

## CORE STRATEGY: BE THE GLOBAL LEADER FOR ENTREPRENEURS, FIRMS AND WORKFORCE IN FOOD, AGRICULTURE AND HEALTH INNOVATION.

**SHORT TERM INITIATIVE:** Expand wet lab and greenhouse innovation spaces across the region, including rural and suburban locations.

**Partnership Lead:** Valley Vision

**Additional Partners:** AgStart, UC ANR, UC Davis

**Resources Required:** EDA grant funding; inventory of criteria and priority locations

**Learn More:** [agstart.org/the-labagstart.html](http://agstart.org/the-labagstart.html)

**COVID19 Economic Recovery & Impact:**

- Positions the Sacramento Region as one of the top destinations in the U.S. for food wet labs
- Creates the environment and space to recruit Bay Area tech firms and investment, as well as retain existing AgTech companies
- Food and Ag are one of the few growing sectors of the economy despite COVID19; these wet labs will be an incubator for possible new business lines and foster technology to help provide more resiliency to our regional Food and Ag industries

**Inclusion & Equity Impact:** Provides access and innovation to Food and Ag technology in both rural and suburban locations.

**Timeline:** July 1, 2020 – December 15, 2021

**Metrics**

- Changes to the following metrics: Lab space sq footage, number of labs, hours logged in wet lab
- Increases in the following indicators: Jobs at Young Firms, Venture Capital Funding Investment, Innovation Index 2.0, Entrepreneurial Business Growth

**2021 Q1 Update:** *To Be Released in April 2021*



**SHORT TERM INITIATIVE:** Develop and launch an institutional procurement program with regional healthcare systems, K-12 schools and hospitality in order to expand sourcing practices and secure local contracts as guaranteed market channels for regional farmers.

**Partnership Lead:** Valley Vision

**Additional Partners:** UC Davis Health, UC ANR, SCUSD, AgStart, Family Farm Alliance, Golden 1 Center, Sacramento County Farm Bureau, Stanford Center for Social Innovation, City of Sacramento, SBDC; Verde Innovation Network for Entrepreneurship

**Resources Required:** Funding for pilot program; technical assistance for farmers/growers; data on local farmers and their operations

**Learn More:** [valleyvision.org/impact-area/food-agriculture](http://valleyvision.org/impact-area/food-agriculture)

**COVID19 Economic Recovery & Impact:**

- Only 2% of what we eat in the Sacramento Region is produced here
- Disruption in the supply chain and lack of predictability are two of the biggest threats to farmers, usually due to change in consumer demand or environmental factors including drought, fire and climate change; the Pandemic and California fires have only compounded underlying weaknesses and has threatened many small farmers without access to diverse distribution networks
- Demand for food assistance has more than doubled during the COVID-19 pandemic, with nearly 1 in 4 Californians without enough to eat; ensuring resiliency in the food system also helps secure access
- Initiative supports City of Sacramento’s Climate Action Plan and support for a regional food recovery program and efforts already underway by VINE to support economic recovery and resilience in the Sacramento Region

**Inclusion & Equity Impact:** Nearly 60% of all farms in California have female producers and nearly on-fifth of the total market value was sold by minority-owned farms. For the Sacramento Region, this equates to investment in these businesses and rural communities that support 55K jobs and \$12.5B in sales.

**Timeline:** July 1, 2020 – June 30, 2021

**Metrics**

- Changes to the following metrics: Agricultural Product Locally Sourced by Regional Institutions; Capital and Funding for Small Farms; Number of Local Contracts for Farmers/Producers; Program Participants Receiving Technical Assistance
- Increases in the following indicators: Average Annual Wage by Sector, Business Employment Dynamics Index, Entrepreneurial Business Growth

**2021 Q1 Update:** *To Be Released in April 2021*



**CORE STRATEGY: BE THE GLOBAL LEADER FOR ENTREPRENEURS, FIRMS AND WORKFORCE IN LIFE SCIENCES.**

**SHORT TERM INITIATIVE:** Ensure the development of Aggie Square as a regional innovation hub – especially in the development of technology specializing in Cell and Gene Therapy, Genomics and Imaging Diagnostics – through the passage of an EIFD and Community Benefit Agreement.

**Partnership Lead:** GSEC, Metro Chamber

**Additional Partners:** UC Davis, UC Regents; Wexford Science and Technology; City of Sacramento; local elected officials; labor organizations; business organizations; neighborhood associations and PBIDs

**Resources Required:** Creation of Community Benefit Agreement; Adoption by Sacramento City Council

**Learn More:** [aggiesquare.ucdavis.edu](http://aggiesquare.ucdavis.edu)

**COVID19 Economic Recovery & Impact:**

- Aggie Square will have an ongoing economic impact of \$3B and 15,000 supporting jobs once completed; project to provide 5,000 construction jobs for Phase 1
- Phase 1 is projected to bring \$3M-\$3.7M annually to the City’s general fund
- EIFD provides for affordable housing fund to address housing shortage and a plan to address neighborhood gentrification concerns

**Inclusion & Equity Impact:** Aggie Square has the potential to be a major factor in the advancement of the City’s Stockton Blvd. corridor - a major focus of current City economic development efforts. In addition, the EIFD would slate 20% of the property taxes generated by the development in the coming decades to help create affordable housing in the neighborhood. Currently, the census tracts surrounding Aggie Square reflect poverty rates as high as 37% and are represented by majority-minority households.

**Timeline:** October 1, 2020 – May 30, 2021

**Metrics**

- Close the gap in labor market equity by census tract for surrounding neighborhoods
- Increases in the following indicators: Venture Capital Funding; Innovation Index; Entrepreneurial Business Growth; Wage Gain Over Time by Sector; Workforce Retention; Number of Business Openings by Census Tract; Affordable Housing Units by Census Tract

**2021 Q1 Update:** *To Be Released in April 2021*

## CORE STRATEGY: BE THE GLOBAL LEADER FOR ENTREPRENEURS, FIRMS AND WORKFORCE IN FUTURE MOBILITY.

**SHORT TERM INITIATIVE:** Increase funding and expand the reach for SACOG’s “Civic Lab” program to pilot test innovative mobility solutions throughout the Sacramento Region.

**Partnership Lead:** SACOG

**Additional Partners:** Local jurisdiction staff; community stakeholders; private or public organizations/vendors

**Resources Required:** Pilot projects have funding, but additional funding needed to build to scale

**Learn More:** [sacog.org/innovative-mobility-accelerator](http://sacog.org/innovative-mobility-accelerator)

**COVID19 Economic Recovery & Impact:**

- Year 1 of the program resulted in 8 project teams, 10 pilot projects across the region and \$3M in funding
- 75% of Sacramento’s Regional Transit riders have disappeared since March 2020; the impact both financially and to services has impacted how people travel and how transit systems have needed to adapt
- Studies demonstrate that low-income workers, disabled, older individuals and students are most dependent on public transportation because many don’t own cars

**Inclusion & Equity Impact:** Program includes investments towards on-the-ground solutions in underserved communities with the goal of making non-drive along modes a more viable option for these communities, benefitting both the health of these communities and increased access to transportation.

**Timeline:** February 1, 2021 – November 30, 2021

**Metrics**

- Number of Pilot Projects Funded and Scalable
- Increases in the following indicators: Bike Share and Micro-Mobility Trips Per Capita; Public Transit Wait Times; Travel Choices in Underserved Geographies
- Increased access to job, education, and other destinations

**2021 Q1 Update:** *To Be Released in April 2021*

**SHORT TERM INITIATIVE:** Pass legislation and secure state funding for Green Means Go – a multi-year pilot program to lower greenhouse gas emissions in the Sacramento Region by accelerating development in infill locations, reducing vehicle trips and electrifying remaining trips.

**Partnership Lead:** SACOG

**Additional Partners:** State, local jurisdictions and elected officials; builder and development community; transit and transportation providers; service providers (water, sewer, sanitation, power, etc); business community; labor, advocacy groups

**Resources Required:** Funding already secured to pay for advocacy efforts; State funding required to launch program

**Learn More:** [sacog.org/greenmeansgo](http://sacog.org/greenmeansgo)

**COVID19 Economic Recovery & Impact:**

- Green Means Go prepares areas for development that otherwise aren't seeing investment in the Sacramento Region's center, corridor and older infrastructure neighborhoods
- Program improves local economic development by increasing housing availability and decreasing traffic congestion
- Resulting development increases property values, resulting in increased revenue to city and county general funds

**Inclusion & Equity Impact:** Green Means Go's focus on infill/underutilized site development provides additional co-benefits, including increasing our housing stock, providing more affordable housing options and more economic opportunity.

**Timeline:** July 1, 2020 – December 30, 2021

**Metrics**

- Increases in the following indicators: Federal and State Funding Investment in Infrastructure Projects; Number of Transit-Oriented Development Projects, Including Housing
- Increased number of housing units in underutilized Green Zone areas
- Decreases in the following indicators: GHG emissions; VMT; Average Rent per Unit; Cost of Living Index compared to other Mid-Markets; MSA Performance on Growth, Prosperity and Inclusion

**2021 Q1 Update:** *To Be Released in April 2021*



## CORE STRATEGY: TARGET INFRASTRUCTURE INVESTMENT TO SUPPORT ECONOMIC CLUSTERS AND MARKET DRIVERS.

**SHORT TERM INITIATIVE:** Lead advocacy efforts to secure the funds, private/public partnerships, political support and the physical/technical infrastructure to expand broadband access for the Sacramento Region, including expansion of 5G and next generation high speed Internet and adoption of best practices by municipalities.

**Partnership Lead:** Valley Vision, Metro Chamber

**Additional Partners:** Connected Capital Area Broadband Consortium; Federal, state, and local jurisdictions and their respected elected officials; builder and development community; public works departments; providers; utilities

**Resources Required:** Additional funding from California Public Utilities Commission and/or California Emergency Technology Fund

**Learn More:** [valleyvision.org/projects/connected-community-initiative](http://valleyvision.org/projects/connected-community-initiative)

**COVID19 Economic Recovery & Impact:**

- High-speed broadband and access to technology are critical foundations for smart, connected, sustainable and equitable communities of the future; they are essential for leveraging the benefits of ag technologies, as well as future mobility in the region
- Studies demonstrate an 1% increase in broadband adoption would lead to a short-term impact of \$475 to \$1,789 in California’s GDP per capita

**Inclusion & Equity Impact:** For the Sacramento Region’s six-counties, only Sacramento County received a C+ in the Broadband Infrastructure Report Card. A “D grade” for the region means it is barely passing with only one wireline provider that meets min. standards of 100 Mbps download and 20 Mbps upload speeds. Disproportionally, rural areas where there is less density and urban communities that faced historic redlining, both are impacted by the lack of infrastructure to support access to high-speed Internet.

**Timeline:** July 1, 2020 – December 30, 2021

**Metrics**

- Increases in the following indicators: Federal and State Funding Investment in Infrastructure Projects
- Positive Change in the Broadband Infrastructure Report Card for six-counties
- Number of municipalities that adopt best practices

**2021 Q1 Update:** *To Be Released in April 2021*



<p><b>SHORT TERM INITIATIVE:</b> Drive a data-based regional housing needs allocation strategy and advocate directly to close the gaps needed to meet production goals for a growing and inclusive workforce.</p>
<p><b>Partnership Lead:</b> SACOG, Metro Chamber  <b>Additional Partners:</b> Federal, state, and local jurisdictions and their respected elected officials; builder and development community; public works departments; financing partners  <b>Resources Required:</b> Housing data; some funding for local housing planning activities  <b>Learn More:</b> <a href="http://sacog.org/housing-element-data">sacog.org/housing-element-data</a></p>
<p><b>COVID19 Economic Recovery &amp; Impact:</b></p> <ul style="list-style-type: none"> <li>• Increased housing opportunity/affordability for a growing and diverse workforce</li> <li>• The Sacramento Region has an immediate need for 10,900 units, with only 5,500 in production; the largest gap is in attached housing, of which 54% of the need is tied to this product, or about 4,800 units</li> <li>• Investment in housing = increased funding for cities and schools, especially for underutilized areas in communities of color; school districts with large minority student populations receive \$23B less in funding despite serving the same number of students, due very much to the funding sources of property tax and related community wealth</li> </ul>
<p><b>Inclusion &amp; Equity Impact:</b> The increase and availability of affordable/attainable housing, provides stabilized housing for lower-income households, while also stabilizing regional housing costs by increasing supply. Housing costs disproportionately impact lower income households with 68% of these households in the region burdened by housing costs, versus 16.4% for higher income households.</p>
<p><b>Timeline:</b> July 1, 2020 – December 30, 2021</p>
<p><b>Metrics</b></p> <ul style="list-style-type: none"> <li>→ Increases in the following indicators: New housing permits (by type and location); Number of Transit-Oriented Development Projects, Including Housing</li> <li>→ Decreases in the following indicators: Cost of Living Index Compared to Other Midmarkets; Households Struggling to Make Ends Meet</li> <li>→ SCS consistency letters issues for new housing projects (# of homes represented)</li> </ul>
<p><b>2021 Q1 Update:</b> <i>To Be Released in April 2021</i></p>



**CORE STRATEGY: EXPAND DEMAND-DRIVEN, SECTOR-BASED WORKFORCE DEVELOPMENT, ALIGNED TO KEY OPPORTUNITY CLUSTERS AND A MORE INCLUSIVE WORKFORCE, PREPARED FOR FUTURE WORK.**

**SHORT TERM INITIATIVE:** Launch the Sacramento Region’s Digital Skills Initiative to increase digital literacy, access and adoption.

**Partnership Lead:** GSEC, Valley Vision

**Additional Partners:** Sacramento Coalition for Digital Inclusion; Urban League; SETA and other workforce training entities; C6; regional educational systems including K-12 and community colleges

**Resources Required:** Continued funding for programs and equipment; access to Internet for trainees; MOUs between educational institutions for CTE and professional school programs towards certificates and credits

**Learn More:** [valleyvision.org/projects/digital-skills](http://valleyvision.org/projects/digital-skills)

[greatersacramento.com/digital-upskill-pilot-program-launches-to-help-those-affected-by-covid-19](http://greatersacramento.com/digital-upskill-pilot-program-launches-to-help-those-affected-by-covid-19)

**COVID19 Economic Recovery & Impact:**

- African-Americans, LatinX and women experienced the highest unemployment rates during the Pandemic, much of which is tied to their employment in hospitality, retail and service sectors – all industry sectors hardest hit by shutdowns with few to no opportunities to work remotely

**Inclusion & Equity Impact:** The Brookings report highlighted the increasing gap between digital skills and the Sacramento Region’s workforce, especially for communities of color. Training for digital literacy and upskilling are vital for the Future of Work and pathways to high-paying jobs that can help build wealth and job security, especially for rural communities and commercial corridors.

**Timeline:** August 1, 2020 – June 30, 2021

**Metrics**

- Increases in the following indicators: Median Annual Household Income; Wage Gain over Time by Sector; Average Annual Wage; Levels of Education for People of Color and Awards in Emerging Industries
- Decreases in the following indicators: Households Struggling to Make Ends Meet; Projected Skills Gap and Labor Shortages

**2021 Q1 Update:** *To Be Released in April 2021*



**SHORT TERM INITIATIVE:** Provide expanded telework options for various job functions, which can especially impact lower-wage and essential workers and provide them safe working environments and reduced vehicle miles.

**Partnership Lead:** GSEC, SACOG

**Additional Partners:** Business community, major employers, research institutions

**Resources Required:** SACOG pilot funded

**Key Projects/Programs:**

- *SACOG Regional Telework Initiative* – The pilot initiative will provide targeted and customized technical assistance and other incentives to a group of selected employers to assist in administering and maintaining ongoing telework
- *GSEC Next Out West Campaign* - effort and campaign to raise awareness and attract millennial and tech talent to the Greater Sacramento region

**Learn More:** [sacog.org/carousel/telework-pilot-applications-are-open](http://sacog.org/carousel/telework-pilot-applications-are-open)  
[whatsnextoutwest.com](http://whatsnextoutwest.com)

**COVID19 Economic Recovery & Impact:**

- Per CDC, there is an increased risk and exposure to COVID19 in office buildings and indoor environments; telework allows for workers to safely return to work via their home environment
- 26% of Californians are considering moving out of state due to a lack of well-paying jobs, including many of the state’s digitally skilled workforce and young professionals; retaining this talent is vital for regional employers and the diversity of our communities
- 36K Sacramento-area residents currently commute to the Bay Area; the increased ability to telework would also mean a reduction of GHG and stress on our transportation systems

**Inclusion & Equity Impact:** Initiative provides for expanded telework options for various job functions, which can benefit lower-wage and essential workers, and provide them safe working environments, higher paying jobs and reduce vehicle miles.

**Timeline:** September 1, 2020 – June 30, 2021

**Metrics**

- Increases in the following indicators: Median Annual Household Income; Wage Gain over Time by Sector; Average Annual Wage; Levels of Education for People of Color and Awards in Emerging Industries; Telework as a mode share for commute trips
- Decreases in the following indicators: VMT; Projected Skills Gap and Labor Shortages

**2021 Q1 Update:** *To Be Released in April 2021*

**CORE STRATEGY: CREATE AN ENVIRONMENT TO BE THE MOST BUSINESS-FRIENDLY REGION IN WHICH TO OPERATE IN THE STATE OF CALIFORNIA.**

**SHORT TERM INITIATIVE: Provide high quality technical assistance to women and minority-owned enterprises to preserve and grow business operations in the Sacramento Region.**

**Partnership Lead:** SACC, Metro Chamber

**Additional Partners:** Federal, state, and local jurisdictions and their respected elected officials; U.S. Minority Business Development Administration; Sac IECD; Chambers United; Business community; SBA; Go Biz; financial institutions; educational institutions

**Resources Required:** Funding for both programs; access to capital for small businesses; consultants tied to advanced and tradeable industries for training, curriculum and advancing businesses; data to understand and quantify the need and set priorities for resources

**Key Projects/Programs:**

- *Capital Region Small Business Development Center* - Expand upon the proven success of the SBDC by expanding to region-wide (all six counties); provide technical assistance to start, stabilize and grow existing small and medium-sized business
- *MBE Center for Innovation* – The center will support and promote start-up and growth-track MBEs with a combination of training, incubation, connections to peer MBEs for collaboration, linkages to corporate supplier diversity programs, engagement with research university industry-focused innovation projects, and a range of financing resources

**Learn More:** [capitalregionsbdc.com](http://capitalregionsbdc.com)  
[calasiancc.org/small-business-assistance](http://calasiancc.org/small-business-assistance)

**COVID19 Economic Recovery & Impact:**

- Data prior to COVID19, showed Black entrepreneurs are three times as likely as white entrepreneurs to say that a lack of access to capital negatively affects their businesses’ profitability and almost twice as likely to cite the cost of capital; increased access to this capital provides both growth and resiliency for these minority-owned businesses
- LatinX businesses are one of the fastest growing, increasing 34% in last 10 years compared to all business owners; they reported a revenue growth of 14% outpacing the growth of U.S. Economy; post COVID19, it will be important to support the small businesses that were both agile to pivot operations and grow faster as the need for services and jobs will be high
- 1 out of 4 women are considering leaving the workforce due to COVID19; across the U.S., there were approximately 300,000 women-owned businesses that employed 2.4M workers; ensuring women have the support, resources, tools and capital to start and grow their small business is critical to both household wealth, and will impact our regional economy, knowing as high as 90% of these women-owned businesses did not have access to PPP funding



<p><b>Inclusion &amp; Equity Impact:</b> This initiative creates the conditions necessary for business preservation and growth for all current and prospective employers, especially for small, minority and women-owned businesses subject to language, cultural, and capital access barriers.</p>
<p><b>Timeline:</b> July 1, 2020 – December 30, 2021</p>
<p><b>Metrics</b></p> <ul style="list-style-type: none"> <li>→ Increases in the following indicators: Jobs at Young Firms; Innovation Index 2.0; Entrepreneurial Business Growth; Number of Business Openings by Area, Both Solely and Multi-Employee; Established Business Retention Rate</li> <li>→ Decreases in the following indicators: Small Business Closings; Unemployment by Sector</li> <li>→ Number of MBE’s served</li> <li>→ Jobs Retained from Small to Medium-Sized Business</li> <li>→ Capital Invested and Secured by Participants</li> </ul>
<p><b>2021 Q1 Update:</b> <i>To Be Released in April 2021</i></p>

<p><b>SHORT TERM INITIATIVE:</b> Create and implement a 2021 regional investment agenda via a “State Sprint” – a fast-tracked effort to create broad agreement for specific, prioritized State investments in the Sacramento Region to speed job recovery, especially for under-invested communities.</p>
<p><b>Partnership Lead:</b> SACC  <b>Additional Partners:</b> City of Sacramento; SMUD; Regional Water Authority  <b>Resources Required:</b> State Funding; Lobbying resources for projects</p>
<p><b>COVID19 Economic Recovery &amp; Impact:</b></p> <ul style="list-style-type: none"> <li>• The State Sprint identified three dynamic and growing industries that offer well-paying jobs critical to our workforce and economic recovery – advanced mobility; life sciences and healthcare; AgTech and food</li> <li>• Investment in catalyst projects including California Mobility Center and Aggie Square will produce thousands of jobs and billions in economic impact for the six-county region</li> <li>• Assets in the Sacramento Region include world’s top-rated universities including UC Davis and Sacramento State, world leading green-utility in SMUD, and proximity to the state capital as a “test bed” for future mobility and 5G deployment</li> </ul>



**Inclusion & Equity Impact:** These investment priorities will reflect the places in which biggest difference can be made for both well-paying jobs and quality of life through the lens of inclusion and diversity.

**Timeline:** August 1, 2020 – January 30, 2021

**Metrics**

- Increases in the following indicators: Federal and State Funding Investment in Infrastructure Projects; Number of Transit-Oriented Development Projects, Including Housing Median Annual Household Income by Zip Code; Wage Gain Over Time by Sector, Skill-Level and Education
- Decreases in the following indicators: Relative Poverty Rate; Households Struggling to Make Ends Meet
- Positive Change in MSA Performance on Growth, Prosperity and Inclusion; Labor Market Equity by Census Tract, Gender and Race

**2021 Q1 Update:** *To Be Released in April 2021*