



City of Santa Clara Brand Research Executive Summary

The Harvard Business School Community Partners (HBSCP) is pleased to share the results of its brand research for the City of Santa Clara. Over the past 27 years, HBSCP has conducted over 400 pro-bono consulting projects in Northern California and is the longest running HBSCP program in the country. The team of HBS alums interviewed residents, employers, and other key stakeholders in and outside the City and conducted other market research to help begin the process of determining an overall brand message for the City. The team was also tasked to identify branding options from that research. The results will help inform the work of the City's outside brand/marketing agency to develop the final brand and help reduce the costs of the engagement.

The City is undergoing a great deal of change as a result of the new Levi's stadium to host the 49ers, and the significant development growth underway. . Employers and developers could invest millions more to take advantage of the City's unique assets and this major new attraction of visitors, while the City wants to market itself appropriately as an attractive and dynamic place to live, work, and play. A challenge the City faces is that its current motto, the Mission City, appeals to only a portion of the current stakeholders and doesn't communicate a compelling reason to locate in Santa Clara. The City needs a brand message that will create awareness among the key demographics it wants to attract in the future. A strong brand will also communicate the value proposition of the City, be the unifying, behind-the-scenes seed from which slogans, mottos, and logos will sprout, and guide the City's marketing and development activities. This HBSCP brand research effort will lay the foundation for developing that brand and planning Santa Clara's future marketing activities.

The HBSCP team's information gathering included 30 interviews by phone or in person with city council members and staff, stakeholders, key business leaders, residents and outsiders; two workshops open to the public; an online survey; and a question inserted in a local resident survey. The HBSCP team focused on gathering information on the top attributes of the City, its position in Silicon Valley, its strong sense of place and history, and its development over the last 30 years as a large tech-employer hub.

Overall the HBSCP team confirmed many assets unique to Santa Clara and identified several ways to better position the city. Presently many residents have located to Santa Clara because of ease of commute, value-priced housing, and location close to large employers. Residents commented on world-class entertainment venues, being close to work, a friendly and safe community, and good education resources. The meta-message from residents is that they want a city with a strong community and diverse

retail experiences. Anticipating the large amounts of new visitors, developers in and around Santa Clara see this as an excellent opportunity—echoing the residents—to build mixed-use facilities. Many business and developers consistently said the city is a shining example of a true partner and is business friendly.

The business respondents to the team’s questions generally agree the City has a great central location, low utility rates, and a highly skilled and accessible city staff that gets things done. Businesses want to locate to Santa Clara because of its good multimodal transportation network — road, rail, air — and the strong high technology cluster of companies located there. Santa Clara’s geography is not only favorable but a critical component of its success.

But according to all the different respondents, Santa Clara also has some significant gaps to address. To keep workers engaged and to get visitors to want to experience the city, Santa Clara needs to become more walkable. Respondents noted the need for more and better specialty retail and higher-end restaurants as well as low- and mid-cost housing. In addition, respondents noted that as one of many cities in Silicon Valley – the world’s hyper-competitive epicenter for technology and innovation – Santa Clara is not very distinguishable from the others and generally eclipsed by Palo Alto, San Francisco, and San Jose.

The three key groups the City must reach with its messaging, under a common unifying theme or brand are businesses, residents and visitors. Each group has separate needs but a key theme for all of them is attracting more people to work, shop, dine and experience Santa Clara. Two subgroups to focus on with specialized marketing would appear to be small companies, especially technology start-ups, and high-quality restaurants and specialty retail. Ideally, creating walkable areas for the younger demographic would attract new retail businesses and start-up companies and create the community feel then to convince younger tech employees to relocate to the City.

From the analysis of information-gathering results, the HBSCP team conducted a process to identify possible brands for the city and came up with four. They were:

- **Hub or Nexus of Silicon Valley.** Location and transportation assets are powerful 21st century investment drivers; hub concept can be applied/used by almost every stakeholder: data/IT and utility hub, the entertainment hub, the meeting hub, sports hub, education hub, etc.; the idea is compelling, enduring, and would be very hard and expensive to copy.
- **Playground of Silicon Valley.** Fun, excitement, cool and futuristic; The Mission, Levi’s Stadium, Great America and sports facilities all relate to play; world-class infrastructure and talent pool; safe and easily accessible.
- **Valued Partner of Silicon Valley.** High value created for all stakeholders when the City serves the greater ambitions of Silicon Valley; world class entertainment venues; low-cost power attracts high-tech businesses to create innovation cluster; multi-modal transportation assets that improve Silicon Valley movements.
- **Bigger Slice of Silicon Valley.** Relatively affordable housing and office space; less “scarcity

feeling” - easier commutes, 40 parks, ample parking; cluster of tech leaders attracts talent and more high tech (virtuous circle); city’s solutions-oriented mindset lowers developer investment risk.

In conclusion, the HBSCP team found Santa Clara has strong assets to leverage in distinguishing itself in Silicon Valley and for creating a dynamic urban environment of active, engaged residents, growing, popular businesses, and many new and repeat visitors. The HBSCP project team used the survey results to identify ideas of possible brands for the city, and while the team likes its ideas, it believes other individuals or groups might come up with even better ideas for the brand if given the opportunity. For example, during the public meeting of the Marketing Committee, the idea of a brand theme around the word “pioneers” was suggested that could capture the historical legacy of the City and the entrepreneurial spirit of Silicon Valley today. The next steps for the City will be to handoff this project’s results to the outside brand/marketing agency it hires, drive that agency to final brand development, and then begin implementation of the brand in City strategy, development, and marketing activities.

City of Santa Clara Brand Research Study

Final Report



July 2014

Contents

Introduction

Market Research Results

Key Conclusions

Possible Brands

Appendix: Brand Options Details

Introduction

Harvard Business School Community Partners

- Over the past 27 years, Community Partners has conducted over 400 pro bono consulting projects in Northern California
- We are the longest running Community Partners program in the country
- In 2008, Community Partners received the Ethos Award from the President's Council on Service and Civic Participation

Introduction

HBS CP Santa Clara Team

- **Jason Bunge**—HBS 2002; marketing executive; Sr. Director, Skype (joined Trulia during project).
- **Koushik Dhar**—HBS GMP 14; IT engineering; Sr. Engineering Manager, Cisco.
- **Chris Greene**—HBS 1984; retired; was CEO, Greene Engineers, a design engineering firm of high technology facilities.
- **Susanne Losch**—HBS 1994; startups and Silicon Valley companies; currently Founder/CEO, Nowmap.
- **Lev Mass**—MBA Columbia; currently, Entrepreneur-in-Residence at XSeed Capital; was a senior manager at Yahoo.
- **Bill Ralston**—HBS 1977; management consulting; Co-founder/Sr. Partner, Strategic Business Insights, a spin-off of SRI International.
- **Rana Singh**—MBA Kellogg School (Northwestern); marketing executive; Sr. Director, Marketing, Vormetric.
- **Juan Carlos Velten**—HBS 1998; HBS CP Steering Committee; marketing and brand speciality; Co-founder, Couperate, and Partner, Gravity Branding.

Introduction

The results of this project will feed into the City's branding initiative and marketing campaign

HBS Community Partners Project

Agency



- Interviews
- Online survey
- Telephone survey
- Public meetings

- Assess effectiveness of current motto
- Group key attributes and strengths
- Group key words

- Current Motto
- Attributes to leverage
- Potential audience appeal
- Brand illustrations

Introduction

Research activities performed by HBS CP team:

1. **Stakeholder Interviews:** 30 conducted
 - **City of Santa Clara (8):** Mayor, City Council Members, City Manager
 - **Residents (4):** In addition, some business interviewees were residents
 - **Businesses (13):** 49ers, Related, Hilton, Great America, NVIDIA, Triton Museum, Kaiser, Mission College, NBC, Pizza Party, Santa Clara Performing Arts Foundation, Santa Clara University, Santa Clara Convention and Visitors Bureau
 - **Outsiders (5):** Silicon Valley Leadership Group, Catapult Strategies, Colliers International, two young people

2. **Public Workshops:** April 1 at Central Park Library; April 2 at Soccer Park

3. **Online Questionnaire**

4. **Resident Survey**

5. **Competitive Research** on other regional cities' branding and mottos

Introduction

The 30 stakeholder interviews focused on better understanding Santa Clara's specific attributes and strengths, as well as the effectiveness of its current motto.

Primary questions asked:

- What **key words** come to mind when describing the City of Santa Clara?
- **What attracted you** to the City of Santa Clara?
- What are the **top 5 attributes** of the City of Santa Clara?
- What **differentiates the City** of Santa Clara from other cities in the region?
- What should the City of Santa Clara emphasize in the future to become **more attractive as a place for businesses**?
- What should the City of Santa Clara emphasize in the future to become **more attractive as a place for residents**?
- Do you know the City's current motto? **Rate the current motto** on a scale of 1 to 10. What would you consider a good motto for the City?

Market Research Results

Market Research Results

Residents choose Santa Clara because it's close to work, offers a lower cost of living, and provides convenient transportation access.

1. Close to work
2. Lower cost than other nearby cities (total cost to own or rent, including utilities)
3. Convenient transportation access
4. Family nearby
5. Religious or cultural affinity
6. Clean and safe
7. Grew up or went to school in Santa Clara

Market Research Results

Results from the Open City Hall Survey demonstrate that residents value the city's parks, low utilities and sense of community.

What in your opinion are the five (5) most positive attributes of Santa Clara as a place to live? Please use just one or two words to describe each attribute.

Answered : 15

Skipped : 0

Public utilities Good up its s community Libraries **great** small art wine etc electric utility lowest rates
Santa Clara weather Natural access **parks** Events Services Fire Power reliable Location very School District clean
Library state historical Easy Area Relatively Most affordable University Silicon Valley best response values history So Police times free

▶ Show Answers

What in your opinion are the five (5) most positive attributes of Santa Clara as a place to work? Please use just one or two words to describe each attribute.

Answered : 11

Skipped : 4

Business **friendly** Hall easy work including new good **great** public very businesses convenient think
proximity affordable housing access location valley opportunity town community all people residents

▶ Show Answers

Market Research Results

When ranking the [Santa Clara's Top Attributes](#), stakeholders focus on its central location, quality of life and ease of doing business.

1. Central location
2. Low utility rates
3. Highly skilled, accessible and supportive city staff
4. Good transportation – road, rail, airport
5. Strong high-technology base of companies
6. Friendly and safe community
7. Education resources – schools, community college, university
8. Diverse population
9. No downtown and lacks some services, especially restaurants
10. Good parks and community services

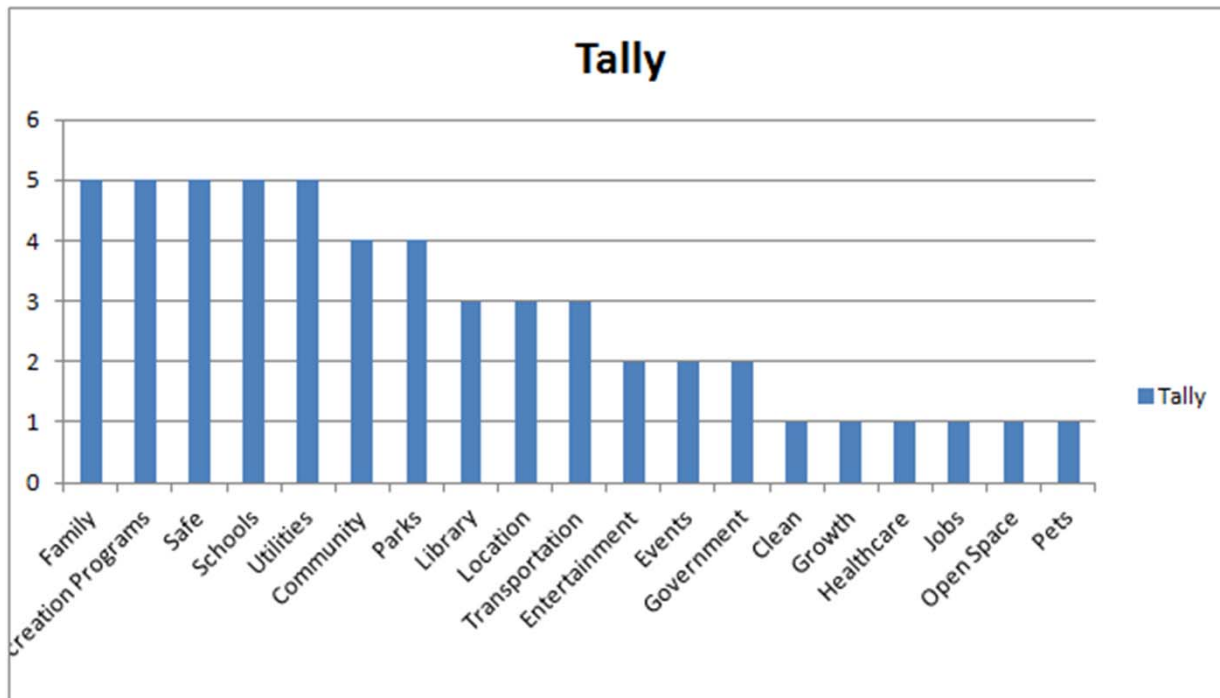
Market Research Results

When asked **what differentiates Santa Clara from other Silicon Valley cities, stakeholders ranked low-utilities at the top, followed by “small town feel” and other amenities.**

1. City-owned, low-cost utility (9)
2. Santa Clara University, Mission College, Great America (6)
3. Centrally located (5)
4. Small town feel (5)
5. Football stadium (3)

Market Research Results

When asked “**what to emphasize to attract residents,**” stakeholders focused on the city’s abundant community amenities that appeal to families such as recreation programs, safety and schools.



Market Research Results

When asked “[what to emphasize to attract businesses](#),” stakeholders focused on opportunities, such as improving transportation and expanding retail venues, especially restaurants. The desire for mixed use living was a theme we heard again and again.

1. Invest further in transportation infrastructure and services
2. Maintain low-cost utilities advantage
3. Attract more and better specialty retail and restaurants
4. Further improve pro-business efforts (e.g., permitting processes)
5. Develop downtown, retail clusters, walkability areas
6. Improve housing availability, especially low and mid-cost

(Note: Numbers 3, 5, 6, and “embrace mixed use” could be clustered together and be the highest item.)

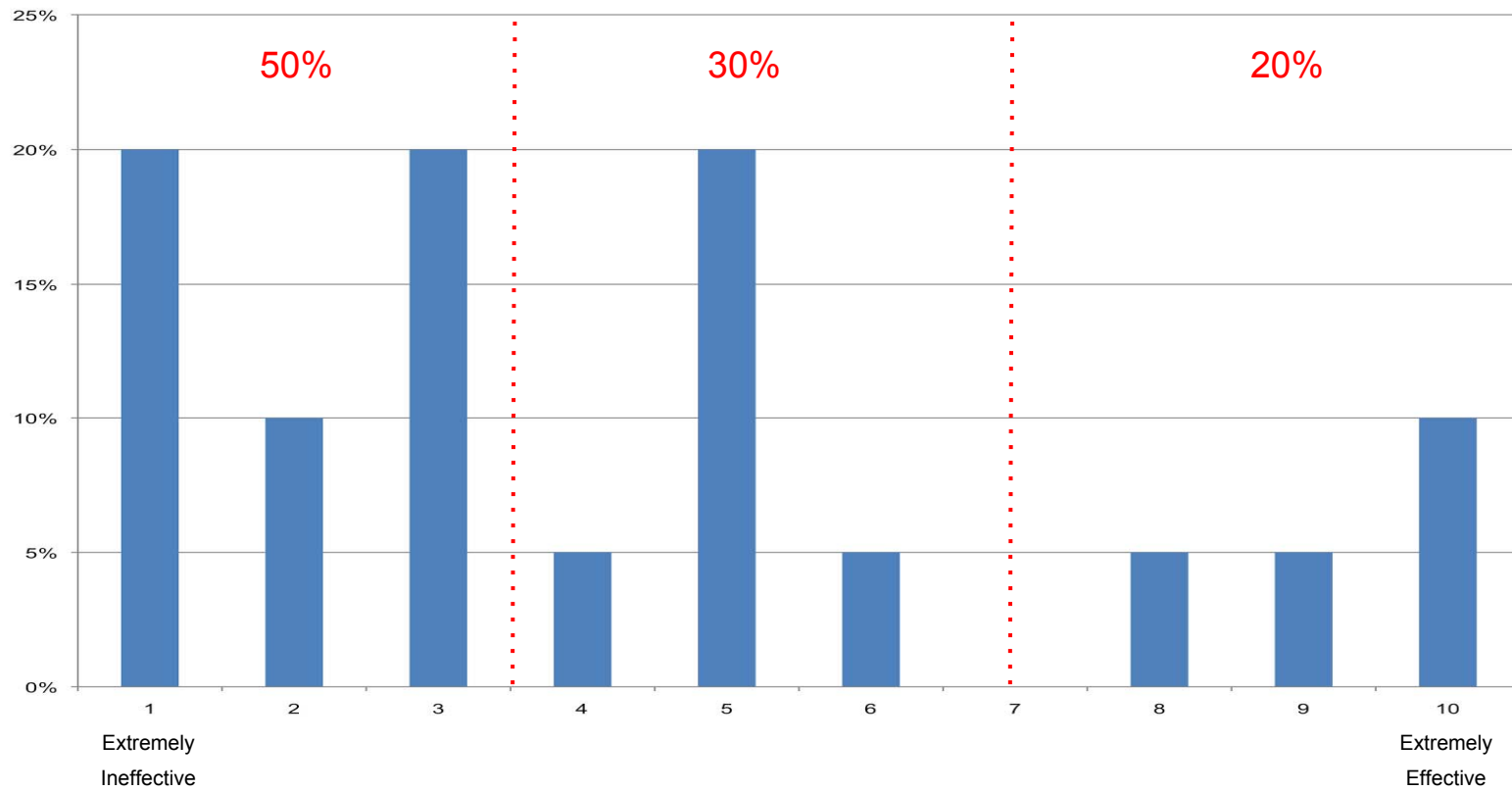
Market Research Results

Other insights we heard:

- Santa Clara isn't clearly differentiated from neighboring cities
- Current branding, communication and engagement are ineffective
- Identity Confusion - Who are we? What do we stand for? What is our future?
- Many key attributes are viewed as Silicon Valley regional assets: Levi Stadium, Santa Clara University, multimodal transportation system
- There is window of opportunity with Levi Stadium to get significant attention which may pass if not taken advantage of
- There is increased competition from other Bay Area cities

Market Research Results

How effective is “The Mission City” as a brand?



Market Research Results

Cities often have no official motto - or do not use their motto as a tagline - but instead use one or more taglines aimed at target audiences

| City | Motto | City | Motto |
|---------------|---|---------------|--|
| San Francisco | Oro en Paz, Fierro en Guerra (Gold in Peace, Iron in War) Not used in marketing. | Palo Alto | No prominent motto or tagline on website. There is a simplified seal of the city without motto attached. |
| San Jose | The Capital of Silicon Valley | Mountain View | No prominent logo or tagline on website. |
| Los Altos | No motto really. The tag line used comes from its mission statement: A great place to live and raise a family. | Cupertino | No prominent logo or tagline on website. |
| Menlo Park | No motto. But a statement on home page: "Menlo Park, a Tree City USA community, is a quiet yet vibrant city . . . " | Milpitas | Website header contains both the city seal and a separate contemporary logo with "Silicon Valley ... life @ your pace" |
| Fremont | No motto but several taglines: "Silicon Valley's Newest Innovation Hub", "Silicon Valley East", "Think Fremont. Think Silicon Valley" | Campbell | The Orchard City |

Market Research Results

Chambers of Commerce and Business Community Groups

| Entity | Motto | Entity | Motto |
|---|---|-----------------------------------|--|
| San Francisco Chamber of Commerce | Our City. Your Business. | Mountain View Visitors Center | I love MV (heart symbol) |
| San Francisco Chamber of Commerce | Where smart business starts. | Mountain View Chamber of Commerce | Connecting the Business Community Since 1922 |
| Santa Clara Convention & Visitors Bureau | Silicon Valley Central | Cupertino Chamber of Commerce | Your Partner in Silicon Valley |
| Santa Clara Chamber of Commerce | Silicon Valley Central | Milpitas Chamber of Commerce | The Gateway to Silicon Valley |
| San Jose Silicon Valley Chamber of Commerce | The Region's Voice of Business Since 1886 | Campbell Chamber of Commerce | Your Business Voice in Campbell |

Key Conclusions

Key Conclusions

A new brand does not have to replace an older seal/motto



- Cities often distinguish between their historic City Seal and their brand
- Adopting an effective brand does not require changing the Seal
- “The Mission City” appeals to only a portion of the current stakeholders and doesn’t communicate a compelling reason to locate in Santa Clara
- A more effective brand that communicates Santa Clara’s unique position within Silicon Valley can attract new high-tech businesses, start-ups, residents, visitors, and quality retail, entertainment and restaurant developments

Key Conclusions

Based on the market research, the major attributes to highlight or emphasize in the future:

- Central location
- Low utility rates
- Highly skilled and accessible city staff that gets things done
- Good multimodal transportation network – road, rail, air
- Strong high-technology base of companies
- World-class entertainment venues
- Friendly and safe community
- Education resources – schools, community college, university
- Diverse population

Key Conclusions

Major gaps or needs to be addressed:

- Low walkability - need areas to walk, shop, and eat
- Inadequate retail - need more and better specialty retail and restaurants
- Low housing availability - need more low and mid-cost housing
- Little awareness - need to promote Santa Clara with a compelling identity

Key Conclusions

Key Target Audiences for Future Marketing:

●Business

- Large, growing companies
- Small companies, start-ups
- Restaurants and retail businesses

●Residents

- Singles
- Families
- Residential developers

●Visitors

- Day visitors - local and regional residents
- Extended stay visitors
- Meeting and convention visitors, including meeting planners

Possible Brands

What is a brand?

Communicates a **value proposition**

Guides decision making and steers activity

Addresses a **critical need** across market segments

Inspires effective communication to target audiences; and can be **tailored** to key market segments

“**Jumps off the curve**” - stands out among competitors; **cannot be easily copied** by competitors

Creates strong and durable **loyalty**

Not a motto or a slogan

May exist **backstage** and **not be publicly communicated**

Examples:

- **Virgin America:** Rebels
- **Google:** Being a helper in the digital universe

A branding agency transforms a brand into mottos, slogans and other messages that are marketed to specific target audiences

Possible Brands

Four possible brands for Santa Clara to consider

Hub or Nexus of Silicon Valley

- Location & transportation assets are powerful 21st century investment drivers
- Data/IT & Utility Hub, Entertainment Hub, Meeting Hub, Sports Hub, Education Hub
- Compelling, enduring, and can't be copied

Valued Partner of Silicon Valley

- High value created for all stakeholders when City serves the greater ambitions of SV
- World class entertainment venues
- Low-cost power attracts high-tech businesses to create innovation cluster
- Multi-modal transportation assets that improve Silicon Valley movements

Playground of Silicon Valley

- Fun, Excitement, Cool and Futuristic
- The Mission, Levi's Stadium, Great America & Sports Facilities
- World Class Infrastructure and Talent pool
- Safe and Easily Accessible

Bigger Slice of Silicon Valley

- Relatively affordable housing and office space
- Less "scarcity feeling" - easier commutes, 40 parks, ample parking
- Cluster of tech leaders attracts talent and more high tech (virtuous circle)
- City's solutions-oriented mindset lowers developer investment risk

Possible Brands

Assessing Brand Candidates Using A Five Multi-Factor Stress Test

To help judge the potential value or strength of a brand, it's valuable to test the brand on five issues.

To what degree is this brand?

1. **True** Clearly accurate and current not aspirational
2. **Distinctive** Differentiates from competitors
3. **Compelling** Significant value driver for decision makers
4. **Flexible** Can be tailored effectively to different audiences
5. **Durable** Enduring advantage that cannot be easily copied

Also, if it doesn't do well on all five tests, it probably won't work.

Possible Brands

Relative attractiveness of brand alternatives by segment. This is not meant to “pick a winner,” but rather to show that based on our findings, different messages resonate differently with the various segments.

| Brand | Residents | Businesses | Visitors | Overall |
|----------------------------------|------------------|-------------------|-----------------|----------------|
| Hub or Nexus of Silicon Valley | H | H | H | H |
| Playground of Silicon Valley | M | H | H | M/H |
| Valued Partner in Silicon Valley | H | H | M | M/H |
| Bigger Slice of Silicon Valley | H | H | M | M/H |

Possible Brands

Assessing the strength of brands

Score each stress test element on a 1-10 scale and total the scores for each brand:

| Brand | How True | How Distinctive | How Compelling | How Flexible | How Durable | Overall Score |
|----------------------------------|-----------------|------------------------|-----------------------|---------------------|--------------------|----------------------|
| Hub or Nexus of Silicon Valley | 9 | 7-9 | 7-9 | 7-9 | 7-10 | 7-9 |
| Playground of Silicon Valley | 7-9 | 3-8 | 6-7 | 3-6 | 3-6 | 4-8 |
| Valued Partner in Silicon Valley | 7-9 | 3-8 | 6-9 | 6-9 | 4-8 | 5-8 |
| Bigger Slice of Silicon Valley | 6-8 | 5-8 | 5-8 | 7-9 | 6-9 | 6-8 |

Possible Brands

The Marketing Committee suggested two additional possibilities based on the research and discussion.

Pioneers

- Pioneering spirit
- Take the initiative
- New beginnings
- Get things done
- Take risks
- Entrepreneurs

Cornerstone

- A stone that forms the base of a corner of a building
- Synonyms: keystone, linchpin, bedrock, backbone, origin, foundation
- First solid part of something new
- Link to fact that Mission Santa Clara was first European structure (cornerstone) of Valley's development

Appendix

Brand Options - Details

Appendix

Hub or Nexus of Silicon Valley

Why: Santa Clara is the center of the most important economic region in the world. True along many dimensions, this provides Santa Clara a uniquely powerful value proposition to all three major market segments - residents, businesses, and visitors. It translates into easy access, shorter commutes, lower stress, and more time for family and leisure. It brings employers and workers together. These advantages drive economic development decisions, are enduring, and cannot be imitated by neighboring cities.

Santa Clara is the Hub of Silicon Valley

Proof Points to Residents (R), Businesses (B), and Visitors (V):

| | | |
|--------------------|------------------------------------|--|
| R,B,V | Geographic Hub | Where the East Bay meets the Peninsula in the South Bay |
| R,B,V | Transportation Hub | 3 hwys, 4 expwys, 13 arterial roads, ECR, CalTrain, Amtrak, Airport, VTA rail & bus, future BART |
| R,B | Data/IT Hub | City-owned high-speed dark fiber, City-owned WiFi network, Bay Area's location for mega data centers |
| R,B,V | Innovation Hub | Intel, NVIDIA, Citrix, and many others + innovative, flexible, customer-focused City services |
| R,B | Utility Hub | City-owned Silicon Valley Power with large capacity, low cost, high reliability, and excellent service |
| R,B,V | Meeting Hub | Santa Clara Convention Center + quality, brand name hotels with supplemental meeting spaces |
| R,B,V | Education Hub | Santa Clara University, Mission College, Santa Clara and Cupertino School Districts |
| R,B | Lifestyle Hub | Historic homes, modern mixed-use, beautiful parks, extensive programs, affordability, clean & safe |
| R,B,V galleries | Entertainment Hub | Great America, Levi's Stadium, Related Companies, SCU venues, Triton Art Museum, art |
| R,B,V | Sports Hub | 49ers, Levi's Stadium events, International Swim Center, Youth Soccer Park, SCU Sports |

Appendix

How “Hub” or “Nexus” can guide individual messages to specific target audiences
(illustrations only - PR agency will generate actual messaging)

| | |
|---|---|
| “Where Silicon Valley Meets” | Conference/ convention/meeting planners |
| “The Nexus of Silicon Valley” | IT-intensive companies |
| “Silicon Valley at Your Doorstep” | Residents and retail investors |
| “Where Talent Meets Opportunity” | Students, young workers, employers |
| “Live, Work, Play and Stay” | Young residents |
| “It All Comes Together in Santa Clara” | General audience |
| “We Bring Silicon Valley to You” | Retail, hotels, restaurants, and residents |
| “Save Time in Santa Clara” | Businesses and residents |
| “Your Choice - Car, Bus, Bike, Train, or Plane” | General audience, with a green focus |
| “The Center of the World’s Technology Center” | International investors and visitors |
| “The Place to Be in Silicon Valley” | Businesses, residents, and retail investors |

Appendix

Santa Clara: The Playground of Silicon Valley

Theme: Fun, Excitement, Cool, Futuristic

Why: Santa Clara has it all for everyone to play. Most profitable constituents are the Visitors and his message is an invitation to them to come for work, networking and entertainment. It is an inviting message for businesses as well: "Play" as in conduct business, Innovate! It is distinctive and well differentiated from all boring regional cities. It is real, true and flexible.

For Visitors

- History: The Mission
- Sports: Home of the 49ers, Levi's Stadium, International Swim Center, Youth Soccer Park, SCU Sports
- Entertainment: Great America, Future events at Levi's Stadium
- Meetings and Networking: Santa Clara Convention Center, World class events, Nice Hotels
- Shopping: Santana Row, New shopping center coming soon
- Museums: Intel, Triton
- Proximity: Easy access from all directions by Rail, Road and Air

For Businesses

- World Class Infrastructure: City-owned high-speed dark fiber, WiFi network and Utilities. Data centers
- Low Costs: Low utility rates (40% lower than PG&E), Lower rents plus abundant parking
- Talent Pool: Highly talented and educated workforce living in close proximity with latest skills, Diverse and Global
- Easy: City government is easy to work with, just like play

For Residents:

- Healthy: Nearly 40 public parks and open spaces to relax and exercise
- Safety: Safe neighborhoods especially for kids
- Lots of Jobs and Education in close proximity

Appendix

Valued Partner in Silicon Valley

Why: To be a healthy, vibrant city in the middle of Silicon Valley, Santa Clara must continually evolve as a modern city to meet the changing needs of its residents, businesses located in the city, and its **Silicon Valley neighbors**. The best way for the City to create value for all its stakeholders is to serve the broader ambitions and needs of Silicon Valley, taking the lead in some areas, while being an integral part in others.

Proof points of message to residents:

- The quality of life for SC residents rises when all of Silicon Valley does better
- The stadium/49ers is important to all of Silicon Valley. Santa Clara was uniquely suited to making it happen.
- The mission is a symbol of California's pioneering spirit that many in the valley identify with
- Santa Clara University is a world-class institution serving the needs of Silicon Valley and the world
- Home to many high-tech employers

Proof points of message to businesses:

- SC has enabled the regional concentration of data centers that helps Silicon Valley maintain its position as the center of innovation in the world through low-cost power
- SC provides a unique transportation infrastructure to make it easier to get around Silicon Valley .
- The City is supportive of SC University's expansion/efforts to revitalize itself and connect to the Silicon Valley economy

Proof points of message to visitors:

- Stadium/49ers relocation
- Unique Great America entertainment venue
- Convention center
- Availability of all modes of transportation
- Digital infrastructure in city

Appendix

Where you get a bigger slice of Silicon Valley

Why: Life is difficult in Silicon Valley due to fierce competition and scarce resources. Whether you're an individual or a company, it seems like every year you have to work harder and get less in return. "Bigger slice" also conveys the notion that the City treats all stakeholders fairly and with dignity

Proof Points to Residents:

- Relatively affordable housing despite regional price bidding wars
- Schools on par with those of neighboring cities where housing is more expensive; free wifi
- Safe neighborhoods, "small town feel," and great weather
- Shorter commutes due to central location and abundant public transportation
- Nearly 40 public parks and open spaces to relax and exercise
- Increased availability of mixed-use real estate as dated capacity is repurposed for "higher use" by developers attracted by City's solutions-oriented mindset and low-red-tape approach

Proof Points to Businesses:

- Locating near other leading edge tech companies creates "cooperation" and cross-pollination, leading to higher value creation for all
- Talented and educated workforce living in close proximity
- Low utility rates (40% lower than PG&E), plus rich dark fiber plant, offer businesses "power, bandwidth and reliability"
- Lower rents plus abundant parking, unlike "hip" Palo Alto and San Francisco
- City's solutions-oriented mindset and low-red-tape approach to redevelopment lowers investment risk

Proof Points to Visitors

- Home to 5-time Super Bowl Champions, the Forty Niners, and cutting-edge entertainment venue, Levi's Stadium
- Enjoy a day of family fun at Great America without leaving the Bay Area
- The City also has a Convention Center, world class soccer and swim centers, and several colleges/universities