, multimodal corridor, and accelerate deployment of signage and smart parking infrastructure throughout Downtown 	<ul style="list-style-type: none"> Create local Innovation Challenge for entrepreneurs to address key Stockton Challenges Support new ventures for aspiring wine, horticultural, and agricultural entrepreneurs Implement park improvements to support cross-City engagement Launch neighborhood grants competition program to build community cohesion Create and institutionalize Stockton Saturdays events in Downtown 	<ul style="list-style-type: none"> Facilitate frequent "Stockton Style" cultural events through community partnerships to create quintessentially Stockton dishes, art, and music Activate existing public spaces to increase community engagement and internal/external perception Establish annual entrepreneurship summit and awards program 	<ul style="list-style-type: none"> Launch state-facing activities in Sacramento to attract funding for City of Stockton Urge residents to amplify positive Stockton experiences within their communities and among non-residents
Marketing Channels	<i>OLV, Social, OOH, Website, Print, Local Influencer, Community Events/WOM</i>	<i>TV, OLV, Social, OOH, Radio, Website, Print, Local Influencer, Community Events/WOM, Display</i>	<i>Social, Radio, Website, Local Influencer, Community Events/WOM, Newsletter, Search</i>	<i>Search, Social, WOM, Earned Media, Statewide Outreach</i>	<i>Social, Visit Stockton</i>
Key Performance Indicators	<i>Attendee Volume & Participation, Sentiment & Emotion Analysis, Community Champion Buy-In</i>	<i>Search Volume, Site Visits, Organic Mentions, Vid/Influencer Engagement & Completion Rate, Event Attendee Volume, Brand Awareness Survey</i>	<i>Search Volume, Site Visits, Organic Mentions, Vid/Influencer Engagement & Completion Rate, Event Attendee Volume & Participation</i>	<i>Organic Mentions & Sentiment, Search Volume, Online City Reviews, Brand Perception Survey</i>	<i>NPS, Organic Mentions & Sentiment</i>

Implementation Considerations



Activation Roadmap Implementation | Key Principles

Several tenets, including **City ownership, accountability, community ownership, equity, and iteration** will allow Stocktonians—both residents and local organizations—to unify around a **core vision for success** and provide an equitable foundation for **successful Activation Roadmap implementation**.



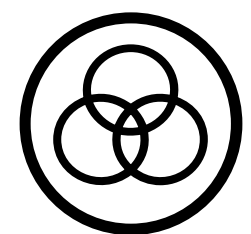
City Sponsored: For implementation success, the City of Stockton must prioritize and **fully own** the Activation Roadmap. This ownership will require socializing the plan to various City departments and soliciting—then incorporating—feedback on key initiatives as appropriate.



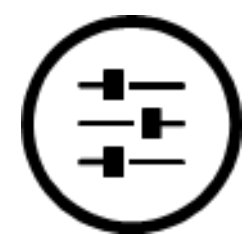
Accountability: Defining a **project management approach** for the Activation Roadmap will allow key City owners to track progress against defined milestones and associated metrics. Through this process, the City can hold itself **accountable** to ultimately activate long-term success for Stockton.



Community Ownership: To fully integrate initiatives and receive an optimal outcome, Stockton residents and local organizations must feel a sense of **ownership over key initiatives and next steps**.



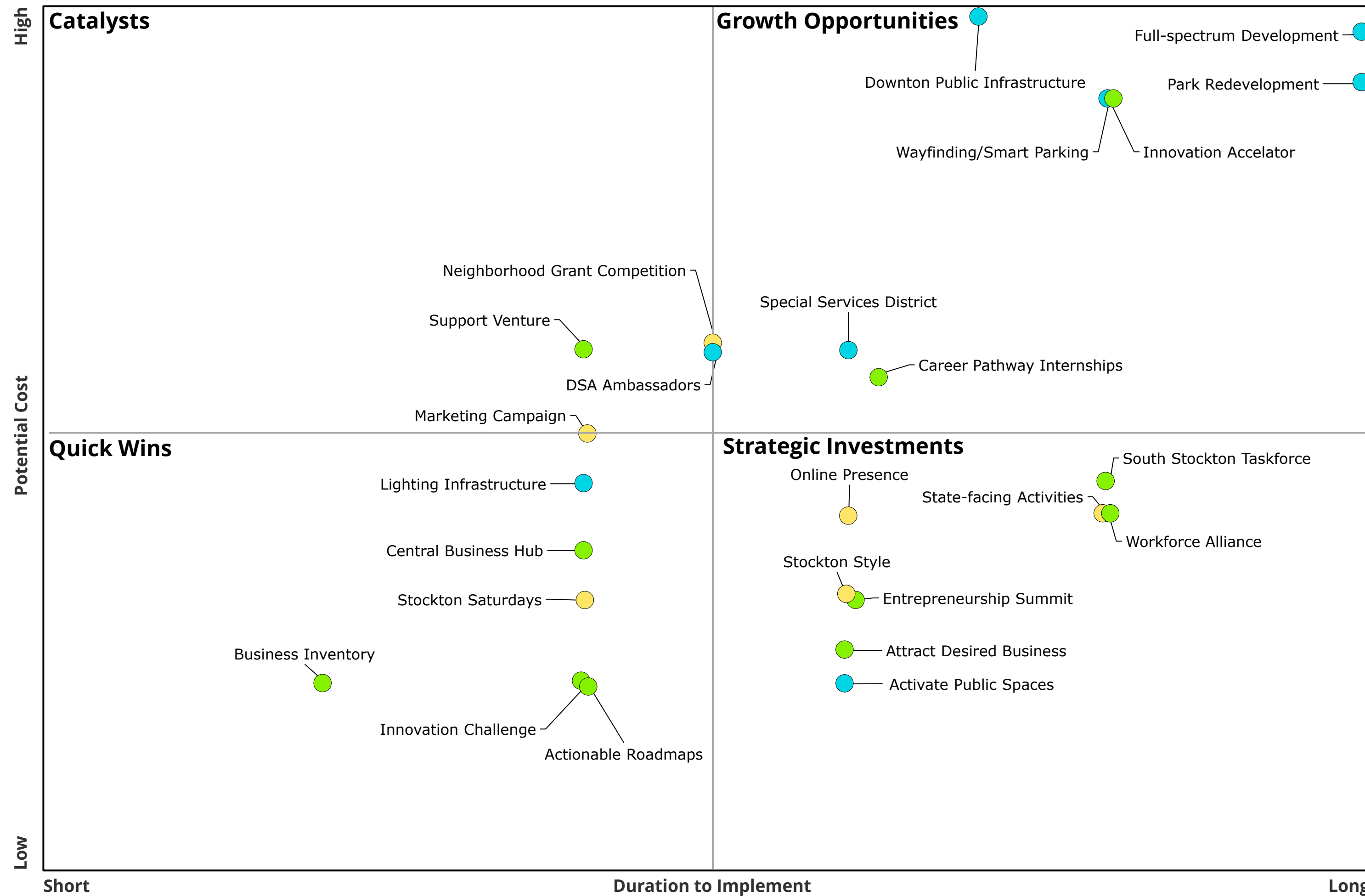
Equity: For the Activation Roadmap to support ALL residents and communities within Stockton, the City must commit to **applying an equitable and inclusive lens** with the implementation of each initiative. Organizations rooted in Stockton's diverse communities must have a seat at the table throughout each initiative's implementation to accomplish this goal.



Iteration: The Activation Roadmap is iterative; **quick wins** will help determine **future investment priorities and decisions**. Approaching implementation with this mindset will be critical for success.

Activation Roadmap Implementation | Opportunity Matrix

When considering Activation Roadmap implementation, it is important to **align potential opportunities** with City objectives. This matrix plots all **proposed initiatives based on the effort required** to complete said initiatives. Refining this analysis will help the City identify the impact of these initiatives.



Descriptions of Axes

Potential Cost:

- Identified cost range to implement initiative

Indicator	Range
\$	< \$100,000
\$\$	\$100,000 - \$500,000
\$\$\$	\$500,000 - \$1,000,000
\$\$\$\$	\$1,000,000 - \$2,000,000
\$\$\$\$\$	> \$2,000,000

Duration to Implement:

- The time allocated to developing, testing and scaling initiatives. Timelines for initiatives range from 0 months - 2+ years.

Quadrant Description

Quick Wins:

- Short implementation duration and low potential costs; quick to build momentum within investment areas

Strategic Investments:

- Long duration to implement but low potential cost; these represent long-term, strategic investments for the City

Growth Opportunities:

- Long implementation duration and high potential costs; City should opportunistically pursue these as long-term strategic growth opportunities

Catalysts:

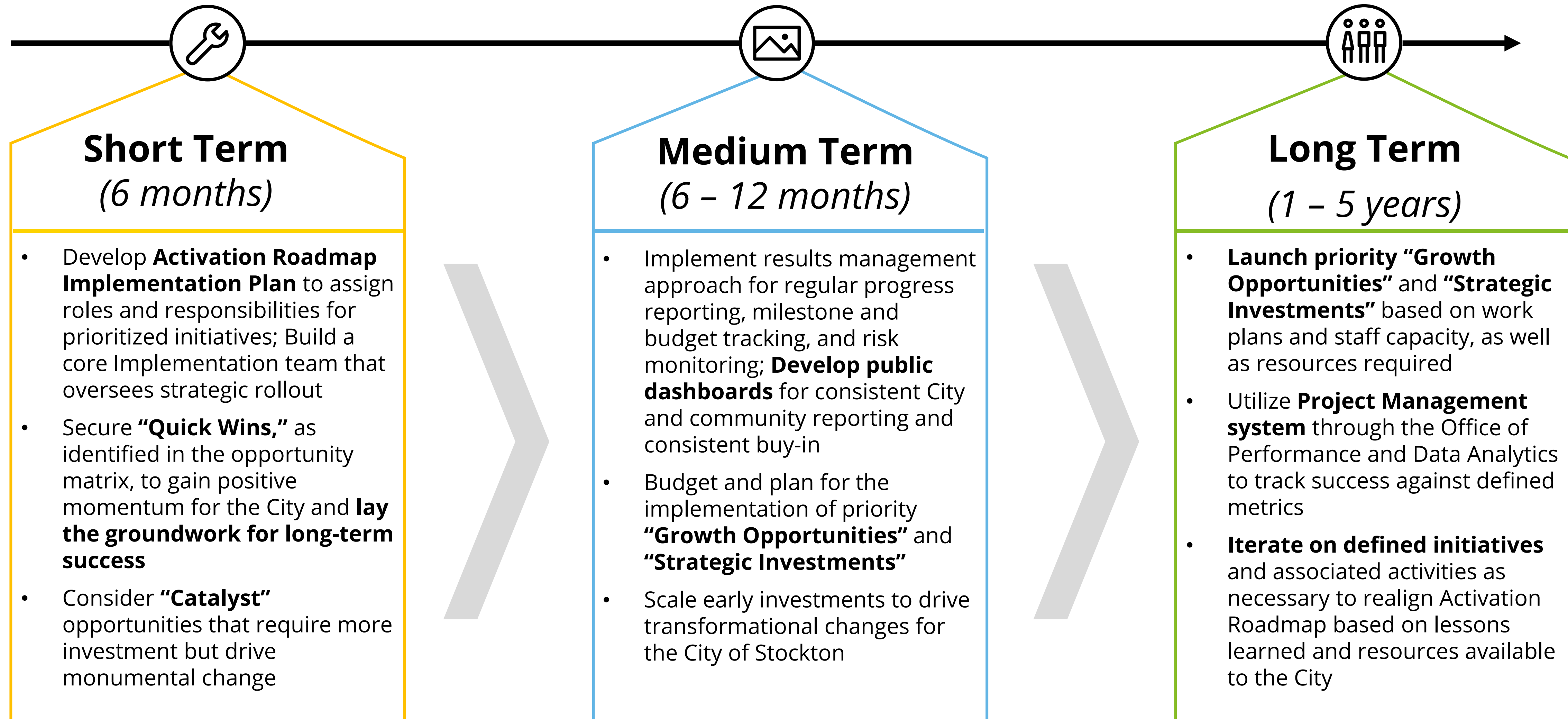
- Short implementation duration and high potential costs; City should pursue rapidly to activate priority focus areas

Key: Initiatives are Grouped by Focus Area

- Inclusive Economy: People and Business
- Smart and Resilient Infrastructure
- Stockton Branding

Activation Roadmap Implementation | What's Next?

Defining a robust Activation Roadmap **implementation plan** is critical to ensuring **community buy-in** and fostering the **success of prioritized initiatives** over a five-year timeline. This timeline builds upon the framework outlined in the Roadmap; each of these next steps is dependent on the various identified components.



Short Term (6 months)

- Develop **Activation Roadmap Implementation Plan** to assign roles and responsibilities for prioritized initiatives; Build a core Implementation team that oversees strategic rollout
- Secure **“Quick Wins,”** as identified in the opportunity matrix, to gain positive momentum for the City and **lay the groundwork for long-term success**
- Consider **“Catalyst”** opportunities that require more investment but drive monumental change

Medium Term (6 – 12 months)

- Implement results management approach for regular progress reporting, milestone and budget tracking, and risk monitoring; **Develop public dashboards** for consistent City and community reporting and consistent buy-in
- Budget and plan for the implementation of priority **“Growth Opportunities”** and **“Strategic Investments”**
- Scale early investments to drive transformational changes for the City of Stockton

Long Term (1 – 5 years)

- **Launch priority “Growth Opportunities”** and **“Strategic Investments”** based on work plans and staff capacity, as well as resources required
- Utilize **Project Management system** through the Office of Performance and Data Analytics to track success against defined metrics
- **Iterate on defined initiatives** and associated activities as necessary to realign Activation Roadmap based on lessons learned and resources available to the City

Acknowledgements

The Deloitte Team, on behalf of the City of Stockton, would like to recognize the **notable contributions** of the various partners that Deloitte engaged with while developing the Economic Development Strategic Action Plan. This includes local Stockton leaders within the **Government, Education, Business, and Nonprofit** sectors who participated in stakeholder interviews, Focus Groups, and the Greenhouse Lab session. Thank you!

ELECTED OFFICIALS

1. Stockton Mayor and City Council

GOVERNMENT

1. City of Stockton, CA
2. Port of Stockton
3. San Joaquin Council of Governments

BUSINESS

1. ASM Global
2. BAC Community Bank
3. BIA Greater Valley
4. Cast Iron
5. Grupe Huber Company
6. H D Arnaiz Corporation
7. San Joaquin Regional Transit District
8. St. Joseph's Medical Center
9. Via Ventures
10. Weberstown Mall

EDUCATION

1. CSU Stanislaus, Stockton Campus
2. San Joaquin A+
3. San Joaquin County Office of Education
4. San Joaquin Delta Community College, Small Business Development Center
5. Stockton Unified School District
6. University of the Pacific

COMMUNITY-BASED ORGANIZATIONS


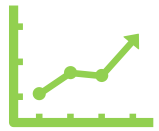





1. African American Chamber of Commerce of San Joaquin
2. Central Valley Asian-American Chamber of Commerce
3. Community Foundation of San Joaquin
4. Downtown Stockton Alliance
5. Greater Stockton Chamber of Commerce
6. HATCH Workshop
7. Housing Authority of San Joaquin
8. Little Manila
9. Miracle Mile Improvement District
10. San Joaquin Business Council
11. San Joaquin County Hispanic Chamber of Commerce
12. San Joaquin Partnership
13. San Joaquin County WorkNet
14. Stockton Community Kitchen
15. Third City Coalition
16. United Way
17. Visit Stockton

Appendix



Research and Data | Context & Approach

A robust process of assessment and stakeholder consultation helped define and prioritize investment areas and initiatives. Secondary research and data were used to understand the context of Stockton's evolving economy, occupations, industry, and specialization. While some investment areas and initiatives can be more directly linked to support the requirements of business, workforce, and residents for Stockton's post-COVID growth, others are "place-making" initiatives that drive broader economic and social impacts. The table below summarizes Investment Areas, Initiatives, Supporting Data/Research, and Data USA Profile considerations.

Investment Area	Initiatives	Supporting Data/Research	Data USA Profiles (see following slides) + Relevant Linking Notes
 Local Business Climate	Business Inventory Central Business Hub Attract Targeted Businesses South Stockton Initiative	<ul style="list-style-type: none"> US Bureau of Labor Statistics reports Stockton's October 2021 Unemployment Rate at 7.2%, 2.6% above the national rate, and dropping from 10% in December 2020, showing a positive post-recovery trend. Due to COVID-19, occupations that afford a "work from home" option have an increased share of labor participation. Compared to other places, Stockton, CA has an unusually high number of residents working in Farming, Fishing, & Forestry (6.77 times higher than expected), Material Moving (1.85 times), and Transportation Occupations (1.44 times). 	<p>There is the opportunity to attract new business in emerging occupations in Management, Business, Science, and Arts, in industry sectors such as Trade & Logistics, Manufacturing (advanced), and Technology, among others.</p> <p>See: Economic, Occupations, Industry Profiles</p>
 Develop Workforce	Workforce Alliance Actionable Roadmaps Career Pathway Internships	<ul style="list-style-type: none"> In 2019, Stockton's Median household income was \$59,504, roughly \$10,000 below national average. Based on US Bureau of Labor Statistics (May 2020) data, 72% of occupations are underrepresented in Stockton (as compared to the US), 27% of which have a higher median income than Stockton's median income in 2019. 	<p>There is the opportunity to diversify the workforce. As one example, Information Services and Financial Activities, among others, are underrepresented in Stockton but are stable and high earning potential opportunities.</p> <p>See: Economic, Occupations, Industry Profiles</p>
 Innovation Hub Creation	Innovation Accelerator Innovation Challenge Entrepreneurship Summit Support Ventures	<ul style="list-style-type: none"> The Aspen Network of Development Entrepreneurs (ANDE), part of the Aspen Institute, has completed detailed research and findings on incubation and accelerators for early-stage innovators to bridge the "Pioneer Gap." Targeted accelerator and innovation programs can help Stockton start-ups and early-stage entrepreneurs, providing capabilities in: "(a) business development ...; (b) infrastructure support ...; (c) network support ... and (d) financial support." 	<p>The start-up ecosystem and supporting infrastructure can support bridging the "Pioneer Gap" and enable new business growth and absorb new workforce talent/skills, as linked to the "Develop Workforce" investment area.</p>
 Transform Downtown	DSA Ambassadors Lighting Infrastructure Full-Spectrum Development Smart Corridor	<ul style="list-style-type: none"> Stockton's housing expense is 37% higher than the national average, driven in part by limited supply and high demand; growing business will require new housing stock. Conversion of public lighting to LED and creating smart lighting controls can reduce energy costs up to 50% and improve public safety. Further IoT build-out of the public lighting system can enable multimodal corridor development, and smart parking, with estimated potential revenue increases of 10-35%. 	<p>Infrastructure and program investments in housing and to improve quality of life are critical enablers to grow and expand business and the economy more broadly--making Stockton one of the best cities to work and live in the United States. Affordable housing stock must be increased, and improved lighting/parking can reduce costs and enhance revenues, while improving public safety perception. Investments in parks and open space not only improve quality of life, but also will support business attraction efforts.</p>
 Invest in Key Assets	Smart Parking and Wayfinding Restore Public Parks Special Services District	<ul style="list-style-type: none"> The Urban Land Institute (ULI) states 55% of US residents say access to green space is a top or high priority when deciding where to live. National Recreation and Parks Association identify "quality parks and recreation" as one of the top three reasons that business cite in relocation decisions. Gensler survey of 350 private investors shows 73% believed that "open space could act as a crucial catalyst for economic development." 	<p>Investments in soft infrastructure and cultural programming enhances Stockton as a place and brand, yielding a range of benefits grouped under "creative placemaking."</p>
 Unify Community	Neighborhood Grants Program Stockton Saturdays	<ul style="list-style-type: none"> According to the 2020 ULI study <i>Creative Placemaking</i>: "Creative placemaking provides <i>triple-bottom-line</i> benefits—financial, social, and environmental—for all stakeholders. Developers and their partners report higher market values, lower turnover rates, faster approval cycles and lease-ups, greater community buy-in, and better branding and market recognition. Local governments see gains in job growth, improved public safety, and increased tax revenues that pay for more resident services. And communities benefit from community cohesion and the creative energy and aesthetics of vibrant new places that are enhanced with arts and culture." 	
 Promote Brand	Revitalize Online Footprint State-Facing Activities Stockton Style Marketing Campaign		

Data USA | Stockton Data Profile: Economy

Median household income in Stockton, CA is \$59,504. In 2019, the place with the highest median household income in Stockton, CA was Census Tract 31.14 with a value of \$105,766, followed by Census Tract 40.02 and Census Tract 32.08, with respective values of \$101,319 and \$99,975.

Males in California have an average income that is 1.26 times higher than the average income of females, which is \$64,688. The income inequality in California (measured using the Gini index) is 0.497, which is higher than the national average.

The economy of Stockton, CA employs 130k people. The largest industries in Stockton, CA are Health Care & Social Assistance (20,865 people), Retail Trade (15,586 people), and Transportation & Warehousing (13,392 people), and the highest paying industries are Utilities (\$76,760), Public Administration (\$56,892), and Finance & Insurance (\$44,733).

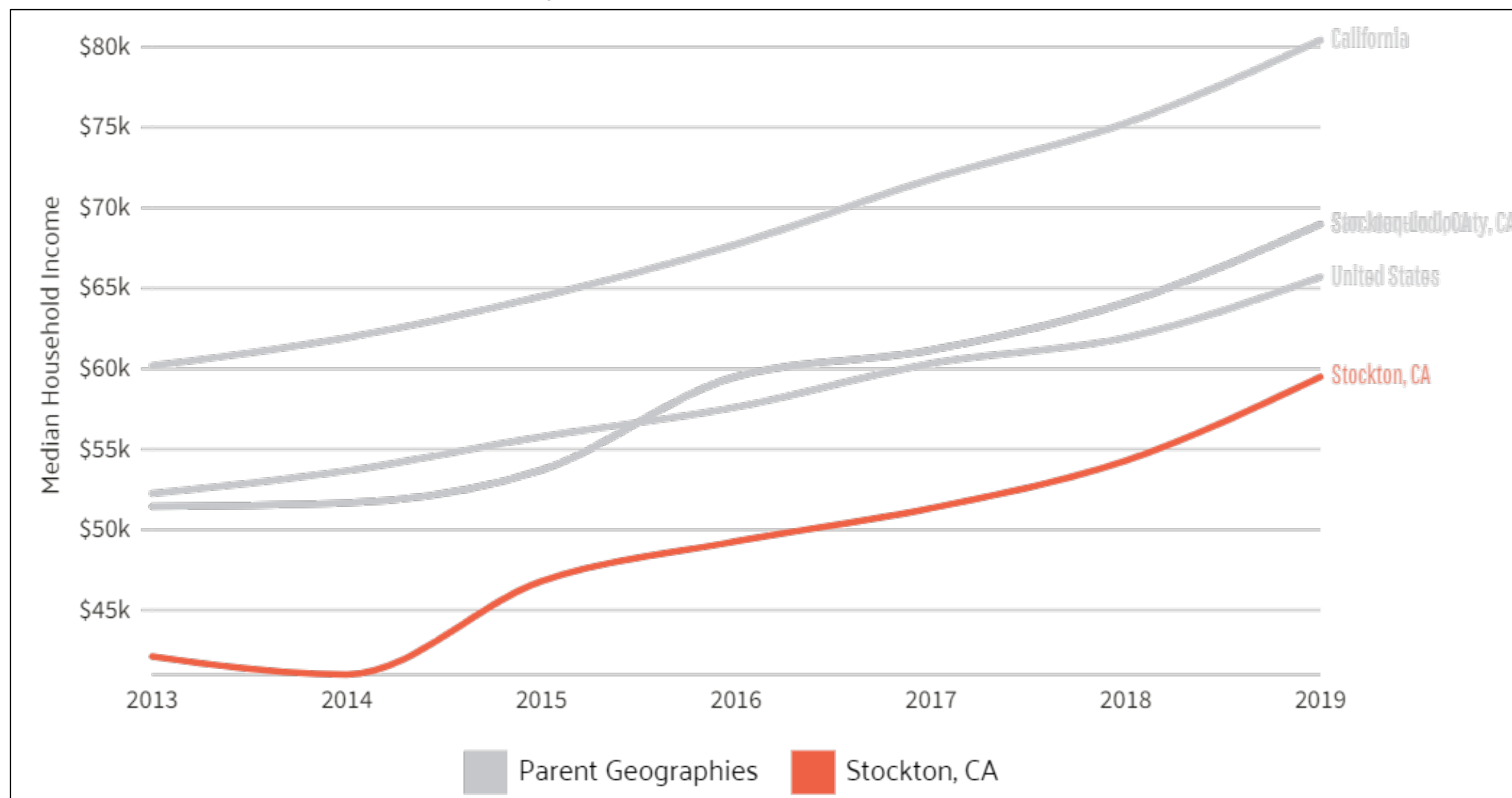
Median Household Income

2019 VALUE: \$59,504 **1 YEAR GROWTH:** 9.59%

Households in Stockton, CA have a median annual income of \$59,504, which is less than the median annual income of \$65,712 across the entire United States. This is in comparison to a median income of \$54,297 in 2018, which represents a 9.59% annual growth.

The following chart shows how the median household income in Stockton, CA compares to that of its neighboring and parent geographies.

Source: [the Census Bureau ACS 1-year Estimate](#).



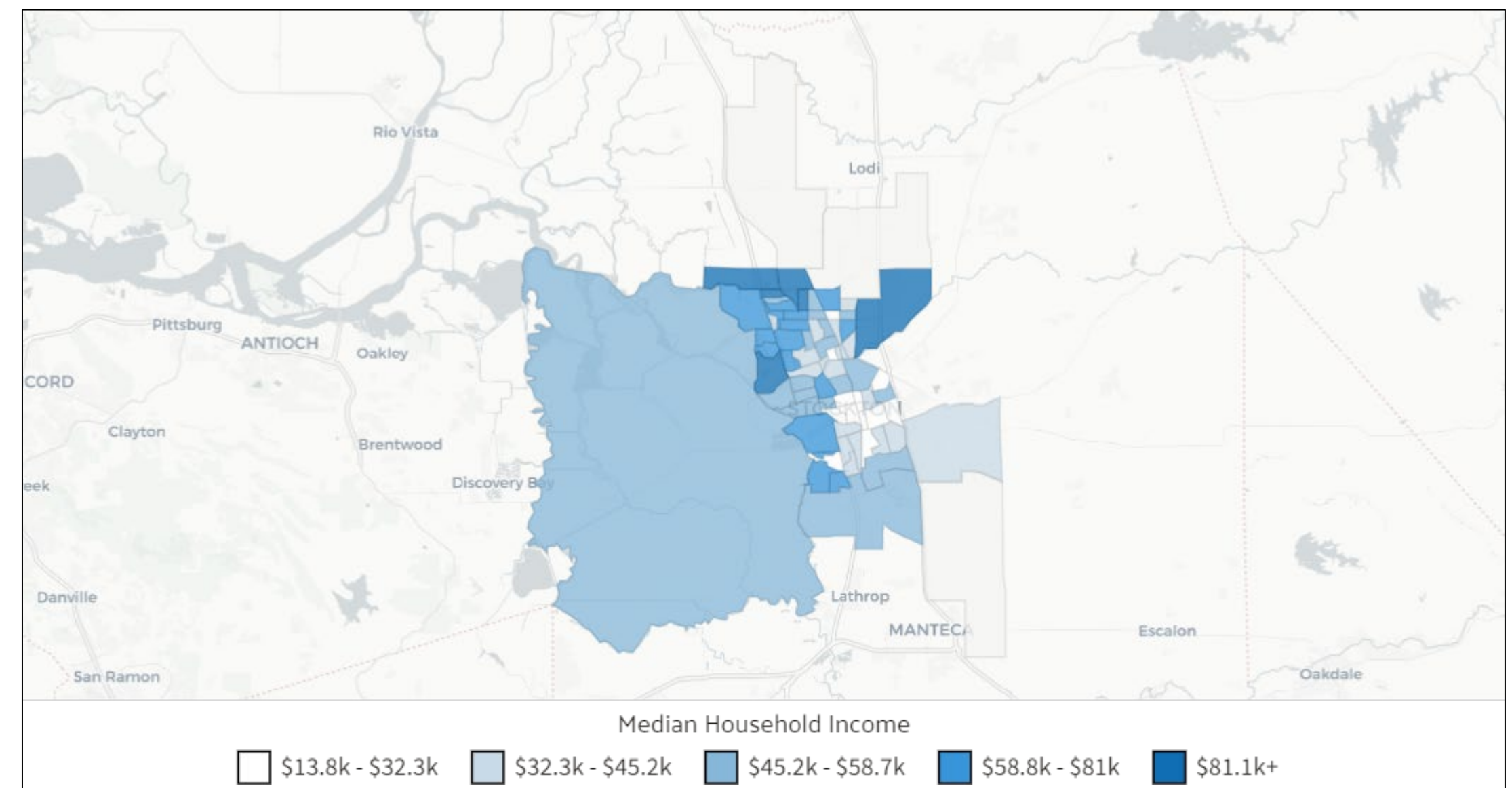
Income by Location

HIGHEST MEDIAN HOUSEHOLD INCOME (TOTAL)

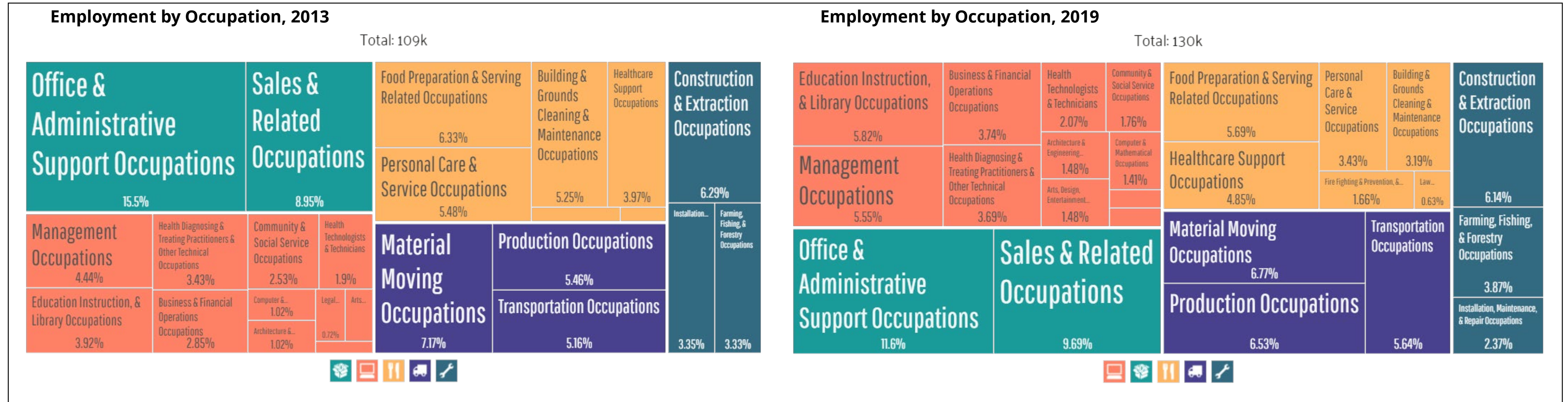
1. Census Tract 31.14 (\$105,766)
2. Census Tract 40.02 (\$101,319)
3. Census Tract 32.08 (\$99,975)

The following map shows all of the places in Stockton, CA colored by their Median Household Income (Total).

Source: [the Census Bureau ACS 5-year Estimate](#).



Data USA | Stockton Data Profile: Occupations

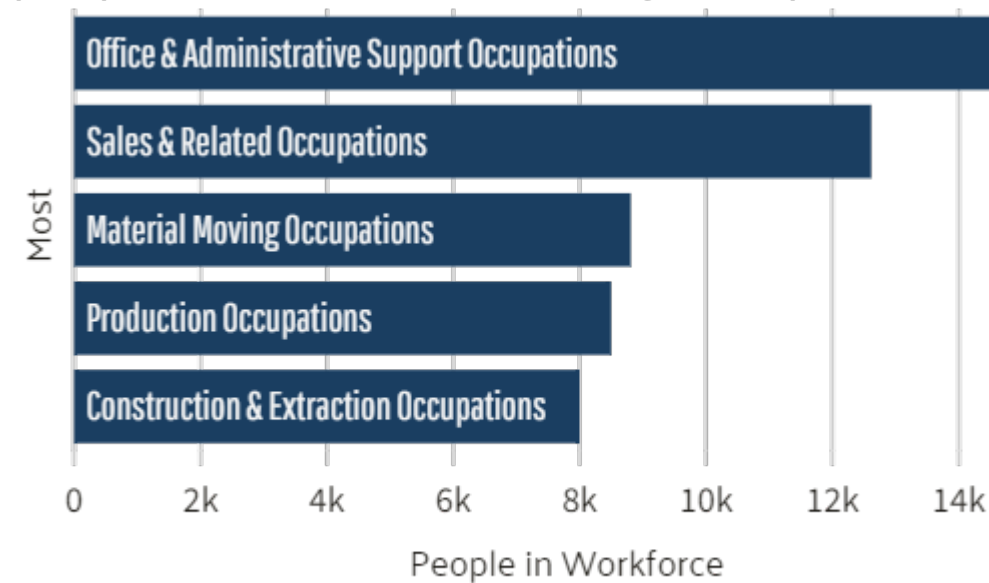


Employment by Occupations

2019 VALUE: 130K **1 YEAR GROWTH:** 1.12% (From 2018 to 2019, employment in Stockton, CA grew at a rate of 1.12%, from 129k employees to 130k employees.)

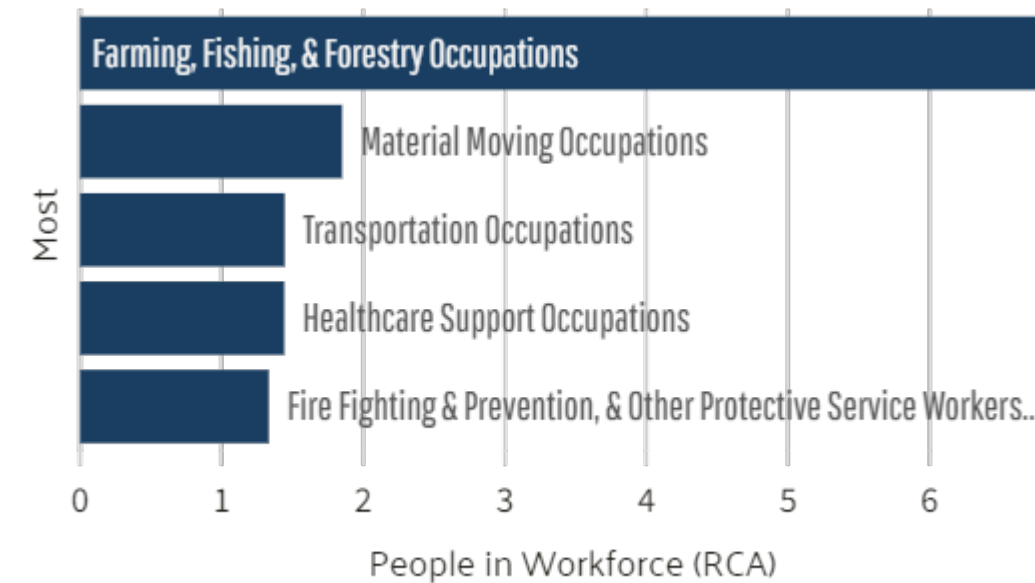
Most Common

The most common jobs held by residents of Stockton, CA, by number of employees, are Office & Administrative Support Occupations (15,162 people), Sales & Related Occupations (12,613 people), and Material Moving Occupations (8,808 people)



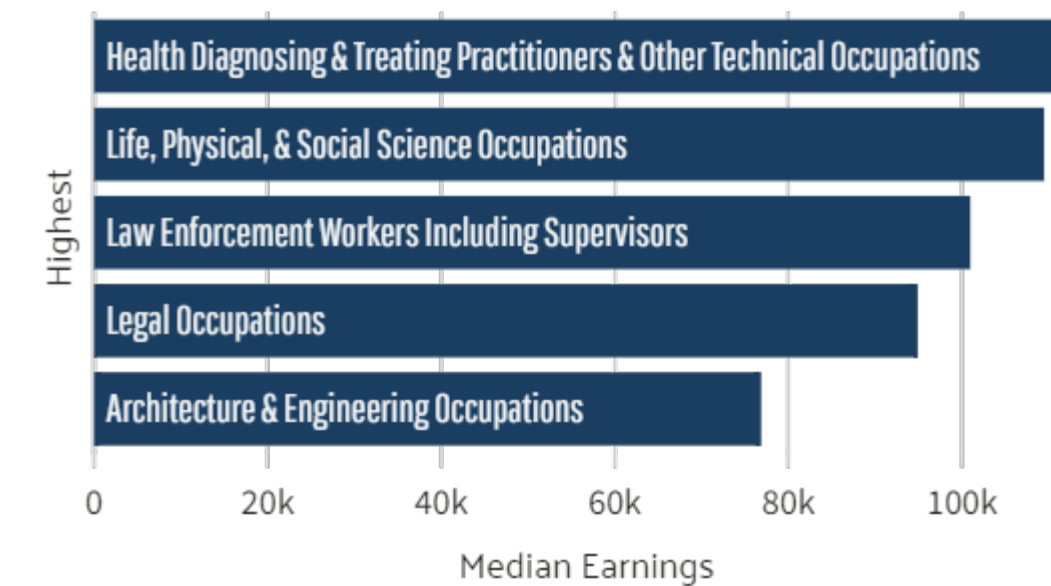
Most Specialized

Compared to other places, Stockton, CA has unusually high number of residents working in Farming, Fishing, & Forestry (6.77 times higher than expected), Material Moving (1.85 times), and Transportation Occupations (1.44 times).

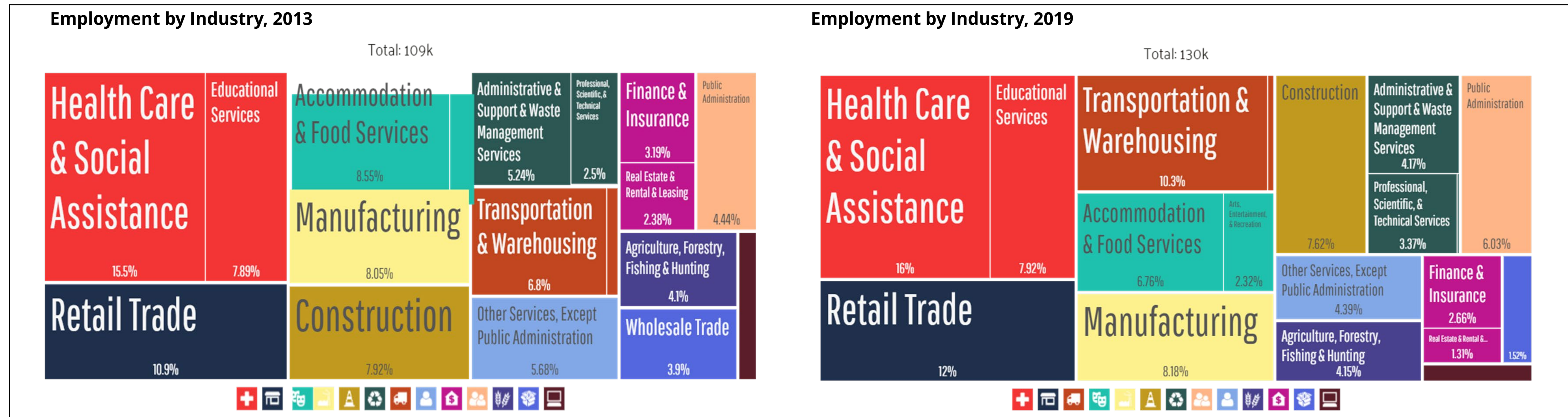


Highest Paid

By median earnings, Health Diagnosing & Treating Practitioners & Other Technical Occupations (\$110,413), Life, Physical, & Social Science (\$109,464), and Law Enforcement Workers Including Supervisors (\$100,951).



Data USA | Stockton Data Profile: Industry



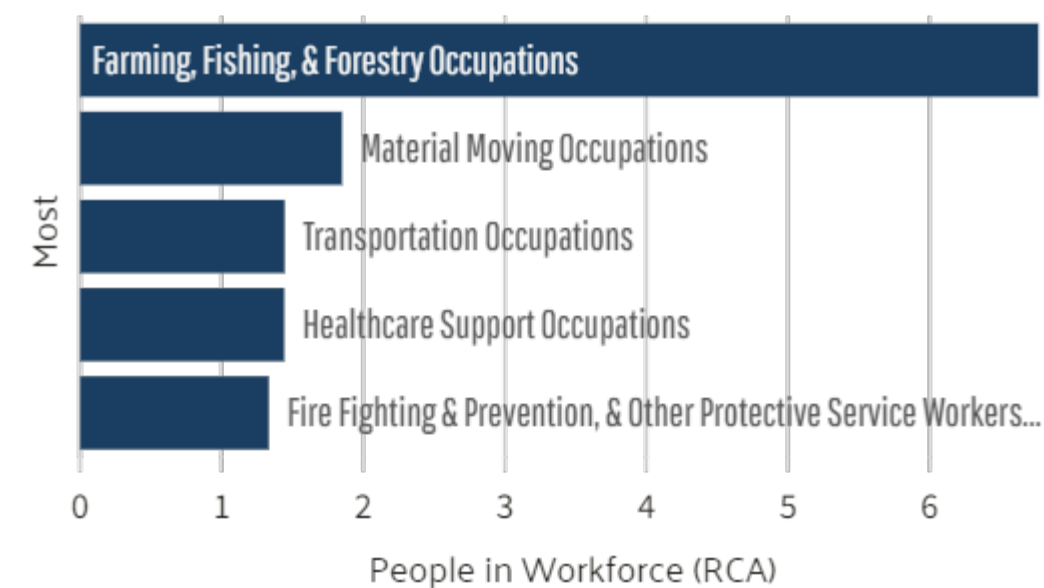
Most Common

The most common industries in Stockton, CA, by number of employees, are Health Care & Social Assistance (20,865 people), Retail Trade (15,586 people), and Transportation & Warehousing (13,392 people).



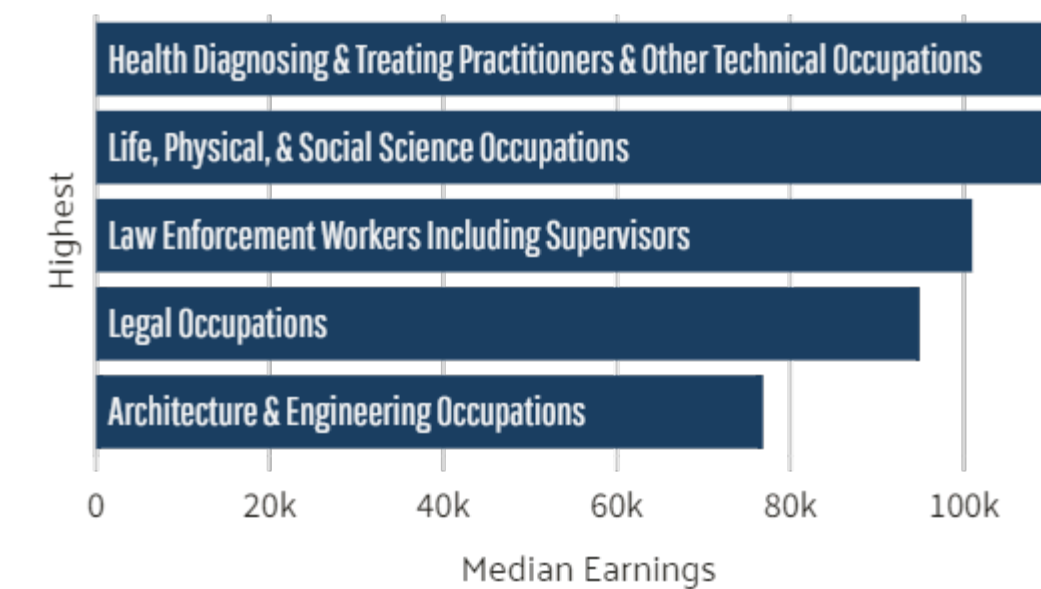
Most Specialized

Compared to other places, Stockton, CA has an unusually high number of Agriculture, Forestry, Fishing & Hunting (3.87 times higher than expected), Transportation & Warehousing (2.12 times), and Public Administration (1.35 times) industries.



Highest Paid

The highest paying industries in Stockton, CA, by median earnings, are Utilities (\$76,760), Public Administration (\$56,892), and Finance & Insurance (\$44,733).



Data USA & BLS | Stockton Data Profile: Occupation Deep Dive and COVID-19

When reviewing the U.S. Bureau of Labor Statistics occupation report for Stockton-Lodi, CA, the location quotient provides further insights into potential opportunities for Stockton to invest.

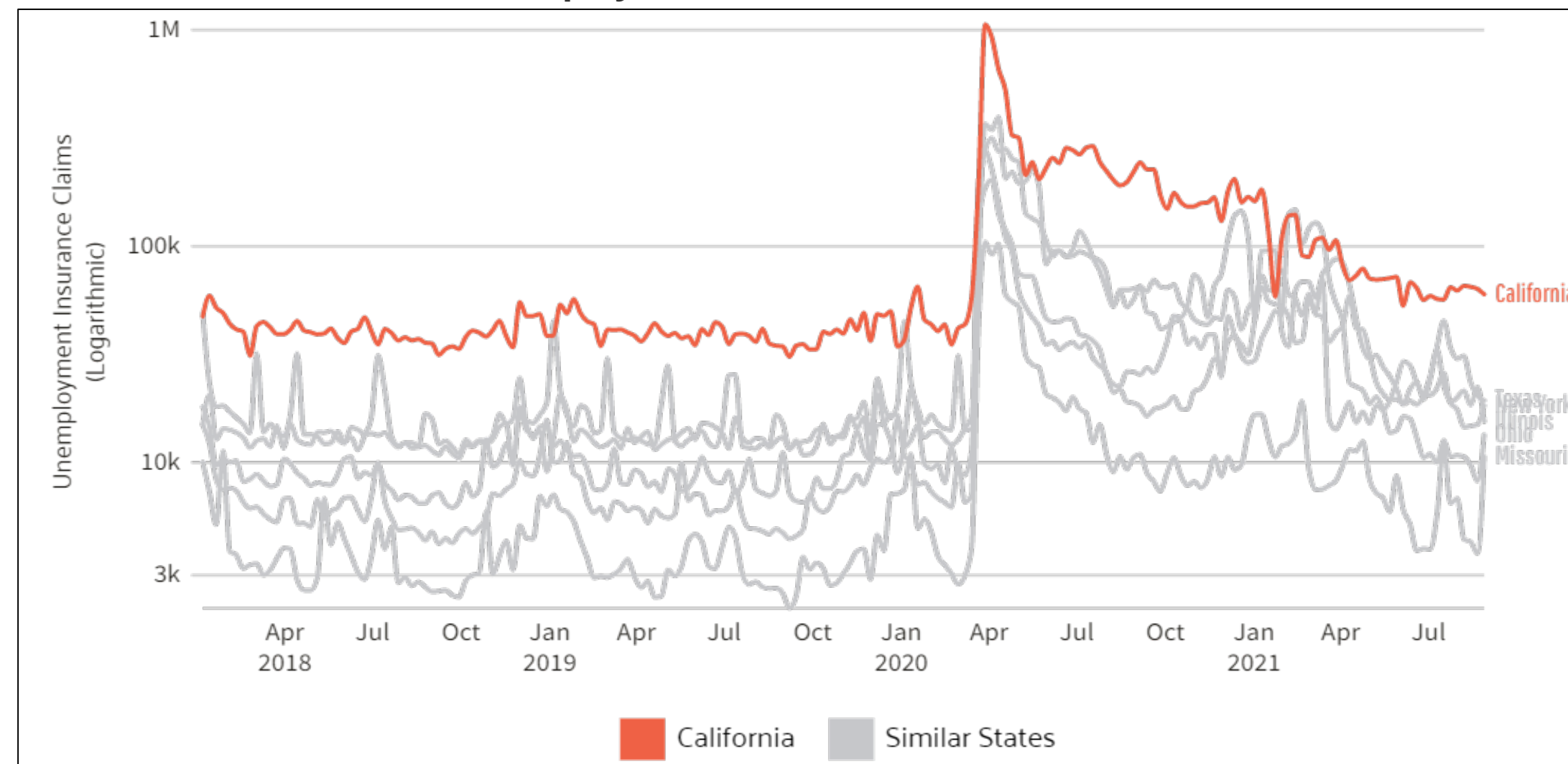
For clarification, the location quotient represents the ratio of an occupation's share of employment in each area to that occupation's share of employment in the U.S. For example, an occupation that makes up 10 percent of employment in a specific metropolitan area compared with 2 percent of U.S. employment would have a location quotient of 5 for the area in question.

The table to the right identifies all major occupation categories that have a location quotient below 1.0 and thus a theoretical opportunity for increased participation, in line with economic development trends. The line items highlighted in green are major occupation categories with an annual median wage greater than Stockton's 2019 average.

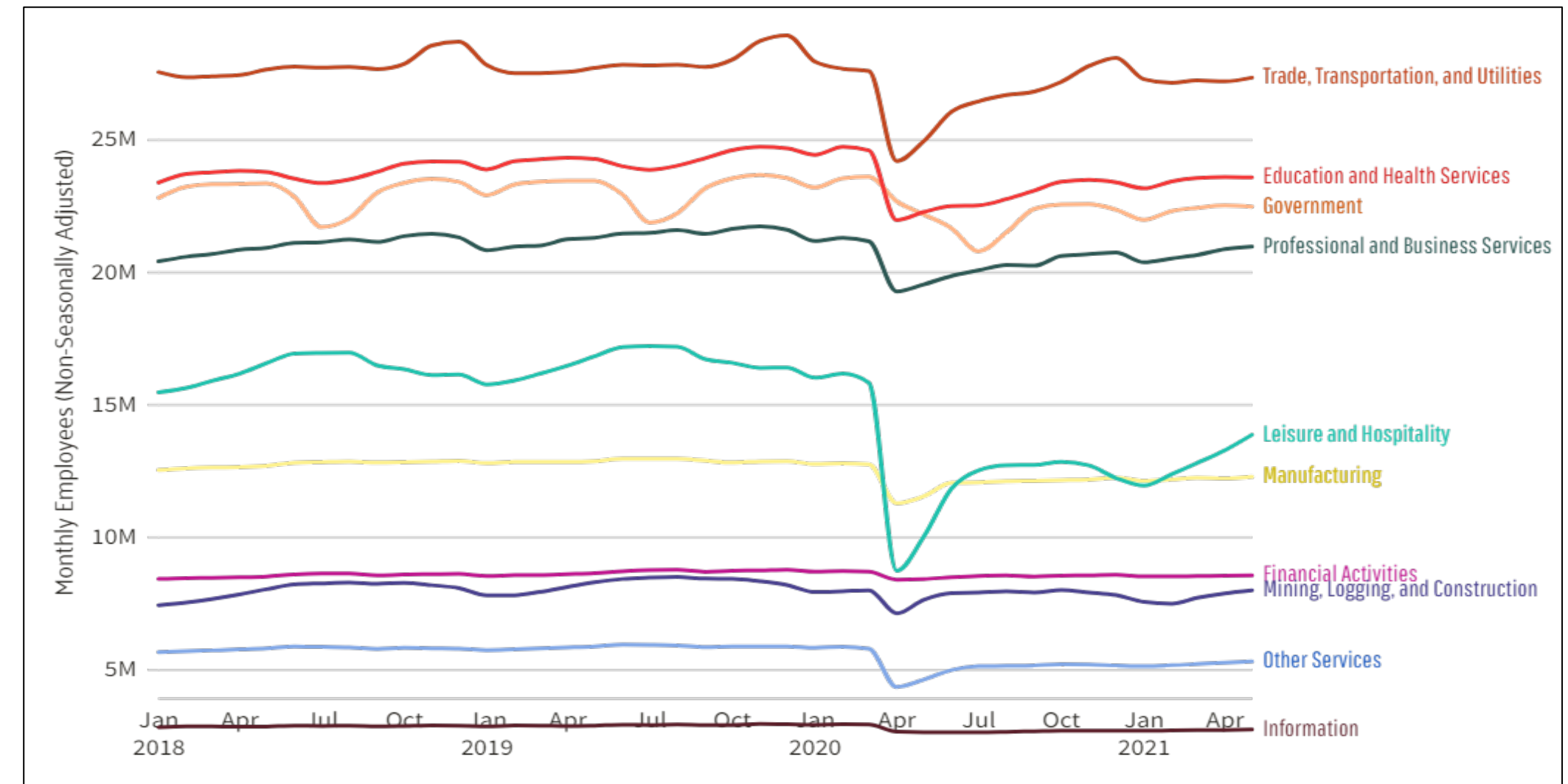
Occupation Title	Est. total employment	Location Quotient	Annual median wage
Management Occupations	10,070	0.71	\$105,910
Healthcare Practitioners and Technical Occupations	13,550	0.89	\$89,920
Architecture and Engineering Occupations	1,820	0.41	\$88,670
Legal Occupations	770	0.37	\$88,610
Computer and Mathematical Occupations	1,720	0.21	\$78,340
Business and Financial Operations Occupations	8,690	0.58	\$66,250
Construction and Extraction Occupations	9,810	0.93	\$57,780
Community and Social Service Occupations	3,770	0.95	\$54,450
Installation, Maintenance, and Repair Occupations	9,440	0.97	\$53,280
Arts, Design, Entertainment, Sports, and Media Occupations	1,350	0.41	\$48,620
Office and Administrative Support Occupations	28,220	0.85	\$41,220
Production Occupations	13,040	0.86	\$37,690
Building and Grounds Cleaning and Maintenance Occupations	6,050	0.83	\$31,860
Sales and Related Occupations	20,090	0.86	\$31,510
Personal Care and Service Occupations	3,430	0.71	\$31,100
Food Preparation and Serving Related Occupations	18,670	0.93	\$28,620

Below is relevant content from Data USA used to support decision making throughout the engagement relating to the COVID-19 pandemic and the associated employment impact on California's industries and labor force.

Unemployment Insurance Claims



Employment by Industry Sector (Seasonally Adjusted)



Source: the DOL Unemployment Insurance Weekly Claims Data Unemployment insurance weekly claims by state. Aggregated Through Data USA

Source: the Bureau of Labor Statistics Current Employment Statistics (CES). Aggregated through Data USA

Marketing Terms Glossary

Below is an explanation of the marketing terms and abbreviations identified on Page 17

NPS: Net Promotor Score. measures customer experience and predicts business growth. This proven metric transformed the business world and now provides the core measurement for customer experience management programs the world round.

OLV: Online Video. A marketing tactic that used by developing engaging ad format for broad brand awareness campaigns.

OOM: One-to-one Marketing. Also known as personalized marketing or individual marketing, this is a marketing strategy by which companies leverage data analysis and digital technology to deliver messages and product offerings tailored to customers.

Social: Social Media. Interactive technology delivered through websites and applications that enable users to create and share content or to participate in social networking.

WOM: Word of Mouth. Marketing that is driven when consumer's interest in a company's product or service is reflected in daily dialogues.

Investment Areas | Potential Funding Sources

Below is a list of all **potential funding sources** identified through the EDSAP development processes. These funding sources will be further developed in the Economic Development Toolkit.

Identifier	Potential Funding Source
A	Coronavirus Local Fiscal Recovery Fund – Messaging and Public Outreach
B	Coronavirus Local Fiscal Recovery Fund – Counseling
C	Coronavirus Local Fiscal Recovery Fund – Educational Services
D	Coronavirus Local Fiscal Recovery Fund – Negative Economic Impacts
E	Coronavirus Local Fiscal Recovery Fund – Economic Development
F	CARES CESF - Training
G	Coronavirus Local Fiscal Recovery Fund – Affordable Housing Development
H	Coronavirus Local Fiscal Recovery Fund – Outdoor Spaces
I	City of Stockton Internship Program
J	City of Stockton Public Facilities Fees
K	San Joaquin Councils of Government
L	City of Stockton General Fund
M	California Clean Fund
N	HUD Neighborhood Stabilization Program Grant

Source Example

Cost: \$\$\$**BL** ←

The example above indicates that the Coronavirus Local Fiscal Recovery Fund – Counseling **AND** City of Stockton General Fund

Metric Sources | Stockton Open Data

Deloitte utilized **many data sources** for potential metrics, and ultimately identified **three tiers** throughout the process: 1. Metrics currently captured through the Stockton Open Data; 2. **Leading Practice Metrics** identified by Deloitte's Data Advisory team; 3. **New metrics** developed organically through net new initiatives. The list below highlights the metrics defined through Stockton's current data management efforts. The sources below outline where Stockton Open Data is relevant

INVESTMENT AREA 1: STRENGTHEN LOCAL BUSINESS CLIMATE TO ECONOMIC ACTIVITY

1. FY2020-2021 One Page Strategic Plan – see metrics under *Growing Economy Increase Small Business Development*, ID: 2D
2. FY2020-2021 One Page Strategic Plan – see metrics under *Growing Economy Increase Small Business Development*, ID: 2.a.2
3. FY2020-2021 One Page Strategic Plan – see metrics under *Growing Economy Increase Small Business Development*, ID: 2.d.1
4. FY2020-2021 One Page Strategic Plan – see metrics under *Growing Economy Increase Small Business Development*, ID: 2a2.7

INVESTMENT AREA 2: DEVELOP LOCAL WORKFORCE CAPACITY TO BUILD RESIDENTIAL WEALTH

1. FY2020-2021 One Page Strategic Plan – see metrics under *Growing Economy Grow Jobs*, ID: 2.a2.1 and 2.a.2.2

INVESTMENT AREA 3: CREATE INNOVATION HUB TO BUILD NEXT GENERATION OF ENTREPRENEURS

1. FY 2020 – 2021 One Page Strategic Plan – see metrics under *Growing Economy Increase Small Business Development*, ID: 2.d.2

INVESTMENT AREA 4: TRANSFORM DOWNTOWN INTO A THRIVING, CONNECTED CITY CENTER

1. FY2020-2021 One Page Strategic Plan – see metrics under *Growing Economy Increase Small Business Development*, ID: 2.d.4
2. FY2020-2021 One Page Strategic Plan – see metrics under *Thriving and Health Neighborhoods Establish a City Integrated Team Approach*, ID: 4.a.9

INVESTMENT AREA 5: INVEST IN STOCKTONS KEY ASSETS TO ACTIVIAE PUBLIC SPACES AND ATTRACT ACTIVITY

1. FY2020-2021 One Page Strategic Plan – see metrics under *Thriving and Health Neighborhoods*, ID: 4a.47
2. FY2020-2021 One Page Strategic Plan – see metrics under *Thriving and Health Neighborhoods*, ID: 4b

References

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