

# next economy

---

## CAPITAL REGION PROSPERITY PLAN

---

### ACCELERATE JOB CREATION AND NEW INVESTMENT IN CALIFORNIA'S CAPITAL REGION

The Capital Region of California, covering El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties, is joining together to pursue a competitive and strategic economic development agenda to bring about resiliency, vitality and a wide range of new opportunities for job creation, innovation and increased investment.

---

## 2013–2017

*prepared by Valley Vision and the Center for Strategic Economic Research, March 2013*

---

## A MESSAGE FROM THE NEXT ECONOMY LEADERSHIP GROUP

**Next Economy** is a business-led, volunteer-driven regional endeavor that strives to transform a \$97 billion annual economy that has suffered widespread hardship and a lagging recovery into one that is diversified, robust and sustainable. Recognizing that competition in today's global economy increasingly occurs at the regional level, and that the Capital Region's economic advantages are narrowing under dated economic development practices, the business leadership from the Sacramento Metro Chamber, the Sacramento Area Commerce and Trade Organization (SACTO), the Sacramento Regional Technology Alliance (SARTA) and Valley Vision launched Next Economy as a collective response. This initiative uncovers competitive strengths and maps out a set of interlocking strategies to accelerate job and wealth creation and boost new investment across the Capital Region.

Given the size and complexity of the challenge, economic development activities must be strategic and synchronized if they are to have lasting impact. A series of independent, localized steps will not bring about true economic growth and prosperity for all. Broad-based job creation efforts are necessary to revive the economic health of the Region.

More than a plan, Next Economy is a movement. It aims to align regional economic development activities and focus them for maximum impact. To do so, Next Economy issues a region-wide call to action: *Mobilize private industry, government, and academic and civic leadership to focus on a set of common strategies and actions to accelerate job creation and new investment in California's Capital Region with the goals of supporting innovation and entrepreneurship, diversifying the regional economy and improving the business climate for economic growth.*

Because no single organization can accomplish the broad range of strategies and actions encompassed in the Capital Region Prosperity Plan, Next Economy challenges government leaders, educational institutions, not-for-profit economic development organizations and private industry to initiate bold new approaches to bring about economic recovery and to actively work together to make those approaches succeed. In this way, Next Economy is deliberately designed to invite direct participation from the broadest array of organizations and people possible who are committed to widespread prosperity across the Region. This Prosperity Plan aims to transform the Region's economy by mobilizing leaders around a common playbook for action, enabling organizations to select the "plays" that suit their strengths and capabilities and put them into action in ways that best fit the needs of those they serve.

In the end, success lies in ensuring that Next Economy strategies and actions are deeply integrated into organizations' work plans, with strong accountability mechanisms and champions across all segments of the Capital Region's leadership. We encourage you to take part in this important movement to accelerate job creation and investment. Together we will move the Capital Region to the Next Economy.

**Brice Harris | Martha Lofgren | Craig McNamara | Mark Otero | Susan Peters | Jim Williams**

CA Community Colleges | Brewer Lofgren, LLP | Sierra Orchards | BioWare | Sacramento County | Williams + Paddon

# CONTENTS

- 3 PART ONE: Next Economy Executive Summary**
- 10 PART TWO: Strategic Plan for Regional Joint Action**
- ◆ The challenge
  - ◆ Capitalizing on regional assets
  - ◆ A unified vision
  - ◆ Mobilizing economic stakeholders and uncovering the facts
- 16 PART THREE: Framework for Economic Growth**
- ◆ Goals, purpose and unified vision
  - ◆ Expected economic benefit
  - ◆ Capital Region core business clusters
  - ◆ Economic development ecosystem
  - ◆ Regional economic foundation focus areas
  - ◆ Implementation and regional engagement
  - ◆ Governance
- 23 PART FOUR: Capital Region Economic Agenda**
- ◆ Foster a strong innovation environment
  - ◆ Increase the Region’s global market transactions
  - ◆ Diversify the economy through growth and support of core business clusters
  - ◆ Grow and maintain a world-class talent base
  - ◆ Improve the regional business climate for economic growth
- 35 PART FIVE: Implementation Plan**
- ◆ Complete Implementation Plan
  - ◆ At-a-Glance: Public Agency Engagement Areas
  - ◆ At-A-Glance: Private Industry Engagement Areas
- 66 PART SIX: Next Economy Partners**
- ◆ Resolutions of Support
  - ◆ Investors
  - ◆ Volunteer Leadership
  - ◆ Public Outreach Log

# PART ONE:

## NEXT ECONOMY EXECUTIVE SUMMARY

---

### Goals

The Capital Region Prosperity Plan lays out five overarching goals:

1. **Foster a strong innovation environment**
2. **Amplify the Region’s global market transactions**
3. **Diversify the economy through growth and support of core business clusters**
4. **Grow and maintain a world-class talent base**
5. **Improve the regional business climate for economic growth**

### A Unified Vision

By uniting job-creating activities under a common vision for regional joint action, the Capital Region is poised to shape a new reputation. **Vision**—*Within five years, the Capital Region will be widely regarded as a:*

- ◆ **Sought-after place for business growth, investment and entrepreneurship**
- ◆ **Desirable place for a quality workforce and young professionals to live, study, work, play and contribute**
- ◆ **Diverse economy renowned for its core business clusters and driven in large part by export activity**

### Strategic Economic Agenda

The Capital Region Prosperity Plan lays out five overarching goals and a set of associated long-range objectives and action-oriented strategies designed to accelerate job creation and investment. To move the Region’s Next Economy vision to reality, these strategies will be activated through a set of high-priority tactics and performance measures developed in coordination with regional stakeholders and organizations. Implementation began in the first quarter of 2013. If the Region works together to achieve these goals, it stands to benefit from an additional **35,000 new jobs** and **\$5.3 billion of output** by 2017, over and above expected business as usual performance.

## 1. FOSTER A STRONG INNOVATION ENVIRONMENT

Objective 1:

### **BOLSTER UNIVERSITY TECHNOLOGY TRANSFER AND COMMERCIALIZATION**

#### **Strategies:**

- ◆ Embed regional research, university technology transfer and entrepreneurship programs within the Region
- ◆ Identify regional industry needs and align university research capacity for new discoveries and emerging technologies
- ◆ Develop strong relationships between regional research universities and small business, financing, and incubator and accelerator programs and services on a region-wide basis
- ◆ Encourage linkages between researchers making discoveries and entrepreneurs and companies able to commercialize and deploy
- ◆ Explore opportunities for developing university-industry research centers around regional research strengths and core business clusters

Objective 2:

### **EXPAND ACCESS TO CAPITAL FOR HIGH-GROWTH COMPANIES AND SMALL AND MEDIUM ENTERPRISES**

#### **Strategies:**

- ◆ Establish a centralized access point for information about the sources of capital available across all stages of a company lifecycle
- ◆ Build new forms of debt and equity capital available to high-growth companies and small and medium enterprises
- ◆ Facilitate effective connections between funders and companies
- ◆ Strengthen relationships with external funding sources interested in regional deal opportunities
- ◆ Leverage public-sector investment power to increase the level of regional investment

Objective 3:

### **BUILD A ROBUST NETWORK OF BUSINESS INCUBATOR AND ACCELERATOR SERVICES**

#### **Strategies:**

- ◆ Link existing and emerging incubator and accelerator programs into a regional network
- ◆ Expand the scope and capacity of incubator and accelerator services based on potential market demand
- ◆ Connect emerging companies in the Region to appropriate components of the incubator and accelerator network

- ◆ Market the existence and outcomes of the incubator and accelerator network internally and externally
- ◆ Build a targeted retention effort focused on viable companies that have received incubator and accelerator services

## 2. AMPLIFY THE REGION'S GLOBAL MARKET TRANSACTIONS

Objective 1:

### **GROW INTERNATIONAL TRADE AND EXPORT ACTIVITY**

#### **Strategies:**

- ◆ Build a comprehensive regional service provider network that offers effective business assistance, financing, and targeted support services for international trade
- ◆ Market the availability and outcomes of the service provider network internally and externally
- ◆ Develop an ongoing series of foreign trade missions exclusively designed for local company export promotion
- ◆ Form strategic relationships with international business networks, existing foreign companies and foreign government agencies to identify and support international trade opportunities
- ◆ Ensure the Region's transportation infrastructure has the capacity to increase global goods movement and passenger travel

Objective 2:

### **INCREASE THE LEVEL OF FOREIGN DIRECT INVESTMENT**

#### **Strategies:**

- ◆ Enhance coordinated marketing efforts focused on foreign direct investment
- ◆ Create a diverse and effective group of lead-generation resources for priority foreign direct investment targets
- ◆ Expand the amount and frequency of foreign trade trips targeting specific companies, industry trade shows and business networks
- ◆ Develop a strategic network of service providers and regional leaders to assist with outreach efforts and foreign company prospects
- ◆ Market investment opportunities within the Region to potential foreign investors

### 3. DIVERSIFY THE ECONOMY THROUGH GROWTH AND SUPPORT OF CORE BUSINESS CLUSTERS

Objective 1:

#### FORM FUNCTIONAL BUSINESS NETWORKS AND ESTABLISH SPECIFIC CLUSTER INITIATIVES

##### Strategies:

- ◆ Recruit members from across the entire value chain to form cluster alliance groups
- ◆ Perform ongoing cluster needs assessments and facilitate effective solutions
- ◆ Develop annual cluster alliance group priorities and action plans that focus on increased jobs and investment, drive implementation of needed growth activities and monitor progress against stated objectives
- ◆ Maintain cluster-specific resource guides listing relevant regional programs, services and providers

#### Capital Region Core Business Clusters

- ◆ Advanced Manufacturing
- ◆ Agriculture & Food
- ◆ Clean Energy Technology
- ◆ Education & Knowledge Creation
- ◆ Information & Communications Technology
- ◆ Life Sciences & Health Services

Objective 2:

#### CREATE AND ALIGN TARGETED PROGRAMS AND SERVICES TO SUPPORT CLUSTERS

##### Strategies:

- ◆ Develop marketing materials to build internal and external cluster visibility
- ◆ Align regional business attraction and retention programs with cluster opportunities
- ◆ Build targeted innovation and entrepreneurship resources for cluster activities
- ◆ Explore opportunities to create formal public-private partnerships to foster and grow cluster opportunities
- ◆ Facilitate new domestic business-to-business sales and foreign exports to increase economic base activities within core clusters
- ◆ Encourage the creation of local and regional incentives that support growth of primary jobs across core clusters and other industries

Objective 3:

#### BUILD STRONG ECONOMIC FOUNDATIONS FOR SUSTAINED CLUSTER GROWTH

##### Strategies:

- ◆ Align education and workforce development efforts to address current and anticipated gaps in labor supply and demand within the clusters

- ◆ Advocate for public policy at the state and local levels that supports conditions necessary for cluster growth
- ◆ Build a robust regional network of suppliers and service providers for effective cluster operations
- ◆ Address specialized facilities and infrastructure needs that strengthen connectivity required for cluster growth

## 4. GROW AND MAINTAIN A WORLD-CLASS TALENT BASE

Objective 1:

### **CREATE MECHANISMS TO ATTRACT NEW TALENT AND RETAIN EXISTING TALENT**

#### **Strategies:**

- ◆ Establish connections between active young professionals groups throughout the Region and engage members as ambassadors in talent attraction and retention efforts
- ◆ Execute a talent-attraction campaign targeting young professionals, experienced entrepreneurs, and high-demand occupations and skills
- ◆ Implement a talent-retention strategy focusing on students and recent graduates of regional education and training programs
- ◆ Develop mechanisms to better connect new, existing and prospective students and residents to career opportunities and lifestyle assets in the Region
- ◆ Invest in the Region's cultural infrastructure as a means to retain and attract talent

Objective 2:

### **ALIGN TRAINING AND EDUCATION PATHWAYS TO INCREASE ECONOMIC PROSPERITY FOR BUSINESSES AND WORKERS**

#### **Strategies:**

- ◆ Mobilize the community to advance and support continued investment in education and related infrastructure
- ◆ Develop critical career pathways that align with core business clusters across all education and training levels
- ◆ Address critical gaps in workforce supply and demand across core business clusters and other large industry sectors

## 5. IMPROVE THE REGIONAL BUSINESS CLIMATE FOR ECONOMIC GROWTH

Objective 1:

### REMOVE ECONOMIC AND REGULATORY BARRIERS TO STIMULATE GROWTH

#### Strategies:

- ◆ Partner with the business community and other regions in the state to communicate with and influence state policymakers
- ◆ Coordinate the Region's business advocacy efforts to reduce local and regional regulatory barriers to improve the Region's business climate
- ◆ Build a proactive effort to educate elected officials and local government leaders about key business issues and industry needs
- ◆ Leverage existing regional advocacy programs and, where possible, other state associations' and prominent industry-specific lobbying efforts to influence a reduction in regulatory barriers at the state and federal levels
- ◆ Foster an effective system to respond to company-specific local-level regulatory issues
- ◆ Encourage streamlined and predictable permitting policies and procedures across all local jurisdictions in the Region
- ◆ Pursue local implementation of state and federal regulatory requirements that is uniform, streamlined and cost effective

Objective 2:

### AMPLIFY THE REGION'S VISIBILITY AND REPUTATION AMONG KEY AUDIENCES

#### Strategies:

- ◆ Mobilize a set of interlocking campaigns, aligned with the Next Economy vision, that solidify the Region's reputation as the economic, cultural and recreational capital of the State of California
- ◆ Establish a media partner network committed to publishing content that celebrates local and regional achievements internally and externally
- ◆ Establish a mechanism for collecting, assembling, coordinating and disseminating key messages and celebratory content

Objective 3:

### INTENSIFY ECONOMIC DEVELOPMENT ACTIVITIES THAT DRIVE GROWTH AND INVESTMENT

#### Strategies:

- ◆ Build a significant fund that can be used to directly invest in competitive new company locations or expansions that create high-value jobs
- ◆ Establish a formal, region-wide system to retain local companies and high-quality jobs

- ◆ Prioritize Next Economy strategies and identify strategic and coordinated funding sources for implementation of actions that offer high anticipated job and wealth creation outcomes
- ◆ Pursue opportunities with state agencies and departments that result in increased investment, procurement and/or private-sector job creation
- ◆ Educate the public and investors about the Region’s economic development activities, the value they offer and the job and wealth creation opportunities they present

Objective 4:

**DEVELOP A NEXT ECONOMY GOVERNANCE STRUCTURE THAT ENSURES IMPLEMENTATION AND ACCOUNTABILITY**

**Strategies:**

- ◆ Align strategic objectives of Capital Region non-profit organizations with a goal of collaborating on Next Economy implementation strategies
- ◆ Obtain endorsement from all cities and counties in the Capital Region of Next Economy Goals and Unified Vision, and coordinate Next Economy implementation strategies and objectives with public-agency partners
- ◆ Enact a formal agreement among principal organizations specifying roles and performance obligations toward Next Economy execution
- ◆ Track implementation progress, manage accountability, report regularly, celebrate successes and adjust strategies and actions as necessary for efficiency and maximum return on investment for economic development activities
- ◆ Examine merits associated with completion of a regionwide Comprehensive Economic Development Strategy (CEDS)

**“We are not going to be guided at the outset by those things that everyone agrees with, but rather be guided by the magnitude of potential achievement.”**

*—Roger Niello  
president & CEO, Sacramento Metro Chamber*

## PART TWO: STRATEGIC PLAN FOR REGIONAL JOINT ACTION

### THE CHALLENGE

The Capital Region of California faces an immediate challenge: **To jump-start an economy that has been hit hard by the global recession and continues to lag behind other regions in the state and the nation.**

The business leadership from the Sacramento Area Commerce and Trade Organization (SACTO), the Sacramento Regional Technology Alliance (SARTA), the Sacramento Metro Chamber and Valley Vision recognized this challenge and launched Next Economy in the fall of 2011 as a new regional initiative to uncover the six-county Capital Region's competitive strengths and map out a set of interlocking strategies that together can accelerate job and wealth creation and boost new investment.

The Capital Region Prosperity Plan sets in motion a unified economic agenda and long-range vision for widespread regional joint action. The Plan lays out five overarching goals, a set of performance-based strategies and objectives, and a detailed Implementation Plan designed to accelerate job and wealth creation and boost new investment across the Capital Region.

As a regional volunteer-driven endeavor, Next Economy aligns public and private sector economic development activities and focuses them to achieve maximum impact. By mobilizing private industry, government, academia and civic leadership around a set of common strategies and actions that prioritize job and wealth creation, the Region is best positioned to reinvigorate and diversify its economy.

Together, there exists the ability to leverage the Region's strengths and distinctive assets and to improve the economic environment in ways not possible when working independently. For this reason Next Economy is deliberately designed to invite active participation from all organizations, jurisdictions and individuals committed to job creation and economic growth.

### Capital Region

The six-county Capital Region consists of El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties, covers 23 cities, spans roughly 6,300 square miles and comprises 2.3 million residents, making it the fourth largest metropolitan region in California and the 25th largest in the United States.

The Capital Region represents a \$97 billion economy and for 10 years has been one of the fastest-growing metropolitan areas in California and the United States.

With a significant number of residents still out of work in the metropolitan area as a result of the prolonged recession and an unsettling number of home foreclosures, business closures and relocations to other regions and states, urgent and expansive job-creation efforts are necessary to revive economic health on a regional scale.

To create employment opportunities and revive regional economic health, economic development activities must be strategic and sustainable, and the Capital Region's leadership—representing private industry, government and academia together—must take swift, decisive and collaborative action to have meaningful impact.

*By aligning economic development activities and focusing resources on opportunities that generate new jobs and attract increased investment, the Region responds to the challenge it faces and will:*

**Transform the economic landscape into a diverse and robust economy that leverages the Capital Region's distinct advantages and improves conditions for the area's 70,000 businesses and 2.3 million residents.**

## CAPITALIZING ON REGIONAL ASSETS

The Capital Region has many attributes that enhance its economic vitality. With a strong civic and social infrastructure; access to world-class research, health care and educational institutions; reliable and low-cost electricity; some of the richest agricultural lands in the world and seismic stability, the Region offers a wide array of assets that can be leveraged more effectively. Among the Region's distinguishing assets are:

- ◆ **A broad and established network of educational and research institutions** includes UC Davis, Sacramento State, seven community colleges, numerous vocational, professional and private schools (including medical, law and business schools) and local campuses of colleges headquartered elsewhere in the nation. The combined enrollment of these institutions is approximately 192,000 students: a higher adult participation rate compared to other parts of the state and nation.
- ◆ **Sacramento International Airport** is one of the finest passenger airports serving Northern California. Over the past five years the airport provided services to an average of 10 million passengers annually, drawing travelers from all over the north state, and recently completed a massive \$1 billion terminal construction project that improved passenger service and created an impressive new access point from the Capital Region to the world.

- ◆ **High-quality, comprehensive health and medical services** are another distinguishing feature of the Capital Region. With a history of productive collaboration that may be unmatched anywhere in the nation, the region’s health services network—Dignity Health, Kaiser Permanente, Sutter Health, UC Davis Health System and others—continues to experience the greatest gains in the share of total regional employment. In addition, the region boasts sizable expansion of health care facilities—over 2 million square feet of new treatment and research space is nearing completion.
- ◆ **The western half of the Region is one of the most productive agricultural areas in the world** with its rare combination of clean, reliable water supplies, rich soil, ideal growing climate and local infrastructure that supports a very diverse crop mix. The Region is situated at the confluence of the Sacramento and American rivers in northern California’s expansive Central Valley and offers a variety of natural, rural and urban landscapes.
- ◆ **The Region has three of the top ten most progressive utility companies in the United States** as community providers of natural gas and electricity: Pacific Gas and Electric Company (PG&E), the Sacramento Municipal Utility District (SMUD) and Roseville Electric. SMUD has received more than \$164 million in stimulus funding for smart grid implementation, photovoltaic pilot projects and renewable-energy development programs. Both PG&E and SMUD were ranked among the top 10 “smartest” utilities in the nation by *Intelligent Utility* magazine’s annual UtiliQ analysis.
- ◆ **The Region’s deepwater port provides a central hub** and immense economic opportunities for cargo conveyance.
- ◆ **The Capital Region enjoys one of the most diverse populations** in the country, providing a rich cultural mix that enhances economic, social and political life.
- ◆ **Today more than 100 biotechnology and medical device companies and 15,000 life sciences employees** call the Capital Region home. *(Source: SACTO’s 2012/2013 Sacramento Regional Report)* With an abundant and highly qualified workforce trained at world-class educational institutions, available land and zoning in place, and collaborative efforts that will finance and develop new biomedical facilities, the Region offers the greatest and most flexible opportunities for further expansion of the industry. Companies across the Region are leading in manufacturing, research, and development of a wide variety of medical equipment, optical instruments, analytical devices, measuring and controlling devices, and biological and other health-related products.

**The Sacramento Region ranked 3rd in the U.S. for the percentage of clean economy jobs, 7th for the percentage increase of green jobs, and 12th in the total number of green jobs.**

*Brookings Institution  
Sizing the Clean Economy:  
A National and Regional Green Jobs Assessment, July 13, 2011*

- ◆ **With a host of state agencies and organizations headquartered** in the Region, such as the California Environmental Protection Agency, California Energy Commission, California Air Resources Board, CalPERS (Public Employees' Retirement System) and CalSTRS (State Teachers' Retirement System), Caltrans (Department of Transportation), California ISO (Independent System Operator Corporation) and the Legislature and Office of the Governor, regional leaders have unique access to affect the decisions of policymakers.

- ◆ **The Capital Region has emerged as a hub for clean energy technology**, with more than 200 "green" firms and organizations, many with headquarters in the Region, according to SACTO's 2012/2013 Sacramento Regional Report. The Region is a large and expanding market for several clean-technology industries, including solar, wind, energy efficiency and biomass. California State University, Sacramento, is the home of the California Smart Grid Center and many of the Region's universities, community colleges and private postsecondary institutions offer green curricula and areas of research. Today 4.5 percent of area jobs, or roughly 37,000 people, are in clean tech, according to a recent study by the Brookings Institution, and the Region boasts the third-highest number of registered electric cars in the country. The Region also ranked fourth in the first-ever U.S. Metro Clean Tech Index, a study released in October 2012 ranking the nation's largest metropolitan areas on four different clean-technology measures.

*The Region offers a high quality of life, moderate cost of living relative to other parts of California, a broad spectrum of recreational activities, numerous natural and economic assets, and is home to the California state capital.*

### **Among the Region's key assets:**

- ◆ **Broad and established network of world-class educational and research institutions**
- ◆ **Three of the top ten most progressive utility companies in the U.S.**
- ◆ **Renowned health systems and medical services**
- ◆ **Sacramento International Airport and Mather and McClellan cargo airfields**
- ◆ **Headquarters of state government, agencies and associations**
- ◆ **One of the most productive agricultural areas in the world**
- ◆ **Two major rivers and a deepwater port**
- ◆ **One of the most diverse populations in the country**
- ◆ **California's hub of the interstate transportation system**
- ◆ **History of productive, broad-based regional cooperation**
- ◆ **Access to cultural and recreational opportunities and world-renowned locations in the state**

## A UNIFIED VISION

By uniting job-creating activities under a common vision for regional joint action, the Capital Region is poised to shape a new reputation.

**VISION**—*Within five years, the Capital Region will be widely regarded as a:*

- ◆ **Sought-after place for business growth, investment and entrepreneurship**
- ◆ **Desirable place for a quality workforce and young professionals to live, study, work, play and contribute**
- ◆ **Diverse economy renowned for its core business clusters and driven in large part by export activity**

## MOBILIZING ECONOMIC STAKEHOLDERS AND UNCOVERING THE FACTS

A seed grant from the Morgan Family Foundation matched by general contributions from local companies and organizations (see page 69), supported the comprehensive research and broad community engagement upon which the Capital Region Prosperity Plan is built. To ensure fact-based decision-making, Next Economy conducted extensive research that began in the fall of 2011. Thousands of stakeholders representing hundreds of organizations and institutions from across the six-county Capital Region were then invited to react to this research to help identify ways to solve the Region's economic growth challenge.

Extensive quantitative research encompassing six distinct economic measurements and a series of public input sessions occurred between September 2011 and March 2012:

- ◆ Three large-scale regional forums were held to garner public input using instant voting technology: 1) November 15, 2011, at West Sacramento City Hall (250 attendees), 2) February 17, 2012, at Folsom Community Center (400 attendees) and 3) May 4, 2012, at Sacramento State (250 attendees);



- ◆ Quantitative research assessments included: 1) evaluation of regional trends, 2) current economic conditions assessment, 3) regional business cluster analysis, 4) base economic foundations evaluation, 5) a regional economic development ecosystem analysis, and 6) an innovations scorecard analysis;
- ◆ Feedback was obtained from nearly 100 of the Region’s C-level executives (i.e., CEO, COO, CFO); and
- ◆ Dozens of work sessions were convened with topic experts in the areas of life science and health services, information and communications technology, food and agriculture, clean energy technology, advanced manufacturing, and innovations to pinpoint the Region’s challenges, sources of strength and unique competitive advantages.

The research pointed to several leading opportunities for increasing regional competitiveness (*Source: CSER Next Economy Findings Report, pg 35*):

- ◆ Regional economic diversification through business clusters
- ◆ Enhancing the innovation environment
- ◆ Increasing engagement with global markets
- ◆ Developing and attracting talent

These research conclusions were further substantiated by qualitative input obtained from hundreds of individuals who provided insight into current impediments to the Region’s economic health. Foremost, regulatory and economic barriers obstruct business growth and competitiveness across all segments of the Region’s economy. The full Next Economy research report, conducted by the Center for Strategic Economic Research, can be downloaded at <http://www.nexteconomycapitalregion.org/Research.html>.

**“Next Economy represents a breakthrough in the way we go about creating jobs and drawing new investment to the Capital Region. By collaborating locally, we compete better globally based on the strength of an entire region working together.”**

—Bill Mueller  
CEO & Managing Partner, Valley Vision

## PART THREE: FRAMEWORK FOR ECONOMIC GROWTH

---

This Plan lays out five overarching goals to accelerate job growth and new investment that are based on empirical economic data gathered by CSER. Each goal is supported by associated long-range objectives and strategies.

### GOALS

1. Foster a strong innovation environment
2. Amplify the Region's global market transactions
3. Diversify the economy through growth and support of core business clusters
4. Grow and maintain a world-class talent base
5. Improve the regional business climate for economic growth

### PURPOSE

- ◆ Increase total number of jobs created
- ◆ Increase percentage of capital investment captured
- ◆ Achieve economic base diversification through the scaling up of key business clusters
- ◆ Expand economic foundations for long-term growth
- ◆ Encourage innovation, new business creation and capital formation
- ◆ Remove unnecessary impediments to business investment and expansion
- ◆ Ensure that the regional workforce possesses the education and skills needed for the jobs in demand

### EXPECTED ECONOMIC BENEFIT

Effective regional implementation of the objectives, strategies and actions outlined under each of these goals could generate **35,000 new jobs** and **\$5.3 billion of output** in the next five years over and above expected business as usual performance. Each of the five goals will contribute to the incremental increase in the following ways: 

In fall of 2011, when the Next Economy planning process began, the Region's economy supported roughly **877,000** jobs and **\$97 billion** of output.

**GOAL 1 – INNOVATION:** Increased technology transfer, business start-up activity, patent generation, and debt and equity capital investment

**GOAL 2 - GLOBAL TRADE:** Amplified export activity and greater inflows of foreign direct investment

**GOAL 3 – CLUSTERS:** Improved cluster performance and development and greater economic diversity

**GOAL 4 – TALENT:** Increased in-migration and decreased out-migration of high-quality talent and workforce alignment to business needs

**GOAL 5 - BUSINESS CLIMATE:** Reduction of costs to business from regulations, enhanced business retention, and direct investment in high-value businesses

## CAPITAL REGION CORE BUSINESS CLUSTERS

Expanded economic development opportunities can be realized by facilitating growth and development across entire value chains and related infrastructure and services as an alternative to efforts focused on specific industry sectors. Over the past decade a large number of regions have adopted this cluster-based concept within their economic development efforts to boost competitiveness and enhance economic vitality.

The Center for Strategic Economic Research analyzed historical and projected economic performance across nearly 300 detailed economic activities in the Capital Region to identify a set of potentially viable cluster opportunities. Six business clusters were identified as offering leading opportunities for economic growth and expansion.

Several other factors were examined to assess the viability of the identified clusters, including patents granted, venture capital investment, non-employer patterns, global emerging technology trends, national and regional expert insight, and presence of ongoing initiatives.

By shifting the Region's economic development discourse to emphasize clusters over industries, a wider array of outcomes can result by facilitating growth and development across an entire value chain and related infrastructure and services (as an alternative to efforts focused on a specific industry sector), and by drawing attention to an interrelated set of foundational economic factors.

### CAPITAL REGION CORE BUSINESS CLUSTERS

#### ADVANCED MANUFACTURING

\$1.74B annual output and 11,409 total employment

#### AGRICULTURE & FOOD PRODUCTION

\$3.4B annual output and 37,442 total employment

#### CLEAN ENERGY TECHNOLOGY

\$846M annual output and 3,015 total employment

#### EDUCATION & KNOWLEDGE CREATION

\$1.11B annual output and 16,618 total employment

#### INFORMATION & COMMUNICATIONS TECHNOLOGY

\$9.69B annual output and 30,096 total employment

#### LIFE SCIENCES & HEALTH SERVICES

\$8.64B annual output and 98,646 total employment

-----  
*Source: Center for Strategic Economic Research, 2012*

## ECONOMIC DEVELOPMENT ECOSYSTEM

The economic development ecosystem in a regional economy consists of a set of economic foundations necessary to support overall economic vitality as well as the landscape of regional organizations and associated programs and services that help facilitate the creation of jobs, investment and wealth. Across the nation, regional economic development programs generally fall within six main categories. Business attraction and marketing programs seek to facilitate new economic stimulation and diversification of the regional economy. Business retention and expansion programs focus on providing support to keep and grow companies already located in the Region.

Job creation and innovation stem from programs focused on entrepreneurial and small-business development. Business finance programs provide financing outside the standard private-sector model, contributing additional means to allow businesses to start, expand and remain competitive.

Technology development programs focus on supporting business creation and expansion of existing businesses through development and deployment of new products and services. A quality workforce is one of the most critical drivers of regional economic competitiveness; workforce development programs concentrate on creating a workforce aligned with the occupational and skill demands of businesses in the regional economy.

In order to effectively align regional economic development activities, identify areas of needed focus or program expansion, and determine the strategic framework of Next Economy, the Center for Strategic Economic Research conducted an assessment to catalog the Capital Region's existing economic development programs and services in comparison with standard practices. The information gathered through this evaluation helped define and prioritize Next Economy goals, strategies and objectives.

### Economic development programs generally fall within six main categories:

- ◆ Business attraction and marketing
- ◆ Business retention and expansion
- ◆ Entrepreneurial and small-business development
- ◆ Business finance
- ◆ Technology development
- ◆ Workforce development

## REGIONAL ECONOMIC FOUNDATION FOCUS AREAS

An evaluation of regional organizations within the six-county Capital Region revealed that most of the standard set of economic development programs and services are being provided to some degree. There are, however, areas where the Region can more effectively align efforts, broaden the scope of existing programs or create entirely new programs based on critical focus areas or gaps in the Region's economic development portfolio.

Areas identified as impediments or gaps were considered prime areas of opportunity in the creation of Next Economy regional economic development strategies. Two leading areas emerged as a central focus for economic development. First, with the exception of a few distinct programs, the availability of business finance provided directly through regional organizations is very limited.

Second, there are program gaps in the technology development arena, particularly related to specialized business space, technology deployment assistance, specialized talent attraction and retention campaigns, and technology transfer and commercialization.

**Cities without business accelerators risk losing start-ups.**

—Los Angeles Times, July 5, 2011

### Leading opportunities for boosting the Region's economic metabolism

- ◆ Access to capital
- ◆ Business incubation and acceleration
- ◆ Technology transfer and commercialization
- ◆ Talent attraction and retention
- ◆ Business retention, expansion and support
- ◆ Global market transactions

There also exists a principal opportunity to further develop regional business retention and expansion efforts into a full-blown regional support system and incorporating early-warning customer relationship management, targeted business outreach and follow-up, open business feedback systems, and business assistance service coordination.

The need for expanded, focused and coordinated regional business retention and expansion efforts is critically important at a time when the Region faces economic strain from business closures and relocations, and as local-level efforts suffers from declining resources.

When considering the Region's global market transactions, roughly \$3.7 billion of export activity occurs each year in the Region with more than half of the value generated through computer and electronics products, and farm crop exports. (source: CSER)

Manufacturing of transportation equipment, machinery, chemicals, and food represent the balance of exports based on recent U.S. Department of Commerce figures.

While significant, the Region's export volume is half of statewide regional averages, and shows a lower export-per-employee value (\$4,000 compared to \$8,600 statewide), due primarily to a limited number and range of export products. *(source: CSER)*

Additionally, metropolitan regions that build up their capacity to deliver both high quality education and life-long learning better position themselves to serve any economic future, especially one increasingly dependent on knowledge and innovation. This is not just an imperative in light of the fast changing workforce demands in a global high-tech economy, but it also serves as a compelling economic growth and marketing strategy that the Capital Region must seize.

The Region has 43 colleges and universities that fuel and develop our skilled workforce. The Region's sizable education infrastructure, physical plant size, direct employment and service industries, overall economic impact and long-term growth trends are, when taken together, a highly valuable competitive advantage.

### Several organizations undertake international trade and export activities in the Capital Region.

The Northern California World Trade Center (NCWTC), an affiliate of the Sacramento Metro Chamber and licensed by the World Trade Centers Association in New York, offers trade education and information, hosts in-bound trade missions, and organizes a Business Leadership Certificate Program.

The Center for International Trade Development, part of the Los Rios Community College District and one of 14 centers located throughout California, helps business owners, staff, importers and exporters expand their trade knowledge through mentoring, training and counseling.

The Sacramento Area Commerce and Trade Organization (SACTO) actively recruits business and investment from companies in Europe and the Pacific Rim and elsewhere through regular foreign trade trips and trade show participation.

The Sacramento Asian Chamber of Commerce (SACC) regularly hosts local delegation trips to Asia for business development and market education.

## IMPLEMENTATION AND REGIONAL ENGAGEMENT

This Plan lays out a shared economic strategy and unified vision for the six-county metropolitan area to accelerate job creation—specifically in core wealth-generating business clusters—and to advance the cultural, civic and economic quality of the Region for residents, businesses and visitors.

The tactical applications to achieve the objectives and strategies are identified as a set of actions in the Implementation Plan (see page 36). The Implementation Plan does not list everything the Region currently does, could do or will do, but does define the key actions and lead coordinating champions who have committed to apply the resources and organizational expertise needed to achieve success.

Next Economy serves as a playbook for economic growth designed to enable jurisdictions and organizations to pursue particular “plays” that suit their strengths and capabilities, and to activate them in ways that fit the needs of those they serve.

Successful implementation requires broad, concerted and coordinated application across all segments of the Region’s leadership. Regional stakeholders are encouraged to take part in this important movement to accelerate job creation and investment across the Capital Region. There are three pathways for stakeholders to participate in Next Economy implementation:

1. Using the playbook approach, stakeholders can apply the Next Economy **Executive Summary** as the strategic framework for devising customized actions and ensure that Next Economy activities are integrated into work plans.
2. A more formal path is for regional partners to craft a unique **Partner Teaming Agreement** that describes the actions, resources, partnerships and capacity that regional partners are willing to commit to support Next Economy efforts to accelerate job creation and new investment here. All of the Partner Teaming Agreements will become an integral part of the Capital Region Prosperity Plan and monitored for progress.
3. Finally, Next Economy seeks to obtain official **Resolutions of Support** from cities, counties and special districts across the Region. The resolution affirms that the goals and strategies of Next Economy will serve as the fundamental structure behind public-sector economic development activity. These endorsements will unite regional economic development efforts by confirming that the Capital Region Prosperity Plan serves as their economic playbook.

**“If you want to go fast, go alone. But if you want to go far, we need to go together.”**

—Gavin Newsom  
Lieutenant Governor, State of California  
California Economic Summit, May 2011

## GOVERNANCE

A formal governance structure that encompasses tracking mechanisms, performance measures, ongoing refinement and communication is the linchpin of the Next Economy initiative. A commitment to accountability that ensures the Region accomplishes what it set out to do, has been a driving force behind Next Economy since the beginning and is what sets it apart from other regional initiatives.

The business leadership from the Metro Chamber, SARTA, SACTO and Valley Vision have joined together not just throughout the planning of Next Economy, but now also by participating in a **Teaming Agreement** that specifies their roles and performance obligations toward Next Economy execution. The agreement provides a written framework for how the organizations will work together to implement the Capital Regional Prosperity Plan and coordinate future activities. It is an unprecedented agreement between regional economic development organizations and by itself is a significant contribution of Next Economy.

To ensure progress toward performance and impactful outcomes, a new **Oversight Group** assembled in February 2013, marking a leadership shift from planning and research to the critical phase of implementation. The Oversight Group, weighted toward business, will monitor ongoing execution and performance and hold Next Economy partner organizations and leaders accountable for progress based on agreed-upon metrics.

The master responsibility of the Oversight Group is to monitor the Implementation Plan and serve as its custodians over the five-year life of the Plan, adjusting it as needs dictate. The group will also be responsible for addressing barriers to Next Economy implementation so that promised activities are successfully carried out; engaging in active problem-solving to lift barriers to performance; renewing metrics and performance expectations as needed; and serving as the forum for mobilizing region-wide efforts to meet new economic growth opportunities in a way that is responsive to new or unforeseen marketplace challenges, opportunities or emerging needs.

Each of the four champion organizations, as well as NextEd and the Northern California World Trade Center, have committed their 2013 board chair and 2014 incoming chair as members of the Oversight Group, which will meet at quarterly intervals throughout each year to measure progress against the Plan. Additional representatives from private industry, academia and government will complete the group's composition.

Outcomes will also be monitored through research that tracks economic performance against success measures. The Center for Strategic Economic Research (CSER) will benchmark a set of jobs and economic output performance measures to keep Next Economy focused on progress toward each of the five goals.

The chief measures are jobs created and dollars accrued, but there are process measures as well. CSER has calculated the total jobs and financial contribution that Next Economy will create by the five-year mark if fully implemented, above the current expected growth rate of the economy, and will conduct periodic benchmark research to evaluate results over time. Performance will be reviewed by the Oversight Group and results will be publicized throughout the course of Next Economy execution.

## PART FOUR:

# CAPITAL REGION ECONOMIC AGENDA

### 1. FOSTER A STRONG INNOVATION ENVIRONMENT

To boost the Region's innovation environment, bolster high-revenue producing employment sectors and effectively compete in a globalized, information-age economy, new investment—public and private—must be leveraged and entrepreneurship and risk-taking must permeate the economy.

This goal focuses on stimulating innovation and new company creation by creating the conditions to grow emerging industries and new businesses, and by putting into practice collaborative mechanisms to accelerate the development of new technologies and industries.

The Capital Region contains many of the necessary ingredients to support entrepreneurs and small businesses, but success in the future will require increased access to technology transfer and commercialization support from the Region's universities, and an even more robust network of investors, assistance providers and sources of innovative products and services.

**“The opportunity for technology growth in our region is huge and the participation of our flagship companies is essential to ensuring that potential is fulfilled.”**

—Meg Arnold  
CEO, Sacramento Regional Technology Alliance

This goal can be achieved by improving access to private and public equity and debt capital, providing technical support to businesses through a regional network of business accelerator and incubator services targeting high-growth and small and mid-sized companies, and improving technology transfer from area universities and colleges to launch new businesses or grow existing enterprises.

Small businesses and emerging growth enterprises are a primary generator of new jobs and wealth and make up more than 90 percent of all businesses in the Sacramento metropolitan area. *(Source: CSER Next Economy Report, pg 19)* The small-business segment is forecasted to be extremely active in the future economy and will recruit thousands of new entrants. The Region's ability to attract, accelerate and incubate this segment will be aided by technology tools and global communications.

Objective 1:

## **BOLSTER UNIVERSITY TECHNOLOGY TRANSFER AND COMMERCIALIZATION**

### **Strategies:**

- ◆ Embed regional research, university technology transfer and entrepreneurship programs within the Region
- ◆ Identify regional industry needs and align university research capacity for new discoveries and emerging technologies
- ◆ Develop strong relationships between regional research universities and small business, financing, and incubator and accelerator programs and services
- ◆ Encourage linkages between researchers making discoveries and entrepreneurs and companies able to commercialize and deploy
- ◆ Explore opportunities for developing university-industry research centers around regional research strengths and core business clusters

Objective 2:

## **EXPAND ACCESS TO CAPITAL FOR HIGH-GROWTH COMPANIES AND SMALL AND MEDIUM ENTERPRISES**

### **Strategies:**

- ◆ Establish a central access point for information about the sources of capital available across all stages of a company's lifecycle
- ◆ Build new forms of debt and equity capital available to high-growth companies and small and medium enterprises
- ◆ Facilitate effective connections between funders and companies
- ◆ Strengthen relationships with external funding sources interested in regional deal opportunities
- ◆ Leverage public-sector investment power to increase the level of regional investment

### **Commercialization Activities**

Investigation



Feasibility



Development



Introduction



Growth



Maturity

*SSTI, A Resource Guide for Technology-Based Economic Development*

### **Funding Types**

#### *Debt*

Private-sector loans  
Private-sector lines of credit  
Peer lending  
Asset-based lending  
Revolving loan funds  
Bonds  
Government financing programs

#### *Equity*

Personal funds  
Friends and family  
Partners  
Angel investors  
Venture capitalists  
Common or preferred stock  
Private or corporate investors

#### *Indirect*

Crowd-funding  
Grants  
Loan guarantees  
Linked deposits

Objective 3:

## **BUILD A ROBUST NETWORK OF BUSINESS INCUBATOR AND ACCELERATOR SERVICES**

### **Strategies:**

- ◆ Link existing and emerging incubator and accelerator programs into a regional network
- ◆ Expand the scope and capacity of incubator and accelerator services based on potential market demand
- ◆ Connect emerging companies in the Region to appropriate components of the incubator and accelerator network
- ◆ Market the existence and outcomes of the incubator and accelerator network internally and externally
- ◆ Build a targeted retention effort focused on viable companies that have received incubator and accelerator services

### **Types of Incubator and Accelerator Services**

- ◆ **Mentoring**
- ◆ **Basic business training and technical assistance**
- ◆ **Peer-based support**
- ◆ **Education sessions**
- ◆ **Networking**
- ◆ **Access to subject matter expertise**
- ◆ **Shared business services**
- ◆ **Physical facilities and equipment**
- ◆ **Access to investment capital**
- ◆ **Celebration/promotion**

## 2. AMPLIFY THE REGION'S GLOBAL MARKET TRANSACTIONS

The exchange of capital, goods, and services across international borders can represent a sizable share of a region's economic activity. As the global economy continues the shift to one determined by information and innovations, the economic, social, and political importance of international trade continues to rise.

Economic growth occurs when regions export to other regions, especially internationally. The challenging economic conditions across the nation, coupled with the collapse of the domestic-focused growth model that historically has driven the Capital Region economy, make it more important than ever for businesses to connect and serve growth markets and new customers in other parts of the world.

Access to global markets is crucial to achieving true economic growth. In the Capital Region the level of export activity is relatively low and dominated by only a few products, yet the Region possesses strong assets for global connections and growth, according to the research findings of CSER's Next Economy report.

World-class healthcare, education and research institutions, for instance, present important opportunities for direct foreign investment. UC Davis' global reputation as a top-tier research institution—contributing to breakthroughs in food, health, life and environmental sciences—together with the collective strengths of the Region's public and private higher education institutions forms a strong competitive advantage. Matched with leading healthcare, medical services, life and biological sciences, agriculture and clean tech industries, and a well-educated workforce that hails from countries and cultures all over the world, the Region is well positioned to thrive in a global marketplace.

With the majority of global purchasing power occurring today outside the U.S., the Region must exercise these outstanding assets and leverage rapid growth in emerging markets and new investment opportunities—both in terms of increased export transactions and attraction of investment from other countries looking for growth connections to the U.S.—in order to expand economic base activities.

### Accessing Global Markets

The Capital Region has a robust transportation infrastructure that features major activity at Sacramento International, McClellan, Mather and Executive Airports and at the expanding Port of West Sacramento, replete with a Foreign Trade Zone designation.

Sacramento is at the crossroads of major freeways and interstate highways that connect the state and nation, enabling unfettered goods movement. There is a strong consensus on the Region's long-range road and highway investments, with more than \$11 billion in additional investments planned over the next few decades.

Objective 1:

## **GROW INTERNATIONAL TRADE AND EXPORT ACTIVITY**

### **Strategies:**

- ◆ Build a comprehensive regional service provider network that offers effective business assistance, financing, and targeted support services for international trade
- ◆ Market the availability and outcomes of the service provider network internally and externally
- ◆ Develop an ongoing series of foreign trade missions exclusively designed for local company export promotion
- ◆ Form strategic relationships with international business networks, existing foreign companies and foreign government agencies to identify and support international trade opportunities
- ◆ Ensure the Region’s transportation infrastructure has the capacity to increase global goods movement and passenger travel

**Exports**—purchases of goods, services or intellectual property from a domestic location by a business or resident located in a foreign country

Objective 2:

## **INCREASE THE LEVEL OF FOREIGN DIRECT INVESTMENT**

### **Strategies:**

- ◆ Enhance coordinated marketing efforts focused on foreign direct investment
- ◆ Create a diverse and effective group of lead-generation resources for priority foreign direct investment targets
- ◆ Expand the amount and frequency of foreign trade trips targeting specific companies, industry trade shows and business networks
- ◆ Develop a strategic network of service providers and regional leaders to assist with outreach efforts and foreign company prospects
- ◆ Market investment opportunities within the Region to potential foreign investors

**Foreign direct investment**—domestic investments by entities in a foreign country that create new or expanded business activities, provide capital for projects or facilities, or involve a merger or acquisition of an existing company

### 3. DIVERSIFY THE ECONOMY THROUGH GROWTH AND SUPPORT OF CORE BUSINESS CLUSTERS

Over the past decade, many successful regions have adopted a cluster-based concept in their regional economic development efforts to boost competitiveness and enhance economic vitality. Using analyses of economic performance, CSER uncovered six viable clusters within the Capital Region for their job and wealth creation potential.

It is a pivotal shift in focus for a region historically dominated by government and construction-sector employment and related economic activity—those sectors hit hardest by the global recession. While housing and construction have been mainstays of the regional economy and will continue to contribute, a truly sustainable economy cannot rely on the recirculation of wealth as these sectors do. It is important to invest in new and emerging business clusters that import wealth from outside the Region and expand economic growth opportunities across an entire value chain.

According to recent U.S. employment statistics, the Capital Region’s government workforce is one of the largest per capita of any metropolitan region in the United States. Government has been a valuable contributor to the Region’s economy and there is little question that the presence of government has dampened the effects of past economic downturns. In the face of current economic and financial realities, however, forecasts call for flat to negative employment in the government sector for the foreseeable future.

To diversify the Region’s economic base, this goal focuses economic development activities on core business clusters in which the Region possesses innate advantages. Establishing strategic initiatives that support sustained growth across core clusters not only offers immense job and wealth creation benefits, there is added value in mounting a reputation as a national, even international, center for distinct economic activity.

#### A regional cluster

**analysis** determined that six core business clusters in the Capital Region present the greatest opportunities for wealth generation, new investment and expansion of economic base activities, based on economic performance, innovation activity, and other relevant dynamics:

- ◆ **Advanced manufacturing**
- ◆ **Agriculture and food**
- ◆ **Clean energy technology**
- ◆ **Education and knowledge creation**
- ◆ **Information and communications technology**
- ◆ **Life sciences and health services**

## DESIRABLE CLUSTER ATTRIBUTES

Economic	Locational
<ul style="list-style-type: none"> <li>◆ Strong presence of economic base activities</li> <li>◆ Alignment with workforce structure</li> <li>◆ Linkages to other clusters</li> <li>◆ Import substitution capacity</li> <li>◆ Robust multiplier effects</li> <li>◆ Productivity integration</li> <li>◆ Broad future growth potential</li> </ul>	<ul style="list-style-type: none"> <li>◆ Prominent company visibility</li> <li>◆ Regional competitive advantage</li> <li>◆ Presence of supporting attributes</li> <li>◆ Innovation activity</li> </ul>

Objective 1:

### FORM FUNCTIONAL BUSINESS NETWORKS AND ESTABLISH SPECIFIC CLUSTER INITIATIVES

#### Strategies:

- ◆ Recruit members from across the entire value chain to form cluster alliance groups
- ◆ Perform ongoing cluster needs assessments and facilitate effective solutions
- ◆ Develop annual cluster alliance group priorities and action plans that focus on increased jobs and investment, drive implementation of needed growth activities, and monitor progress against stated objectives
- ◆ Maintain cluster-specific resource guides listing relevant regional programs, services and providers

Objective 2:

### CREATE AND ALIGN TARGETED PROGRAMS AND SERVICES TO SUPPORT CLUSTERS

#### Strategies:

- ◆ Develop marketing materials to build internal and external cluster visibility
- ◆ Align regional business attraction and retention programs with cluster opportunities
- ◆ Build targeted innovation and entrepreneurship resources for cluster activities
- ◆ Explore opportunities to create formal public-private partnerships to foster and grow cluster opportunities
- ◆ Facilitate new domestic business-to-business sales and foreign exports to increase economic base activities within core clusters
- ◆ Encourage the creation of local and regional incentives that support growth of primary jobs across core clusters and other industries

Objective 3:

## **BUILD STRONG ECONOMIC FOUNDATIONS FOR SUSTAINED CLUSTER GROWTH**

### **Strategies:**

- ◆ Align workforce development efforts to address current and anticipated gaps in labor supply and demand within the clusters
- ◆ Advocate for public policy at the state and local levels that supports conditions necessary for cluster growth
- ◆ Build a robust regional network of suppliers and service providers for effective cluster operations
- ◆ Address specialized facilities and infrastructure needs that strengthen connectivity required for cluster growth

## **4. GROW AND MAINTAIN A WORLD-CLASS TALENT BASE**

Young, educated people are both an indicator of and a significant contributor to a region’s economic vitality, making a skilled labor force one of the key factors companies consider when locating to or expanding within a community.

In addition to being a business attractor, a talented workforce also drives innovation, entrepreneurship, and ultimately economic growth. Increased mobility among this population and their desire to live in regions with a variety of employment, recreation and cultural opportunities make it critically important for the Region to understand the factors that attract young talent and keep them connected to the community.

Continuing to integrate and align training and education pathways is essential to increase economic prosperity in the Region. Equally so, the Region must create mechanisms to attract new talent and retain existing talent.

The Region’s educational pipeline consists of a strong and diverse mix of institutions that provide a variety of opportunities to develop the skills and knowledge needed to succeed in the workforce. Yet, if those skills are not sufficiently matched to employment needs or if employers encounter difficulty in finding sufficiently skilled applicants to fill highly technical positions in a range of specialties, it puts the Region at a disadvantage and imposes a critical barrier to growth and success.

**“The regions that have great jobs and high employment are the ones that work to strategically align education to advance their economic objectives. I believe the Sacramento Region can do that.”**

—Brice Harris  
Chancellor, California Community Colleges  
LEED Convergence Event, December 2011

The Region offers a strong network of universities and colleges and a high level of collaboration among organizations focused on education and workforce development. Strengthening this collaboration and alignment between educators and workforce development program providers can create new opportunities and increase the efficacy of existing resources to attract and retain skilled talent.

Objective 1:

**CREATE MECHANISMS TO ATTRACT NEW TALENT AND RETAIN EXISTING TALENT**

**Strategies:**

- ◆ Establish connections between active young professionals groups throughout the Region and engage members as ambassadors in talent attraction and retention efforts
- ◆ Execute a talent attraction campaign targeting young professionals, experienced entrepreneurs, and high-demand occupations and skills
- ◆ Implement a talent retention strategy focusing on students and recent graduates of regional education and training programs
- ◆ Develop mechanisms to better connect new, existing and prospective students and residents to career opportunities and lifestyle assets in the Region
- ◆ Invest in the Region’s cultural infrastructure as a means to retain and attract talent

Objective 2:

**ALIGN TRAINING AND EDUCATION PATHWAYS TO INCREASE ECONOMIC PROSPERITY FOR BUSINESSES AND WORKERS**

**Strategies:**

- ◆ Mobilize the community to advance and support continued investment in education and related infrastructure
- ◆ Develop critical career pathways that align with core business clusters across all education and training levels
- ◆ Address critical gaps in workforce supply and demand across core business clusters and other large industry sectors

**Young professionals choose location first**

A study commissioned by CEOs for Cities in 2006 found that 64 percent of college-educated 25–34 year olds chose the city they wanted to live in before the job.

## 5. IMPROVE THE REGIONAL BUSINESS CLIMATE FOR ECONOMIC GROWTH

Business costs and regulatory environments play an integral role in economic development. Not only is the state's business-unfriendly reputation deterring new companies from considering California as a place for business, it often compels existing businesses to consider the benefits of moving to other states. In fact, the single largest impediment to business growth and job creation in California is the regulatory environment, according to a survey of nearly 100 C-level executives at the Vistage All-City 2012 Conference, Sacramento, CA.

Whether large or small, employers require a predictable, growth-oriented and business-friendly environment and access to assets that foster economic opportunity. If the Region is to unleash the entrepreneurial spirit and innovative culture that creates 21st-century jobs, business leaders must leverage their power—both locally and in partnership with regions across the state—to influence removal, reduction and improvement of local and state regulatory burdens that stand in the way of enterprise growth.

Recognizing the layers of complexity associated with regulatory issues, this goal establishes a starting point for addressing economic impediments that prevent growth for the Region's existing 70,000 businesses and within the Region's core business clusters. By focusing collective efforts on reducing locally controlled regulations, the Capital Region will position itself as the business-friendly alternative in the State of California. A focused regional approach to reducing costs to business also provides the foundation for other Next Economy efforts at sustained economic growth.

Regulatory obstacles are only part of the equation, however. To become more attractive to business investment and stimulate entrepreneurial and job growth, the Region must differentiate itself from other regions in California and the nation by expanding the range of and promoting access to the critical services needed for businesses to launch, expand and thrive.

Another important factor in stimulating economic vitality is identity of *place*—how people within and outside of a community perceive it. Research, both qualitative and quantitative, ranked the Capital Region's vague economic identity and lack of national awareness as a chief barrier to business growth, relocation and attraction of investment. Promoting global recognition of the Region's core business clusters, outstanding quality of life factors and large number of first-rate assets is central to improving the Region's economic health.

A range of economic development services for business attraction, creation, expansion, and retention is currently provided by a host of organizations in the Capital Region.

**“If places are going to meet the economic challenges of the future, they will need to make the promotion of innovation a larger part of their economic development policy framework.”**

*Information Technology & Innovation Foundation,  
Innovation in Cities and Innovation by Cities*

Optimizing access to and delivery of these services is critically important to the Region's future, but this goal also calls for increasing the scope and range of existing business services. As well, a joint focus on establishing new or enhanced efforts and partnerships across the Region will improve efficiency and leverage resources.

Objective 1:

### **REMOVE ECONOMIC AND REGULATORY BARRIERS TO STIMULATE GROWTH**

#### **Strategies:**

- ◆ Partner with the business community and other regions in the state to communicate with and influence state policymakers
- ◆ Coordinate the Region's business advocacy efforts to reduce local and regional regulatory barriers to improve the Region's business climate
- ◆ Build a proactive effort to educate elected officials and local government leaders about key business issues and industry needs
- ◆ Leverage existing regional advocacy programs and, where possible, other state associations' and prominent industry-specific lobbying efforts to influence a reduction of regulatory barriers at the state and federal levels
- ◆ Foster an effective system to respond to company-specific local-level regulatory issues
- ◆ Encourage streamlined and predictable permitting policies and procedures across all local jurisdictions in the Region
- ◆ Pursue local implementation of state and federal regulatory requirements that is uniform, streamlined and cost effective

Objective 2:

### **AMPLIFY THE REGION'S VISIBILITY AND REPUTATION AMONG KEY AUDIENCES**

#### **Strategies:**

- ◆ Mobilize a set of interlocking campaigns, aligned with the Next Economy vision, that solidify the Region's reputation as the economic, cultural and recreational capital of the State of California
- ◆ Establish a media partner network committed to publishing content that celebrates local and regional achievements internally and externally
- ◆ Establish a mechanism for collecting, assembling, coordinating and disseminating key messages and celebratory content

Objective 3:

### **INTENSIFY ECONOMIC DEVELOPMENT ACTIVITIES THAT DRIVE GROWTH AND INVESTMENT**

#### **Strategies:**

- ◆ Build a significant fund that can be used to directly invest in competitive new company locations or expansions that create high-value jobs
- ◆ Establish a formal, regionwide system to retain local companies and good-quality jobs
- ◆ Prioritize Next Economy strategies and identify strategic and coordinated funding sources for implementation of actions that offer anticipated high job and wealth creation outcomes
- ◆ Pursue opportunities with state agencies and departments that result in increased investment, procurement and/or private-sector job creation
- ◆ Educate the public and investors about the Region’s economic development activities, the value they offer and the job and wealth creation opportunities they present

Objective 4:

### **DEVELOP A NEXT ECONOMY GOVERNANCE STRUCTURE THAT ENSURES IMPLEMENTATION AND ACCOUNTABILITY**

#### **Strategies:**

- ◆ Align strategic objectives of Capital Region non-profit organizations with Next Economy implementation strategies
- ◆ Obtain endorsement from all cities and counties in the Capital Region of Next Economy Goals and Unified Vision and coordinate Next Economy implementation strategies and objectives with public-agency partners
- ◆ Enact a formal agreement among principal organizations specifying roles and performance obligations toward Next Economy execution
- ◆ Track implementation progress, manage accountability, report regularly, celebrate successes and adjust strategies and actions as necessary for efficiency and maximum return on investment for economic development activities
- ◆ Examine merits associated with completion of a regionwide Comprehensive Economic Development Strategy (CEDS)

## PART FIVE: IMPLEMENTATION PLAN

---

To identify competitive strengths and lead opportunities for greater economic growth across the six-county Capital Region, immense amounts of qualitative and quantitative data were gathered from Q4-2011 through Q1-2012 (CSER's summary of findings is available at [www.nexteconomycapitalregion.org/Research.html](http://www.nexteconomycapitalregion.org/Research.html)). This body of qualitative research was combined with a broad collection of community input, and those various data sets were applied to devise the principal focus areas for the Capital Region's leadership to jointly pursue over the next five years. Strategies for each area focus collectively on the goals of business attraction and retention, entrepreneurship support, regulations, capital formation, exports and technology transfer.

Given the immensity of the task—to *propel the Region's \$97 billion-a-year regional economy in a steady upward direction*—implementation must draw together the strength and assets of multi-sector private industry, academia and research, government, and nonprofit and community groups. The goal is to ensure that Next Economy's vision, goals and strategies permeate throughout partnering agencies' and organizations' work plans and championed across all sectors of the Region's leadership.

At the same time, caution has been taken to not prescribe activities or to impose actions on public agencies, non-profit organizations or private sector leaders. Rather, Next Economy is deliberately designed as an economic development “playbook” that regional partners will apply in ways that are consistent with their mission, capacities and constituent interests.

Consequently, the Implementation Plan that follows does not contain all activities conducted in the Region or all activities that could be pursued. It also does not list each organization that will affect implementation. Instead, it calls on a core set of “coordinating champions,” each of whom has committed to apply the resources, organizational capacity and expertise needed to achieve success.

The coordinating champions will use the action items identified in the Implementation Plan as a road map and will work with regional partners and local organizations to jointly execute activities that drive results. Regional stakeholders are invited to submit Partner Teaming Agreements that describe those actions, resources, partnerships and capacity they are willing to commit to accelerate job creation and new investment. Partner Teaming Agreements will become an integral part of the Implementation Plan.

**The Implementation Plan is a living document** to be updated and refined over the course of execution based on changing conditions, market demand, new opportunities or unforeseen challenges.

In addition, efforts will be expanded as new partners engage and as regional implementation advances. ● ● ●

## 1. FOSTER A STRONG INNOVATION ENVIRONMENT

### Objective 1: **BOLSTER UNIVERSITY TECHNOLOGY TRANSFER AND COMMERCIALIZATION**

*Coordinating Champion: UC Davis*

**Strategies:**

1. Embed regional research, university technology transfer and entrepreneurship programs within the Region

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Create or expand university service units to support start-ups, at their earliest stages, that are emerging directly from university research		X			
b) Develop regular and consistent mechanisms to highlight emerging start-ups and discoveries		X			
c) Partner with private sector efforts to attract capital to the Region’s start-up companies in order to maximize the impact of technology transfer efforts		X			
d) Establish a regional “front door” access point to university technology transfer offices and formal pathways for moving new ideas from research to marketplace	Q4				
e) Enhance regular communication with and active participation of university technology transfer and commercialization faculty and staff with regional economic development organizations to promote economic growth			X		

2. Identify regional industry needs and align university research capacity for new discoveries or adapting emerging technologies

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Establish regular summits in which universities and the regional business community exchange information and develop relationships based on identifying areas of fit between regional industry needs and emerging university centers of research excellence				X	
b) Participate in existing regional industry and business cluster groups to establish relationships with business leaders and identify industry needs			X		
c) Benchmark outcomes of technology transfer programs with peer and model institutions and identify promotional strengths as well as opportunities for improvement		X			
d) Elevate technology transfer and commercialization as a core objective within regional universities and increase external visibility and internal accountability accordingly	Q4				

3. Develop strong relationships between regional research universities and small business, financing, and incubator and accelerator programs and services on a region-wide basis

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Define hand-off points between university resources and innovation and entrepreneurship resources for start-up companies emerging from campus research		X			
b) Ensure that key university faculty and staff are aware of the full range of regional programs in the innovation and entrepreneurship arena and understand how to access services	X				
c) Collaborate with innovation and entrepreneurship service providers to increase awareness of research discoveries and successful commercialization		X			

progress					
d) Evaluate outcomes of and satisfaction with services provided to spin-offs of university-generated research on a regular basis and actively push for program and service improvements			X		

4. Encourage linkages between researchers making discoveries and entrepreneurs and companies able to commercialize and deploy

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Inform and regularly update the regional business community about novel translational research initiatives and any significant changes in university technology transfer practices			X		
b) Expand awareness of university technology transfer marketing efforts by regularly including featured technologies in regional business communications			X		
c) Create regional connection pathways to individuals and the private sector for new company start-up or license opportunities				X	
d) Communicate university technology transfer and commercialization policies and procedures in a clear and concise manner to ensure that the private sector understands how and when to engage in the commercialization and deployment process		X			

5. Explore opportunities for developing university-industry research centers around regional research strengths and core business clusters

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Expand universities' corporate relations activities to actively include interface with leading companies in the Region's core business clusters, with a focus on facilitating interdisciplinary research projects with local industry partners where there is a fit			X		
b) Enhance existing or create new formal university research centers based on regional industry and company strengths as well as university research expertise				X	
c) Build support for development of physical research parks and innovation facilities that can house research centers or provide benefits to university and industry partners focused on core business clusters					X

**Objective 2: EXPAND ACCESS TO CAPITAL FOR HIGH-GROWTH COMPANIES AND SMALL AND MEDIUM ENTERPRISES**  
*Coordinating Champion: SARTA*

**Strategies:**

1. Establish a centralized access point for information about the sources of capital available across all stages of a company lifecycle

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Identify a regional organization to serve as the first point of contact for information about sources of debt and equity capital, eligibility criteria, qualified uses, and application processes	Q2				
b) Create and distribute a regularly updated resource guide for businesses aimed at providing basic information on sources of debt and equity capital in the Region		X			
c) Convene the Region's financiers on a regular basis	Q5				

	to ensure full sharing of information about sources of capital and changes in those sources					
d)	Coordinate posting and promotion of the resource guide on local and regional economic development websites throughout the Region		X			

2. Build new forms of debt and equity capital available to high-growth companies and small and medium enterprises

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct research and outreach to define feasible models and effective sizes for a regionally focused equity fund and revolving loan fund as well as other proven funding structures	Q4				
b) Assemble early supporters of the equity fund to assist with fund development		X			
c) Identify potential investors for the equity fund, promote the fund, and secure commitments			X		
d) Assess and acquire sources for capitalizing the revolving loan fund including local, state and federal governments as well as financial institutions and foundations			X		
e) Select an entity to administer and promote the equity fund and revolving loan fund based on experience, cost and capacity			X		
f) Develop fund administration processes, award criteria and payment logistics			X		
g) Distribute funds, track outcomes and promote accomplishments				X	

3. Facilitate effective connections between funders and companies

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Regularly educate companies on sources of funding, introduce companies to funders, and showcase regional successes through forums or other appropriate venues				X	
b) Develop a list of target regional companies and contacts to proactively connect to appropriate funding sources				X	
c) Create a regional web portal for posting funding opportunities that meet specified criteria and encourage use of the portal by regional debt and equity funding sources				X	

4. Strengthen relationships with external funding sources interested in regional deal opportunities

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Research company investment deals originating from external sources to identify target outreach markets	Q3				
b) Expand existing and develop new relationships with specific investment funds and networks in the SF Bay Area and other identified target markets	Q4				
c) Promote regional company funding opportunities to investment funds and within networks	Q4				
d) Expand on regional venture capital road shows to showcase regional companies and broader opportunities within target audiences		X			

5. Leverage public-sector investment power to increase the level of regional investment

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Identify a local public-sector champion to lead investment opportunity effort and garner other local government support	Q2				
b) Assess local public-sector banking relationships and combined investment value	Q4				
c) Develop strategies to encourage public-sector sources of funding to invest in regional companies via a range of existing private, for-profit vehicles		X			
d) Encourage local governments to utilize similar banks to increase investment value		X			
e) Initiate outreach to banks emphasizing combined investment value to leverage for additional community investment			X		

Objective 3: **BUILD A ROBUST NETWORK OF BUSINESS INCUBATOR AND ACCELERATOR SERVICES**

Coordinating Champion: **SARTA**

Strategies:

1. Link existing and emerging incubator and accelerator programs into a regional network

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Convene all major current practitioners and providers of business acceleration or incubation services to jointly identify all current scope of work	Q1				
b) Evaluate options for network structure considering factors such as geography, core business cluster opportunities, existing capacity and desired outcomes		X			
c) Identify the most effective method for managing the network and select an appropriate coordinating organization to build effective linkages		X			
d) Conduct outreach to existing and emerging incubator and accelerator programs to secure network participation commitments		X			

2. Expand the scope and capacity of incubator and accelerator services based on potential market demand

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Define the need for new services and increased capacity within the incubator and accelerator network based on existing and potential market demand as well as the ability to generate desired outcomes		X			
b) Evaluate feasible options for new or expanded programs including resource requirements, business structure and alignment with network goals			X		
c) Facilitate the development, expansion or recruitment of incubator and accelerator programs that can address identified market demand			X		
d) Create formal linkages between new or expanded programs to existing programs and services within the incubator and accelerator network			X		
e) Develop consistent and shared metrics to measure outcomes and track effectiveness, gather and publish results, and work with providers to adjust services as necessary				X	

3. Market the existence and outcomes of the incubator and accelerator network internally and externally

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Work with practitioners to develop consistent and shared communications and messaging about the breadth of incubator and accelerator services in the Region		X			
b) Create print and electronic marketing materials describing the incubator and accelerator network services and highlighting outcomes		X			
c) Establish internal and external media relationships focused on emerging companies and regularly share network successes		X			
d) Identify target audiences including companies, business network, and economic development entities within and outside the Region and disseminate information on the network on a regular basis			X		

4. Connect emerging companies in the Region to appropriate components of the incubator and accelerator network

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Engage business networks, entrepreneurship programs, and educational institutions to identify emerging companies that could benefit from incubator and accelerator services			X		
b) Identify company needs and refer emerging companies to members of the incubator and accelerator network as appropriate			X		
c) Maintain contact with referred companies to continue assistance process as needed and gather feedback on network programs			X		
d) Create a shared outreach and communications plan to proactively reach emerging companies and inform them about existing services				X	

5. Build a targeted retention effort focused on viable companies that have received incubator and accelerator services

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Work with service providers to identify a set of criteria to identify targeted companies coming out of incubator and accelerator programs		X			
b) Coordinate with the Metro Chamber and local economic development representatives to ensure targeted companies are integrated into proactive business retention efforts		X			
c) Track targeted company performance and highlight successes as part of the incubator and accelerator marketing efforts			X		

## 2. AMPLIFY THE REGION'S GLOBAL MARKET TRANSACTIONS

### Objective 1: GROW INTERNATIONAL TRADE AND EXPORT ACTIVITY

Coordinating Champion: *Northern California World Trade Center (NCWTC)*

#### Strategies:

1. Build a comprehensive regional service provider network that offers effective business assistance, financing and targeted support services for international trade

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Assess the service provider network for international trade taking availability, capacity, outcomes, and best practices	Q3				
b) Identify opportunities for new providers to fill critical gaps in the network and increase capacity or outcomes among existing providers		X			
c) Obtain commitments from core service providers to ensure quality and effectiveness of network		X			
d) Create and distribute a resource guide for regional companies interested in exploring international trade		X			

2. Market the availability and outcomes of the service provider network internally and externally

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Evaluate companies and industries in the Region to identify target audiences for new or increased international trade activity		X			
b) Create marketing materials demonstrating the benefits of international trade and availability of service providers and distribute to targeted companies and industries through direct contact, events and business networks			X		
c) Publicize regional international trade successes among internal and external audiences			X		

3. Develop an ongoing series of foreign trade missions exclusively designed for local company export promotion

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct research on local companies and foreign markets to identify key targets for export opportunities	Q4				
b) Explore opportunities to integrate into state and national networks for foreign trade missions to increase visibility and minimize logistics and costs	Q4				
c) Work with Sacramento Asian Chamber of Commerce (SACC) and other relevant groups to plan an expanded series of international trade missions within targeted foreign markets to expose regional companies to the procedures for conducting business and develop business relationships		X			
d) Coordinate trade missions and recruit targeted companies, partners and service providers to participate			X		
e) Track results of international trade missions and adjust programs as necessary, market successes, and develop continued relationships within the most successful markets			X		

4. Form strategic relationships with international business networks, existing foreign companies and foreign government agencies to identify and support international trade opportunities

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Build relationships with state and national government trade resources for technical assistance in supporting regional companies and identifying market opportunities	Q4				
b) Identify major foreign country trade offices and ethnic chambers of commerce operating in the state and create relationships to aid in international trade promotion		X			
c) Evaluate foreign government agencies in target markets and develop relationships with those where resources can be leveraged for foreign trade missions or specific company needs		X			
d) Leverage existing foreign company relationships and business networks to establish connections to peer companies and business resources in foreign countries			X		

5. Ensure the Region’s transportation infrastructure has the capacity to increase global goods movement and passenger travel

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Invest in modernization and expansion of flights at Sacramento International Airport to accommodate increased international travel					X
b) Build on SACOG goods movement strategies and assessments of other modes of transportation to target funding for infrastructure investment priorities					X
c) Engage the Port of West Sacramento to identify opportunities for utilizing and enhancing cargo goods movement		X			

**Objective 2: INCREASE THE LEVEL OF FOREIGN DIRECT INVESTMENT**

*Coordinating Champion: SACTO*

**Strategies:**

1. Enhance coordinated marketing efforts focused on foreign direct investment

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Work with NCWTC, ethnic chambers, local and state economic development entities, and other organizations conducting international marketing to coordinate messaging, target audiences, and resources	Q4				
b) Implement geography-specific marketing and social media strategies to create enhanced connections with international audiences		X			
c) Hire a public relations firm specializing in marketing places and foreign markets to increase awareness of the Region among target audiences		X			
d) Track results of place marketing and adjust or renew efforts as necessary		X			

2. Create a diverse and effective group of lead-generation resources for priority foreign direct investment targets

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Build a research portfolio focused on foreign direct investment, international economy, goods movement, and multinational company trends to regularly hone geographic and industry targets	Q4				
b) Engage a qualified lead-generation consultant to provide targeted leads for industry trade shows and direct contact	Q4				
c) Work with existing international companies and regional business networks to identify foreign prospects and create first line of communication		X			

3. Expand the number and frequency of foreign trade trips targeting specific companies, industry trade shows and business networks

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Attend key domestic and international trade shows that align with regional industry strengths, core business clusters and foreign direct investment targets		X			
b) Become involved in business networks focused on foreign direct investment targets and attend domestic and international meetings		X			
c) Expand trade show and business network trips to include foreign company prospect meetings as appropriate		X			

4. Develop a strategic network of service providers and regional leaders to assist with outreach efforts and foreign company prospects

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Identify critical types of service providers and regional representatives for foreign company interactions and build commitments to support prospect activities	Q3				
b) Recruit service providers to fill gaps in the network and create a comprehensive resource guide for foreign companies		X			
c) Engage regional leaders for strategic interactions with foreign company prospects on an as-needed basis	Q4				

5. Market investment opportunities within the Region to potential foreign investors

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Identify potential opportunities for foreign investors that meet immigration and other regulatory requirements	Q4				
b) Explore opportunities to partner with EB-5 regional centers or create a new regional center to actively market regional investment opportunities and coordinate investment procedures	Q4				
c) Take part in marketing trips to present regional investment opportunities to interested investors		X			
d) Work with regional economic development partners to identify other effective ways to market investment opportunities		X			

**3. DIVERSIFY THE ECONOMY THROUGH GROWTH AND SUPPORT OF CORE BUSINESS CLUSTERS**

Objective 1: **FORM FUNCTIONAL BUSINESS NETWORKS AND ESTABLISH SPECIFIC CLUSTER INITIATIVES**

Coordinating Champion: *Valley Vision*

**Strategies:**

1. Recruit members from across the entire value chain to form cluster alliance groups

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Engage representatives from existing Metro Chamber and SARTA committees and programs focused on core business clusters	Q1				
b) Identify existing companies in core business clusters, cluster-related entities, university programs and related public and private sector service providers	Q2				
c) Reach out to potential alliance members and share group expectations, objectives and value	Q2				
d) Secure members and announce launch of enhanced or new alliance groups	Q2				

2. Perform ongoing cluster needs assessments and facilitate effective solutions

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Schedule regular alliance group meetings to allow members to share opportunities and challenges for cluster growth in the Region	Q2				
b) Connect alliance groups to existing organizational committee structures, and/or establish new committees within key regional organizations, in order to serve and advance industry-specific needs of core business clusters		X			
c) Identify common cluster needs, refer to appropriate regional organization for assistance in addressing, and follow up to ensure effective action		X			
d) Publicize cluster successes and resolution of common issues through organizations with internal and external marketing networks		X			
e) Evaluate need to connect with other efforts that could be leveraged to enhance cluster outcomes	Q4				

3. Develop annual cluster alliance group priorities and action plans that focus on increased jobs and investment, drive implementation of needed growth activities, and monitor progress against stated objectives

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Work with alliance group members to identify strategies that will facilitate increased jobs and investment in regional business clusters	Q4				
b) Develop annual action plans focused on implementing top priority strategies	Q4				
c) Facilitate implementation of existing action plans associated with the Agriculture and Food Cluster Strategy and Clean Energy Sector Strategy	Q1				
d) Coordinate with appropriate regional organizations to assist with action plan implementation for all clusters		X			
e) Monitor implementation progress and outcomes and adjust strategies as appropriate		X			

4. Maintain cluster-specific resource guides listing relevant regional programs, services and providers

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Research and create resource guides for cluster companies to access programs, services and providers and distribute at alliance group meetings and through other venues focused on the target audience	Q4				
b) Update resource guides as necessary and redistribute		X			

Objective 2: **CREATE AND ALIGN TARGETED PROGRAMS AND SERVICES TO SUPPORT CLUSTERS**

See strategy-level coordinating champions

Strategies:

1. Develop marketing materials to build internal and external cluster visibility

Coordinating Champion: **SACTO**

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct research to assess cluster characteristics and competitive advantages	Q3				
b) Develop cluster-specific marketing materials to raise internal awareness and promote advantages to external audiences	Q4				
c) Create a marketing campaign using messaging and content from materials targeting related businesses, industry conventions, media and events within and outside the Region		X			
d) Monitor outcomes of marketing efforts and adjust materials and strategies as necessary		X			

2. Align regional business attraction and retention programs with cluster opportunities

Coordinating Champions: **SACTO** and **Metro Chamber**

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct research, gather insight from existing employers, and engage consultants to identify business attraction prospects within each cluster	Q4				
b) Analyze business data to identify business retention and expansion targets for the clusters including major employers, headquarters operations, critical suppliers and emerging companies		X			
c) Work with local governments and real estate developers to evaluate key sites for higher education institution campuses and develop strategies to attract new or expanding institutions		X			
d) Build a business retention response team and conduct proactive target company site visits	Q4				

3. Build targeted innovation and entrepreneurship resources for cluster activities

Coordinating Champion: **SARTA**

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Ensure that business accelerator and incubator programs are able to address cluster-specific needs		X			
b) Encourage targeting of regional equity investments for core business clusters		X			
c) Identify cluster specialized mentoring, financing, and technical assistance expertise and tie into regional service provider networks			X		

4. Explore opportunities to create formal public-private partnerships to foster and grow cluster opportunities  
*Coordinating Champion: Metro Chamber*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Evaluate momentum in cluster performance and alliance group activities to determine need for additional organizational capacity focused on cluster growth and support			X		
b) Partner with educational institutions, local governments, financial institutions, and the broader business community to develop solutions that address specialized facility and capital needs			X		
c) Garner local government commitment to supporting cluster growth through specific permitting, procurement and other business-oriented programs		X			

5. Facilitate new domestic business-to-business sales and foreign exports to increase economic base activities within core clusters  
*Coordinating Champions: Metro Chamber and NCWTC*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Assist local companies in identifying key buyers of cluster goods and services in domestic and foreign markets		X			
b) Coordinate group cluster company participation and trips for relevant domestic and international trade shows			X		
c) Develop local cluster showcase events to facilitate increased awareness of local companies and enhance business sales relationships		X			
d) Support efforts to help companies identify and respond to government procurement opportunities		X			
e) Connect cluster companies to the regional service provider network for international trade		X			

6. Encourage the creation of local and regional incentives that support growth of primary jobs across core clusters and other industries  
*Coordinating Champion: Metro Chamber*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Educate local government elected officials and economic development staff on the characteristics, performance and needs of companies in the core business clusters	Q4				
b) Advocate for targeted cluster incentives to encourage company investment and close relevant cost gaps between competitive locations		X			
c) Encourage inclusion of incentive provisions for company performance and related "clawback" policies		X			

Objective 3: **BUILD STRONG ECONOMIC FOUNDATIONS FOR SUSTAINED CLUSTER GROWTH**

See strategy-level coordinating champions

**Strategies:**

1. Align education and workforce development efforts to address current and anticipated gaps in labor supply and demand within the clusters

Coordinating Champion: **NextEd**

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct research on workforce supply and demand dynamics in each of the core business clusters	Q3				
b) Engage cluster companies to validate workforce research and provide additional insight on skill and degree requirements	Q3				
c) Share research findings with education and training providers in the Region and encourage/work with providers to develop new or enhanced offerings around cluster needs	Q4				
d) Work with Workforce Investment Boards, job posting services, and other education and workforce development entities to align available resources with cluster needs and communicate opportunities to job seekers		X			
e) Assist education and training providers in marketing new or enhanced programs to potential and current students		X			

2. Advocate for public policy at the state and local levels that supports conditions necessary for cluster growth

Coordinating Champion: **Metro Chamber**

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Distill common regulatory issues from cluster alliance groups and actively review proposed regulations from the perspective of cluster needs	Q4				
b) Communicate the value of the core business clusters, identified regulatory issues, and basic cluster needs with state and local policymakers		X			
c) Partner with key alliance group members to advocate for regulatory changes and new supportive public policies		X			

3. Build a robust regional network of suppliers and service providers for effective cluster operations

Coordinating Champions: **SACTO and Metro Chamber**

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Facilitate relationships between applicable companies not currently providing goods and services to local cluster companies		X			
b) Analyze key domestic and international imports from trade patterns, goods movement and business outreach to identify opportunities for import substitution through increasing local supplier relationships	Q3				
c) Target business retention efforts on critical suppliers and service providers to the clusters		X			
d) Focus business attraction efforts on filling gaps in supplier and service provider networks based on alliance group feedback		X			
e) Partner with Sacramento Convention & Visitors Bureau to recruit industry trade shows to the Region around clusters and related growth industries		X			

4. Address specialized facilities and infrastructure needs that strengthen connectivity required for cluster growth  
*Coordinating Champions: Metro Chamber and SACTO*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Gather feedback from alliance groups and other interactions with cluster companies to identify critical facility and infrastructure needs		X			
b) Connect with SACOG, state and local government departments, and developers to generate development plans aimed at addressing facility and infrastructure needs		X			
c) Pursue funding opportunities aligned with development plans			X		
d) Coordinate with Valley Vision and the Connect Capital Area Broadband Consortium (CCABC) to execute work plans and enhance high-speed internet access throughout the Region	Q1				
e) Create pilot projects that focus on “greening” large industries in the Region		X			
f) Support creation of feasible food processing and distribution hubs in the Region		X			

**4. GROW AND MAINTAIN A WORLD-CLASS TALENT BASE**

Objective 1: **CREATE MECHANISMS TO ATTRACT NEW TALENT AND RETAIN EXISTING TALENT**

*See strategy-level coordinating champions*

**Strategies:**

1. Establish connections between active young professionals groups throughout the Region and engage members as ambassadors in talent attraction and retention efforts  
*Coordinating Champion: Metro Chamber*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct formal outreach to young professionals groups throughout the Region to educate them on regional talent attraction and marketing efforts and officially recruit as regional ambassadors for young talent	Q1				
b) Gather feedback through young professionals groups to identify key locational attributes and desirable characteristics and build into talent-focused marketing efforts	Q3				
c) Build social media portals and enlist young professionals to contribute to blogs, testimonials, photo images and videos highlighting the identified key locational attributes and desirable characteristics	Q4				
d) Connect young professionals groups to each other and engage additional partners including the public sector, higher education and the business community	Q4				
e) Develop an annual young professionals summit to amplify networks and engage in regional and statewide issues	X				

- Execute a talent-attraction campaign targeting young professionals, experienced entrepreneurs and high-demand occupations and skills

*Coordinating Champions: SACTO and Metro Chamber*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct research and business outreach to identify high-demand occupations and skills and target audiences for talent attraction	Q3				
b) Engage an experienced consultant to build a talent attraction marketing plan inclusive of targets, messaging, materials, delivery methods and performance measures	Q3				
c) Coordinate with organizations conducting external marketing to target audiences and workforce recruitment to unify talent-attraction campaign messaging and content	Q4				
d) Identify a regional organization to act as the first point of contact for inquiries resulting from the talent attraction marketing campaign with knowledge of resources for housing, employment, entertainment and community services	Q3				
e) Work with the selected consultant to implement the talent attraction marketing plan, monitor outcomes of the campaign, and adjust efforts as necessary		X			

- Implement a talent retention strategy focusing on students and recent graduates of regional education and training programs

*Coordinating Champions: Metro Chamber and NextEd*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Research feasibility of an online job posting service to develop a comprehensive listing of available jobs and internships and work-based learning opportunities in the Region and conduct business outreach to encourage use of the service	Q4				
b) Work with local businesses to create additional internship opportunities in targeted occupational fields and business clusters and explore unique models to fund new internships	Q4				
c) Build support for nontraditional work environments by exploring opportunities for shared space, facilitating telecommuting options, and encouraging home-based and proprietor businesses					X
d) Evaluate case studies for best practices and develop a talent-retention marketing plan inclusive of targets, messaging, materials, delivery methods and performance measures	Q4				
e) Engage regional partners to help implement the talent-retention campaign including higher education institutions, training providers, workforce development entities, corporate recruiters and professional groups		X			
f) Implement the talent retention marketing plan, monitor outcomes of the campaign, and adjust efforts as necessary			X		

4. Develop mechanisms to better connect new, existing and prospective students to career opportunities and lifestyle assets in the Region

*Coordinating Champions: UC Davis and Sacramento State*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Build and distribute a resource guide for graduating students and new residents providing information on housing, employment, entertainment and community services		X			
b) Create a website landing page focused on talent retention that includes the job posting service, information on the regional economy and local business, messaging and content from the talent attraction and retention campaigns, and a listing of professional events and meet-up groups		X			
c) Work with community colleges, private higher education institutions and other regional partners to actively educate students about regional amenities, assets and resources		X			
d) Encourage effective physical and virtual connections between higher education institutions and regional assets, amenities, resources and the business community to allow better access for students		X			

5. Invest in the Region’s cultural infrastructure as a means to retain and attract talent

*Coordinating Champion: Metro Chamber*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Form a coalition of regional leadership to champion enhancement of and investment in cultural infrastructure	Q4				
b) Support regional outreach and market research efforts to garner endorsement for the effort, validate the list of civic amenities projects, and develop a greater understanding of support for funding specific projects		X	X		
c) Aid the efforts of proponent groups developing Civic Amenities Projects through lobbying, outreach and fundraising			X	X	X
d) Utilize coalition to develop a prioritized list of Civic Amenities that are shown through sound market research to have support of the region’s voters.			X		
e) Create a plan to advocate for and secure funding to develop prioritized civic amenities projects through public and private funding mechanisms.			X		
f) Build a public information and outreach campaign to create visibility for prioritized projects				X	
g) Create a comprehensive Master Plan approach in the Civic Amenities Core District to guide siting of new Civic Amenities		Q1-Q2			

**Objective 2: ALIGN TRAINING AND EDUCATION PATHWAYS TO INCREASE ECONOMIC PROSPERITY FOR BUSINESSES AND WORKERS**

See strategy-level coordinating champions

**Strategies:**

1. Mobilize the community to advance and support continued investment in education and related infrastructure

*Coordinating Champions: Metro Chamber and NextEd*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Assemble an impactful set of information to demonstrate the value of public and private higher education institutions in terms of economic, social and workforce development contributions	Q2				
b) Inform regional business leaders on the value of public higher education institutions and engage as supporters for advocacy efforts	Q3				
c) Execute an awareness and advocacy campaign for investment in and support of public and private higher education institutions targeting state and federal policymakers	Q4				
d) Explore opportunities for the creation of a pooled scholarship fund to support additional Capital Region students with access to regional higher education institutions in preparation for critical careers			X		

2. Develop critical career pathways that align with core business clusters across all education and training levels

*Coordinating Champion: NextEd*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct research to identify critical career pathways in the core business clusters	Q4				
b) Identify broader education and training opportunities to build risk-taking and entrepreneurship as well as leadership skills	Q4				
c) Disseminate career pathways and skills information to education and training providers and work with providers to support existing and implement new programs and curricula		X			
d) Partner with providers to market new programs and curricula and educate students on career opportunities in core business clusters		X			
e) Explore need for specialized skills in digital media and other fields			X		

3. Address critical gaps in workforce supply and demand across core business clusters and other large industry sectors

*Coordinating Champion: NextEd*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct a workforce supply and demand analysis addressing broad economic trends, workforce diversity, and specific requirements of core business clusters, as well as existing needs for experienced executives, serial entrepreneurs and engineers	Q4				
b) Reach out to businesses and education and training providers in the Region to validate workforce supply and demand analysis findings and gather additional insight on emerging occupation and skill requirements	Q4				
c) Disseminate workforce supply and demand gaps and skills information to education and training		X			

providers and work with providers to enhance existing offerings and implement new programs and curricula					
d) Engage Workforce Investment Boards, job posting services and other education and workforce development entities to target resources and communicate regional workforce supply and demand dynamics		X			

**5. IMPROVE THE REGIONAL BUSINESS CLIMATE FOR ECONOMIC GROWTH**

**Objective 1: REMOVE ECONOMIC AND REGULATORY BARRIERS TO STIMULATE GROWTH**

*Coordinating Champion: Metro Chamber*

**Strategies:**

- Partner with the business community and other regions in the state to communicate with and influence state policymakers

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Utilize Metro Chamber Cap-to-Cap and State Legislative Summit activities to proactively pursue Next Economy economic development and regulatory priorities	Q1				
b) Create and publicize a scorecard for state elected officials with grading based on “business friendly” decisions		X			
c) Continue participation in R.E.A.L. Coalition to build solutions to critical statewide issues	Q1				

- Coordinate the Region’s business advocacy efforts to reduce local and regional regulatory barriers to improve the Region’s business climate

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Establish the Capital Region Business Coalition (CapRBC) and leverage its influence to improve the regional regulatory environment	Q2				
b) Formulate and execute a CapRBC strategic policy agenda	Q3				
c) Create and publicize a scorecard for local jurisdictions with grading based on “business friendly” policies		X			
d) Prioritize the top 10 local regulatory impediments and share with local jurisdictions	Q2				
e) Collaboratively formulate recommendations to address top regulatory impediments	Q4				
f) Develop an outreach campaign to business leaders and media to highlight business needs, costs of unnecessary regulations, efforts to address issues, and local jurisdiction responsiveness		X			
g) Build capacity for a clearinghouse on business-friendly regulatory practices and develop an information exchange to keep businesses and other stakeholders informed on changing regulations			X		

- Build a proactive effort to educate and inform elected officials and local government leaders about key business issues and industry needs

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Organize a regional Mayors and Board Chairs caucus to create regional relationships, share common business and industry issues and identify collaborative solutions		X			
b) Utilize Cap-to-Cap, State Legislative Summit, and CapRBC to inform and engage elected officials, managers and executives, and special districts	Q1				
c) Recruit champions with industry expertise across core business clusters to provide feedback on issues, highlight voluntary industry self-regulation, advise on alternative regulatory approaches and report on industry needs	Q4				

- Leverage existing regional advocacy programs and, where possible, other state associations' and prominent industry-specific lobbying efforts to influence a reduction of regulatory barriers at the state and federal levels

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Engage labor, environmental and other interest groups to build support for advocacy efforts	Q2				
b) Leverage CapRBC and R.E.A.L. Coalition to build linkages to existing advocacy efforts		X			
c) Develop closer ties with California Chamber of Commerce, U.S. Chamber of Commerce, CMTA, CALED, and NFIB (national and state) and collaborate on regulatory efforts	Q2				
d) Complete a comparative analysis of model approaches and programs and identify ways to adopt best practices through partnerships and organizational efficiency		X			
e) Increase the frequency and scope of proactive regional lobbying efforts at the state and federal levels		X			

- Foster an effective system to respond to company-specific local-level regulatory issues

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Work with local governments to ensure economic development readiness and develop an effective public-private response system to address company needs and/or retention	Q4				
b) Implement Metro Pulse strategic plan and ensure an effective feedback loop is in place to identify critical regulatory issues arising from business outreach	Q1				
c) Utilize business retention findings to formulate and implement a regulatory strategy	Q2				
d) Establish strike teams to react to company-specific issues and act as champions of related regulatory reform efforts	Q3				
e) Expand business ombudsman capacity through new and existing programs and provide technical and financial resources to help firms with effective regulatory compliance		X			

6. Encourage streamlined and predictable permitting policies and procedures across all local jurisdictions in the Region

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct an audit of jurisdictional permitting procedures and build an updated online clearinghouse of jurisdictional permits and requirements			X		
b) Form a technical public-private task force to assess and institute a common business-friendly permitting system and explore e-permitting platforms where appropriate		X			
c) Promote the use of structured cost-benefit analysis in evaluating existing and proposed policies and provide training to regulatory personnel on how to measure costs and benefits as necessary		X			
d) Help local governments develop more effective, lower-cost policy instruments and assess opportunities for variance mechanisms			X		

7. Pursue local implementation of state and federal regulatory requirements that is uniform, streamlined and cost effective

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Work through CapRBC to create recommendations for implementation of state and federal regulatory requirements		X			
b) Identify top five issues related to local implementation of state and federal requirements	Q2				
c) Develop a local jurisdiction and special districts working group to devise solutions to top five implementation issues	Q4				
d) Promote a look-back mechanism to review implementation of requirements and identify opportunities to streamline, reduce burdens, align with regulatory purpose, and increase efficiencies			X		

Objective 2: **AMPLIFY THE REGION’S VISIBILITY AND REPUTATION AMONG KEY AUDIENCES**

*Coordinating Champions: SACTO and Metro Chamber*

**Strategies:**

- Mobilize a set of interlocking campaigns, aligned with the Next Economy vision, that solidify the Region’s reputation as the economic, cultural and recreational capital of the State of California

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Assemble a regional brand task force comprised of communications and community leaders representing each of the six counties	Q3				
b) Assess regional attributes and formulate a campaign based on distinctive characteristics	Q4				
c) Establish a marketing plan including a message platform, creative elements, defined internal and external audiences and effective communications channels		X			
d) Formulate an execution plan that utilizes new and traditional media outlets		X			
e) Produce a series of high-profile Regional Forums around topic-specific needs or business clusters to generate increasing awareness, foster continued momentum and celebrate successes		X			
f) Identify publicity partners and secure their support for promoting campaign messages	Q4				
g) Coordinate marketing effort with regional economic development organizations and other stakeholder organizations		X			

h) Produce and deploy appropriate marketing materials, including web-based and multimedia, to local stakeholders for use in promoting the Capital Region's assets		X			
i) Build partnerships with other economic development entities in the state to collaboratively develop and fund a communications campaign focused on improving the image of California as a place to do business	Q2				

2. Establish a media partner network committed to publishing content that celebrates local and regional achievements internally and externally

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Identify key media partners and reporting/editorial points of contact	Q2				
b) Educate local news outlets and key reporter/editorial staff on regional brand characteristics and key message points	Q3				
c) Enlist support from local media and publicity partners who commit to campaign promotion	Q3				
d) Negotiate agreement with leading local news outlets to whenever possible publicize positive outcomes and achievements	Q3				

3. Establish a mechanism for collecting, assembling, coordinating and disseminating key messages and celebratory content

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Engage a public relations consultant with place marketing expertise to coordinate external media relationships and enhance regional visibility internally and externally		X			
b) Disseminate consistent messaging to stakeholders on activities, regional competitiveness and business climate					
c) issues		X			
d) Monitor awareness and perceptions among key internal and external audiences and adjust public relations efforts as necessary		X			

**Objective 3: INTENSIFY ECONOMIC DEVELOPMENT ACTIVITIES THAT DRIVE GROWTH AND INVESTMENT**  
*Strategy-level coordinating champions*

**Strategies:**

1. Build a significant fund that can be used to directly invest in competitive new company locations or expansions that create high-value jobs

*Coordinating Champions: Metro Chamber and SACTO*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Research case studies of existing funds at the state and regional levels to weigh structure, sources and outcomes	Q3				
b) Explore feasible fund options and related action plans inclusive of structure, investment criteria, performance policies and sources	Q4				
c) Build a core set of public and private partners to execute action plans and establish responsible entity and related policies		X			
d) Integrate information on the fund into internal and external marketing efforts			X		
e) Monitor outcomes, promote success and adjust fund structure as necessary			X		

2. Establish a formal, regionwide system to retain local companies and high-quality jobs  
*Coordinating Champion: Metro Chamber*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Develop new Metro Pulse program financing model to build internal capacity and full regional scope	Q1				
b) Analyze business data to identify outreach targets including major regional employers, national and international headquarters operations, core business cluster companies and "gazelle" companies	Q1				
c) Work with service providers, local jurisdictions and regional economic development organizations to build a business response team and implement agreed-upon company follow-up procedures	Q2				
d) Develop an aggressive outreach schedule and conduct proactive target company site visits to effectively gauge company needs	Q2				
e) Monitor response to individual company needs to ensure efficient and effective follow-through among service providers	Q3				
f) Facilitate communication of common regulatory issues to local government through public policy programs	Q2				
g) Track program outcomes, publicize successes and adjust services as necessary	Q4				

3. Prioritize Next Economy strategies and identify strategic and coordinated funding sources for implementation of actions that offer high anticipated job and wealth creation outcomes  
*Coordinating Champion: Next Economy Oversight Group*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Identify Next Economy strategies and actions that require increased organizational capacity or entirely new programs and services and work with champions on estimating resource requirements	Q1				
b) Prioritize strategies and actions using agreed-upon criteria based primarily on potential job and wealth creation outcomes	Q2				
c) Assemble a team with grant writing and marketing skills to pursue funding opportunities aligned with priorities	Q2				
d) Assess priorities that can be grouped into umbrella funding requests through foundations, financial institutions, government programs or other opportunities	Q2				

- Pursue opportunities with state agencies and departments that result in increased investment, procurement and/or private-sector job creation

*Coordinating Champion: Metro Chamber*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Conduct an evaluation of funding and procurement opportunities within state agencies and departments that touch core business clusters or other key regional industries	Q4				
b) Collaborate with representatives from state agencies and departments to gather insight into existing and future opportunities and advocate for local businesses	Q4				
c) Inform local businesses of applicable opportunities and connect with representatives from state agencies and departments		X			
d) Encourage local business teaming where appropriate to enhance competitiveness in securing projects or funding		X			

- Educate the public and investors about the Region’s economic development activities, the value they offer, and the job and wealth creation opportunities they present

*Coordinating Champions: SACTO and Metro Chamber*

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Collect annual outcomes from primary regional economic development organizations and assemble into an informational document	Q3				
b) Create a brief overview of the primary components of regional economic development emphasizing the value in supporting a vibrant economy and facilitating job growth and wealth creation	Q1				
c) Disseminate combined outcomes document to investors, public-sector partners and other stakeholders	Q3				
d) Conduct annual meetings with elected officials throughout the Region to educate them on the value of economic development and share combined outcomes of regional organizations	Q4				
e) Work with local jurisdictions to create an economic development code of ethics that sets ground rules for cooperation and existing company engagement		X			

**Objective 4: DEVELOP A NEXT ECONOMY GOVERNANCE STRUCTURE THAT ENSURES IMPLEMENTATION AND ACCOUNTABILITY**

*Coordinating Champion: Next Economy Oversight Group*

**Strategies:**

- Align strategic objectives of Capital Region non-profit organizations with a goal of collaborating on Next Economy implementation strategies

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Educate organization leadership and other coordinating champions about strategy and action prioritization for implementation to ensure that resources are directed toward items with the greatest potential outcomes	Q1				
b) Work with organizations to develop messaging around “playbook” concept for purposes of communicating with stakeholders and the media about Next Economy implementation strategies	Q1				
c) Conduct regular outreach with organization leadership and boards of directors to maintain	Q1				

focus on Next Economy objectives throughout the implementation period					
---	--	--	--	--	--

- Obtain endorsement from all cities and counties in the Capital Region of Next Economy Goals and Unified Vision and coordinate Next Economy implementation strategies and objectives with public-agency partners

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Draft a standard resolution to utilize for endorsement from city councils and boards of supervisors	Q1				
b) Conduct outreach with elected officials to brief them on Next Economy objectives and gain support for the resolution prior to endorsement meetings	Q1				
c) Engage local jurisdiction management and economic development staff to coordinate inclusion of key Next Economy strategies in strategic plans and economic development initiatives	Q1				

- Enact a formal agreement among principal organizations specifying roles and performance obligations toward Next Economy execution

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Draft a common agreement for regional organizations to adopt including endorsement of Prosperity Plan principles, coordinating roles, and performance objectives	Q1				
b) Identify appropriate organizations to adopt the agreement based on mission, regional scope and technical capacity	Q1				
c) Conduct outreach with leadership and boards of directors of principal regional organizations to garner support of Next Economy and ensure adoption of agreement	Q1				

- Track implementation progress, manage accountability, report regularly, celebrate successes and adjust strategies and actions as necessary for efficiency and maximum return on investment for economic development activities

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Incorporate a progress tracker on the Next Economy website and coordinate with responsible parties monthly to report accomplishments and discuss progress toward goals	Q2				
b) Generate a quarterly newsletter distributed to stakeholders and media highlighting accomplishments of responsible parties and related Next Economy efforts	Q2				
c) Develop and distribute an annual Next Economy report focusing on recounting progress on strategies and an update on performance measures	Q4				
d) Evaluate appropriate public forums or events where best to convey Next Economy accomplishments and next steps	Q2				
e) Present annual report highlights at responsible parties' board meetings as well as through SACOG groups	Q4				
f) Participate in the CA Economic Summit and work with leaders to move regionally supported action plans forward	Q1				
g) Produce a Regional Forum that identifies regional barriers to business and economic growth and work with state networks on progress and to address needs at state level	Q4				

5. Evaluate organizational alignment to achieve efficiency and maximum return on investment for economic development activities

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Assess economic development programs and services alongside organizational expertise utilizing research conducted through Next Economy as well as additional regional organization outreach	Q1				
b) Review organizational priorities reflected in strategic plans as well as ability to integrate Next Economy strategies and actions	Q1				
c) Convene a planning meeting including core regional economic development organizations and other relevant stakeholders to discuss organizational alignment in the context of Next Economy	Q2				
d) Ensure follow-through on alignment items identified in the planning meeting	Q3				

6. Examine merits associated with completion of a regionwide Comprehensive Economic Development Strategy (CEDS)

Actions	Year 1	Year 2	Year 3	Year 4	Year 5
a) Communicate with EDA to gain a better understanding of CEDS requirements, alignment with future funding opportunities, and availability of planning grants for report development	Q1				
b) Work with CSER to leverage Next Economy materials to create CEDS report, submit to EDA and make necessary adjustment for approval	Q4				
c) Inform local jurisdictions and regional economic development organizations of approved CEDS and potential funding opportunities through EDA	Q4				
d) Monitor progress, follow EDA reporting requirements and plan for CEDS update		X			

## At-A-Glance: PUBLIC AGENCY ENGAGEMENT AREAS

This section highlights the specific objectives and strategies that are most suited for public agency engagement and the primary activity areas (noted in parenthesis) that local government leaders can direct attention and resources toward.

### 1. FOSTER A STRONG INNOVATION ENVIRONMENT

#### Objective 1: BOLSTER UNIVERSITY TECHNOLOGY TRANSFER AND COMMERCIALIZATION

##### Strategy:

- ◆ Explore opportunities for developing university-industry research centers around regional research strengths and core business clusters (*Physical research parks and innovation facilities*)

#### Objective 2: EXPAND ACCESS TO CAPITAL FOR HIGH-GROWTH COMPANIES AND SMALL AND MEDIUM ENTERPRISES

##### Strategies:

- ◆ Establish a centralized access point for information about the sources of capital available across all stages of a company lifecycle (*Distribute debt and equity capital resource guide*)
- ◆ Build new forms of debt and equity capital available to high-growth companies and small and medium enterprises (*Capitalize revolving loan fund*)
- ◆ Leverage public-sector investment power to increase the level of regional investment (*Banking relationships*)

#### Objective 3: BUILD A ROBUST NETWORK OF BUSINESS INCUBATOR AND ACCELERATOR SERVICES

##### Strategies:

- ◆ Market the existence and outcomes of the incubator and accelerator network internally and externally (*Distribute network information*)
- ◆ Build a targeted retention effort focused on viable companies that have received incubator and accelerator services (*Integrate targeted companies*)

### 2. AMPLIFY THE REGION'S GLOBAL MARKET TRANSACTIONS

#### Objective 1: GROW INTERNATIONAL TRADE AND EXPORT ACTIVITY

##### Strategy:

- ◆ Build a comprehensive regional service provider network that offers effective business assistance, financing and targeted support services for international trade (*Distribute international trade resource guide*)

**Objective 2: INCREASE THE LEVEL OF FOREIGN DIRECT INVESTMENT****Strategies:**

- ◆ Enhance coordinated marketing efforts focused on foreign direct investment (*Coordinate messaging*)
- ◆ Develop a strategic network of service providers and regional leaders to assist with outreach efforts and foreign company prospects (*Foreign company interactions*)
- ◆ Market investment opportunities within the Region to potential foreign investors (*Market opportunities*)

**3. DIVERSIFY THE ECONOMY THROUGH GROWTH AND SUPPORT OF CORE BUSINESS CLUSTERS****Objective 1: FORM FUNCTIONAL BUSINESS NETWORKS AND ESTABLISH SPECIFIC CLUSTER INITIATIVES****Strategies:**

- ◆ Recruit members from across the entire value chain to form cluster alliance groups (*Alliance group member*)
- ◆ Maintain cluster-specific resource guides listing relevant regional programs, services and providers (*Distribute cluster resource guides*)

**Objective 2: CREATE AND ALIGN TARGETED PROGRAMS AND SERVICES TO SUPPORT CLUSTERS****Strategies:**

- ◆ Align regional business attraction and retention programs with cluster opportunities (*Key sites and response teams*)
- ◆ Explore opportunities to create formal public-private partnerships to foster and grow cluster opportunities (*Commitment to cluster growth*)
- ◆ Encourage the creation of local and regional incentives that support growth of primary jobs across core clusters and other industries (*Business needs and incentives*)

**Objective 3: BUILD STRONG ECONOMIC FOUNDATIONS FOR SUSTAINED CLUSTER GROWTH****Strategies:**

- ◆ Advocate for public policy at the state and local levels that supports conditions necessary for cluster growth (*Regulations and public policy*)
- ◆ Address specialized facilities and infrastructure needs (*Development plans*)

**4. GROW AND MAINTAIN A WORLD-CLASS TALENT BASE****Objective 1: CREATE MECHANISMS TO ATTRACT NEW TALENT AND RETAIN EXISTING TALENT****Strategy:**

- ◆ Invest in the Region's cultural infrastructure as a means to retain and attract talent (*Priority projects*)

## 5. IMPROVE THE REGIONAL BUSINESS CLIMATE FOR ECONOMIC GROWTH

### Objective 1: REMOVE ECONOMIC AND REGULATORY BARRIERS TO STIMULATE GROWTH

#### Strategies:

- ◆ Coordinate the Region's business advocacy efforts to reduce local and regional regulatory barriers to improve the Region's business climate (*Regulatory impediments*)
- ◆ Build a proactive effort to educate and inform elected officials and local government leaders about key business issues and industry needs (*Business and industry issues*)
- ◆ Foster an effective system to respond to company-specific local-level regulatory issues (*Business outreach and regulatory issues*)
- ◆ Encourage streamlined and predictable permitting policies and procedures across all local jurisdictions in the Region (*Permitting system*)
- ◆ Pursue local implementation of state and federal regulatory requirements that is uniform, streamlined and cost effective (*Solutions for streamlining*)

### Objective 2: AMPLIFY THE REGION'S VISIBILITY AND REPUTATION AMONG KEY AUDIENCES

#### Strategy:

- ◆ Mobilize a set of interlocking campaigns, aligned with the Next Economy vision, that solidify the Region's reputation as the economic, cultural and recreational capital of the State of California (*Coordinate marketing efforts*)

### Objective 3: INTENSIFY ECONOMIC DEVELOPMENT ACTIVITIES THAT DRIVE GROWTH AND INVESTMENT

#### Strategies:

- ◆ Build a significant fund that can be used to directly invest in competitive new company locations or expansions that create high-value jobs (*Execute on action plan*)
- ◆ Establish a formal, regionwide system to retain local companies and high-quality jobs (*Business outreach and response teams*)
- ◆ Educate the public and investors about the Region's economic development activities, the value they offer, and the job and wealth creation opportunities they present (*Elected official outreach and adoption of code of ethics for economic development*)

### Objective 4: DEVELOP A NEXT ECONOMY GOVERNANCE STRUCTURE THAT ENSURES IMPLEMENTATION AND ACCOUNTABILITY

#### Strategies:

- ◆ Obtain endorsement from all cities and counties in the Capital Region of Next Economy Goals and Unified Vision and coordinate Next Economy implementation strategies and objectives with public-agency partners (*Elected official support and plan integration*)
- ◆ Examine merits associated with completion of a regionwide Comprehensive Economic Development Strategy (*CEDS approval*)

## At-A-Glance: PRIVATE INDUSTRY ENGAGEMENT AREAS

This section highlights the specific objectives and strategies that are most suited for private industry engagement and that local business leaders can direct attention and resources toward.

### 1. FOSTER A STRONG INNOVATION ENVIRONMENT

#### Objective 1: **BOLSTER UNIVERSITY TECHNOLOGY TRANSFER AND COMMERCIALIZATION**

##### Strategies:

- ◆ Identify regional industry needs and align university research capacity for new discoveries and emerging technologies
- ◆ Encourage linkages between researchers making discoveries and entrepreneurs and companies able to commercialize and deploy

#### Objective 2: **EXPAND ACCESS TO CAPITAL FOR HIGH-GROWTH COMPANIES AND SMALL AND MEDIUM ENTERPRISES**

##### Strategies:

- ◆ Build new forms of debt and equity capital available to high-growth companies and small and medium enterprises
- ◆ Facilitate effective connections between funders and companies
- ◆ Strengthen relationships with external funding sources interested in regional deal opportunities

### 2. AMPLIFY THE REGION'S GLOBAL MARKET TRANSACTIONS

#### Objective 1: **GROW INTERNATIONAL TRADE AND EXPORT ACTIVITY**

##### Strategy:

- ◆ Form strategic relationships with international business networks, existing foreign companies and foreign government agencies to identify and support international trade opportunities

#### Objective 2: **INCREASE THE LEVEL OF FOREIGN DIRECT INVESTMENT**

##### Strategy:

- ◆ Develop a strategic network of service providers and regional leaders to assist with outreach efforts and foreign company prospects

### 3. DIVERSIFY THE ECONOMY THROUGH GROWTH AND SUPPORT OF CORE BUSINESS CLUSTERS

#### Objective 1: **FORM FUNCTIONAL BUSINESS NETWORKS AND ESTABLISH SPECIFIC CLUSTER INITIATIVES**

##### Strategies:

- ◆ Recruit members from across the entire value chain to form cluster alliance groups
- ◆ Develop annual cluster alliance group priorities and action plans that focus on increased jobs and investment, drive implementation of needed growth activities, and monitor progress against stated objectives

#### Objective 2: **CREATE AND ALIGN TARGETED PROGRAMS AND SERVICES TO SUPPORT CLUSTERS**

##### Strategies:

- ◆ Explore opportunities to create formal public-private partnerships to foster and grow cluster opportunities
- ◆ Facilitate new domestic business-to-business sales and foreign exports to increase economic base activities within core clusters

#### Objective 3: **BUILD STRONG ECONOMIC FOUNDATIONS FOR SUSTAINED CLUSTER GROWTH**

##### Strategies:

- ◆ Align workforce development efforts to address current and anticipated gaps in labor supply and demand within the clusters
- ◆ Advocate for public policy at the state and local levels that supports conditions necessary for cluster growth
- ◆ Build a robust regional network of suppliers and service providers for effective cluster operations

### 4. GROW AND MAINTAIN A WORLD-CLASS TALENT BASE

#### Objective 1: **CREATE MECHANISMS TO ATTRACT NEW TALENT AND RETAIN EXISTING TALENT**

##### Strategies:

- ◆ Develop mechanisms to better connect new, existing and prospective students and residents to career opportunities and lifestyle assets in the Region
- ◆ Invest in the Region's cultural infrastructure as a means to retain and attract talent

#### Objective 2: **ALIGN TRAINING AND EDUCATION PATHWAYS TO INCREASE ECONOMIC PROSPERITY FOR BUSINESSES AND WORKERS**

##### Strategies:

- ◆ Mobilize the community to advance and support continued investment in education and related infrastructure
- ◆ Address critical gaps in workforce supply and demand across core business clusters and other large industry sectors

## 5. IMPROVE THE REGIONAL BUSINESS CLIMATE FOR ECONOMIC GROWTH

### Objective 1: REMOVE ECONOMIC AND REGULATORY BARRIERS TO STIMULATE GROWTH

#### Strategies:

- ◆ Partner with the business community and other regions in the state to communicate with and influence state policymakers
- ◆ Build a proactive effort to educate and inform elected officials and local government leaders about key business issues and industry needs

## PART SIX: NEXT ECONOMY PARTNERS

### Resolutions of Support

For the Region’s businesses to compete successfully in a global economic environment, it is imperative that public and private interests in the Region work together to maximize their competitive advantages. Such collaborative and coordinated economic development can stimulate job creation and prosperity across the entire Region.

The Next Economy initiative encompasses the counties of Sacramento, Placer, El Dorado, Sutter, Yolo and Yuba and their 23 incorporated cities.

As leaders and partners with the private sector, the Region’s cities, counties and special districts play an integral role in regional economic development success, particularly if local governments strive to work together rather than individually to improve the Region’s economy. Public sector agencies are asked to support the core principles in the Capital Region Prosperity Plan by adopting supportive resolutions. At time of publication, five counties, 15 cities and three special districts had adopted resolutions by unanimous vote and many others have the item scheduled for consideration in the weeks ahead.

These resolutions affirm regional readiness to use the framework Next Economy provides as their “playbook” for economic development activities in the years ahead.

## nexteconomy

### Approved

1. Placer County 1/8
2. Yuba County 1/22
3. Sacramento County 1/29
4. Yolo County 2/12
5. El Dorado County 3/12



1. City of Sacramento 1/15
2. City of Roseville 1/16
3. City of Rancho Cordova 1/22
4. City of Elk Grove 1/23
5. City of Yuba City 2/5
6. City of Galt 2/5
7. City of Folsom 2/12
8. City of Wheatland 2/12
9. City of Placerville 2/12
10. City of Woodland 2/19
11. City of West Sacramento 2/20
12. City of Rocklin 2/26
13. City of Davis 2/26
14. City of Citrus Heights 2/28
15. City of Colfax 3/13



1. SETA-Sacramento Works 2/7
2. Golden Sierra Job Training Agency 2/7
3. SACOG 3/21

## Investors

At its core, Next Economy is a regional volunteer-driven endeavor that strives to move the \$97 billion annual economy of the six-county Capital Region to a more diversified, robust and sustainable economy by synchronizing and maximizing talent and resources.

The research and planning process undertaken thus far was made possible by an economic development grant awarded by the Morgan Family Foundation and the combined investments of many local contributors. Next Economy community leaders, volunteers and local organizations are to be credited for their belief in and support of this important effort.

Next Economy implementation will require new funding support to ensure effective execution, conduct benchmark research to evaluate performance, track and manage accountability measures and coordinate widespread partner engagement. To learn more about investment opportunities, visit [www.nexteconomycapitalregion.org](http://www.nexteconomycapitalregion.org).



## Next Economy Volunteer Leadership

The business leadership from SACTO, the Metro Chamber, SARTA and Valley Vision inspired the Next Economy effort and worked jointly to enlist a wide range of stakeholders—representing business, labor, education, public sector and economic development interests from across the six-county Capital Region—to chart a path for transforming the economy.

The Next Economy planning and research process was directed by a Leadership Group, a core team of individuals representing a cross-section of private industry, education and government. Serving in an executive capacity, the Leadership Group rallied the talent, insight and expertise of a volunteer Steering Committee, comprising multi-sector representatives with broad expertise. The Steering Committee served as key advisers throughout the process.

Moving into implementation, the volunteer business leadership of the four core regional nonprofits, plus NextEd and the Northern California World Trade Center, has made a five-year commitment to serve in an oversight capacity and to be responsible for tracking progress and serving as custodian of the Implementation Plan over the 5-year life of the plan.

### Leadership Group

**Brice Harris**—Chancellor, California Community Colleges  
**Martha Lofgren**—Partner, Brewer Lofgren LLP  
**Craig McNamara**—President and Owner of Sierra Orchards  
**Mark Otero**—Studio General Manager, BioWare Sacramento  
**Susan Peters**—Sacramento County Board of Supervisors  
**Jim Williams**—Partner, Williams + Paddon Architects + Planners

### Project Team

**Meg Arnold**—CEO, Sacramento Regional Technology Alliance  
**Barbara Hayes**—CEO, Sacramento Area Commerce & Trade Organization  
**Bill Mueller**—CEO & Managing Partner, Valley Vision  
**Roger Niello**—President & CEO, Sacramento Metro Chamber  
**Ryan Sharp**—Director, Center for Strategic Economic Research  
**Christine Ault**—Project Manager, Next Economy

### Oversight Group

**Ashil Abhat**—2013 Chair, Northern California World Trade Center  
**Naaz Alikhan**—2014 Chair, NextEd  
**James Beckwith**—2014 Chair, Sacramento Metro Chamber  
**Gary Bradus**—2014 Chair, SACTO  
**Kyle Glankler**—2013 Chair, NextEd  
**Michael Jacobson**—2014 Chair, Valley Vision  
**Martha Lofgren**—2013 Chair, Sacramento Metro Chamber  
**CJ Obmann**—2013-14 Chair, SARTA  
**David Parkes**—2013 Chair, SACTO  
**Scott Syphax**—2013 Chair, Valley Vision

### Steering Committee

**Michael Ault**—Executive Director, Downtown Sacramento Partnership  
**James Beckwith**—President & CEO, Five Star Bank  
**Kipp Blewett**—Partner, Rubicon Partners  
**Elisabeth Brinton**—Chief Customer Officer, Sacramento Municipal Utilities District  
**Jason Buckingham**—Executive Director, Golden Sierra WIB  
**Dave Butler**—CEO, NextEd  
**Jack Crawford**—General Partner, Velocity Venture Capital  
**Steven Currall**—Dean, UC Davis Graduate School of Management  
**Russ Davis**—Board, North State Building Industry Association  
**David DeLuz**—President and CEO, Greater Sacramento Urban League  
**Charlie Downs**—Senior Principal, ANOVA Architects  
**Greg Eldridge**—CH2M HILL  
**Pat Fong Kushida**—CEO, Sacramento Asian Chamber of Commerce  
**John Frisch**—Cornish & Carey  
**Joe Gagliardi**—CEO, Folsom Chamber of Commerce  
**Lewis Gale**—Dean, University of Pacific  
**Laura Gill**—City Manager, City of Elk Grove  
**Alex Gonzalez**—President, Sacramento State  
**Larry Greene**—Air Pollution Control Officer/Executive Director, Sacramento Metropolitan Air Quality Management District  
**Theresa Hamilton**—CEO, Fremont-Rideout Health Group  
**Michael Jacobson**—Director of Corporate Social Responsibility, Intel  
**Matt Kelly**—Executive Secretary, Sac-Sierra Building & Construction Trade Assoc.  
**Sandy Kirschenmann**—Associate Vice Provost, Drexel University  
**Kathy Kossick**—Executive Director, SETA-Sacramento Works  
**Ann Madden Rice**—Chief Executive Officer, UC Davis Medical Center  
**Mimi Nguyen**—Associate Director, Asian Resources  
**Steve Nichols**—Area Manager, Sacramento, PG&E  
**Micah Runner**—Economic Development Manager, City of Rancho Cordova  
**David Sanders**—Managing Partner, WorldBridge Partners  
**Scott Syphax**—President & CEO, Nehemiah Corporation  
**Renee Taylor**—President & CEO, Northern California World Trade Center  
**Keri Thomas**—Regional Director, Sutter Health  
**Rebecca Thornton Sloan**—Director, External Affairs & Member Services, Sacramento Area Council of Governments (SACOG)  
**Stan Van Vleck**—Partner, Stern, Van Vleck & McCarron  
**Tim Yamauchi**—Executive Vice President/CFO, PRIDE Industries



## Public Outreach Log

Since launching the Next Economy research and planning phase in the fall of 2011, both qualitative and quantitative data have been gathered to identify the leading opportunities for economic growth across the Region. That body of research and community input was applied to formulate overarching regional strategies and specific short-term action steps that can provide results over the next 12 months and beyond. Through the planning phase, the volunteer-driven initiative engaged more than 260 different private and public sector organizations and thousands of individuals, convened several dozen public work sessions around priority cluster areas, held three public Regional Forums, and conducted more than 75 separate outreach presentations to groups all across the Region. Following is a master calendar of the public outreach that was conducted as part of the planning and research phase.

# Guests	Organization/Entity	2011					2012										2013					
		A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
<b>Next Economy Community Forums and Private Sector Input</b>																						
100	Next Economy Kick Off Teleconference Briefings	8/19																				
250	Next Economy Regional Forum #1 - West Sac City Hall				11/15																	
400	Next Economy Regional Forum #2 - Folsom Comm Ctr						2/17															
250	Next Economy Regional Forum #3 - Sac State									5/4												
12	Next Economy Leadership Group	9/29	9/30	10/28	11/15	12/9	1/20	2/10	3/16	4/12	5/16				10/23						3/7	
40	Next Economy Steering Committee			10/28	11/15	12/9		2/3		4/16	5/4	6/1			10/23							
20	Agriculture & Food Work Group/Task Team						2/6	3/7	4/18					9/5		11/14		1/9	2/13			
20	Information & Communications Tech Work Group							3/15	4/10													
8	Advanced Manufacturing Focus Group (1:1 interviews)								X	X												
15	Health Care & Life Sciences Focus Group							3/9	4/13													
29	Innovations & Entrepreneurship Focus Group							3/12														
30	Innovations & Entrepreneurship Focus Group							3/19														
20	Clean Energy Technology (GCA) Focus Group						2/23															
105	Next Economy Teleconference Briefing #1 & #2																				12/5	
80	Next Economy Teleconference Briefing #3																				12/12	
35	Next Economy Teleconference Briefing #4																				12/18	



	State Credit Union					2/16													
50	Placer County Women’s Leadership Group			10/24							7/23								
	Mayor’s Board and Chair Forum - Sac County							3/21											
	Placer County Economic Development Summit							3/14											
250	Rocklin State of the City Address																		3/1
	Placer County Water Agency																		3/7
	Congresswoman Matsui				X														
	Congressman Bera																		1/31
<b>Economic Development Circuit</b>																			
45	Sacramento BOS - Ag Output Economic Workshop							2/28											
20	ED jurisdictional leaders (EDCED Commission)						1/19												
150	CALED Conference							3/22											
15	Yolo Leaders Group										6/20								
15	West Sac Economic Development Advisory Committee										6/27								
15	DSIDE - Davis Economic Corp							2/21											
15	Lincoln Econ Dev Council - Tom Cosgrove							3/14											
20	Metro Pulse Economic Development Leadership												10/24	11/20					
16	SACTO Economic Development Professionals																		1/31
<b>Chamber Circuit</b>																			
15	Regional Chambers Meeting	9/19	9/20								X?								
	Roseville Chamber			X?			1/6												
80	Rocklin Chamber										7/12								
	Elk Grove Chamber							2/27											
	Folsom Chamber				11/21														
	North Sac Chamber - Lattes & Leaders											8/23							
	Sacramento Asian Chamber							2/3											
	Lincoln Chamber							3/23											
100	Rocklin Chamber										7/12								
<b>Business Circuit</b>																			
	President’s Jobs Forum							3/6											
12	Health Care CEOs Roundtable							3/2											
120	Vistage - CEOs Business Group											9/15							
	Society for Marketing Professional Services											9/25							
	Lambda Alpha Real Estate, Brokers and Allied Industries												10/23						
190	Placer Manufacturers Forum												10/30						
60	Auburn Business Perspectives Event																		
	Financial Executives International Sacramento Chapter																		2/19



This report was prepared by **Valley Vision** and the **Center for Strategic Economic Research** (CSER) and is the product of a joint regional partnership between the business leadership of the Sacramento Area Commerce and Trade Organization, Sacramento Regional Technology Alliance, Sacramento Metro Chamber and Valley Vision.



### Published March 2013

Additional copies of this report are available for download at [www.nexteconomycapitalregion.org](http://www.nexteconomycapitalregion.org).

***The full Next Economy research report, produced by the Center for Strategic Economic Research, can be downloaded at [www.nexteconomycapitalregion.org/research](http://www.nexteconomycapitalregion.org/research).***

*Prepared by:*



*Connecting Citizens, Shaping Solutions*

2320 Broadway  
Sacramento, CA 95818  
916-325-1630

[www.valleyvision.org](http://www.valleyvision.org)



CENTER *for* STRATEGIC  
ECONOMIC RESEARCH

400 Capitol Mall, Suite 2500  
Sacramento, CA 95814  
916-491-0444

[www.strategiceconomicresearch.org](http://www.strategiceconomicresearch.org)