



2016 ROADMAP TO SHARED PROSPERITY: The one million challenges

California's economy may be growing steadily—but so, too, are the complex challenges facing the state.

More workers than ever have jobs, but wages aren't keeping pace with the cost of living, the gap between rich and poor is widening—and sky-high housing prices are hampering millions of families' upward mobility. The next generation of investments in economic development will have to be made in a time of climate change—in a constantly shifting global economy—and successfully balance the jobs, transportation, and housing every region needs.

This is the purpose of the **2016 Roadmap to Shared Prosperity**. In its first four years, the Summit network of business, equity, environmental, and civic organizations has rallied around a strategic vision for sustainable economic growth—and built a track record of advancing the shared goals of the state's economic regions. For California to prosper, the Summit believes progress must be accelerated in three key areas.

These are the One Million Challenges. In the next decade, private, civic, and public-sector leaders have pledged to work together—and hold themselves accountable—to produce:

- 👤 **ONE MILLION MORE SKILLED WORKERS**
- 🏠 **ONE MILLION MORE HOMES**
- 🌊 **ONE MILLION MORE ACRE-FEET OF WATER**

While other groups are also working toward these goals, the Summit is unique in championing solutions that meet the triple bottom line—simultaneously growing the economy, improving environmental quality, and increasing opportunity for all.

As the Summit coalition continues to grow in size, depth, and diversity, the 2016 Roadmap offers a set of action plans for accomplishing these goals—and for expanding prosperity for all Californians.

"The biggest thing I value...is that people are actually committing to doing something as opposed to giving speeches and talking about it."

—CALEB ROOPE, CEO, THE PACIFIC COMPANIES

WHAT THE SUMMIT HAS ACCOMPLISHED:

Since the first Summit in 2012, a network of more than 700 experts and practitioners have worked together on action teams to develop, advocate, and implement ideas for advancing prosperity. Their achievements include:

- **Increased investments in workforce training**
- **Enhanced infrastructure financing tools**
- **Expanded manufacturing partnerships**
- **Targeted funding for affordable housing**

83%

of participants surveyed at the 2015 Summit agreed the effort is making a real difference in accelerating collective action.









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THE ONE MILLION CHALLENGES: AN OVERVIEW

For all of its recent progress, California will need to work even smarter to achieve broadly shared and sustainable prosperity—and to close the persistent gaps in employment, education, and opportunity that threaten the state’s legacy of environmental innovation, economic growth and upward mobility.

In 2015, the California Economic Summit crafted a strategy for moving the state toward this triple bottom line: **The Roadmap to Shared Prosperity** outlined a broad agenda for integrating the essential elements of sustainable and equitable development.

This updated 2016 Roadmap identifies three essential areas where progress must be accelerated in the year ahead. To thrive in the next decade, California must produce:

 <h2>ONE MILLION MORE SKILLED WORKERS</h2>	<h2>SUMMIT PROGRESS</h2> 
<p>To restore upward mobility and meet employers’ needs, California needs one million more graduates with bachelor’s degrees and one million more workers with middle-skilled credentials over the next 10 years.*</p> <p>With wages stagnating and income inequality rising—and millions of Californians struggling to make ends meet in low-wage jobs—industries from health care to manufacturing still can’t find the skilled workers they need. The California Economic Summit has set an ambitious goal of improving this workforce pipeline and closing this looming “skills gap.”</p>	<p>For three years, the Summit has supported investments in career technical education—and better alignment between workforce training programs and employers. As a member of the 2015 California Community Colleges Task Force on Workforce, Job Creation, and a Strong Economy, the Summit ensured these ideas were included in the group’s final recommendations.</p>
 <h2>ONE MILLION MORE HOMES</h2>	<h2>SUMMIT PROGRESS</h2> 
<p>With supply falling far below demand, California needs to build one million more homes for low- and middle-income Californians in the next 10 years.**</p> <p>State resources are constrained, however, and communities face numerous obstacles to building more homes close to jobs and transit—from uncertainty around infrastructure financing to lengthy approval processes. In 2016, the Summit will lead a comprehensive effort aimed at reducing the costs—and increasing the supply—of housing for Californians.</p>	<p>In 2015, the Summit developed a housing agenda highlighting a set of land use and regulatory changes that could increase housing production. A Summit team also helped craft a new local financing tool to fund housing development, supporting passage of two bills (SB 628, 2014) and (AB 313, 2015) that expanded the powers of Enhanced Infrastructure Financing Districts.</p>
 <h2>ONE MILLION MORE ACRE-FEET OF WATER</h2>	<h2>SUMMIT PROGRESS</h2> 
<p>Even before the drought, Californians were using more water each year than the state’s infrastructure can sustainably supply. To create a reliable and environmentally-sound water supply—for residents, businesses, and farms—California needs to conserve, capture, and re-use one million more acre-feet of water each year for a decade.***</p> <p>The Summit can contribute to this daunting challenge by helping state and regional leaders accelerate progress toward integrated water projects within watersheds that capture stormwater and replenish groundwater, improve efficiency and reuse, and reduce flooding and water pollution.</p>	<p>Since supporting passage of the 2014 water bond, the Summit has worked with water agencies to encourage more comprehensive governance of the state’s fragmented water system. Summit teams are also working to better connect land use planning and water management—and to advance the use of new local financing tools that allow more communities to pay for local water projects.</p>

* Source: California Community Colleges Task Force on Workforce, Job Creation, and a Strong Economy, 2015
 ** Source: “How California’s Housing Market Is Failing to Meeting the Needs of Low-Income Families.” California Housing Partnership Corporation, 2014
 *** Source: California Water Plan, Update 2013

LINKING LEADERS AND SOLUTIONS: HOW TO GET THERE

How will the Summit accomplish these goals? By expanding on a successful collaboration that—in only four years—has contributed to major state investments in workforce training, developed new ways to pay for infrastructure, and built a growing partnership with the California State Assembly Committee on Jobs, Economic Development, and the Economy.

Since 2012, the Summit has grown into the largest coalition of public, private, and civic leaders committed to sustainable growth in California. More than 700 experts and practitioners from business, government, equity, and environmental groups collaborate on action teams committed to the triple bottom line. These teams have crafted a set of action plans for meeting the One Million Challenges.



2016 ACTION PLAN

To ensure the Task Force's recommendations result in more young people getting the skills they need, the Summit will **support the formation of regional civic organizations** dedicated to accelerating implementation of the Task Force proposals—including strategies that prepare more Californians for careers above minimum wage. These organizations will have three functions:

1. **Align public and private partners on goals, strategies, and metrics to help young Californians be prepared for meaningful careers.**
2. **Encourage coordination and effectiveness—and create accountability for results—to meet the needs of students and employers.**
3. **Develop and advocate for incentives that drive improvements in programs and improve job placements.**



2016 ACTION PLAN

Building on its recent successes, the Summit will seek to **develop a coalition capable of dramatically increasing housing development** in 2016—expanding resources for affordable housing and increasing production of all types of housing near transit and jobs. The Summit will focus on four activities:

1. **Make the case for increased production by demonstrating how housing adds value to communities.**
2. **Develop a legislative agenda for accelerating housing development—and reducing housing costs.**
3. **Explore new ways to pay for affordable housing—from dedicated state funding to local financing options.**
4. **Share innovative strategies where local policies have increased all types of housing stock.**



2016 ACTION PLAN

The California Water Plan highlights the need for integrated water management, but the state still lacks a governance and finance system that supports these critical investments. To accelerate regional efforts to develop projects across watersheds, the Summit will work with regional partners to **identify innovations for expanding integrated water management**. This effort will:

1. **Develop and advance integrated regional and watershed management solutions that connect headwaters and users, as well as urban and rural communities.**
2. **Focus on new approaches to funding and financing integrated solutions.**
3. **Identify limitations—and advocate for changes—in law or practice that prevent interagency coordination and alignment.**





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Action Team Leads

More than 700 experts and practitioners are working through the Summit on action teams committed to the triple bottom line. In 2016, these teams and their leaders are supporting efforts to meet the One Million Challenges:

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