



# **Capital Region Leadership Council**

*Meeting Agenda & Materials*

June 20, 2024

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*Review and Action Required*





## Capital Region Leadership Council Meeting Agenda

Thursday, June 20, 2024, from 2:00 – 4:00 pm | Virtual via Zoom

**2:00 p.m.**

5 minutes

### Welcome & Framing

*Evan Schmidt, CEO, Valley Vision*

**2:05 – 2:15 p.m.**

10 minutes

### May Recap & Information

*Evan Schmidt, CEO, Valley Vision*

*Overview of key May activities, including We Prosper Together Updates*

→ **Action: Approval of May Meeting Minutes**

**2:15 - 2:45 p.m.**

30 minutes

### Tradable Cluster Areas

*Richard Dana, Partner, Community Strong Strategies*

*Share findings to support Tradable Cluster selections for additional research and action*

→ **Action: Approve Tradable Cluster Categories**

Tradable Clusters	Business Services	Technical Services
		Business Administration
	Research & Development	Agricultural/Food Technology
		Bio Tech
	Precision Manufacturing	Instrumentation and Microelectronics Manufacturing
		Next Generation Transportation
		Machinery Manufacturing
	Working Lands	Agriculture and Food
		Wood Economy
	Other	Creative Economy
		Tourism

**2:45 – 3:15 p.m.**

30 minutes

### Connecting to Quality Jobs

*Richard Dana, Partner, Community Strong Strategies*

*Highlight data and key findings from subregions to support Available Quality jobs determinations, which include Healthcare and Construction.*

→ **Action: Approve Connecting Quality Jobs Categories**

		Subregional Hub Identification	Share of Quality Jobs 2022	# of Quality Jobs 2022
Connecting To Quality Jobs	Healthcare	5	50.50%	47,763
	Construction	4	58.60%	42,979



## Capital Region Leadership Council Meeting Agenda

Thursday, June 20, 2024, from 2:00 – 4:00 pm | Virtual via Zoom

**3:30 – 3:45 p.m.**  
30 minutes

### Inclusionary Strategies

*Richard Dana, Partner, Community Strong Strategies*

*Share data and subregional findings to bolster Inclusionary Strategy decisions, which include Workforce Development, Childcare, Transportation, Housing, and Outreach & Awareness.*

→ **Action: Approve High-End Inclusionary Strategies**

		Subregional Hub Identification
Inclusionary Strategies	Workforce Development	5
	Childcare	4
	Transportation	4
	Housing	4
	Outreach & Awareness	3

**3:45 – 4:00 p.m.**  
15 minutes

### Questions, Next Steps & Closing

*Evan Schmidt, CEO, Valley Vision*



## Monthly Leadership Council Meeting Minutes

Date: Thursday, May 16, 2024, from 11:30 am – 4:30 pm

Location: Maidu Community Center, 1550 Maidu Dr, Roseville, CA 95661

### Leadership Council Attendees:

E	Adam Wilson	E	Gabby Trejo	E	Paul Bancroft
P	Adelita Serena	P	Gloria Stearns	P	Paul Towers
P	Anthony Taula-Lieras	E	Ivory Watts	P	Rana Ghadban
P	Bill Camp	A	James Corless	P	Robert Bendorf
E	Cameron Law	E	Jason Buckingham	P	Sam Greenlee
P	Christy Jewell	E	Jeneba Lahai	P	Suzanne Dizon
P	Crystal Bethke	E	Jenny Hatch	P	Tex Ritter
P	Denzell (Fedrequake) Nunsuch	P	Jeremy Brown	P	Theresa Milan
E	Daurice Smith	P	Kimberly Parker	E	Todd Cutler
E	Dawnte Early	P	Lindsey Nitta	P	Troels Adrian
P	Devin Middlebrook	E	Malaki Amen	P	Volma Volcy
P	Elisa Herrera	E	Melanie Dixon	A	Wayne Mitchum Jr.
P	Eliza Tudor	P	Michael Jasso	P	William Walker
E	Erica Johnson	P	Nkiruka Catherine Ohaegbu		
P	Fal Asrani	P	Orville Thomas		

"P" = present, "A" = absent, "E" = excused

### Additional Attendees:

<ul style="list-style-type: none"> <li>Evan Schmidt, <i>Valley Vision</i></li> <li>Renee John, <i>Valley Vision</i></li> <li>Maritessa Ares, <i>Valley Vision</i></li> <li>Isa Avanceña, <i>Valley Vision</i></li> <li>Darlene Meza, <i>Valley Vision</i></li> <li>Gretchen James, <i>Valley Vision</i></li> <li>Diangelo Andrews, <i>Valley Vision</i></li> <li>Richard Dana, <i>Community Strong Strategies</i></li> <li>Christina Craner, <i>Community Strong Strategies</i></li> <li>Carly Adams, <i>Community Strong Strategies</i></li> <li>bel Reyes, <i>Innovation Bridge</i></li> <li>Miriam ZouZounis, <i>GO-Biz</i></li> <li>Jesus Salazar, <i>OPR</i></li> <li>Derek Jansen, <i>RALLY</i></li> <li>Marek Gootman, <i>Cities GPS</i></li> <li>David Little, <i>North Valley Community Foundation</i></li> <li>Lauren Wong, <i>Tri Counties Community Action Partner</i></li> <li>Jody Samons, <i>EB3 Development</i></li> <li>David Spaur, <i>S2 Consulting</i></li> </ul>	<ul style="list-style-type: none"> <li>Kristen York, <i>Sierra Business Council</i></li> <li>Sarah Isabel Moe, <i>Sierra Business Council</i></li> <li>Derrick Martin, <i>Tahoe Prosperity Center</i></li> <li>Liam Apple, <i>Economic Resource Council</i></li> <li>Gil Mathew, <i>Economic Resource Council</i></li> <li>Kathryn Canepa, <i>Civic Thread</i></li> <li>Kiara Reed, <i>Civic Thread</i></li> <li>Abayomi Brownfield, <i>Civic Thread</i></li> <li>Faith McKinnie, <i>Black Artist Foundry</i></li> <li>Kim Williams, <i>Building Healthy Communities</i></li> <li>Alberto Mercado, <i>Building Healthy Communities</i></li> <li>Anette Smith, <i>Sacramento Asian Pacific Chamber of Commerce</i></li> <li>Pristina Zhang, <i>Civic Thread</i></li> <li>Xitlalitl Shafer, <i>Civic Thread</i></li> <li>Daniela Urban, <i>Center for Workers' Rights</i></li> <li>Maikhou Thao, <i>Everyday Impact Consulting</i></li> <li>Jesus Mata, <i>Everyday Impact Consulting</i></li> <li>Zach Freels, <i>Labor Ambassador</i></li> </ul>
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## I. Welcome

- Evan Schmidt, *Valley Vision*
  - Housekeeping: Wi-Fi information, Restroom location, Lunch timing
  - Please hold questions until the end of each section of the program
  - Subregional committee members are here. We have been looking forward to this and will start blending the channels of information to ensure we're speaking to the community and reviewing data.
- Land acknowledgment – led by Maritessa Ares, *Valley Vision*
- Evan reviewed the agenda for the day, which included Welcome, April Recap, We Prosper Together Communication, Lunch, Subregional Presentations (our critical partners), Breakout Groups (to process the information from the Subregional presentations), and Closing
- Moment forward - Framing for today.
  - We have been focusing on research and data – quantitative perspectives
  - Part of that work was identifying industry sectors. We identified that the group was not ready to make decisions around eliminating sectors, and instead, we shifted.
  - Community Voice (today's focus!)
    - Discovery of barriers & challenges
    - Potential industry-aligned projects
    - Local serving job opportunities
    - Inclusionary Strategies
- Actionary Steps
  - Build an Inclusionary Strategy List
  - Develop Equity Framework
  - Identify industry clusters – creating quality jobs and access to quality jobs
  - Design RFP Project Identification – how do we create this in a way that best supports the projects coming in
- Meeting Goals
  - Prioritize community input to identify access barriers to quality jobs across the region
  - Identify current quality jobs available today across the region
  - Name industry cluster areas to explore within tradable sectors
- Group Agreements presented by bel Reyes, *Innovation Bridge*
  - One microphone, allow for authenticity, what's learned here - leaves here, be open-minded, and show grace for growth
- Community Building: Greet 3!
  - Meet someone at your table that you do not know or don't know well
  - Greet someone who is not at your table
  - Greet someone who is wearing similar colors to you

## II. April Recap

- Evan introduced Isa Avancena to the council—Valley Vision new Project Lead.
- April Recap, presented by Isa Avanceña, *Valley Vision*
  - Taking us through leadership items before we move forward
  - **Action item:** April Meeting Minutes approval is needed
    - Unanimously approved by the Leadership Council
    - Those who abstained from voting: Kimberly Parker
  - **Action item:** The revised Leadership Council Operating Policies and Procedures, including an updated Conflict of Interest Section, were shared on Thursday, May 9.
    - Unanimously approved by the Leadership Council
    - Those who abstained from voting: Samuel Greenlee

### III. We Prosper Together Communications: Unifying Through Messaging

- Presented by Evan Schmidt, *Valley Vision*
- Why does messaging matter?
  - It's important to unite as many community members as possible for our shared vision. Messaging will help us present a unified way and cut through the noise. It is incredibly beneficial for our regional community to see that leadership is unified in our mission, goals, and values and how it aligns with your community's goals and values.
- Elevator pitch: We Prosper Together is building a future where people can create the life they want, the community leads solutions it impacts, and our economy is built to withstand the shifts and challenges of the future.
- Messaging Basics – presented by Derek Jansen, RALLY
  - A lot of what you just heard is the scripted version. Today, we're looking to break down the barriers around this – there are lots of ways to communicate
  - Messaging 101
    - Messaging is intended to be a resource – not meant to be a perspective or absolute
    - You will probably never use messages verbatim. Instead, you will communicate the themes of the messages in your own words.
    - Present no more than three to four critical messages at a time when sharing messages. This is widely regarded as the right balance between too few (leading to audience boredom) and too many (leading to low audience retention).
    - Always think of the CTA (i.e., call to Action) - what would you like their next step to be?
    - Great messaging creates with audiences by
      - Meeting audiences where they are
      - Shifting from technical terms to high-level values
      - Using storytelling and anecdotes to provide context for data
  - Messengers matter as much as the message
    - How do you make sure to be authentic – making sure you relay what matters to YOU – share your own story
    - Adapt to your context – when you adapt based on who you're talking to and where you're talking, showing why YOU care - your values come through

- Don't make assumptions about your audience – think about where they may be coming from and what they care about
- Cheat Sheet – How to be a great messenger (page 22 of the deck)
  - Know your message – a practice so you have it ready
  - Know your audience – their values and how you may need to adapt your message
  - Know the facts – it is always ok to say, "I'm not sure – I'll get back to you."
  - Know the vulnerabilities of your audience – know how to pivot as needed
  - Know the tone – urgent, credible? Heavy, light?
  - Stay Positive - don't repeat negative statements or questions
- Messaging in Action – the messaging we sent out last week is a framework – you can adapt to your situation and context for your audience. When you're introducing We Prosper Together, you can pick and choose the content that works best for you & the settings you're in.
- How can you craft a strong elevator pitch for your audience
  - Shared values
  - The need
  - Our vision & role
  - Call to Action
- Elevator Pitch #1 Example: Business-focused, using the details above of what details are needed to create a strong pitch. Prosperity is emphasized.
- Elevator Pitch #2 Example: Climate-focused, pivoting the focus of the details to an audience who may resonate further with climate-related data points – quality of life factors are emphasized.
- Time set aside to practice: How would you pitch We Prosper Together to a community member who is skeptical about their community being included in economic development work? Prompting folks to note the aspect that they are most scared of or most excited about to relay to their audiences when they share
  - Examples from the group were shared
  - **Questions from the Leadership Council:**
    - Anthony Taula-Lieras struggles because he sees optimism and acknowledges that some communities have not had a seat at the table – don't want to make promises we can't keep. A: What you said is spot on – it's essential to acknowledge that this is the beginning of a long-term engagement – that's what makes this different – a springboard towards greater inclusive economic development in the region – not a one-time thing, this is when you get involved – we can change lives – the opportunity to call someone in so their voice is heard so we can make the more significant changes needed for our community as a whole. It is important to acknowledge that we want to be optimistic but note that it hasn't always been great. That's why we want to bring folks together, so it is different this time. This is a new program; it's important for us to all work towards that common goal
    - Fal Asrani – do we use the what and the how? A: We framed this way so you can adapt to your community/audience. The goal is not to feel constrained – take what resonates so your sharing is as authentic as possible.
  - Upcoming: In-depth messaging training and messaging guide



- Evan Schmidt: Thank you, Derek. The goal is to be good ambassadors of this program as you're in your communities. Break for lunch.

## IV. Lunch Break

## V. California Jobs First Updates

- California Jobs First – State and Regional Updates
- Jesus Salazar, Governor's *Office of Planning and Research* - shared his personal story and how this new inclusive economy is so important – growth through an equity lens.
  - Currently, folks are working hard to develop a process catalyst and create criteria to filter out projects that aren't in the communities that can use it the most. It is not a "check off the box" program – it's about the long term. What we're working on today won't transform the region today. This is about setting the foundation for those who come after us and can take on this work from here—centered around inclusivity and equity. It's taken a long time to get here. Nontraditional partners are coming together as decision-makers. This is a huge deal. Thank you for your leadership.
  - Let's talk about the elephant in the room. Yes, budget adjustments have an impact on this project. But I want to remind you that it's still a proposal – not solidified until the governor signs it. That said, the catalyst dollars are safe. We know that the funding we would have for this project will not completely change our communities, but it's an excellent start to building that social infrastructure so that we can build on it from there.
  - This morning, we discussed communications. This is important so we have our "whys" in a row to discuss our efforts effectively.
  - We must ensure we're looking for and attracting those federal dollars. Jesus asks – what do you need from the state to make that happen?
  - Partnerships: Public partnerships (CBOs to attract dollars) / City & County folks – to ensure we are well-aligned. The private sector has much to gain from this partnership, so we need to consider how to work together to determine their responsibility. Philanthropic partners will be extremely important as we move forward. The decisions you make today will have a generational impact on our communities. From the California Jobs First team – thank you for being here – I'm happy to have additional conversations offline.
- Evan Schmidt: Thank you, Jesus. We're grateful to have our state partners here, and thank you for the state budget update – when it comes to California Jobs First – even if there are cuts to the budget, we'll make the most of what comes our way and take advantage of this historic investment in our region's capacity to build an inclusive economy. So, we will make the most of whatever's coming. This is seed capital to build our program, and we will consider how we're drawing from diverse funding. There is only room for us to grow and improve.

## VI. We Prosper Together Subregional Hub Series of Presentations

- Subregional Presentation Series – Introduced by Richard Dana, *Community Strong Strategies*, and bel Reyes, *Innovation Bridge*

- We will be hearing from the following regions: Colusa, El Dorado/Placer, Nevada/Tahoe, Sacramento/Yolo, Yuba/Sutter
  - We aim to learn from the subregion committees and help us move forward in our venture – which includes the "Overview: Presentations Resource Tool" through the process – we'll ensure you have time for thoughts and comments after each presentation. Please remember the frameworks when you're listening to the presentations today.
  - bel: This tool will help you gather your thoughts, questions, etc. As you move into the breakout groups a bit later.
- Colusa Subregion - Presented by: Lauren Wong, *TCCAP*; David Spaur, *S2 Consulting*; Karsen Bradley, *North Valley CF*; Jody Samons, *EB3 Development*; David Little, *North Valley CF*; Dagoberto Bobadilla, *TCCAP*
    - The presentation begins on page 34 of the deck
    - Rural agricultural area – just small enough and far away to not attract large employers or regional projects. Experiencing lack of housing and employment – it often has the highest unemployment rate in the state due to the seasonality of employment associated with being an agricultural community.
      - Large investments and infrastructure are needed for innovation, partnership and creating opportunities.
    - Local artifacts: Ducks and rice
      - Ducks – Several million ducks fly through Colusa County each year
        - Duck decoy – used by hunters. Wealthy person sport – there are local hunting clubs that cost \$1M to join
        - Annually, one of the worst unemployment rates in the state is the disparity of wealth.
      - More than 1/3 of all jobs in Colusa County are Ag jobs. They mainly grow rice, almonds, tomatoes, walnuts, cattle
        - During drought – when many rice fields could not be planted – they are still recovering. In 2021, they experienced a \$100M loss in value price reduction compared to the previous year.
        - Many workers' jobs end after the fall harvest, and they are unemployed for months of the year.
    - Community Engagement
      - They surveyed the community and held six community meetings in all corners of the county, from Colusa (population 6,368 to Stonyford (population 80).
      - Understanding the unique geographical aspects of the county – held meetings in all corners so as many as possible could attend and participate
      - They focused on information sharing and identifying the county's priorities, challenges, and opportunities.
    - Community Partners: Cachil DeHe Band of Wintun, Kletsel DeHe Wintun Nation, County of Colusa, Cities of Colusa and Williams, Colusa One-Stop, Arbuckle Family Action Center, Pierce Joint Union School District, River Vista Farms, Northern Valley Indian Health, Colusa County Farm Bureau, Colusa Produce Corp., Sun Valley Rice, Maxwell School District, and the Colusa Medical Center

- Learnings:
  - Local-serving job opportunities – Calusa is ripe for investment in food manufacturing. Note: there are not currently a lot of opportunities for youth to have jobs
  - Agriculture and natural resources are abundant assets with many related business opportunities, but job training and apprentice programs are needed.
  - Disinvested areas struggle to attract businesses and secure funding for essential services. The result is a spiral of economic decline.
- Discovery of Barriers / Challenges
  - Lack of year-round employment, drastic needs for all types of housing, infrastructure deficiencies, lack of investment, workforce development, health care, and social services, cost of living, childcare, transportation, internet connectivity
  - Regarding workforce development, there is limited access to job training and education, which hampers the development of a skilled workforce
  - Healthcare and social services – overall well-being and economic mobility
- Potential Industry-Aligned Projects
  - Ag tech and biomedical innovation
  - Trade training programs through local schools
  - Apprenticeship programs
  - Comprehensive Community Center
  - Meat processing facility
  - Cold storage facility
- Inclusionary Pathway Strategies
  - Home to existing food cluster, which includes almost every aspect of food manufacturing
  - The emergence of three biomass projects has potential in the region
  - Access to training is vital – and addressing barriers along the way
- Inclusionary Pathway Strategies
  - Severe lack of housing – to rent and buy
    - There are places to build – infill lots and ADU opportunities
    - A pre-approved floorplan library would make building cheaper and faster
  - Employment Center and High School Pathways – eager to help folks but need additional funding
  - Help connect residents with resources
    - Currently, there is no central source of information, such as word of mouth, fliers, etc.
    - The Internet is unreliable and expensive
  - Invest in infrastructure
    - Aging water systems are another hurdle
  - In summary – know that this project can't change it all – it is hard to think about the next steps when there are basics that have not been met yet
  - Jobs/word-of-mouth hires – if you're not in the know
  - Many Spanish-speaking families, which creates an additional disadvantage
- **Questions from Leadership Council:**

- Devin Middlebrook asks: How do we balance the over-reliance on Ag with the need for investment in Ag? A: Ag is vital in the region, looking to expand offerings, diversify
  - Contact information for the subregion members can be found on page 48 of the deck
- El Dorado / Placer Subregion - Presented by Sarah Isabel Moe, Jess Carr, and Kristin York
  - The presentation begins on page 50 of the deck
  - The artifact is from the original stewards of the land, a Nisenan / Maidu Indian basket. Brought willow branches as a representation
  - How might we create an inclusive and sustainable economy where all life prospers?
  - Funded Partners: Growth Factory, El Dorado Community Foundation, and Placer Community Foundation
  - Community partners: Sierra College, Alchemist, County of Placer, Apple Hill, El Dorado County, Latino Leadership Council, Learn with podcast, Todd's Valley Miwok Maidu Cultural Foundation, El Dorado County Farm Bureau, The Sierra Fund, El Dorado County Office of Education, Golden Sierra Job Training Agency
    - Shoutout to Sam Greenlee (from Leadership Council) for being a fantastic resource to the team
  - Outreach – Listening & Empathy
    - Aimed to reach out to community members with a variety of backgrounds, including but not limited to tribal resources, Black and Brown, People of Color, Rural & agricultural networks, Women, single parents, youth, Veterans, Disabled folks, LGBTQ+ community, non-profits, entrepreneurs, and more
    - Reached out through Newsletters, Flyers, Conferences, Website and Socials, Regional Convenings, Focus Groups, Interviews, Board presentations, Ads for Workshops
    - Our community engagement
      - They used Human Center Design as the mechanism that they used for their outreach, which means that we use empathy and optimism to approach even seemingly intractable problems with poverty and that the people who experience these problems every day are the ones who hold the keys to their hands.
      - Marginalized community's needs/priority, industry, opportunity, and where they come together: Human-centered solutions bridge the gap
      - How do we bring these solutions to folks who are so disinfested that they don't see themselves in those pathways
      - We know there are systemic barriers that keep folks from these jobs / owning a home/education / high-quality jobs
  - Discovery of Barriers
    - Only 34% of our region's jobs pay a livable wage and provide benefits
    - The basic support bridges out of poverty include education, language, job skills, and migrant/refugee support
    - Housing, Transportation, Childcare, Broadband & tech skills access play roles
    - Mentors, training, money for new career pathways, and BIPOC Leadership
    - Small business support, local capital loans, and support in other languages

- Agricultural Community – pain points around seasonal work, and when discussing Ag Tech, folks get nervous that means they are going to lose their jobs – being sensitive around those conversations
- Local-serving job opportunities – Workforce Development and small business support across all sectors
  - Healthcare: Bilingual Community Health Providers, NGOs Collab to get Hub for Medical Billing, Talent Pipeline Management (TPM) Collaboratives, EDCoE Nursing Assistant Program, Sierra College Training Programs
  - Construction & Trades: SBDC – Project Equity, Construction/Renewable energy installs, Integrate CTE into more local High Schools, Sierra College CTEs increase inclusionary strategies (Language, transport, cost subsidies)
  - Hospitality & Tourism: Boost Regional Ag Tourism, Ag Start-up Training at Ag Centers, Collab with/ Land Trust, Tribes, and Trails to create diversified tourism, Update Land Use Policies for diversified land uses
  - Government: Get BIPOC leadership in Government, Center BIPOC leadership Trainings & Pathways, Increase CivicSpark internships, Policy reform addressing systemic inequities (Young leaders. Adv. Co.)
- Industry Aligned Projects – Workforce development and small business support across all sectors
  - Working Lands Value Chains: Crops, livestock, Wood Economy, Tribal Stewardship Wildfire Adaptation (Coyote Crew)
  - Precision Manufacturing: Local Hire Provisions (i.e., Bosch), Free Sierra College Training for workers with Barriers
  - Ag-tech, Food tech, and BioMed: Invest in our strong farming community, Indigenous Nutrition, Lincoln High School CTE Ag, Sac State Placer Center, Sierra College / UC Davis aligned degree pathways
  - Advanced business and tech services: Training skilled tech workforce, Sierra College, Sac State, Growth Factory scale local tech companies, Community Benefit Agreements
  - SBDC are especially important because they provide the bulk of the jobs in the region
- Inclusionary Pathway Strategies include
  - Racial Equity: Prioritize connecting BIPOC to High-Quality Jobs
  - Local Serving: Ag education and training, land for community co-ops
  - Supporting small Business + Minority Entrepreneurs
  - Working Lands: connections between human + nature
- In summary
  - Increase income levels and baseline employment
  - Shift the narrative: effectively engage disinvested communities working through their grassroots partners.
  - Empower disinvested community members through education, training, financial literacy, and jobs
  - Provide basic support systems (housing/transport) to transition into new careers of quality (fully supported pathways)
  - Bilingual Small Business TA with a focus on worker-owned (LLCs)

- Big business/government local hire provisions + training
  - Contact information on page 61 of the deck
- Lake Tahoe / Nevada County – Presented by Heidi Hill Drum, *Tahoe Prosperity Center*, Derrick Martin, *Tahoe Prosperity Center*, Gil Mathew, *NCERC*, Liam Apple, *NCERC*
  - The presentation begins on page 65 of the deck
  - Teams are separated by over 80 miles and a mountain; they are committed to realistic pathways to bring all to the economic table
  - Our Community Engagement
    - Communicate with stakeholders with lived experience, share knowledge, listen and engage our workforce, learn what makes a "good job," design a roadmap to inclusive prosperity, increase access to resources
  - Community Partners: Tahoe Prosperity Center, Valley Vision, Sierra Business Council, Nevada County Economic Resource Council
    - We work regionally with local businesses, jurisdictions, non-profits, and community members to advance identified, data-driven initiatives that better the environment, community, and economy for everyone living and working in the Tahoe/Nevada sub-region.
  - Regional Cluster Connections
    - "Working Lands" Value Chains: Quality Jobs are generated in regionally related fields of construction, procurement, protection, and processing of commercial tradeable products and innovations.
    - Advanced Business Technical Services: Opportunity is driven by a large well, educated, and appropriately skilled regional workforce with good associations with the Government and an ecosystem well suited to headquarter international businesses and Healthcare Providers.
    - Precision Manufacturing: As defined here, the precision manufacturing cluster represents 3.8% of exports, 1.8% of gross regional product, and almost 2% of regional "Quality Jobs."
    - Ag Tech: Opportunity is found here in coordination with our local universities and colleges through utilizing 'Environmental Innovations' as tradeable sector goods in coordination with our 'Working Lands.'
  - Discussing the top growth sectors they've identified for *Tahoe Basin*: Healthcare and Wellness, Hospitality and Tourism, Environmental Innovation, and "Working" Lands. It is important to have these working together for people to be able to live where they work or want to live where they're going to be able to retire. This, for us, is key to the accessibility factor.
  - Discussing the top growth sectors they've identified for Nevada County: Healthcare, Hospitality and Tourism, Construction, and Community Services.
  - Discovery of Barriers and challenges for Tahoe Basin – the team created a word cloud that could build on this presentation after the presentation. The most considerable barriers included (all originally in Spanish) Affordable housing, better jobs, and affordable food. Creating jobs that are not seasonal is also incredibly important in the region

- Unsurprisingly, Nevada County's disinvested community experiences the same barriers and challenges as many other areas. The primary challenges are housing, food, childcare, and transportation, which are also factors due to limited public transportation.
- Local-serving job opportunities – created a poll to ask community members where they thought the best local-serving job opportunities are in the region. In order of popularity, Environmental Innovation, Advanced Manufacturing, Health and Wellness tied with Working Lands, and last was Business Services & Management.
- Potential Industry-Aligned Projects: Tahoe Prosperity Center: Working lands / Environmental Innovation – discussing how they can pair the needs with the We Prosper Together and the area's goals. Two standout industries are Precision Manufacturing and Ag / Food Tech
- Childcare, housing, and food are all 'good jobs' in the tradeable sector, – but note that the geographical issues raise the cost of food and affect the opportunity to purchase it. Tahoe is a food desert - one of the most expensive places to buy food. Locals are annoyed by paying tourist taxes when they go out to eat.
- In Summary:
  - Resiliency - Resources previously designed to provide upward mobility to individuals and families in our region are often left unutilized by those who would benefit the most from them. Recent economic changes have made it increasingly difficult to 'Live Where You Work' in Lake Tahoe and Nevada Counties.
  - Accessibility - Longer commutes and working hours are now necessary in our region to make a living wage. The increased time these activities require leaves our rural community members increasingly unable to participate in initiatives designed to create more well-paying jobs for those previously underserved.
  - Prosperity – Our future initiatives designed to create more 'well-paying jobs' will need to incorporate aspects that assist our community members in the tasks they currently spend the most daily time on: Childcare, Nutrition, Transportation, and Housing
- Contact information on page 81 of the deck
- Artifact – gold – that's how they started, and now they're mining knowledge.
- **Comment from Subregion participants:**
  - Dave Spaur (Calusa subregion) - comment about partnering and making a big difference by working together.
- Sacramento / Yolo Subregion
  - The presentation begins on page 84 of the deck
  - Our Team: Kathryn Canepa, Kiara Reed, and Abayomi Brownfield from *Civic Thread*; Anette Smith from the *Sacramento Asian Pacific Chamber of Commerce*; Kim Williams and Alberto Mercado from *The Hub*; Maikhou Thao, *Everyday Impact Consulting*; Faith McKinnie, *Black Artist Foundry*; and Bernadette Austin, *CivicWell*.
  - Who we are – Artifact is a photo of the Sacramento River that divides these two areas by team member Alberto Mercado.
  - Our Team – Experts in small biz advancement/arts advocacy
  - Our Community Engagement

- The Sac / Yolo subregion consists of diverse communities, making it essential to employ a variety of outreach approaches for meaningful community engagement
- Strong opinions and knowledge shared, solution-oriented approach, incorporative diversity from both counties, and engaging communities around abstract concepts
- Want to make sure that they are not furthering the mistrust around state and local governments – want to help rebuild that trust
- We are engaged in numerous activities, including listening sessions, charrettes, one-on-one conversations, community tabling events, monthly subregional meetings, and business convenings.
- Community Partners – Sacramento Investment without Displacement, United Latinos, Pivot Inc., Black Child Legacy Campaign, 21 Reasons, Racial Equity Alliance, Her, Health First, The Creative Economy, UAW, Sac ACT, Regional Health Systems, Sacramento Valley Manufacturers Association, Sacramento Regional Builders Exchange, North State Building Industry Association, Central Labor Council
- Our Learnings – often, folks come to join in from the business community and don't come back – economic mobility in the state – 95% is small business – want the community to feel heard and have them at the forefront of the partnership in an inclusive way.
- Local Serving Industries
  - Identified: Health Care (including lots of good entry-level jobs), Construction (also lots of good jobs that are well-compensated), Government (due to State Capital), Logistics (due to large regional airport), Education (all the colleges in the area are growing / K-12 Sector are always looking for quality teachers) and Business Services (includes finance, marketing, IT, etc.).
- Tradable Industry Sectors
  - Semiconductors, Life Sciences, Precision Manufacturing, Electric Mobility, Agriculture, Government, Technological Innovation, Business Services
- Discovery of Barriers & Challenges
  - On the community side, the gap between what the community believes is available and what are – the training and educational needs may be different than what folks think they need to get those jobs
  - On the business side, folks have a tough time getting the capital they need to start a business and, from there, encounter regulatory issues as they grow. We also found that municipal governments weren't utilizing local small business resources as much as possible, causing frustrations. And finally, as we know, the rising costs of benefits are always a concern.
- Potential Industry-Aligned Projects
  - Projects should include elements such as:
    - Benefits that support essential needs like childcare, transportation, healthcare, food access
    - Prioritize local hire or create local jobs
    - Build capacity for small businesses
    - Are geared towards or built for underserved or low-wage workers
    - Support green transition & environmental sustainability
    - Include a community benefits agreement that formalizes these components



- Inclusionary pathways – have found that people's needs are not being met. Their inclusionary pathways strategies -
  - Community co-creation and ensuring community benefit have been discussed in all these inclusionary strategies, and there is an ability mechanism to ensure that those hold through as California projects.
  - Support for small businesses and managing economic diversification. This may include initiatives that support the expansion of minority- and women-owned businesses.
  - Inclusive education, training, and workforce development. One thing that we consistently hear is that no training programs necessarily make it possible to participate. Someone with a service job may only know their schedule 2 weeks in advance and might not be able to commit to a training program that (for example) happens 9-5. We would love to see more inclusion and thoughtfulness in accessibility.
  - We also need to think about anti-displacement. We've heard from a lot of communities the fear that if jobs come into our region, it's going to push the people who are already here out and not able to access those jobs out.
  - Lastly, we kept hearing that there is a gap between the information and how we can connect people to information about getting jobs. We need to close this gap.
- A significant thread for the Sac / Yolo sub is the resource-rich region. They have 1.8M across the two counties – they will need to bridge the gaps for the folks that have been historically displaced.
- Centering the voices is critical, but not just centering – acting on the suggestions to ensure that we are inclusive in our work.
- Contact information on page 97 of the deck
- **Question from Leadership Council:**
  - Bill Camp – do you feel you have an accurate understanding of the languages needed? A: We have lots of resources on languages that are spoken and do a lot of outreach initiatives - we get a pretty good sense of what messages might be needed. And what immigrant communities will be involved.
  - Eliza Tudor - Hoping in this presentation – to see some acknowledgment for the creative sector – how will they be involved? A: One of our partners in the subregion is Faith ED of the Black Artist Foundry, and figuring out how to include the creative economy by way of tourism, focusing on small business and entrepreneurship to bring outside dollars in versus only local serving
- Yuba / Sutter Subregion
  - The presentation begins on page 99 of the deck
  - Artifact: Collage – shows the diversity of the region, nature, the oldest Chinese temple in North America, and features the Sikh Festival – the largest festival of its kind outside of India
  - Yuba-Sutter's Inclusionary Strategies
    - Made up of 4 diverse experts representing workers' rights, local economic development, equitable community engagement, and innovative strategy building.

- Our team: Pristina Zhang, *Civic Thread*; Daniela Urban, *Center for Workers Rights*; Brynda Stranix, *Yuba-Sutter Economic Development Corporation*; Maikhou Thao, *Everyday Impact Consulting*.
- Our community engagement
  - Interviews & focus groups – engaging a total of 39 low-wage workers
  - Subregional Roundtables – engaging with a total of 29 individuals
  - Actively involved Organizations and businesses included Enterprise Rancheria, Yuba-Sutter Chamber of Commerce, Yuba College, Jakara Movement, Hard Rock Hotel and Casino Sacramento, Sutter County Supt. of Schools, One Stop
  - Advocacy Workshops - hosted workshops that led to inform their equity framework
- Some of the gaps they found were more in the foothill regions – understand our findings are not one size fits all, but opportunities for continual engagement
- Folks were asking that the data was reflective of the lived experiences of the community members
- Our Learnings - data-informed with collected data and the information they collected from the community
  - To be addressed: many roles that the community is skilled in have shown consistency or growth in the last decade.
  - Addressing (1) cost of living and minimum wage barriers, (2) opportunities for on-the-job training and skill building, (3) transportation access, (4) employer-sponsored benefits, (5) difficulties in job advancement caused by labor contractors, and (6) instability of seasonal work
  - Projects that reflect Yuba-Sutter's definition of the four project criteria, with a focus on local job opportunities that uplift diverse but underinvested communities, low-wage workers, and entry-level skills. Improve regional outreach approach for project inventory to collect accurate subregional representation.
- Defining a Quality Job in Yuba-Sutter
  - Livable wage, benefits, stability. Stability was further clarified that they needed jobs that could count on consistently year-round (some folks defined Ag as both quality or not, depending on their role) and the treatment that they received on the job. One component of high-quality jobs is how much responsibility someone has in their role. Most believed that high-quality jobs are scarce – as new immigrants arrive, they feel they may need to undermine their wages as they compete with new folks coming in.
- Discovery of Barriers / Challenges
  - Increasing the cost of living is not sustainable with the current minimum wage
  - Not English-speaking – have barriers others don't around the ability to keep engaging in their native language and perceived replaceability in a role.
  - Childcare is not affordable, nor is the route between residence and jobs
  - Most jobs were over minimum wage, but because most ag workers they spoke with didn't have available jobs year-round, they were kept in poverty.
  - Overall – these barriers lead to job instability, limit upward mobility, and impact one's ability to meet their basic needs
- Local-serving Job Opportunities
  - We Prosper Together data shows that these jobs have been consistently available or slightly grown in the last ten years

- Of the list below –the recommendation is to grow the following: 1) Construction, 2) Public Sector / Government, 3) Agriculture, 4) Education, 5) Health and Social Services, and 6) Hospitality and Tourism
- Potential Industry-Aligned Projects: Lessons learned and Recommended actions
  - Lesson learned: Power imbalances, vocabulary differences, and divergent priorities hinder effective dialogue between project owners, industry leaders, and impacted community members.
    - Recommended Action: Facilitated conversations should address power imbalances, bridge gaps through trusted partners, and occur in protected spaces to foster genuine collaboration.
  - Lesson learned: Effective engagement of disinvested communities requires long-term commitment, as past short-term efforts have created distrust and limited participation.
    - Recommended Action: We Prosper Together must invest in long-term outreach to disinvested communities, respond to their needs, and incentivize powerholders to engage in equity conversations.
  - Lesson learned: Our research shows that higher wages and economic support are essential to lifting communities out of poverty.
    - Recommended Action: Efforts should focus on understanding why project owners and industry leaders haven't traditionally met these needs.
- Inclusionary Pathway Strategies
  - Raising the minimum wage – a common need they heard was the need for more money – not enough to afford the necessities
  - Equitable Worker Rights Education – many folks didn't know the rights they have, regardless of immigration status
  - Labor Contractor Regulation - Regulating labor contractors would empower workers to negotiate higher wages and provide financial safeguards against income fluctuations.
- Inclusionary Pathway Strategies
  - In-House Local Leadership and Training Programs: Training initiatives should focus on workplace dynamics to help workers see opportunities for advancement within their current roles.
  - Education & Skill Development: Address qualification gaps with employer-supported training, support educational institutions like Yuba College and offer opportunities to bridge international degrees.
- In Summary:
  - The identified barriers lead to job instability and limit upward mobility, which limits someone's ability to meet their basic needs
  - Projects should prioritize local entry-level opportunities, provide on-the-job education, ensure basic financial needs are met, and consider transportation and environmental costs.
  - Projects should focus on investments in infrastructure improvement, prioritizing local-serving job opportunities, and diversity of business ownership in the subregion.
  - Employers hold the power to create high-quality jobs and mitigate the environmental impacts of their business.

- Community members are aware of the inequities and limitations in front of them but endure these challenges to have job security.
- Contact information on page 111 of the deck
- **Comment from Leadership Council:**
  - Compliment on the labor portion from Bill Camp

## VII. Table Discussion Groups: Phase One Planning Development

## VIII. Share Back

- Table 1: Christy Jewell + Zach Freels (Table Speakers)
  - Christy Jewell: Skillsets hiring. Diversity entry to high roads jobs,
  - Culture Holder Focus and Information Sharing.
  - Zach Freels: We need to address the fact that people need to be paid to learn (apprenticeship learning), including the creative economy, in-home health services, and upscale workforce.
  - The importance of philanthropic funding for future growth and the identification of programs.
- Table 2: Maikou Zang (Table Speaker)
  - The creative economy is an intersection across all economies. Basic needs and systemic barriers must be met.
  - Need for more dialogue to continue bringing diverse voices to the table.
  - Data and research do not reflect the true experience of those living in the community. Does not always align with lived experiences.
  - There is a focus and need for more local serving job opportunities.
- Table 3: Anette Smith (Table Speaker)
  - Civic Amenities – one of the largest air force bases, but there is not a lot to do in the area.
  - The gap in the workforce systems. Not everyone is aware of all the jobs that are available.
  - Community navigator. Shared a story of someone who took a pre-apprentice job, which moved into an internship and, from there, a great job – all in nine months. We need to do a better job of telling stories and marketing these opportunities in our communications
- Table 4: Adelita Serena (Table Speaker)
  - Protection of Climate Impacts that can eliminate jobs
  - Worker rights – awareness in all languages – training through trusted investors so these jobs have longevity
  - Wage structure
  - More BIPOC voices in leadership to better serve our workforce
- Table 5: Orville Thomas (Table Speaker)
  - How many of the solutions are outside of the box of California Jobs First?
  - Many echoed common barriers
  - Bottom-up strategy – interacting with the community to figure out what they want
  - Talent Pipeline – how do we get entry-level job training at younger ages – having different pathways for them

- Tourism, Bio-med, innovation, health care, precision manufacturing, wood, bioenergy, Aviation land services.
- Richard Dana: closing this section by reiterating what we heard – thank you to our subregions for creating opportunities to bring together the community, and we have an amazing list to start with as we walk into our June meeting.

## IX. Closing

- Evan Schmidt began final remarks
  - Really want to thank our presenters – these were great presentations, and we appreciate what you've done over the last nine months – we're blown away by the depth of the presentations and the work you've done
  - Thank you to our Leadership Council members – this is a volunteer effort for you, and we appreciate it!
    - Learned new things today – as we've been in this space and seen the quantitative data, we understand more about the challenges that they've been facing and are now talking about what we can do to improve circumstances. It's daunting – we need to deliver – it might not always be surprising what we hear in the communities – but we do think we can do it – we have some key ingredients we need, where we're leaving today – hopeful but feeling the weight of what our communities are experiencing.
    - Thank you to the subregional teams and to Marek Gootman from Cities GPS for being here today as well.
- The meeting was adjourned on time, by 4:30 pm.