

A ROADMAP TO SHARED PROSPERITY:

The right next steps toward sustainable growth

California has always been the frontier of the possible—for immigrants and entrepreneurs, for infrastructure and environmental protections, for sustainable communities and global markets. The California Dream has been the American Dream, with more rungs on the economic ladder.

For all its progress, California will need to work even smarter in the decades ahead to achieve its promise. Faced with a growing income gap, the next generation of Californians—the most diverse in its history—must be ready to contribute to an ever-changing global economy. To prepare for—and slow—climate change, natural resources must be managed more responsibly. Bigger cities will need less traffic. Regional economies will need both clean air and global trade.

This new prosperity will require more—and more effective—investments in education and infrastructure. It will demand a blend of entrepreneurial thinking, new technology, and innovative public decision-making.

While California has historically led on these issues, the challenge now is that tackling any one of these problems requires taking them all on simultaneously.

This is the aim of the California Economic Summit, a coalition of regional leaders advancing an agenda for shared prosperity. The Summit's five-year prosperity plan is grounded in public and private sector commitments to the “triple bottom line”—simultaneous growth in the economy, improvement in environmental quality, and increased opportunity for all.

The Roadmap focuses on three urgent and overarching priorities that—with action from leaders in 2015—can increase and broaden prosperity for all Californians.

THE 2015 SUMMIT IN THE INLAND EMPIRE:

Restoring upward
mobility in every region

Even as the economy recovers, many California communities—urban and rural, coastal and inland—face persistent gaps in employment, education, and opportunity. For too many Californians, these troublesome signs of inequality show no sign of shrinking.

Poverty rates have doubled in the last two decades in regions like the Inland Empire, where fewer than one in five residents have a college degree. Even fast-growing cities are struggling to find the workers they need: California is projected to face a gap of 2 million skilled workers in the next decade.

California cannot thrive unless it finds ways to radically improve upward mobility—in the regions still emerging from the recession and in the stubborn pockets of poverty next to the state's wealthiest neighborhoods.

At the California Economic Summit on **November 12-13 in Ontario**, state and regional leaders will assess progress and sharpen strategies for targeting resources where they are needed most to build the skills and the infrastructure Californians and their communities need to prosper.

2015-2020 PRIORITIES:

👤 **WORKFORCE & WORKPLACE**

🏠 **INFRASTRUCTURE & SUSTAINABLE COMMUNITIES**

💰 **GOVERNANCE & FINANCE**



#CAECONOMY.ORG

3 SUMMIT PRIORITIES FOR 2015 AND BEYOND

Having achieved all of the Summit's 2014 goals, Summit leaders looked ahead to identify the priorities for advancing prosperity over the next five years. A shared prosperity agenda emerged that integrates the elements of sustainable and equitable development, identifies goals and the "right next steps," and connects these actions to measurable statewide outcomes. ➔



WORKFORCE & WORKPLACE

Preparing Californians to compete in a dynamic 21st century

GOAL: The Summit aims to increase opportunity by providing California's workforce—and its businesses and entrepreneurs—with the skills, knowledge, and abilities they need to grow well-paying jobs in changing markets.

THE RIGHT NEXT STEPS IN 2015

1. Align regional workforce training, industry, and community needs by improving responsiveness to students, increasing completion rates, and finding long-term funding for career pathways and career technical education programs.
2. Provide small businesses and entrepreneurs with the tools to grow jobs in changing markets.



INFRASTRUCTURE & SUSTAINABLE COMMUNITIES

Building the communities California needs to thrive

GOAL: The Summit will focus state and regional resource and infrastructure investments on sustainable growth, especially in underserved communities.

THE RIGHT NEXT STEPS IN 2015

3. Expand infrastructure investment through local financing tools and public-private partnerships.
4. Promote sustainable communities including a sufficient housing supply through data-driven land use decisions and by ensuring state cap & trade funds and regional climate plans support adequate affordable housing, integrate urban and rural development, and include long-term goods movement strategies, even in rural regions without existing sustainable communities strategies.
5. Ensure \$7.5 billion in water bond funds go to sustainable, multi-benefit, integrated water projects that address issues across watersheds.
6. Update regulatory processes such as CEQA, water transfers, and air permitting to advance the triple bottom line. Expand use of open data in land use planning.



GOVERNANCE & FINANCE

Improving public decision-making about how to achieve prosperity

GOAL: The Summit will drive more integrated, outcome-oriented decision-making that sustains public and private investments.

THE RIGHT NEXT STEPS IN 2015

7. Identify adequate revenues to make investments in the state's long-term prosperity—from workforce development to infrastructure and sustainable communities.
8. Align regional workforce development systems with industry, including manufacturers.
9. Integrate state climate adaptation efforts in next update of the AB 32 Scoping Plan to ensure sustainable land use, infrastructure development, and drought preparedness.
10. Increase data-driven decision-making at all levels of government. Expand use of open data to drive efficiencies, innovation, and create jobs in new sector.



MOVING THE NEEDLE ON STATEWIDE OUTCOMES

HOW THE SUMMIT ADVANCED PROSPERITY IN 2014

- ✓ Increased workforce training investments
- ✓ Expanded manufacturing partnerships
- ✓ Highlighted regulations in need of streamlining
- ✓ Piloted new investment network for small businesses
- ✓ Enhanced infrastructure financing tools
- ✓ Targeted funding for affordable housing
- ✓ Improved preparation for next drought

A full accounting of the Summit action teams' progress in 2014 can be found at:
www.caeconomy.org/progress

ENCOURAGING ECONOMIC GROWTH

Growing good jobs
Rising per capita income
Decreasing poverty
Improving jobs-housing ratio,
achieving sufficient supply of
affordable housing

IMPROVING ENVIRONMENTAL QUALITY

Decreasing greenhouse gas emissions
Improving air quality
Decreasing electricity
consumption, increasing efficiency
Decreasing water use, increasing
efficiency, and improving water quality
Maintaining biological diversity

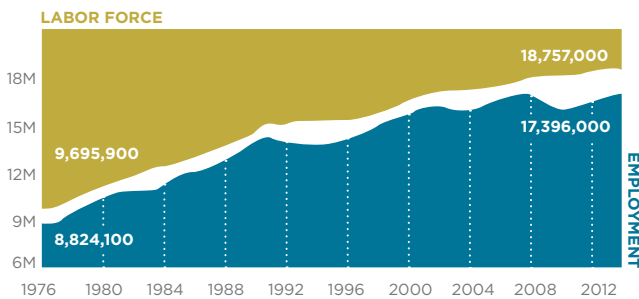
INCREASING OPPORTUNITY FOR ALL

Improving
educational attainment
Decreasing income inequality
Adequately funding
priority investments

TRIPLE-BOTTOM-LINE PROSPERITY

EMPLOYMENT AND LABOR FORCE

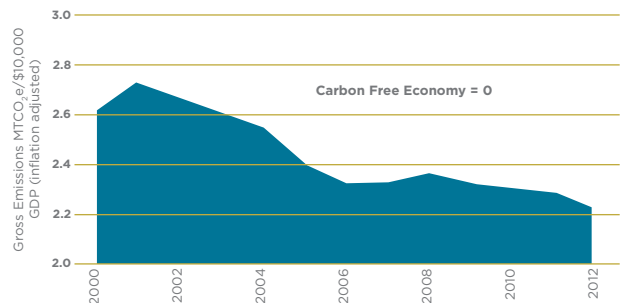
Unemployment falling but gap remains



Data source: California Employment Development Department

CARBON EMISSIONS RELATIVE TO GDP

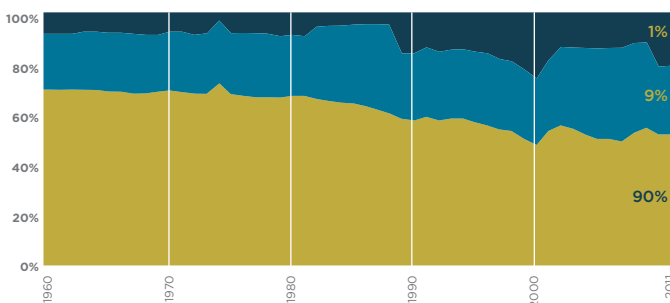
Progress in last decade toward fewer emissions per dollar



Data source: California Air Resources Board, California Greenhouse Gas Inventory - by sector and activity, Bureau of Economic Analysis, U.S. Department of Commerce
Chart design and analysis: Collaborative Economics

INCOME DISTRIBUTION

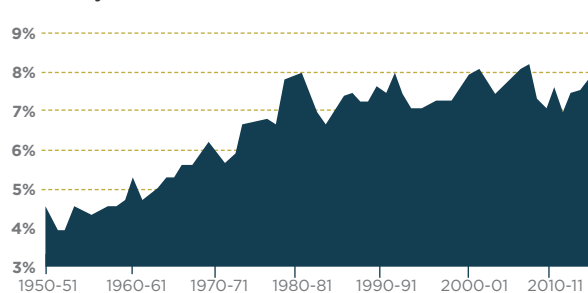
Income inequality has grown over last 50 years



Data source: Frank, Mark W. US state level income data
Chart design and analysis: Collaborative Economics

STATE SPENDING AS SHARE OF ECONOMY

General fund and special funds as share of personal income relatively flat since 1970s



Data source: Legislative Analyst's Office



THE ROAD TO THE SUMMIT

Summit Leaders, Partners, & Action Teams

SUMMIT PARTNERS

The California Economic Summit is a partnership of California Forward, an organization that works with Californians to stimulate the economy, make government more effective, and promote accountability and transparency, and the California Stewardship Network, a civic effort to develop regional solutions to the state's most pressing economic, environmental, and community challenges.



CONTACT

916-491-0022
info@caeconomy.org
1107 9th St., Suite 650
Sacramento, CA 95814

All photos: Violeta Vaquero

HONORARY CHAIRS

GEORGE SHULTZ

*Hoover Institution,
Stanford University*

LEON PANETTA

*The Panetta Institute for
Public Policy*

SUMMIT CO-CHAIRS

GAVIN NEWSOM

*Lieutenant Governor of
California*

MICHAEL ROSSI

*Senior Advisor - Office of
the Governor*

LAURA TYSON

*University of California,
Berkeley*

ASHLEY BOREN

Sustainable Conservation

JOSÉ CISNEROS

League of California Cities

JIM EARP

California Alliance for Jobs

JOHN GIOIA

*California State Association
of Counties*

ANTONIA HERNANDEZ

*California Community
Foundation*

JESSIE KNIGHT

Sempra Energy

SUNNE WRIGHT MCPEAK

*California Emerging
Technology Fund*

DAVE REGAN

*SEIU-United Healthcare
Workers West*

MARIA SALINAS

ProAmérica Bank

ASHLEY SWEARENGIN

Mayor of Fresno

SUMMIT STEERING COMMITTEE

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*Los Angeles County
Economic Development
Corporation*

LUCY DUNN

*Orange County
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Company (ret.)*

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*Valley Vision
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Long Beach City College

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*Bay Area Council
Economic Institute*

LAURIE MADIGAN

*San Diego Business
Leadership Alliance*

SUMMIT ACTION TEAMS:

More than 700 experts and practitioners are working through the Summit on action teams committed to the triple bottom line. In advance of the 2015 Summit in Ontario, these teams are broadening their regional networks, while working with state leaders to advance the Summit agenda:

INFRASTRUCTURE

A team is developing new approaches to financing infrastructure projects from transit to water systems—and training skilled workers to build them.

WORKFORCE

A team is integrating the state's segmented education system—and aligning the needs of students and future employers.

ADVANCING MANUFACTURING

A team is expanding career options in fields that provide sustainable, middle-income jobs.

HOUSING

A team is developing affordable, accessible housing for all.

CAPITAL

A team is growing small businesses by connecting investors and entrepreneurs.

WORKING LANDSCAPES

A team is integrating rural and urban development, while preserving the state's unmatched natural resources.

REGULATIONS

A team is driving business growth by making state regulations more transparent.

UNDERWRITERS AND SPONSORS

SUMMIT UNDERWRITERS

AT&T
Automobile Club of
Southern California
California Airports Council
Edison International
Metabolic Studio

Sempra Energy Utilities
Chevron

REGIONAL UNDERWRITERS

Morgan Family Foundation
Wells Fargo

SPONSORS

Applied Materials
Bridgepoint Education
California Emerging
Technology Fund
Half Moon Bay Brewing Co.
Long Beach City College
The Nature Conservancy



WORKFORCE & WORKPLACE

Preparing Californians to compete in a dynamic 21st century

TEAM	ACTION TEAM GOALS FOR 2015 AND WHERE EACH TEAM PLANS TO ENGAGE
WORKFORCE	<p>GOAL 1: Better align regional workforce development systems by connecting workforce, industry. Define systems' responsiveness, completion goals, including regional targets for training needs</p> <ul style="list-style-type: none"> • Ongoing state, federal efforts: UC Innovation Council initiative; Workforce Innovation and Opportunity Act (WIOA) Committee. Support implementation of 2014 legislation: AB 86 (adult education transition), SB 1022 (CSU & UC outcome data), and AB 2148 (workforce system dashboard). • New initiatives: CA Community College Board of Governors Task Force. Also support efforts to bridge data systems across K-12, community college, adult education, and workforce investment boards. <p>GOAL 2: Find long-term workforce development funding for K-14 thru higher education—from regions-focused career pathways to career technical education programs (CTE)</p> <ul style="list-style-type: none"> • Implementation of 2014 effort: Work with Board of Governors Task Force to pursue recommendations on alternate funding models.
ADVANCING MANUFACTURING	<p>GOAL: Expand exposure to career options in manufacturing by connecting workforce training programs (K-12 thru higher ed) with manufacturers</p> <ul style="list-style-type: none"> • IMCP: Implementation of Southern California's new Investing in Manufacturing Communities Partnership (IMCP). • Campaign: Contribute to California Manufacturing & Technology Association's Champions of Manufacturing initiative. • CTE funding: Raise awareness about second round of Career Pathways Trust Program. Push for ongoing K-12 CTE funding.
HOUSING	<p>GOAL: Ensure sufficient housing for workforce by supporting housing development, connecting workforce development & worker housing</p> <ul style="list-style-type: none"> • Apprenticeships: Expand homebuilders apprenticeship, Youth Build programs. • Land use: Include land use considerations like jobs-housing ratio & siting in workforce plans. • Housing siting: Site workforce training facilities in multi-family housing complexes, farmworker housing.
WORKING LANDS & INFRASTRUCTURE	<p>GOAL: Promote city-centered development that attracts entrepreneurs, provides construction jobs, and encourages local hiring</p> <ul style="list-style-type: none"> • Cap & trade: Ensure cap & trade funds support city-centered jobs with improved access for workers. • EIFDs: Build EIFD project pipeline that will provide well-paying, local construction jobs.
REGS	<p>GOAL: Make regulations more transparent to drive business creation, growth</p> <ul style="list-style-type: none"> • Open data: Expand existing open data efforts (including the City of Los Angeles, CA Fwd, and Government Operations Agency) to connect workforce & industry, encourage job growth in this new sector. • Streamline business permitting: Build "customer-satisfaction" website, pilot tracking system for applications.
CAPITAL	<p>GOAL: Support growth of small business, entrepreneurs by connecting investors, lenders, and industry clusters</p> <ul style="list-style-type: none"> • Map capital intermediaries: Develop partnership with U.S. Small Business Administration, CAMEO, CALED, Small Business Development Centers, and federal partners. • Implementation: Rollout California Finance Consortium, identify three regional pilots.



THE RIGHT NEXT STEPS & WHO WILL BE INVOLVED

1. Align regional workforce training, industry, and community needs by improving responsiveness to students, increasing completion rates, and finding long-term funding for career pathways and career technical education programs.

- **Higher Ed:** Community Colleges Chancellor's Office, California State University, University of California, University Economic Development Association
- **K-12:** State Department of Education, K-12 regional representatives, Linked Learning Alliance, Association of California School Administrators, California School Boards Association
- **State agencies:** GO-Biz (California Competes, Permit Assistance, iHubs), CalWORKs, Department of Rehabilitation, Department of Veterans Affairs, Department of Housing and Community Development
- **Regions:** Workforce Investment Boards, Regional Consortia, private colleges, equity groups (California Community Economic Development Association), Small Business Development Centers
- **Open data:** Government Operations Agency
- **Labor:** United Food and Commercial Workers, State Building & Construction Trades Council of California, SEIU-United Healthcare Workers West, California Alliance for Jobs
- **Federal:** National Standards Certification Board

2. Provide small businesses and entrepreneurs with the tools they need to grow jobs in changing markets

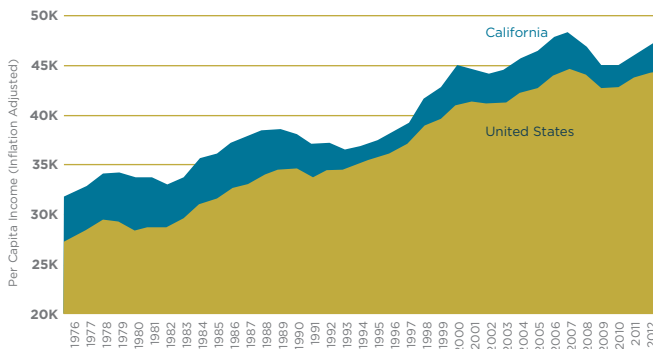
- **Capital team's Impact Economy partners**
- **Manufacturing industry leaders** (especially clean tech with its triple bottom line focus)
- **Small business:** National Federation of Independent Business, California Chamber of Commerce, local chambers
- **State:** GO-Biz, Employment Training Panel



Page 1, top photo: Violeta Vaqueiro

PER CAPITA INCOME

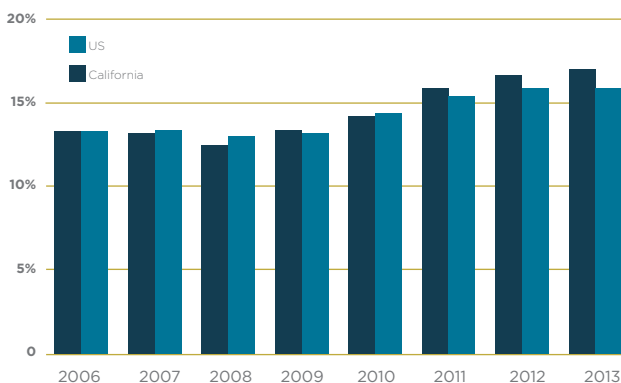
California income continues to outpace U.S. average



Data Source: U.S. Bureau of Economic Analysis, United States Department of Labor, Bureau of Labor Statistics
Chart design and analysis: Collaborative Economics

PERCENT OF POPULATION IN POVERTY

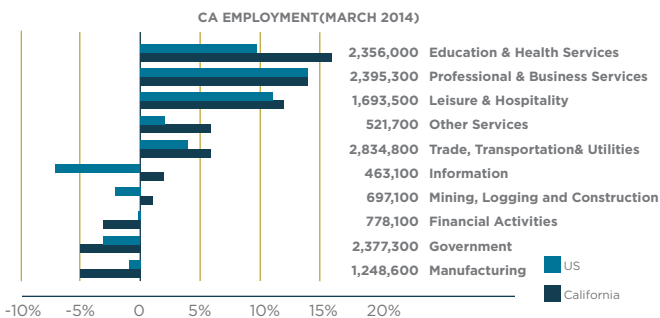
A growing percent of Californians live in poverty



Note: Poverty is defined as income at or below the Federal Poverty Level, defined as \$23,050 per year for a family of four in 2012. Data Source: U.S. Census Bureau, American Community Survey. Chart design and analysis: Collaborative Economics

PERCENT CHANGE IN EMPLOYMENT BY INDUSTRY

Some industries rebounding faster in California than other states



*March 2014 data is preliminary.

Note: Data is seasonally adjusted. Data Source: California Employment Development Department, Bureau of Labor Statistics, Current Employment Statistics. Chart design and analysis: Collaborative Economics



INFRASTRUCTURE & SUSTAINABLE COMMUNITIES

Building the communities California needs to thrive

TEAM	ACTION TEAM GOALS FOR 2015 AND WHERE EACH TEAM PLANS TO ENGAGE
INFRASTRUCTURE	<p>GOAL 1: Expand use of Enhanced Infrastructure Financing Districts (EIFDs), public-private partnerships</p> <ul style="list-style-type: none"> • Build project pipeline: Expand regional project pipeline, ensure tools' validation. Explore I-bank role, use of EIFDs in conjunction with industrial development bonds. • Legislation: Pursue follow-up to SB 628 in 2015. Explore legislation to extend P3 authority beyond 2017. <p>GOAL 2: Maximize existing resources and identify new revenue sources to support outcomes-oriented infrastructure investments</p> <ul style="list-style-type: none"> • Cap & trade: Support implementation of Strategic Growth Council grant program to promote infrastructure resilience over next 25-50 years. • Water, transportation, housing, K-12 schools: Identify long-term sources of revenue to support programs that can provide demonstrable results to voters.
HOUSING	<p>GOAL 1: Ensure sufficient housing—and specific strategies and initiatives—in regional Sustainable Communities Strategies (SCS) and encourage transit-oriented housing development through cap & trade. Develop ways for rural areas with regional plans to qualify for these funds.</p> <ul style="list-style-type: none"> • SCS updates: Encourage support for effective urban & rural housing strategies in SCSs—especially in next Regional Housing Needs Assessment cycle—to ensure affordability, equity. • Cap & trade: Emphasize value of housing near transit in reducing emissions. Assist regions without SCSs in identifying alternative methods for receiving funding. • VMT: Follow debate over new transportation metrics (including Vehicle Miles Traveled - VMT) for impacts on jobs-housing ratio. <p>GOAL 2: Promote housing development, including dedicated source of statewide funding for affordable housing and provision of market-rate housing at all levels</p> <ul style="list-style-type: none"> • Local tools: Pursue follow-up to SB 628 (EIFDs). Work with cities to update General Plan provisions. Advocate for state matching role in K-12 school construction. • Regional incentives: Scale up successful employer advocacy for housing projects that meet specific standards. Reduce regulatory barriers to building housing. • Dedicated funding: Advocate for dedicated source of statewide funding for affordable housing.
REGULATIONS & MANUFACTURING	<p>GOAL: Update regulatory processes including CEQA, water transfers, air permitting; expand use of open data in land-use planning</p> <ul style="list-style-type: none"> • CEQA: Contribute to Office of Planning & Research update of CEQA Guidelines. Explore convening of environmental, environmental justice, housing groups on VMT. • Water: Work with Department of Water Resources and State Water Resources Control Board on drought response. • Open data: Engage Government Operations Agency, other agencies on open data efforts. • Air: Shorten lead time for clean-tech and other manufacturers seeking air permits.
WORKING LANDSCAPES	<p>GOAL 1: Promote sustainable communities & use of natural capital by integrating urban/rural development, encouraging regional goods movement strategies</p> <ul style="list-style-type: none"> • Water bond: Ensure \$7.5 billion in new funding is distributed to sustainable water projects with watershed-wide focus. • Urban/rural: Expand Rural-Urban Connections Strategy (RUCS) model statewide to encourage integration of natural & traditional infrastructure. Join USDA Rural Opportunity Investment effort. • Cap & trade: Encourage Strategic Growth Council grant guidelines to incorporate cap & trade and USDA efforts in one grant program. Assist rural regions without SCSs in identifying alternative methods for receiving funding for projects that reduce greenhouse gas emissions. • Goods movement: Work with Metropolitan Planning Organizations on goods movement strategies. • Water-energy-broadband: Work with Public Utilities Commission to target resources at rural landscapes. <p>GOAL 2: Document benefits of ecosystem services</p> <ul style="list-style-type: none"> • County grant programs: Expand Sonoma, Santa Cruz, Santa Clara ecosystem services efforts. • Quantifying benefits: Work with Scientific Committee of the California Department of Food and Agriculture.
CAPITAL	<p>GOAL: Expand private capital investment in infrastructure by mapping regional capital intermediaries and creating navigator tool to match supply & demand</p> <ul style="list-style-type: none"> • Mapping: Develop partnership with U.S. Small Business Administration, CAMEO, CALED, Small Business Development Centers, and federal partners. • Implementation: Rollout California Finance Consortium. Expand EIFD project pipeline.

THE RIGHT NEXT STEPS & WHO WILL BE INVOLVED

3. Expand infrastructure investment through local financing tools, public-private partnerships

- **State agencies:** I-bank, Treasurer, Caltrans, Department of Housing and Community Development, GO-Biz
- **Regional investment proponents:** Bay Area Council, Southwest Megaregion Alliance
- **Private investors**

4. Promote sustainable communities including a sufficient housing supply through data-driven decision-making and by ensuring cap & trade funds and regional climate plans support adequate affordable housing, integrate urban and rural development, and identify long-term goods movement strategies—including rural regions without existing sustainable communities strategies

- **State agencies:** Strategic Growth Council, Department of Housing and Community Development, Public Utilities Commission, Caltrans
- **Regions:** Metropolitan Planning Organizations, regional affordable housing associations, including Southern California Association of Nonprofit Housing and Non-Profit Housing Association of Northern California
- **Federal:** U.S. Department of Agriculture
- **Private, nonprofit:**
 - Builders: California Infill Builders Federation, Building Industry Association
 - Goods movement: Truckers, rail, shipping
 - Others: Equity groups, transit advocates, California Coalition for Rural Housing, Urban Land Institute

5. Ensure \$7.5 billion water bond funds go to sustainable, multi-benefit, integrated water projects that address issues across watersheds

- **State:** Department of Water Resources, California Water Commission, State Water Resources Control Board
- **Regions:** Water districts, leaders of Integrated Regional Water Management Plans

6. Update regulatory processes to advance the triple bottom line. Advance use of open data in land use planning.

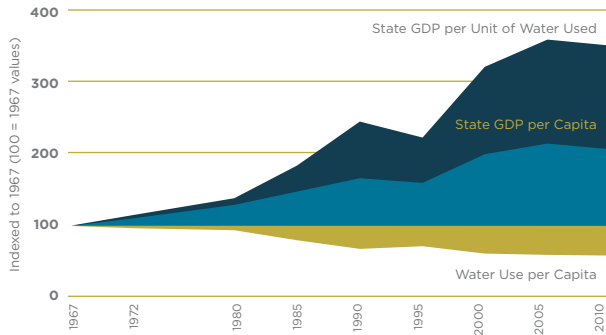
- **CEQA:** Office of Planning & Research
- **Water:** Department of Water Resources, State Water Resources Control Board
- **Open data:** Government Operations Agency



All photos: Violeta Vaquero

WATER PRODUCTIVITY AND EFFICIENCY

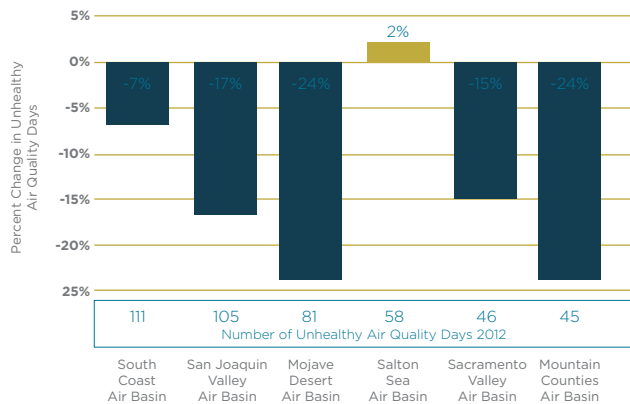
Californians are becoming more productive with less water



Note: State GDP is adjusted for inflation. Water use estimates are for applied use in the agricultural and urban sectors. **Data Source:** PPIC; Ellen Hanak et al., Water and the California Economy (PPIC, 2012), updated to 2010 with data from the Department of Water Sources, the Department of Finance, and the U.S. Bureau of Economic Analysis. **Chart design and analysis:** Collaborative Economics

UNHEALTHY AIR QUALITY DAYS

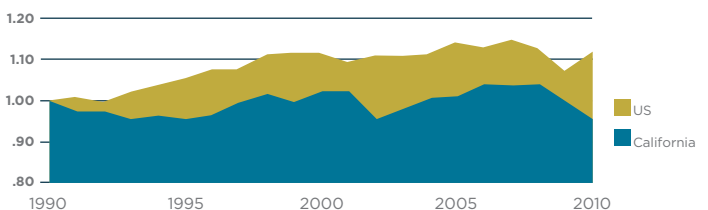
Most regions seeing fewer unhealthy air days since 2008



Data Source: California Air Resources Board **Chart design and analysis:** Collaborative Economics

ELECTRICITY SALES PER CAPITA

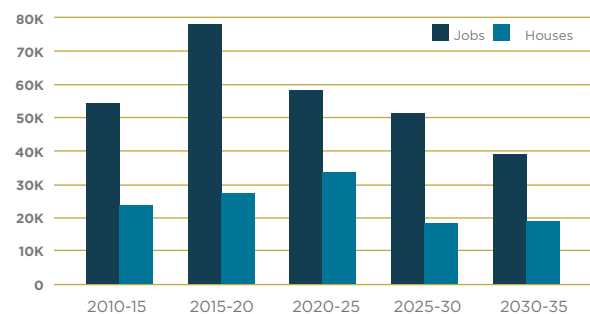
California is using less electricity per person than other states



Data Source: Environmental Goals & Policy Report

JOBS AND HOUSING RATIO

Gap persists between jobs and housing in many regions. Projections below are from Orange County



Data Source: California State University Fullerton Center for Demographic Research



GOVERNANCE & FINANCE

Improving public decision-making about how to achieve prosperity

TEAM	ACTION TEAM GOALS FOR 2015 AND WHERE EACH TEAM PLANS TO ENGAGE
WORKFORCE	<p>GOAL - Governance: Align regional workforce development systems</p> <p>GOAL - Finance: Distribute long-term funding into regional structure</p> <ul style="list-style-type: none"> • State, federal efforts: UC Innovation Council initiative; Workforce Innovation and Opportunity Act (WIOA) Committee. Support implementation of 2014 legislation: AB 86 (adult education transition), SB 1022 (CSU & UC outcome data), and AB 2148 (workforce system dashboard). • New initiatives: CA Community College Board of Governors Task Force. Also support efforts to bridge data systems across K-12, community college, adult education, and workforce investment boards.
ADVANCING MANUFACTURING	<p>GOAL - Governance: Build workforce/industry relationships that deliver manufacturing value on a global scale</p> <p>GOAL - Finance: Distribute long-term workforce training funding (K-14 thru higher education) into regional structure</p> <ul style="list-style-type: none"> • Campaign: Expand on California Manufacturers & Technology Association's Champions of Manufacturing initiative. • Career technical education (CTE) funding: Raise awareness about Career Pathways Trust Program, push for ongoing K-12 CTE funding.
INFRASTRUCTURE	<p>GOAL - Governance: Expand use of multi-jurisdictional financing tools with access to public-private funding</p> <p>GOAL - Finance: Develop public-private partnerships, as well as long-term revenue sources</p> <ul style="list-style-type: none"> • Focus on results: Ensure state and local agencies maximize existing resources in infrastructure investment. • Build EIFD pipeline: Expand pipeline of public-private projects. Explore I-bank role. • Long-term revenue: Identify sources of revenue for water, transportation, housing, and K-12 school construction.
HOUSING	<p>GOAL - Governance: Promote housing production by expanding market incentives, removing regulatory barriers, encouraging effective local planning</p> <ul style="list-style-type: none"> • General Plans/zoning: Update local plans to promote housing affordability, discourage displacement. • Data-driven decisions: Expand data and research on the benefits of housing to triple bottom line. <p>GOAL - Finance: Advocate for local and state financing for affordable housing</p> <ul style="list-style-type: none"> • Dedicated state funding: Advocate for dedicated statewide funding source. • New financing instruments: Expand pipeline of EIFD projects with affordable housing. Explore new financing tools to drive housing investment.
WORKING LANDSCAPES	<p>GOAL - Governance: Integrate land-use policy frameworks, encourage data-driven decisions</p> <ul style="list-style-type: none"> • Strategic growth: Engage with Strategic Growth Council to integrate AB 32/SB 375, land-use, housing, transportation policies. • Data-driven decisions: Expand Rural-Urban Connections Strategy (RUCS) statewide. Develop statewide capacity to assess ecosystem services; promote Sonoma, Santa Cruz, Santa Clara efforts. <p>GOAL - Finance: Focus state and federal funding on integrated land-use policies</p> <ul style="list-style-type: none"> • Land use: Direct state funds toward integrated land-use efforts. Consider public use charge for water investments.
REGULATIONS	<p>GOAL - Governance: Push state to adopt open data policy to drive efficiencies, create jobs in this new sector</p> <p>GOAL - Finance: Identify revenue-neutral approach to supporting open data efforts</p> <ul style="list-style-type: none"> • Expand ongoing efforts: City of LA, CA Fwd open data initiatives, Government Operations Agency data efforts.
CAPITAL	<p>GOAL - Governance: Build public-private relationships that can support economic development</p> <p>GOAL - Finance: Create map, navigator of capital intermediaries in each region, expand "4th Sector" & Pay for Success network</p> <ul style="list-style-type: none"> • Mapping & Implementation: Develop state and federal partnerships, promote California Finance Consortium pilot. • Legislation: Promote use of new types of capital for community development, including new market tax credits. • Policy development: Create task force to advance innovations in financing economic development, including Pay for Success.

THE RIGHT NEXT STEPS & WHO WILL BE INVOLVED

7. Identify adequate revenues to make investments in state's long-term prosperity—from workforce development to infrastructure and sustainable communities

- **Public/private:** CA Fwd “Financing the Future” project, Impact Economy network, including Coalition of Community Development Financial Institutions

8. Align workforce development systems with industry, including manufacturers

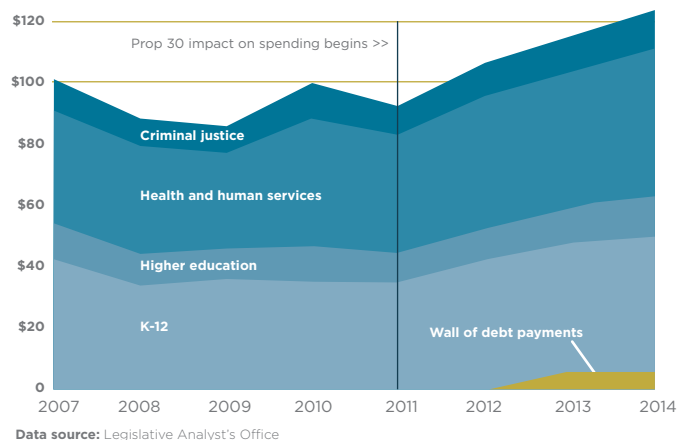
- **Higher Ed:** Community Colleges Chancellor's Office, California State University, University of California, University Economic Development Association
- **K-12:** State Department of Education, K-12 regional representatives, Linked Learning Alliance, Association of California School Administrators, California School Boards Association
- **State agencies:** GO-Biz (California Competes, Permit Assistance, iHubs), CalWORKs, Department of Rehabilitation, Department of Veterans Affairs, Department of Housing and Community Development
- **Regions:** Workforce Investment Boards, Regional consortia, private colleges, equity groups (California Community Economic Development Association), Small Business Development Centers
- **Open data:** Government Operations Agency
- **Labor:** United Food and Commercial Workers, State Building & Construction Trades Council of California, SEIU-United Healthcare Workers West, California Alliance for Jobs
- **Federal:** National Standards Certification Board

9. Integrate state climate adaptation efforts in next update of the AB 32 Scoping Plan to ensure sustainable land-use, infrastructure development, and drought preparedness

- **State agencies:** Strategic Growth Council, Department of Water Resources, State Water Resources Control Board, Public Utilities Commission, Department of Housing and Community Development, I-Bank, Treasurer's Office
 - **Regions:** Metropolitan Planning Organizations, water agencies
 - **Federal:** U.S. Department of Agriculture
 - **Plans:** California Climate Adaptation Strategy, California Goods Movement Action Plan, regional adaptation strategies, Environmental Goals and Policy Report, California Water Action Plan, Energy Efficiency Strategic Plan, California Biomass Energy Plan, AB 32 Scoping Plan, and Cap and Trade Investment Plan
 - **Private investors**
- ### 10. Increase data-driven decision-making at all levels of government. Expand use of open data to drive efficiencies & innovation, create jobs in new sector
- **Data-driven decision-making:** Strategic Growth Council
 - **Open data:** Government Operations Agency, GO-Biz, City of Los Angeles

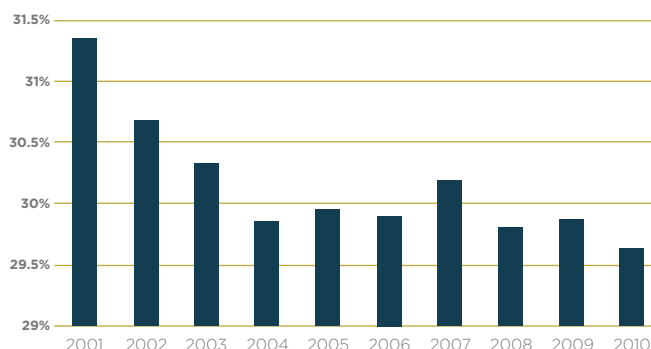
STATE SPENDING DURING THE RECOVERY

General fund and special fund spending climbing again



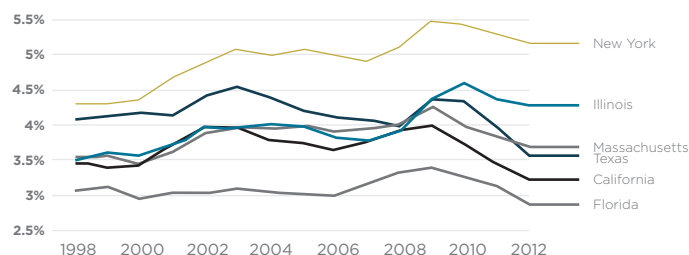
STATE FUNDING FOR CAREER TECHNICAL EDUCATION

Declining funding over last decade as a percentage of full-time students



K-12 SPENDING BY PERSONAL INCOME

California lags behind peer states



TRANSPORTATION FUNDING

Dramatic decline project in state and local investment

