



Economic Development Strategic Action Plan

The City of Stockton, California

Stockton City Council Meeting

Agenda Item 15.1

10 . 12 . 2021



Agenda | City Council Meeting on October 12, 2021

Provide Stockton EDSAP project overview

1

Recap stakeholder engagement process

2

Discuss key insights from stakeholder interviews

3

Highlight Focus Group approach

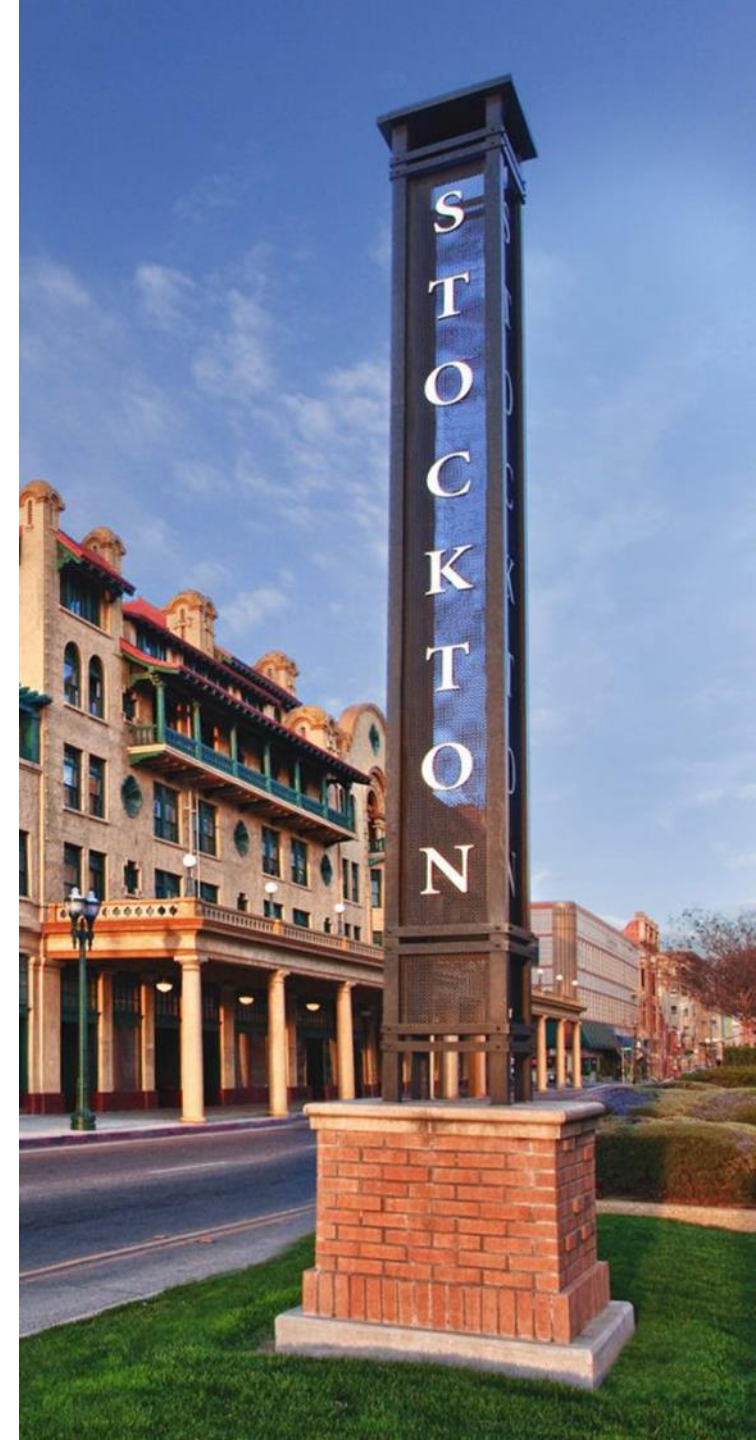
4

Review upcoming activities

5

Discuss / answer questions

6



Stockton EDSAP Project Overview | Where We Are

Deloitte was contracted by the City of Stockton, CA to undertake a **three-phased approach** to analyze the current Stockton economic landscape, examine opportunities to activate key assets, support pandemic recovery, and provide actionable recommendations to develop the **Activation Roadmap** (or Economic Development Strategic Action Plan).

We are here

Phase 1: Assess

Objective: Perform “deep dive” on Stockton context and challenge and opportunity areas

Outputs:

- 22 stakeholder interviews conducted
- 4 sectors engaged
- 14 preliminary themes identified

Phase 2: Build

Objective: Conduct workshops with key stakeholders, develop initial investment areas, and prepare for Greenhouse Lab

Outputs:

- 3 Focus Groups conducted
- Preliminary initiatives defined across 3 Focus Areas
- Draft Greenhouse Lab agenda and design

Phase 3: Activate

Objective: Hold Greenhouse and prepare Activation Roadmap to help implement Stockton’s 2026 vision

Outputs:

- Greenhouse Lab conducted
- Initiatives validated through interactive sessions with community stakeholders
- Brand positioning and Stockton 2026 Vision Statement identified
- Activation Roadmap produced

Stakeholder Engagement Process | Phase 1: Assess

The first phase of this project focused on stakeholder interviews, which were conducted by Deloitte on behalf of the City of Stockton. During these interviews, Deloitte captured key insights regarding Stockton’s challenge and opportunity areas. These insights informed the development of preliminary initiatives.

Stakeholder Engagement Plan and Gap Analysis Overview

Stakeholder Engagement Data Points

Completed **25 interviews** with Stockton community leaders and City Council members*

Engaged **four different sectors**: community-based organizations, businesses, education systems, and government

Captured over **150 unique insights**, including economic development challenges and opportunities to craft into initial investment areas

Stakeholder Engagement Outcomes



Identified **10 Opportunity and Challenge Areas**



Collected **14 Key Insights** across **3 Focus Areas**



Developed **37 Preliminary Initiatives** for further refinement

Stakeholder Engagement Approach



Stakeholder-Led: Stakeholders openly shared opinions on a range of Stockton-related topics. These community members are **the most intimately acquainted** with the **challenges and opportunities** facing the City. As a result, Deloitte used open-ended questions to allow interviewees to guide conversations.



Authentic: During the interviews, we emphasized creating a welcoming environment to receive **honest and “real” perspectives and insights**. This allowed Deloitte to **dig beneath the surface**, in order to better understand the fabric of the City.

*3/7 City Council interviews complete as of 9/29; remaining interviews pending

Stockton Challenges and Potential Opportunities | Gap Analysis

Based on key insights we collected during stakeholder interviews, we have identified opportunities for the City of Stockton's consideration. Challenges identified here represent key data points for analysis as Deloitte hones these opportunities into actionable initiatives.

Opportunities



Leverage **Stockton's core identifying traits**, including grit, resilience, and diversity, to create a cohesive community identity and brand story



Reduce **silos among the government, business and nonprofit sectors** to ensure strategic alignment on City priorities and initiatives



Activate **Downtown's strengths**, including the Waterfront, historic buildings, arena, and theater to develop a thriving metropolitan hub



Enable aspiring entrepreneurs in food, ag, logistics, and other areas through **mentorship opportunities and a central resource hub**



Create a **stronger business enabling environment** for new businesses through streamlining the permitting process and centralizing start-up resources

Challenges



Negative perception starts from residents themselves, and often centers around crime and public safety, which impacts Stockton's brand



There has been a **lack of equitable investment and development** in South and East Stockton, compared to North and West Stockton



The City has a **large education achievement gap**, which exacerbates **inequalities in the workforce**



Stocktonians face growing concerns regarding a **lack of living wage jobs**, as well as increased homelessness and **housing challenges**



There is a common perception that the City has not invested in its **physical assets**, such as the arena or theater, which impacts community morale

Key Insights | Sample View

Deloitte conducted 25 stakeholder interviews with community leaders and City Council members to garner key insights regarding the challenges, points of pride, and potential investment areas that are top of mind for a variety of Stockton's leaders and residents. Based on perspectives from the Focus Groups, Deloitte will continue to refine these key insights into actionable initiatives for validation during the Greenhouse Lab on October 14.

Collaborations

Business leaders **support the City's active role in economic development** during the pandemic. Stakeholders want the City to **play a stronger role around convening various groups in the future to increase collaboration.**

Downtown Revitalization

Stockton leaders voiced both hope and frustration regarding **Downtown revitalization efforts**, including a desire to capitalize on the **Waterfront** as a key asset.

Perception Gap

Stockton's residents are more critical of the City than outsiders. Interviewees pointed to ongoing challenges around public safety, particularly Downtown, and the inability to escape burdens from the past.

Identity

Stakeholders unanimously expressed **pride around the City's diversity and unique local culture.** Many also identified **resilience and grit** as core tenets of Stockton that differentiate it from its regional counterparts.

Business Enablement

There is **dissatisfaction** with Stockton's process to **start businesses and attract development**, citing concerns around permitting and lack of a communication hub. We will examine specific levers the City can utilize to reduce burdens in these areas.

Public Spaces

Despite an **abundance of public parks**, many **are underutilized**, and sports and/or recreation assets are perceived to lack the quality of neighboring communities.

Build Personal Wealth

Creating stronger career pathways is important to foster job advancement and build residential wealth as there is a growing concern around a **lack of both livable wage jobs and affordable housing**, particularly among certain pockets of the City.

Marketing and Communication

While the City **has cultural events, recreation opportunities or other resources to take advantage of**, residents often do not know how to access them or where to look.

Focus Group Approach | Phase 2: Build

During three Focus Groups, organized around three focus areas, community stakeholders shared their vision for future success in Stockton. Participants also identified and prioritized key initiatives, based on 14 key themes, for further refinement and validation during the Greenhouse Lab on October 14.

	Inclusive Economy: People and Business	Smart and Resilient Infrastructure	Stockton Branding
Description	Includes business expansion and enablement, as well as how to connect these areas with local workforce development efforts .	Includes strategic infrastructure and development opportunities for the City to explore.	Includes Stockton's brand narrative and examining how to improve the City's image internally and externally.
Key Themes	<ul style="list-style-type: none">• Collaboration• Build Personal Wealth• Business Enablement• Entrepreneurship	<ul style="list-style-type: none">• Maintenance and Accessibility• Downtown Revitalization• Fiber Readiness• Land Value Capture• Public Spaces	<ul style="list-style-type: none">• Perception Gap• Equity• Community Engagement• Identity• Marketing and Communication

What's Coming Next | Greenhouse Lab and Activation Roadmap

The Greenhouse Lab represents the culmination of all project activities and will be used to validate and prioritize key insights from stakeholders. During this session, Deloitte will finalize the core initiatives that will encompass the Economic Development Strategic Action Plan (EDSAP), or “Activation Roadmap.”

Project Phases

Phase 1: Assess

Phase 2: Build

Phase 3: Activate

Next Steps and Upcoming Activities

Greenhouse Lab

Objective: Hold Greenhouse Lab session and prepare all inputs for Activation Roadmap to help implement Stockton’s 2026 vision.

Outcomes:

- Initiatives validated through interactive session with community stakeholders
- Greenhouse Lab report produced, synthesizing key findings from the session
- Brand positioning and Stockton 2026 Vision Statement identified, for inclusion in final Activation Roadmap

Activation Roadmap

Objective: Develop an actionable roadmap with defined initiatives to spur economic development in Stockton over the next five years.

Outcomes:

- Defined set of investment areas/initiatives for the three Focus Areas: Economy, Infrastructure, and Branding
- Key activities, resources and level of effort required to implement each initiative
- KPIs defined using data-driven insights, including equity considerations, to measure success of initiatives



Thank You!

We look forward to answering your questions.

