



2021 ROADMAP TO SHARED PROSPERITY

LEADING RESILIENT REGIONS

CALIFORNIA STEWARDSHIP NETWORK



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CALIFORNIA STEWARDSHIP NETWORK



#CAECONOMY

LEADING RESILIENT REGIONS

California — recognized globally for its diverse and inclusive communities, its unparalleled innovation economy and its stunning natural beauty — is reeling from the impacts of a disturbing and distressing past year.

Lives, livelihoods and businesses have been lost during a global pandemic and the economic crisis it precipitated. Communities have been threatened or sickened by an intense wildfire season, the worst on record. And the ongoing injustices of systematic racism again brought people to the streets to call for change.

Now is the time to reimagine a California that is more equitable and resilient, a state where we redress the racial and economic inequities that have made the California Dream increasingly elusive for far too many. This will require unwavering collective action and creative steward leadership to move forward solutions that balance racial and economic equity, environmental stewardship and the creation of economic opportunity.

We must answer the call to reimagine the state we need and that our children and future generations deserve.

Each year California Forward and the California Stewardship Network host the California Economic Summit to support statewide dialogue and develop collaborative actionable solutions.

This *2021 Roadmap to Shared Prosperity* outlines the priorities for the coming year as identified by our many partners in the Summit network. In the coming year, the network will work in partnership with the Administration and the Legislature to implement these actions and to help achieve a more equitable and inclusive state where all can prosper.

FORGING INCLUSIVE AND EQUITABLE ECONOMIES

In 2019, we embarked on an effort — Regions Rise Together — in partnership with the Governor’s Office of Business and Economic Development and Office of Planning and Research to listen to and understand the unique challenges, assets and opportunities throughout California’s diverse regions.

Since then, this effort has grown into a movement to reimagine and rework our distinct regions, bringing sectors, industries and community voices together to develop shared economic agendas for growth.

In 2021, Regions Rise Together has taken on added urgency as a model for inclusive regional economic planning that is necessary in the wake of the recession. We will continue to support regional initiatives underway in the Salinas Valley, Kern County, North San Joaquin Valley, Greater Sacramento, Fresno, and emerging regional developments in the Imperial Valley, Southeast Los Angeles County and the Redwood Coast.

Doubling-down on inclusive economic planning efforts with equity at their center is one way we will move the state forward.

“How will we emerge from this moment? Will the chasm from inequity scope further, deeper and wider, or will we build a more just and equitable state for all Californians?”

—**Jacqueline Martinez Garcel, CEO, Latino Community Foundation and CA FWD Leadership Council member**

DEEPENING OUR COMMITMENT

The California Economic Summit's priorities are directly responsive to today's challenges. From expanding home ownership and stewarding resilient and productive landscapes, to bridging the digital divide and planning regional inclusive economies, the Summit is the only place of its kind where cross-sector leaders come together each year to develop a shared economic agenda to move the state forward.

These priorities deepen California Forward's commitment to inclusive and sustainable growth by supporting interrelated policy areas that help all Californians across the state's regions prosper. These policy areas are inextricably linked — one is not independent of the other — and all are critical to the California Dream:



**Housing
for All**



**Equitable
Communities**



**Ecosystems
& Climate
Resiliency**



**Thriving
Economies**



**Education
Cradle to
Career**



**Connecting
California**

We move these areas forward with the strength of our collaborative approach — including the California Stewardship Network, the California Economic Summit network, and our Young Leaders Advisory Council — and we measure our progress with the California Dream Index.

“There’s no other state that attaches itself to a dream. There’s a reason it’s the California Dream, because the future happens here first.”

— Governor Gavin Newsom, State of California

“Equity is the new key to economic progress.”

— Michael Wiafe, CA FWD Young Leaders Advisory Council

“We don’t want to go back to a normal that did not work for so many, we don’t want to go back to that level of inequality.”

— Dr. Manuel Pastor, University of Southern California



CALIFORNIA DREAM INDEX

Launched at the 2020 California Economic Summit, the [California Dream Index](#) measures 10 key indicators of economic mobility, social security and inclusion over time. With the ability to analyze data by race and ethnicity, geography, income, and educational attainment, the index allows for “apples to apples” comparisons by county and region to better assess progress as well as view the interconnectivity of the indicators throughout the state.

THE 10 INDICATORS MEASURE:



Air Quality



Broadband Access



College & CTE Certifications



Affordable Rent



Prosperous Neighborhoods



Short Commutes



Early Childhood Education



Income Above Cost of Living



Home Ownership



Clean Drinking Water

The index consists of three parts: A tool for comparing key indicators, a portal linking to granular region- and issue-specific indices and a robust community of practice creating evidence-based public policy that address the state’s most pressing challenges.

The overall California Dream Index rose or stayed flat in all of California’s regions from 2010 to 2019 with the exception of the Redwood Coast which slightly declined. The Sierra Nevada counties near Lake Tahoe saw the greatest gains during those years.

The index also shines a light on racial disparities and our work to redress them. In 2010, California Latinos had 19% lower broadband adoption than the state as a whole. Since then, there has been marked progress. In 2019, Latinos had 83% broadband adoption compared to 87% for the state as a whole, yet more needs to be done.

Despite a decade of economic growth, the percentage of Californians that have affordable rent has stagnated, with only 44% of renters paying less than 30% of their income on rent in 2019.

If we are to achieve a truly equitable California, we must be accountable. The California Dream Index is a powerful tool to help hold policymakers, decision-makers and ourselves accountable for progress.

“The indicators are really terrific. It’s so helpful to be able to cut the data by year, region, county, race, ethnicity, and more. Learning from each other is so key to progress.”

— **Debbie Chang, President and CEO of the Blue Shield of California Foundation during the introduction of the Index at the 2020 California Economic Summit**



VOICES OF SHARED PROSPERITY

Enacting lasting change requires continuous attention, informed decisions and deliberate actions. Fortunately, California counts with a wealth of leaders who are committed to helping more Californians achieve the California Dream. Our [Voices of Shared Prosperity](#) series amplifies the stories of Californians who are committing their time and talent to solutions that embrace equity, the environment and the economy to help more Californians experience shared prosperity.



Marian Kaanon, President & CEO of the Stanislaus Community Foundation, describes how she approaches changing the status quo and the importance of cross-sector collaboration.

"I know that real change comes when consensus is reached. That's not easy to do when we are as polarized as we are today on the right and on the left. I think leading from the center and including everyone is the way to make a difference."

Kaanon is continuing to improve opportunities for the residents of Stanislaus County with an ambitious two-year work plan.

[READ THE STORY](#)



Councilmember Eric Guerra represents Sacramento City Council District 6, one of the city's most ethnically and socio-economically diverse districts. While he celebrates the rich culture and progress made in the city, glaring health disparities in the wake of COVID-19 and protests in response to the nation's historic racial inequities remind Councilmember Guerra of the critical importance of community investment and shared vision.

"If you truly believe that a rising tide lifts all boats, then we have to make sure we focus on that. It's not just about pouring all of the money into fixing one boat."

Looking toward the future, Councilmember Guerra is focusing on creating a new vision for his district and using community-based approaches to create sustainable solutions.

[READ THE STORY](#)



READ THESE AND OTHER STORIES AT [CAFWD.ORG/VOICES](https://www.cafwd.org/voices).



Tia Boatman Patterson, executive director of the California Housing Finance Agency (CalHFA), experienced homelessness, public housing, and homeownership before she completed junior high school. “That was probably the foundation of my understanding of a sense of community and a sense of housing and [the value] of what stable housing provides in your life.”

“I’ve been able to guide the policies with a shared lived experience and an eye toward equity and inclusion.”

Boatman Patterson is a leader of the Expanding Home Ownership work group for the [2020 California Economic Summit](#). She continues to invest her expertise and experience in the development of socially inclusive and equitable communities for all Californians.

[READ THE STORY](#)



Ellinor Arzbaecher, a climate activist and member of CA FWD’s Young Leaders Advisory Council, reflects on the urgency to reimagine a more sustainable future.

“This is really the chance to change it all. We’ve been saying for so long that we can’t have business as usual or that we can’t keep doing what we were doing. Everything is basically at a standstill now and we don’t have to go back to the way things were before and we can make differences now.”

Arzbaecher continues to provide leadership and support on issues related to environmental and social justice and uses her platform to explore ways to educate people and inspire others to examine their priorities.

[READ THE STORY](#)

HOUSING FOR ALL

EXPANDING HOME OWNERSHIP

Creating wealth through racial and geographic equity in affordable home ownership

Homeownership has traditionally been the primary vehicle for middle class prosperity, an investment that creates opportunity for future generations. In California, however, homeownership is increasingly out of reach for all but the highest earners in the state. A history of systemically racist policies coupled with a present day housing shortage has driven up the cost of housing overall and put homeownership out of reach for far too many.

California's commitment to racial justice and economic inclusion are meaningless without dramatic changes that make homeownership a possibility for marginalized racial and economic communities. The primary mechanism for achieving this will be building more homes that are affordable by design.

Together, we will work to ensure that increasing affordable homeownership opportunities are a part of California's housing conversation.

2021 Priority Actions

- **Issue data-driven recommendations to inform state and local agencies, and other stakeholders to meet production targets as required by the Regional Housing Needs Assessments process.** The analysis will include price points and housing typologies that are affordable to moderate income households in each region, as well as recommendations on increasing the supply of housing that is affordable by design.
- **Support legislation allowing for commercially zoned sites to be redeveloped for housing.** The changing nature of retail has been accelerated by the pandemic, and allowing housing to be developed on underutilized commercial spaces will help spur production and reduce California's housing shortage by unlocking much needed land, oftentimes in prime locations.

Group Leads

- » **Darius Assemi**, Granville Homes
- » **Jennifer Hernandez**, Holland & Knight
- » **Jennifer LeSar**, LeSar Development Consultants
- » **Tia Boatman Patterson**, California Housing Finance Agency
- » **Lori Gay**, Neighborhood Housing Services of Los Angeles County



Learn more at: cafwd.org/homeownership





EQUITABLE COMMUNITIES

PLANNING REGIONAL INCLUSIVE ECONOMIES

Creating equitable economies through inclusive development

Regions-based strategies for inclusive, sustainable and equitable economic growth remain a core priority for 2021. The need to confront the disparate impacts of COVID-19 has never been more urgent. Building on the Regions Rise Together initiative and the legislative framework originally introduced through AB 3205 (Assemblymember Salas), which sought to create the Regions Rise Grant Program, we will continue to advance a state framework that supports local planning and community engagement processes centered in equity, collaboration and inclusivity. By leveraging regional assets and opportunities to address a region's specific challenges, as well as encouraging cross-sector and inclusive collaboration, regions can create economic resiliency.

* 2021 Priority Actions

- **Sponsor the legislative reintroduction of the Regions Rise Together Grant Program, AB 106 (Salas)**, emphasizing interconnectivity, collaboration and equity to help regions create economic recovery strategies in the wake of COVID-19.
- **Support regional planning processes centered in equity and inclusivity** including advancing initiatives and programming in Bakersfield, Fresno, Greater Sacramento, Inland Empire, Northern San Joaquin Valley, Salinas Valley and San Diego.
- **Lead the 2021 Regions Rise Together initiative and support emerging regional developments in the Imperial Valley, Redwood Coast and other regions.** Regions Rise Together is an initiative of the Governor's Office of Business and Economic Development (GO-Biz), the Office of Planning and Research, California Forward and our California Stewardship Network, and a number of local and regional leaders to ultimately achieve inclusive and sustainable economic growth across all of California.

Group Leads

- » **Bruce Stenslie**, Economic Development Collaborative
- » **Michelle Decker**, Inland Empire Community Foundation



Learn more at: cafwd.org/inclusiveeconomies





ECOSYSTEMS & CLIMATE RESILIENCE

EMPOWERING RESILIENT AND PRODUCTIVE LANDSCAPES

Meeting climate goals by reducing wildfire risk and supporting rural communities

California's wildfire crisis continued its destructive march in 2020, leading to the state's largest wildfire season on record. Building on the principles of [California's Wildfire Crisis: A Call to Action](#), we must work to shift the state's primary focus from reactive fire suppression and recovery to the proactive reduction of risks and restoration of resilient forests, watersheds, working landscapes, and ecosystems. The opportunity to build new and innovative wood product industries to enhance forest and environmental health will also be critical in creating resilient rural communities.

* 2021 Priority Actions

- **Support the immediate scaling of state investment over the next two years in wildfire reduction and forest restoration.** Reducing wildfires and restoring forest health can help safeguard more than 11 million Californians who live in harm's way and improve public health and safety.
- **Support legislation and policies to drive long-term funding and action-oriented solutions,** including enhancing forest and watershed resilience, building new and innovative wood products industries and strengthening rural economies.
- **Identify on-the-ground projects** with potential for landscape-scale resilience building, expansion of innovative wood product industries, and development of diversified economic stacking models to champion through legislative, policy and coalition-building channels.

Group Leads

- » **Glenda Humiston**, University of California Agriculture and Natural Resources
- » **Greg Norton**, Rural County Representatives of California
- » **Bill Tripp**, Karuk Tribe Department of Natural Resources



Learn more at: cafwd.org/resilientlandscapes





THRIVING ECONOMIES

INVESTING IN SMALL BUSINESSES OWNED BY PEOPLE OF COLOR

Redressing racial inequity through access to capital

As California rebuilds its economy, it is critical to create recovery pathways for small businesses owned by people of color (POC) in order to achieve an inclusive economy across our regions. POC start businesses at higher rates than other demographics, yet they often face barriers and lack connection to needed resources and affordable capital to achieve their full growth potential. The lack of affordable and accessible capital, as well as the negative impact of high-cost or predatory financial products, limit growth of these firms, especially Black and Latino-owned businesses and businesses in communities with limited access to mission-based lenders, technical assistance and financial institutions.

* 2021 Priority Actions

→ **Issue recommendations to guide Community Development Financial Institutions, governments, financial institutions, and other capital providers** to help strengthen businesses by transforming pathways to capital and addressing social, racial, and institutional systemic issues. The recommendations encompass changes needed at both the financial system and provider levels, recognizing that affecting meaningful change and expanding outreach to POC-owned small businesses will require bringing all stakeholders to the table.

Group Lead

» **Isabella Casillas Guzman**, Governor's Office of Business and Economic Development (GO-Biz)



Learn more at: cafwd.org/smallbusiness

ADVANCING MANUFACTURING

Empowering California manufacturing to create sustainable quality jobs

If the United States is to thrive in the 21st century and create a more equitable economy, California must lead the way. With more people employed in the manufacturing sector than any other state, California must upskill its manufacturing workforce to thrive and capitalize on existing opportunities to create better products and processes. At the same time efforts must be pursued that lower GHG emissions and pollutants to improve California's climate and environmental health. Leading a transition to a sustainable low carbon economy with manufacturing at the forefront will take both top-down leadership by state and national leaders and bottom-up leadership by local, regional and organizational leaders within a more integrated manufacturing ecosystem.

* 2021 Priority Actions

→ **Work with the Newsom Administration to establish and fund a California Sustainable Manufacturing Council** with regional affiliates led by the Governor's Office of Business and Economic Development (GO-Biz) to create a consistent and beneficial policy for a thriving California manufacturing ecosystem.

→ **Support the training and upskilling of workers** within a strategic plan tied with the Commission on the Future of Work and efforts to increase worker engagement and empowerment.

Group Leads

» **Matt Bogoshian**, American Manufacturing Communities Collaborative

» **Lance Hastings**, California Manufacturers & Technology Association



Learn more at: cafwd.org/manufacturing



EDUCATION CRADLE TO CAREER

STRENGTHENING EDUCATION CRADLE TO CAREER

Creating an integrated and equitable education system from cradle to career

The California Cradle to Career (C2C) coalition was formed to build on the coordinated services and collective impact work of California's Promise Neighborhoods and StriveTogether Networks. From prenatal care through college or career, the C2C Coalition works to build and expand coordinated and integrated education, social service, workforce development and neighborhood development programs and services in neighborhoods and regions to better serve children and families. Through a process of shared community vision, evidence-based decision making, collaborative action, investment and sustainability, the C2C model has also proven to be crucial to helping families and communities recover from the pandemic recession.

* 2021 Priority Actions

→ **Advocate for funding and support the expansion** of the Cradle to Career data-driven integrated service delivery model throughout California.

Group Leads

- » **Pete Weber**, California Bridge Academies
- » **Josh Davis**, StriveTogether



Learn more at: cafwd.org/cradletocareer



PROVIDING MEANINGFUL CAREER PATHWAYS

Connecting the next generation to work-based learning opportunities

Work-based learning opportunities are critical to the future of students and their ability to secure good paying jobs. Instituting the regional employer engagement prototype that compliments and modernizes the education and training systems to support the rapidly changing needs of California's students and businesses while meeting the distinct needs of regional economies is an ongoing process that requires continued engagement from a diverse group of stakeholders.

* 2021 Priority Actions

→ **Advance the implementation of a regional, scalable, data-driven prototype for employer engagement with community colleges** meant to address systemic barriers students face in accessing work-based learning and job placement opportunities, while strengthening relationships between colleges, employers, industry associations and regional business intermediaries like local economic development corporations. With a focus on data-driven regional industry, occupational needs, and place-based student needs, the prototype will help evaluate student success and enable these systems to move more quickly and at scale to unlock the potential of Californians served by the community college system.

Group Leads

- » **Bill Allen**, Los Angeles County Economic Development Corp.
- » **Marty Alvarado**, California Community Colleges Chancellor's Office
- » **Jessica Ku Kim**, Los Angeles County Economic Development Corp.
- » **Sheneui Weber**, California Community Colleges Chancellor's Office



Learn more at: cafwd.org/careerpathways





CONNECTING CALIFORNIA

ENSURING BROADBAND FOR ALL

Bridging the digital divide

California is facing a digital crisis, with far too many residents left without adequate and affordable broadband service. The crisis has been exacerbated by the pandemic, as witnessed by the vast, unmet broadband needs of people of all ages seeking to engage in online learning, work at home, tele-healthcare, and remote access to employment, economic and human services. With one in eight families in California disconnected and nearly one million school-aged children with no internet connection, the lack of access is creating additional hardships during a time when connectivity is more essential than ever. As the [California Dream Index](#) shows, broadband access is less accessible for Black, Latino and tribal communities in California. California Forward, the Summit network, and a broad coalition of partners have developed [priority principles](#) to increase statewide broadband access and adoption in both rural and urban areas.

* 2021 Priority Actions

- Support the development and implementation of the State Broadband Action Plan.
- Support bi-cameral action to close the digital divide, including SB 4 (Senator Gonzalez), AB 14 (Assemblymember Aguiar-Curry) and related efforts to secure funding streams, prioritize access for unserved and underserved communities, and remove barriers for accelerating deployment and adoption.
- Support innovative new models for deployment and strategies that leverage federal and private funding. Working in partnership with broadband consortia, regional and local governments, anchor institutions, providers and others, the Summit will host a webinar series to explore new solutions.

Group Leads

- » Eduardo Gonzalez, CSU Fresno Office of Community & Economic Development
- » Trish Kelly, Valley Vision
- » Jason Schwenkler, CSU Chico
- » Sunne Wright McPeak, California Emerging Technology Fund



Learn more at: cafwd.org/broadbandforall

“This pandemic must be a call to action. A call to action for economic development and equality in all communities. A call to invest. What we know is this, when we invest in high-speed broadband internet, we are investing in the communities of greater need.

— State Senator Mike McGuire





CONNECTING CALIFORNIA

INCREASING COMMUNITY INVESTMENT

Immediate economic stimulus by funding housing and infrastructure

The fiscal impact of the COVID-19 pandemic has hit local government budgets particularly hard. An equitable recovery for all Californians will require the use of new governance structures and financial tools that can provide the fiscal resources and coordination necessary to support resilient economic growth throughout the Golden State.

* 2021 Priority Actions

→ **Advocate for economic development tools** that accelerate investments in the built environment and talent development pipeline as laid out in [“The Need for Equitable Economic Revitalization”](#) white paper, including the creation of Public Investment Authorities to facilitate the bundling of state and local revenues for investment.

Group Leads

- » **Matt Horton**, Milken Institute
- » **Mark Pisano**, USC Sol Price School of Public Policy



Learn more at: cafwd.org/communityinvestment



VEHICLES FOR CHANGE

Emerging Issue: Climate Resiliency, Energy Policy and a Just Economic Transition

California is a world leader in responding to climate change by setting goals to curb emissions and transition to less carbon-intensive energy sources. Most recently, Governor Gavin Newsom issued an Executive Order requiring sales of all new passenger vehicles to be zero-emission by 2035.

With this backdrop, the 2020 California Economic Summit hosted a number of crucial conversations related to climate resiliency and energy policy:

- » In Building a Better State as part of the main program, Kate Gordon, head of the California Office of Planning and Research, Alvaro Sanchez of the Greenlining Institute, and Caroline Choi of Edison International agreed the transition to carbon neutrality must be sustainable, resilient and equitable.
- » Energy Pathways to a Sustainable Future, hosted by California Forward, explored opportunities for the state to more immediately address the urgent crisis of climate change through adopting and implementing an “all of the above” energy policy strategy.
- » The California Resiliency Challenge, hosted by Southern California Edison, highlighted a statewide initiative of the Bay Area Council Foundation that helps communities across California improve their

resilience to climate change. Last year the Challenge awarded adaptation grants to 12 communities whose proposals were chosen for their innovation, replicability and social equity.

- » Carbon Capture Storage: Early Learnings and Opportunities for California brought together experts from the energy industry, academia and the state’s policy arena to assess how carbon capture and storage technologies can play a role in helping California achieve its carbon reduction and resiliency goals, while supporting regional economies and a more just and equitable energy transition.
- » The Alliance of Regional Collaboratives for Climate Adaptation (ARCCA) hosted a discussion with leaders throughout the state to engage them in their mission of building livable communities that are resilient to climate impacts while enhancing public health, protecting natural systems, and building strong regional economies.

In 2021, Summit leaders will explore integrating these efforts with those of working groups — like Empowering Resilient and Productive Landscapes and Advancing Manufacturing — that have had energy production, costs, and carbon capture at the center of their agendas. The goal is to develop a powerful strategy for collective action to address climate change and the state’s energy needs from a triple-bottom-line perspective.

The Next Generation: Young Leaders Advisory Council

California is home to one of the nation’s most diverse populations; however, too many Californians are not engaged in any of the state’s policy-making processes. Currently, Millennials are underrepresented and Gen Zers are unrepresented in the Legislature. The state’s representation does not mirror the population and lacks valuable input from the communities it is responsible for serving.

The 2020 California Economic Summit welcomed the inaugural cohort of CA FWD’s Young Leaders Advisory Council. This talented group of students and early professionals come from all around the state, bringing their valuable diversity in experiences, perspectives and backgrounds. Although these young leaders have many individual differences, they share the same goal — to help move California forward.

Council members immersed themselves in Summit work groups and showcased their priority areas on the 2020 Summit mainstage.

During the Summit, Council members presented on topics including:

- » Expanding Home Ownership
- » Ensuring Broadband for All
- » Providing Meaningful Career Pathways

Council members will continue to work on these and other issues that uniquely impact young Californians through 2021. In early 2021 they will issue a Call to Action to support equity and community involvement as foundational components of all forms of community and economic development. The Council urges current leaders and policymakers to create space at the decision-making tables for intergenerational collaboration. They also seek to expand service to communities that have historically been excluded from the economic and community development conversation, despite being the target population of many of these discussions.

Financing the Future: Capital Markets Task Force

There are currently trillions of dollars moving in the global financial market place; however, the conventional capital market mechanisms for investing wealth for positive change are inefficient, creating a bottleneck between capital that wants to move to regenerative project investment structures and the projects themselves.

The goal of the Capital Markets Task Force is to remove the bottleneck by identifying, connecting and creating innovative mechanisms for increasing the flow of capital to regenerative, place-based economic development solutions across the state that address our greatest challenges in agriculture and food systems, housing, business development and social equity.

In 2021, the work continues by listening to state, regional and local leaders to identify ways to increase the flow of capital through a wide variety of community finance toolkits by:

- » Evaluating funding and capacity gaps, and supporting economic growth through enhanced place-making and infrastructure project development.

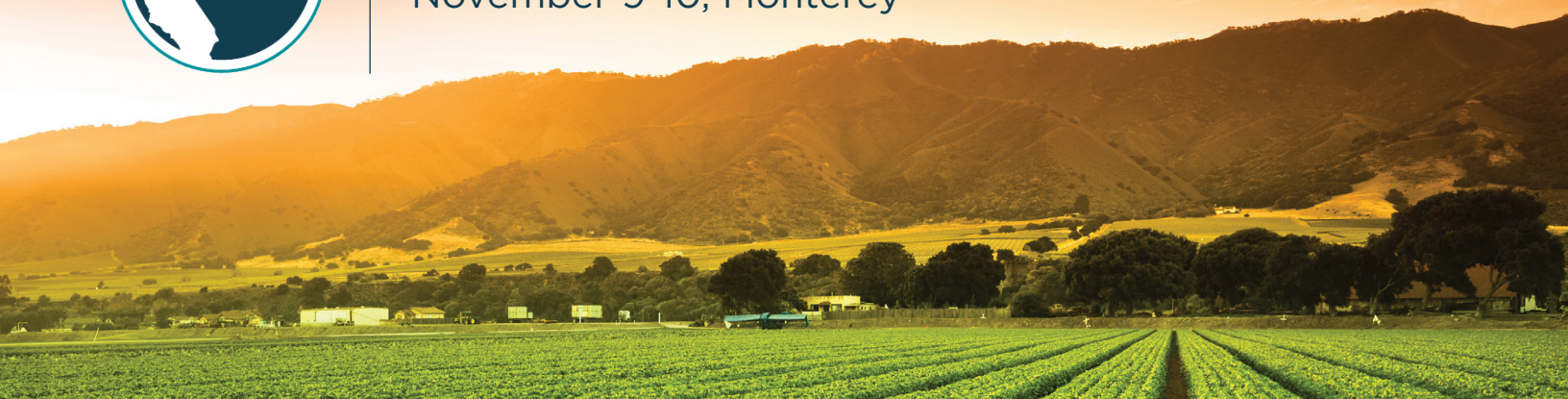
- » Building on existing efforts and new approaches to create and implement a framework to further enable institutional and individual investors to bring capital to California at scale in local, regional and state financial institutions and investments to align investors with the goals of triple-bottom-line economic development.
- » Coordinating the wide range of financial structures currently in use, exploring the many opportunities to scale and replicate successes, and further enabling billions of dollars to address state and local priorities.

Each region of the state has unique needs which require different approaches. A statewide network linking region to region is essential to produce tangible outcomes and to create a more resilient and equitable California for current and future generations.



2021 CALIFORNIA ECONOMIC SUMMIT

November 9-10, Monterey



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