



The Playbook

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This Playbook helps align regional economic strategies with California’s broader economic goals outlined in the State Economic Blueprint. View the Blueprint at jobsfirst.ca.gov



Executive Summary

“California Jobs First embodies the recognition that California’s diverse regions each have their own challenges and opportunities and, as such, require a tailored approach to economic and workforce development. Through this first-of-its-kind state investment, California is empowering regions with the tools and funding to chart their own futures in a manner that is inclusive and equitable.”

Stewart Knox
Secretary of the California Labor
& Workforce Development Agency

Executive Summary

This Playbook is intended to align regional economic strategies with California’s broader economic goals—as outlined in the California Jobs First Economic Blueprint—to help support regions in demonstrating their investment readiness.

California’s economic needs exceed what the state or regions alone can address. Funding California’s economic future will take a combination of federal, state, private, and philanthropic capital, underscoring the critical role of the Playbook. The Playbook is designed to help regions identify collaboration

opportunities, attract outside investors, and assist potential funders in identifying opportunities to back regional projects. When projects leverage public capital to attract additional private capital, they enhance the project’s likelihood of long-term success while providing a better return on investment for California taxpayers. The Playbook presents potential investors with visibility into investment priorities that are supported by thousands of community members across California and tied to a cohesive statewide vision.

Guiding public and private resources to investment opportunities with community and state support helps regional leaders maximize public-private and public-public contributions for greater impact.

WINS TO DATE



\$286 million
deployed across CA



10,000+
collaborators

An aerial photograph of rolling green hills and vineyards under a clear blue sky. The hills are covered in lush green vegetation, and the vineyards are arranged in neat, parallel rows. The lighting suggests a bright, sunny day, with long shadows cast across the terrain. A dark blue diagonal shape is overlaid on the left side of the image, containing the text.

Background

“This announcement signifies a major step forward in economic development, as regional coalitions have come together across California ready to roll up their sleeves and implement regional economic development strategies that will create more inclusive and vibrant economies built on a foundation of equity.”

Dee Dee Myers

Director of the Governor’s Office of
Business & Economic Development

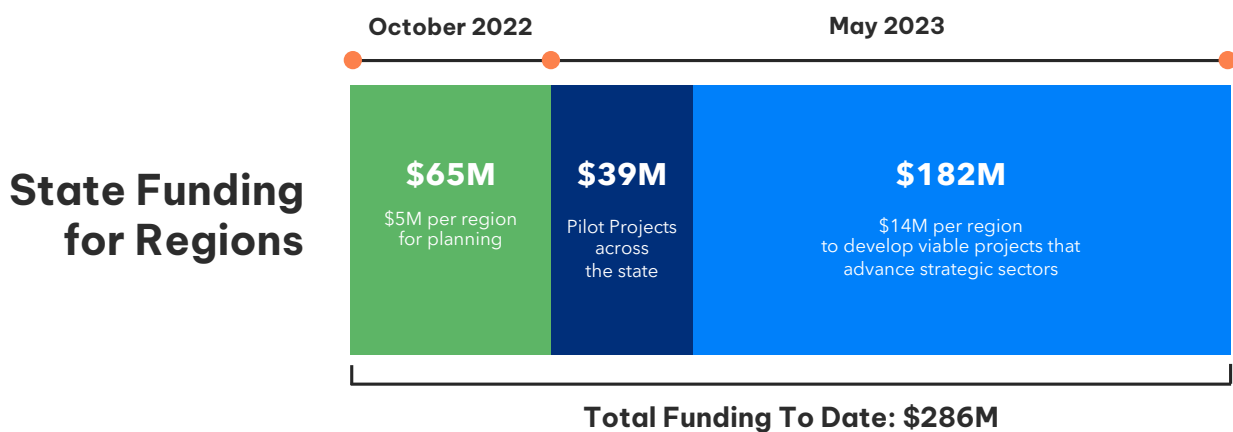
Background

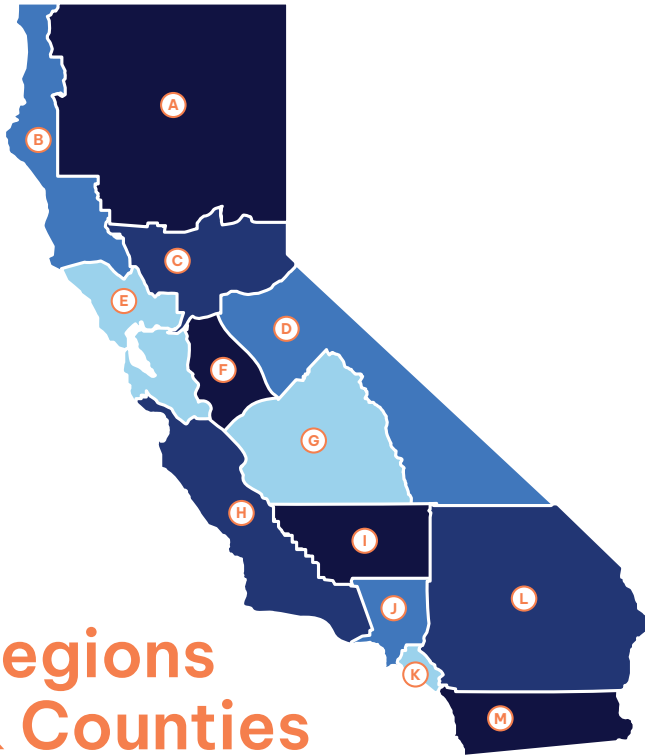
The Regional Investment Initiative (RII), formerly known as the Community Economic Resilience Fund (CERF), was launched by Governor Newsom and the California Legislature in 2021 under the California Jobs First (CJF) banner. The specific aim of California Jobs First is to create more good-paying jobs, faster. The California Jobs First Council was established in 2024 to help achieve this goal, bringing together nine different state agencies to streamline economic, business and workforce development programs, and award state funding to Regional Collaboratives with a strategic view that aligns regional and state economic goals.¹

California Jobs First is a first-of-its-kind effort to engage communities statewide in developing regionally driven, bottom-up strategies to achieve sustainable, inclusive economic growth and create good-paying jobs.² Through the RII planning process, California was mapped into 13 distinct geographic regions that received

substantial funding from the state to develop and advance their economic goals. The funding helped form Regional Collaboratives made up of a broad set of partners - from historically disinvested communities to stakeholders in traditional economic roles - to craft region-specific economic plans.³

With more funding on the horizon, the state has made unprecedented commitments to this bottom-up approach.⁴ Most recently, the state has allocated \$120 million to help regions advance projects in their strategic sectors. This historic, ongoing funding from the state is strengthening regions' investment readiness by enabling capacity building, planning and implementation, and allowing regions to more efficiently leverage resources with each other and state agencies.⁵ California Jobs First is equipping regions with an expansive suite of tools for regions to catalyze additional investments and drive community-centered economic growth.





Regions & Counties

A North State

- Butte
- Glenn
- Lassen
- Modoc
- Plumas
- Shasta
- Sierra
- Siskiyou
- Tehama
- Trinity

B Redwood

- Del Norte
- Humboldt
- Lake
- Mendocino

C Capital

- Colusa
- El Dorado
- Placer
- Nevada
- Sacramento
- Sutter
- Yolo
- Yuba

D Sierra

- Alpine
- Amador
- Calaveras
- Inyo
- Mariposa
- Mono
- Tuolumne

E Bay Area

- Alameda
- Contra Costa
- Marin
- Napa
- San Francisco
- San Mateo
- Santa Clara
- Solano
- Sonoma

F North San Joaquin

- Merced
- San Joaquin
- Stanislaus

G Central San Joaquin

- Fresno
- Kings
- Madera
- Tulare

H Central Coast

- Monterey
- San Benito
- San Luis Obispo
- Santa Barbara
- Santa Cruz
- Ventura

I Kern County

J Los Angeles County

K Orange County

L Inland SoCal

- Riverside
- San Bernardino

M Southern Border

- Imperial
- San Diego

The creation of California’s thirteen economic regions marks a strategic, data-driven approach to advancing resilient economic growth across the state. These regions were identified to maximize the potential for collaboration, economic diversity, and job creation. Guided by California’s Labor Market Information Division, each region was defined based on unique local factors—like commute patterns, labor market characteristics, and industry strengths—alongside critical elements such as population size, geographic scale, and economic linkages.⁶ By grouping counties with shared economic ties and local connections, California has created an ecosystem of regions that can drive both local and cross-regional initiatives. This approach breaks down geographic and economic silos, encouraging regions to work together on transformational projects that transcend boundaries, from developing high-quality jobs to building sustainable industries. California Jobs First empowers these regions with the tools and funding needed to create regionally tailored solutions, ensuring that economic resilience is woven into the fabric of communities statewide.



Building California's Economic Engine:

Key Sectors and Anchors

Building California’s Economic Engine: Key Sectors and Anchors

As a part of California Jobs First, each of the 13 Regional Collaboratives identified the key activities that could drive their economies into the future. The state then developed a unified system to map these activities into a common language to help guide policy making, funding decisions, and collaboration.

The activities that generate new revenue by bringing money into the region are mapped as “tradable” activities. Others focus on serving local needs—circulating money within the community—and are identified as “non-tradable” or “local.”⁷

Sectors

Tradable sectors that can drive economic growth through the production of goods and services that can be exported beyond regional borders and are essential for bringing in revenue and wealth from outside a region to drive new growth.

Regional Anchors

Non-tradable, local sectors that are critical for attracting and supporting sector and industry activities. These sectors may also provide quality, family-supporting jobs within local communities.



California recognizes that each sector and subsector is unique in its growth potential and job quality. To guide targeted investments, sectors are categorized as follows:

Strengthen

Sectors where California has an established competitive position and/or significant employment, but where there is leveling growth or wages.



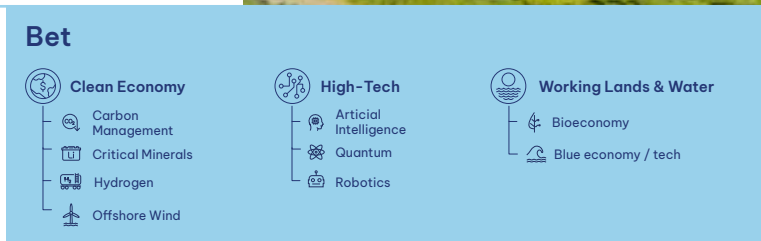
Accelerate

Sectors with moderate to high projected growth that are ready for expansion, where additional investments (e.g., capital, infrastructure) could “bend the curve” to generate growth.



Bet

Emerging sectors with significant investment or high strategic importance to the innovation ecosystem.



Anchor

Regional anchors that are critical for attracting and supporting industry and community activities and may provide quality, good-paying jobs.



Using the state's common language, each region has identified its strategic sectors, which are depicted in the table below.

View the **State Economic Blueprint** to learn more about the state's strategic sectors at jobsfirst.ca.gov

Jobs First Collaboratives have identified priorities for their regions aligned to these strategic sectors

Region	Sector category																																
	Manufacturing	Tourism & outdoor rec.	Agricultural production	Food processing	Transport & logistics	Financial & professional services	Film, TV, & the arts	Batteries	Onshore wind	Solar	ZEVs	Aircraft	Space, defense, & satellites	Medtech	Pharma / biotech	Hardware	Semiconductors & microelectronics	Software & services	Agtech & farm equipment	Advanced mfg.	Precision mfg.	Carbon management	Hydrogen	Critical minerals	Offshore wind	Artificial intelligence	Quantum	Robotics	Bioeconomy	Blue economy / tech			
(A) North State	Strengthen	Strengthen	Strengthen																	Accelerate		Bet											
(B) Redwood		Strengthen	Strengthen	Strengthen			Strengthen			Accelerate										Accelerate					Bet							Accelerate	
(C) Capital	Strengthen		Strengthen	Strengthen		Strengthen		Accelerate			Accelerate			Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate										Accelerate	
(D) Sierra		Strengthen																					Bet									Bet	
(E) Bay Area	Strengthen	Strengthen	Strengthen	Strengthen			Strengthen	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate				Accelerate	Accelerate		Accelerate	Accelerate			Accelerate
(F) North San Joaquin	Strengthen		Strengthen							Accelerate	Accelerate									Accelerate	Accelerate		Bet	Bet								Bet	
(G) Central San Joaquin	Strengthen	Strengthen	Strengthen	Strengthen			Accelerate		Accelerate	Accelerate	Accelerate				Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Bet	Bet								Bet	
(H) Central Coast	Strengthen	Strengthen	Strengthen									Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate				Accelerate		Accelerate				Bet	
(I) Kern County	Strengthen	Strengthen	Strengthen	Strengthen	Strengthen				Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Bet									Bet	
(J) LA County	Strengthen				Strengthen		Strengthen	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Bet										Bet
(K) Orange County	Strengthen	Strengthen												Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate											Bet
(L) Inland SoCal	Strengthen					Strengthen	Accelerate				Accelerate					Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Bet	Bet		Accelerate						Bet	
(M) Southern Border	Strengthen	Strengthen	Strengthen	Strengthen	Strengthen		Strengthen	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate	Accelerate			Bet	Bet							Bet

Source: August – October 2024 working discussions with GO-Biz and LWDA, Lightcast, Moody's Analytics, Pitchbook, US Cluster Mapping Project, Jobs First Regional Plans Part 2, meetings with Jobs First Regional Collaboratives conveners





Uniting for Growth:

Aligning State and Regional Economic Goals

Uniting for Growth: Aligning State and Regional Economic Goals

Manufacturing: The Backbone of Growth Impact on California's Economy

Contributes **approximately 12%** of the state's total output
 Generates **\$395 billion** annually
 Employs **more than 1.3 million** Californians
 with an average hourly wage of **\$36**



Each of the sectors mapped across the state play an essential role in California's economic landscape, contributing to both its legacy and future growth. There are, however, outsized opportunities within the Accelerate category that show promise for generating significant job growth and driving economic expansion. Emphasizing investments here can enhance California's competitiveness on a global scale, while also allowing for a balanced approach that respects the importance of other sectors.

One key cross-cutting strategy in the accelerate category is advanced/precision manufacturing. Comprising nearly 11% of California's total gross domestic product and employing a workforce of more than 1.33 million, manufacturing is central to the state's economic engine. It generates \$397 billion annually and offers an average salary of \$143,515.⁸ Advanced/precision manufacturing can serve as a foundation and/or catalyst to the Accelerate sectors and help ensure that California can meet rising demand and drive economic security on a national and global scale.⁹

The Buy American Act, which raises U.S. content requirements for manufactured goods to 65% by 2024 and 75% by 2029,¹⁰ highlights the importance of a strong manufacturing base.

To speed up growth, the state has identified specific subsectors within the Accelerate category to guide targeted investments on a pilot basis. The goal is to use these pilots to establish a model that can be applied to other sectors to achieve statewide economic advancement through regional collaboratives. The pilot subsectors are:

Space, Satellites & Defense

Economic Impact

- The Space, Defense & Satellites sector contributes approximately \$190 billion to California's economy (around 5%), and accounts for 10% of total U.S. defense spending.¹¹
- California has attracted nearly half of the nation's space tech investment capital over the last 11 years, and in 2022, brought in more than 85% of the total capital invested in United States space-related companies.¹²

Workforce & Education

- California is home to over 11,000 aerospace engineers, more than any other state¹³, and ranks number one in the total number of defense personnel.¹⁴
- The state is also home to two of the top three universities for aerospace engineering—Stanford and the California Institute of Technology—as well as over 240 aerospace and defense-related ETPL programs.¹⁵

Key Assets

California is home to three NASA research centers (Ames Research Center, Armstrong Flight Research Center, and the Jet Propulsion Laboratory)¹⁶, a Defense Innovation Unit office¹⁷ and one of five Defense Advanced Research Projects Agency accelerators.¹⁸



Semiconductors & Microelectronics

Economic Impact

- California is central to the \$588 billion global semiconductor market, leading the U.S. in semiconductor facilities and job creation.

Workforce & Education

- This sector's workforce is supported by top research facilities like Lawrence Livermore National Laboratory and the San Diego Supercomputer Center.
- California Community College Partnership with Nvidia connects community colleges with AI resources and training materials.

Key Assets

California was recently awarded the CHIPS for America Design and Collaboration Facility (DCF) under the CHIPS Act.¹⁹

- California's Central Coast specializes in microelectronics with Santa Barbara emerging as a quantum player, anchored by Google's Quantum AI campus and strong research universities including Cal Poly-SLO and UCSB.
- California's Bay Area employs ~400K tech workers, more than any other market in the US, offers the largest concentration of semiconductor jobs in the country, and features top research universities including Stanford and UC Berkeley.



Life Sciences

Economic Impact

- The state exports \$9.3 billion in pharmaceutical and medicine products, and is the nation’s number one exporter of medical equipment and supplies, totalling \$6.6 billion annually.²⁰
- California life sciences companies receive more venture capital funding than life sciences companies in any other state, with approximately \$60 billion in private investments in 2023.²¹ This makes life sciences the third largest sector for venture capital funding in the state.²² California also receives the most federal funding from the National Institutes of Health and National Science Foundation of any state.²³

Workforce & Education

- California has a strong medtech workforce of over 100,000.²⁴ The subsector contributed approximately \$32 billion in GDP in 2023.
- California is home to two of the top 10 life sciences markets in the US—San Francisco and San Diego²⁵—and around 16,000 life sciences establishments²⁶, including some of the largest biotech and biopharmaceutical companies in the world, such as Genentech, Illumina, Amgen, and Gilead.
- California’s biotech research and development workforce is nearly 70,000, with pharma/biotech adding roughly \$65 billion in GDP in 2023.²⁷

Key Assets

The state hosts 13,600 medtech enterprises, two top-ten life sciences markets, and \$60 billion in private life science investment.²⁸

AgTech & Farm Equipment

Economic Impact

- California leads the country in agtech and farm equipment technologies, with agtech startups in California attracting approximately \$1.5 billion in venture capital funding in 2023, accounting for 37% of U.S. venture funding.²⁹

Workforce & Education

- The workforce is anchored by UC Davis, whose Agricultural Science program is ranked third nationally.
- The State’s Innovative workforce programs train for occupations in agtech in partnership with community colleges and universities.³⁰

Key Assets

California is home to 70,000 farms spanning 24 million acres, primarily in the Central Valley, along with the UC Agriculture & Natural Resources statewide cooperative extension network.



California will focus on these subsectors over the next two years, making concentrated investments and taking a whole-of-government approach to growth across the state. This targeted focus not only makes it easier for agencies to collaborate, but also ensures that they are able to engage the full ecosystem within each sector—including workforce development and other critical supports—to maximize benefits broadly.

These subsector pilots are a starting point; investments should extend beyond them to other subsectors as the state and private investors gain additional insight into needs across regions and as the economic landscape evolves.

Pilot Subsectors - Identified Across Regions

Region	Agtech & Farm Equipment	Life Sciences	Semiconductors & Microelectronics	Space, Defense & Satellites	Advanced & Precision Manufacturing
Ⓐ North State					■
Ⓑ Redwood	■				
Ⓒ Capital	■	■	■		■
Ⓓ Sierra					
Ⓔ Bay Area	■	■	■	■	■
Ⓕ North San Joaquin	■				■
Ⓖ Central San Joaquin	■		■		■
Ⓗ Central Coast	■	■	■	■	■
Ⓘ Kern County	■			■	■
Ⓝ LA County		■		■	■
Ⓚ Orange County		■	■		■
Ⓛ Inland SoCal			■		■
Ⓜ Southern Border	■	■		■	■

Source: Working discussions with GO-Biz and LWDA, Lightcast, Moody's Analytics, Pitchbook, US Cluster Mapping Project, Jobs First Regional Plans Part 2, meetings with Jobs First Regional Collaboratives conveners





Cross-Regional Collaboration

“Establishing the NSTC headquarters in California will capitalize on our state’s unparalleled assets to grow a highly skilled workforce and develop next-generation advancements. I am confident that this CHIPS Act funding will propel emerging technologies and protect America’s global semiconductor leadership, all while bringing good-paying jobs to our state.”

U.S. Senator Alex Padilla

Cross-Regional Collaboration

California’s pathway to growth extends beyond the boundaries of its 13 individual regions. It relies on the interconnectedness of local economies and aligning efforts across regions. By collaborating on shared priorities, regions can leverage each other’s strengths to maximize impact and ultimately succeed together. In doing so, they can advance their own goals, while also driving broader economic progress.

A closer look at one real-world example from the Semiconductor & Microelectronics subsector helps illustrate how California Jobs First can bring regions together over the next decade to promote growth in priority sectors. The federal government recently chose California as one of three headquarters for the CHIPS for America Design and Collaboration Facility (DCF), which according

to the Department of Commerce, “will play an important role in advancing semiconductor design research, workforce development, investment, and collaboration across the entire semiconductor value chain.” Sunnyvale in the Bay Area region is the expected home of this facility.³¹

To capitalize on this sector, other regions that have prioritized Semiconductors & Microelectronics—such as Capital, Central San Joaquin, Central Coast, Orange, and Inland SoCal—can collaborate through the California Jobs First initiative. With a strong existing asset like DCF in the state, these regions can build complementary investments and collectively pursue federal funding opportunities like the CHIPS National Advanced Packaging Manufacturing Program (NAPMP)³² and the Artificial Intelligence-powered Autonomous Experimentation (AI/AE) for Sustainable Semiconductor Materials initiative.³³ These programs offer over \$150 million in funding, and are structured to support projects that bring together a diversity of partners, such as universities, workforce, and industry.

Semiconductors & Microelectronics

Across the state’s thirteen Jobs First Collaboratives, six regions identified semiconductors and microelectronics as priority subsectors.

Central Coast

Specializes in microelectronics, including Santa Barbara emerging as a quantum player, anchored by Google’s Quantum AI campus and strong research universities including Cal Poly-SLO and UC Santa Barbara (Nanotech Lab, Materials Research Lab, and Quantum Foundry)

Bay Area

Employs ~400K tech workers, more than any other market in the US; key player in semiconductor and microelectronics manufacturing with the largest concentration of semiconductor jobs in the United States and top research universities including Stanford and UC Berkeley

Capital

The Capital region has 26x more concentrated semiconductor growth capital than the U.S. average, anchored by solid-state memory applications and products R&D, with leading chip manufacturers including Intel, Solidigm, and Bosch

Orange County

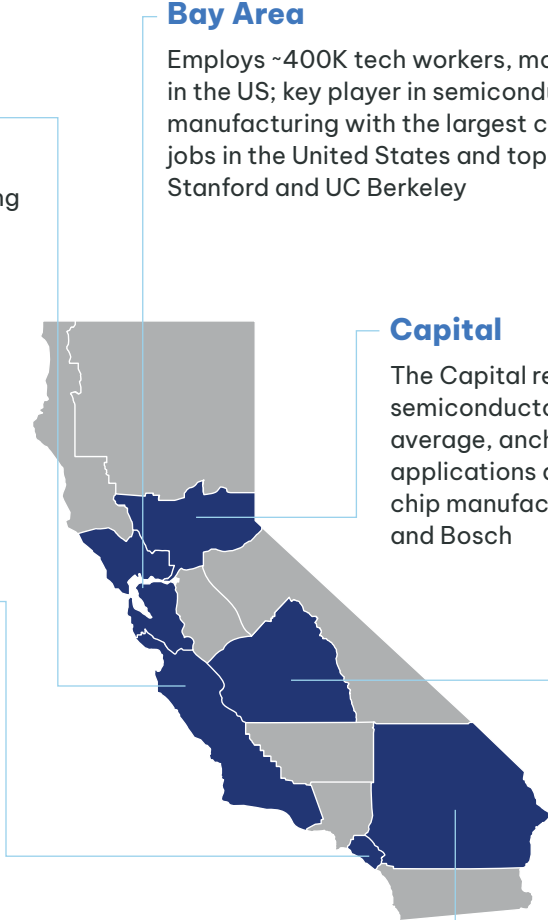
History of chip manufacturing through anchor companies including Broadcom, Tower Semiconductor and Skyworks Solutions and strong research universities, such as UC Irvine; highly skilled labor pool, with ~40% of population under 25 with a Bachelor’s degree or higher

Central San Joaquin

Working to attract circular manufacturers in computer and electronic product manufacturing, planning to reskill and upskill its existing base of ~50K manufacturing jobs

Inland SoCal

Hub for cybersecurity services, anchored by the Cybersecurity Center at Cal State San Bernardino, which has received multiple high profile federal training excellence designations and initiated a first-in-the-state cybersecurity apprenticeship program



Finding opportunities for cross-regional collaboration allows resources and expertise to be pooled, and positions regions to secure significant investments. In doing so, it can help advance sector and regional growth, while at the same time, strengthening the state’s overall economic resilience and competitiveness.

Catalyzing California's Future:

Leveraging State, Federal & Philanthropic Funds

“When philanthropy shows up alongside public-private partnerships, especially in areas facing deep-rooted challenges, we unlock opportunities to build resilience, tackle climate goals, and generate economic growth that uplifts local workers and communities.”

Elena Chavez Quezada

Senior Advisor for Social Innovation,
Office of Governor Gavin Newsom
Development



Catalyzing California’s Future: Leveraging State, Federal & Philanthropic Funds

There are several state, federal, and philanthropic funding opportunities that can be pursued in the near-term to advance regional economic goals, as well as those of the state as a whole. Funding secured through these opportunities will build upon a strong foundation laid by prior Jobs First investments, including the \$286 million already administered by the state.³⁴

State Funding Opportunities

The Jobs First Council united nine California agencies and charged them with accelerating the state’s economic and workforce development programs, and ensuring these programs meet regional needs.³⁵ Through the Council, California is creating a structure to help guide investments from various state agencies and programs toward regional efforts. This type of strategic coordination can help the state and its regions maximize impact and advance shared priorities.

As a part of this effort, California has provided regions with a list of current state funding opportunities.

Federal Funding Opportunities

Over the past four years, the federal government has made historic investments in areas that are essential to California’s economic future—including infrastructure, climate resilience, technological advancements, and clean energy—through major legislative packages like the American Rescue Plan (2021), the Bipartisan Infrastructure Law (2021), the CHIPS and Science Act (2022), and the Inflation Reduction Act (2022).

Combined, these federal investments have amounted to more than \$5 trillion distributed nationally. Yet to date, California has only received a low share of those dollars relative to the size of California’s economy.³⁶



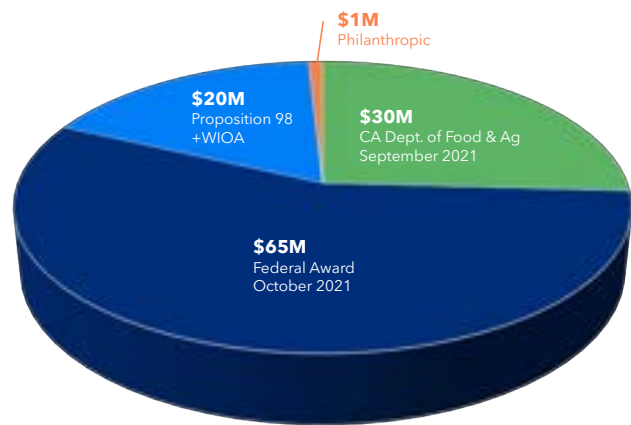
In FY24-25, Jobs First Agencies will distribute \$12.8 billion in funding that advances the state’s strategic sectors.

A deep-dive into recent grant opportunities sheds some light on ways in which California applicants might become more effective at winning federal funds. A variety of California entities—cities, regions, government agencies, and so on—submitted a total of 58 applications to the U.S. Economic Development Administration’s Build Back Better Regional Challenge and Tech Hub competition. However, only one was ultimately awarded a grant. Analysis of all 58 applications suggests that a lack of regional or statewide coordination drove California’s low grant awards. Without it, many applications overlapped—for example, multiple proposals sought funding for similar projects³⁷—which may have diluted their appeal and created needless competition.

The winning application, Central Valley’s Fresno-Merced Future of Food (F3) Initiative, was different. It took a regional, multi-stakeholder approach, and aligned regional interests with state and federal priorities. By bringing in partners from the outset and presenting a unified front, F3 minimized

redundancy from other would-be applicants and strengthened its position.³⁸ This coalition of diverse partners also enabled a multi-layered funding strategy. The state of California made a pivotal initial investment by providing matching funds, which helped F3 meet the required 20% match to qualify for federal dollars. This foundational support unlocked additional funding layers, paving the way for long-term sustainability and ongoing investment in the initiative.

Funding Sources for the F3 (Farms Food Future) Initiative



Total To-Date | \$116M



Recent federal investments offer valuable insight into best practices for securing federal dollars. They also paint a picture as to where the federal government is prioritizing its investment.

The chart below shows how funding through the Bipartisan Infrastructure Law, CHIPS Act, and Inflation Reduction Act was distributed across California’s regions and helps identify where strategic federal support has been directed.

Regional Collaborative	Total Discretionary Funding
A Redwood	\$94,839,787
B North State	\$570,406,356
C Capital	\$672,503,098
D Bay Area	\$1,942,005,589
E North San Joaquin	\$333,241,610
F Sierra	\$137,697,797
G Central San Joaquin	\$292,308,723
H Central Coast	\$1,471,711,819
I Kern County	\$567,415,539
J Los Angeles County	\$2,684,495,067
K Inland SoCal	\$537,046,078
L Orange County	\$111,582,709
M Southern Border	\$1,352,293,248

A full list of projects and programs that received funding can be downloaded [here](#). This list helps identify established areas of federal interest. By building upon them, regions may be able to better position themselves to attract investments.

The State recognizes the opportunity to secure more federal investments and drive more public-public partnerships. There is potential to do so through the Jobs First infrastructure, which will allow regions and the state to team up to identify areas of alignment with federal agencies, eliminate redundant applications, and secure interagency buy-in that can be an important consideration in federal applications.

To this end, the state has provided regions with an overview of near-term federal funding opportunities.

Philanthropic Funding Opportunities

Philanthropy has the potential to infuse equity into regional economic initiatives and respond to regional needs, particularly when traditional funding models fall short.³⁹

For example, one of the key issues identified during the planning of the Regional Investment Initiative was the financial strain regions experienced when trying to manage the \$14 million provided to them by the state. While this funding has been critical to regions’ success, regulations, reimbursement requirements, and the challenge of fronting substantial funds have created delays and barriers to deploying capital.⁴⁰

Instances like this, which highlight the constraints that can accompany public dollars, help illustrate the complementary role philanthropy can play in supporting regional economic initiatives. To maximize impact, philanthropy can step in early to provide the following: 1) Matching or supplemental funds that leverage public funding; 2) Flexible dollars that allow regions to front capital without straining their operational resources; and 3) Capital for pilots and demonstration projects that help prove out promising new ideas and pave the way for larger-scale investment by inherently more risk-averse government agencies.

Philanthropic organizations could also consider re-imagining their approach to funding, from one in which they set parameters inside which partners must fit, to one in which they come to the table seeking to learn first and then align their investments with what partners need. By the same token, partners might consider engaging philanthropies not just as funders, but as active collaborators and co-investors. This can help ensure that each party's distinctive strengths are mobilized for success.

California has taken concerted steps to create an environment in which philanthropic organizations can thrive and serve as deeply impactful partners in game-changing public-private initiatives. As evidence of this commitment, the Governor employs a full-time senior advisor whose role is to provide philanthropy with a clear conduit to the state.⁴¹ Through this position, California

has established a number of successful philanthropic partnerships as outlined in the State of California's [Social Innovation Impact Report](#).

Looking ahead, Jobs First has significant potential to open new doors for philanthropy.

The initiative is intended to help regions more easily capitalize upon philanthropic opportunities, as they have already gone through a comprehensive process to outline their economic priorities and have started establishing plans for cross-sector partnerships. These strategic plans provide regions with a ready-made case for funding and eliminate the need to start from scratch with each new interested funder or grant application.

The Jobs First structure generates high-impact opportunities to advance pre-vetted, large-scale projects that come with strong support networks and strategic governance structures. This infrastructure may encourage philanthropies to eliminate or minimize additional applicant vetting, allowing them to streamline their own due diligence processes, while at the same time, easing the burden on regions.

Capital Stacking



Capital Stacking

In recent years, California has enjoyed unprecedented capital influxes, which have created a rare opportunity to reshape regions.⁴² Yet, programs established through one-time funds carry the risk of disappearing when funding dries up, raising serious concerns about sustainability.

Rather than viewing these cash infusions as long-term solutions, seed capital can be viewed as opportunities to ignite broader economic development by breaking down silos, co-creating, and building pathways for cross-sector funding. Capital stacking is key to this strategy.

Capital stacking is a term used to describe layering different funding types and sources to finance projects.⁴³ For large-scale investments such as those proposed across

this state, capital stacking takes the form of federal, state, regional, private, and philanthropic dollars coming together to create a cohesive financing structure.

Combining funding mechanisms in this way can help bring in the right money at the right time, and sets the stage for long-term economic growth and investment. By integrating contributions from diverse stakeholders, capital stacking can assist California in maximizing both public and private resources to drive sustainable growth and innovation in emerging markets.



Case Study: Wichita's Success in Aerospace through Industry Partnership

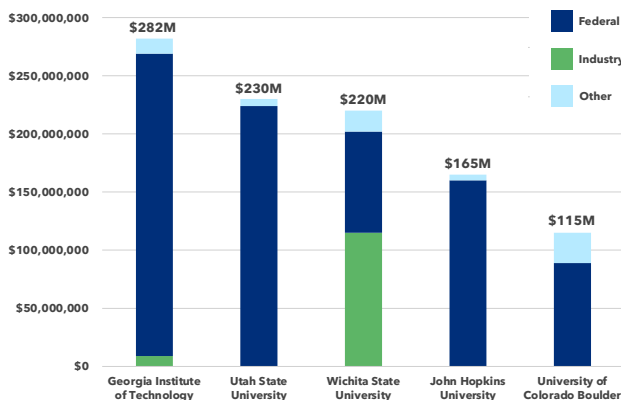
Wichita, Kansas, shows how leveraging multiple funding sources and industry partnerships can effectively grow a key sector. Wichita State University leads the region's efforts in aerospace innovation by coordinating employers, researchers, and the state. This approach makes it easier to secure funding and organize projects.⁴⁴

Government funding often fluctuates in the aerospace industry, but Wichita's emphasis on industry partnerships helps maintain steady financial support. In 2022, Wichita State University secured \$115 million in industry-financed R&D, ensuring continued growth and stability, even during economic downturns.⁴⁵

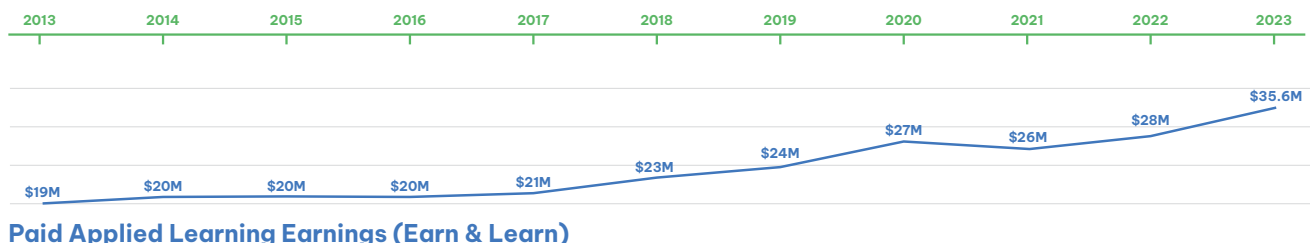
Wichita stands out as the highest-funded aerospace region without relying on sole-source federal contracts.⁴⁶ Instead, its focus on industry-funded research and strong partnerships with local businesses has allowed it to remain stable, even when government funding or political priorities shift. The state has also backed Wichita State University as the convener for aerospace, helping to prevent duplication across Kansas.⁴⁷

Wichita's model shows how pooling funds from various sources can provide stability in sectors prone to ups and downs, an approach that can also reduce reliance on federal investment. The timeline below showcases a significant and steady increase in funding through both grants and paid applied learning after Wichita doubled down on industry partnerships.

R&D Funding in Aerospace Across Leading Institutions



Wichita Funding Timeline



Paid Applied Learning Earnings (Earn & Learn)



Total Grant Awards

Case Study: Building the Bioeconomy in California’s Northern San Joaquin Valley

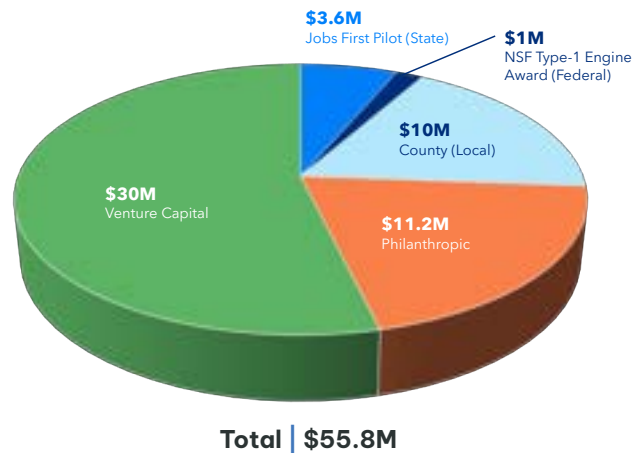
Capital stacking is also a useful tool for risk sharing. By spreading the financial risk across different stakeholders, projects may become more appealing to investors. As such, capital stacking is especially valuable in sectors and subsectors that are less tested, such as the bioeconomy.

California’s bioeconomy subsector holds immense promise to drive sustainable economic development while addressing critical environmental challenges.⁴⁸ The Northern San Joaquin Valley is emerging as a bio-industrial hub by capitalizing on local strengths and attracting substantial multi-source funding. The Circular Bioeconomy Innovation Collaborative (CBIO Collaborative)—led by Lawrence Berkeley National Laboratory, University of California-Merced, and BEAM Circular—is a strategic partnership working to develop an ecosystem around biomanufacturing in the Northern San Joaquin Valley. CBIO has been successful in capital stacking: Funding from federal, state, local, and private sources has been thoughtfully layered to tackle investment barriers and advance regional growth.

The Collaborative was initially awarded \$1 million from the National Science Foundation (NSF) under its Regional Innovation Engines program to kickstart planning and establish a regional innovation campus. In October 2024, the Collaborative was invited to submit a full proposal to NSF’s Engines program, making it one of just 71 applicants nationwide.⁴⁹ This program has the potential to infuse up to \$160 million dollars in recipients’ projects.⁵⁰

Stanislaus County, through American Rescue Plan Act funding⁵¹ and the California Jobs First Economic Development Pilot Grant,⁵² made an additional \$10 million investment in one of CBIO’s partners, BEAM Circular. This brought CBIO’s total secured funding to \$55 million—plus in just 18 months. This capital has supported infrastructure and workforce development, as well as technological advancement.

Funding Sources for BioEconomy, Agriculture, & Manufacturing (BEAM) Circular



A photograph of two women in traditional Native American attire, including red headbands and patterned blouses, shaking hands in front of a window. The woman on the left is older, and the woman on the right is younger. They are both smiling. In the background, a sign on the window reads "EMERGENCY ONLY".

Empowered Communities: The Heart of California's Economic Vision

“The dismantling of gatekeeping and the acknowledgment of where previous approaches fell short—pursuing funding individually rather than collaboratively—is, in my opinion, a major step forward. Embracing a more unified approach has the potential to reshape our impact.”

Kaina Pereira
Executive Director of California
Workforce Development Board

Empowered Communities: The Heart of California's Economic Vision

California's economic strength and cultural richness have long been built on the hard work and contributions of its diverse, local communities. The state has adopted a community-led approach that brings historically disinvested groups to the table, ensuring their voices shape strategies for sustainable and inclusive growth. By actively involving these communities in economic planning and decision-making, California aims to build a future that reflects and supports the needs of all of its residents.

Feedback from regions has made clear that when communities feel like economic development is a zero-sum game—pitting sector growth against the community—they lose trust, making collaboration more challenging.⁵³

Recognizing this, the state has woven community voice into the fabric of the Jobs First framework. Through this framework, regions have an additional set of tools with which to coordinate with investors and employers to drive growth that benefits everyone. For example, Regional Plans, developed as a part of the Regional Investment Initiative, highlight unique community attributes and challenges that may not be widely known outside the area, but that are essential to a particular region's success in supporting sectors and guaranteeing sectors benefit them in turn.

For instance, the Sierra region faces unique housing obstacles, as 90% of its land is federally owned, which limits local control and development.⁵⁴ Without adequate housing, the region struggles to attract and sustain the workforce needed to support its current economy, let alone new sectors.⁵⁵ This dynamic deeply impacts the way the region makes decisions.

More broadly, during one-on-one interviews about their economic landscapes, regions identified distinctive strategies that are incredibly important to them when considering growth, but that are not necessarily reflected in higher-level statewide plans. A selection of these strategies is outlined in the chart below.

Understanding community nuances and incorporating them into regional and statewide economic plans is imperative: It ensures that strategies are not only more effective, but also truly inclusive.

Region	Entrepreneurship/ Small Business	Green Economy	Community, Social, Cultural	Food Security	Placemaking	Regional Initiatives	Government	Standalone / Sector Neutrals
Redwood	Entrepreneurship			Food Security				
Sierra	Entrepreneurship/ Small Business			Food Security	Placemaking and Amenities		Government	Land Use/Tenure
Bay Area	Small Business / Worker Co-ops		Sustaining the collaborative				Government	Removing Structural / Institutional Barriers
Central Coast	Main Street and BIPOC small business development							
Central San Joaquin Valley	Small business and microenterprise development							
North San Joaquin Valley	Small business/ entrepreneurship				Placemaking	1. Regional innovation ecosystem 2. Regional coordination and alignment		
North State	Tribal economic development	Environmental justice						Labor
Los Angeles County	Small Business and entrepreneurship	Green economy						
Orange County	Small business, worker ownership and entrepreneurship support	1. Green and emerging technology and innovation 2. Climate resilient environment	Community voices and cultural engagement					
Inland SoCal	1. Economic mobility and wealth building strategies 2. Entrepreneurial ecosystem for high growth startups and main street businesses		Building social and cultural capital					
Southern Border	The small business, cooperative, and entrepreneurship ecosystem	Climate resilience	Community Ownership and respectful engagement					
Kern County	Entrepreneurship						Representative government	
Capital								Outreach and awareness

Best Practices for Partnering with Communities

One of the greatest successes of Jobs First thus far has been bringing hundreds of community members to the table to share the difficulties they face along with their aspirations for a brighter economic future.⁵⁶ This was not easy, particularly in light of the trade-offs and traumas that disinvested populations often confront when engaging in participatory planning.⁵⁷ However, the process generated best practices for collaborating with communities around economic development.

In their plans, regions emphasize how important it is for conveners to provide material support when seeking to foster meaningful engagement. Across the board, regions identified the following practices as critical to their success when engaging historically excluded communities:

- Providing transportation or rideshare services to and from meetings⁵⁸
- Offering childcare and enrichment opportunities for children (i.e., ongoing classes that children can attend)⁵⁹
- Ensuring translation and language access⁶⁰
- Supplying culturally-responsive food at events⁶¹

Most regions identified these as critical starting points and emphasized that it's not just about "the what," but "the how." For example, simply offering participation stipends is not enough if the process creates barriers, such as requiring documentation that some participants may not have or issuing checks to people without bank accounts.⁶² It is often as important for the method of providing support to be as thoughtful and inclusive as the support itself.

Trust Building Takes Time

Regions across California emphasize that building trust with disinvested communities is essential—and it can't be rushed to fit short-term funding cycles.⁶³ The idea that "we move at the rate of trust" will set California apart as the state prioritizes long-term, consistent engagement over quick, transactional efforts. This approach helps regions avoid the pitfall of sacrificing trust for speed, ensuring deeper, more meaningful collaboration. With this in mind, the state has funded the Regional Collaboratives for four years—two years beyond the planning phase—so that they can build strategies and capacity.⁶⁴



To strengthen trust and build lasting relationships, regions emphasize the value of ongoing support for local partners, particularly those in historically disinvested communities. Rather than relying solely on one-time funding, support can take many forms, such as partnering with the state to co-create pilot programs, offering technical assistance for navigating grant opportunities, or fostering collaboration on shared initiatives. This approach isn't about soliciting feedback once and moving on; instead, it's about creating sustainable, long-term partnerships where community voices actively shape their future alongside the state.

California has distinguished itself by prioritizing communities—building trust with them, understanding them at a deeper level, and engaging them meaningfully over a sustained period of time. In doing so, the state has constructed a powerful model, centered on community voice, for driving effective, lasting, equitable growth.



Translating Vision into Action

“Our work on the four-county initiative was more than just a project; it’s a commitment to building a future where everyone in the Sierra San Joaquin region has the opportunity to thrive. With California Jobs First funding, the region has been enabled to create a strong, dynamic regional investment plan that will empower our communities and drive equitable economic growth for years to come.”

Nora Zaragoza
Centro La Familia



Translating Vision into Action

Over the next 18 months, each of California’s Jobs First Collaboratives will be launching Activation Plans designed to drive growth within their regions.⁶⁵

These plans, unique to each region, provide a roadmap of clear opportunities for investment and partnership, offering investors insight into promising projects and growth strategies. While the specific Activation Plans will be held internally by each region, they are structured around common elements—strategy, tactics, and actionable steps—that outline the pathway to economic progress.

These plans break down regional visions into targeted, manageable actions that are intended to yield results quickly while aligning with long-term goals. Each Activation Plan is designed to be implemented over an 18-month timeframe to ensure focus and momentum, but is also part of a broader five-to-ten-year strategy for sustained economic advancement. By connecting with regions directly, investors have the opportunity to explore these tailored plans, partner on priority projects, and contribute to California’s growth.

Investors are encouraged to reach out to individual regions to learn more about these Activation Plans and ways to align their goals with California’s dynamic economic landscape.

Strategy	Tactic	Tasks
<p>The region’s specific sector play (e.g., spearhead offshore wind within the clean economy), and how the Collaborative will organize, resource, and track progress towards this play</p>	<p>The steps the Collaborative and its partners take over the next 12-18 months to achieve the region’s sector strategy (e.g., create workforce and educational partnerships to build the talent pipeline).</p>	<p>The actions that individuals or organizations are responsible for, and by when (e.g., [organization] will conduct outreach to 5 community colleges and workforce training programs by [date]) Tasks may include new projects or refocusing existing programs, as well as day-to-day activities of different organizations.</p>



A Blueprint for Impact: Regional Readiness

“California Jobs First has provided a foundation for us to reimagine the economy for our communities, by our communities. We know this is hard work but we are focused on advancing our shared vision to create jobs, design inclusive pathways, and grow a climate-resilient, equitable, and prosperous regional economy.”

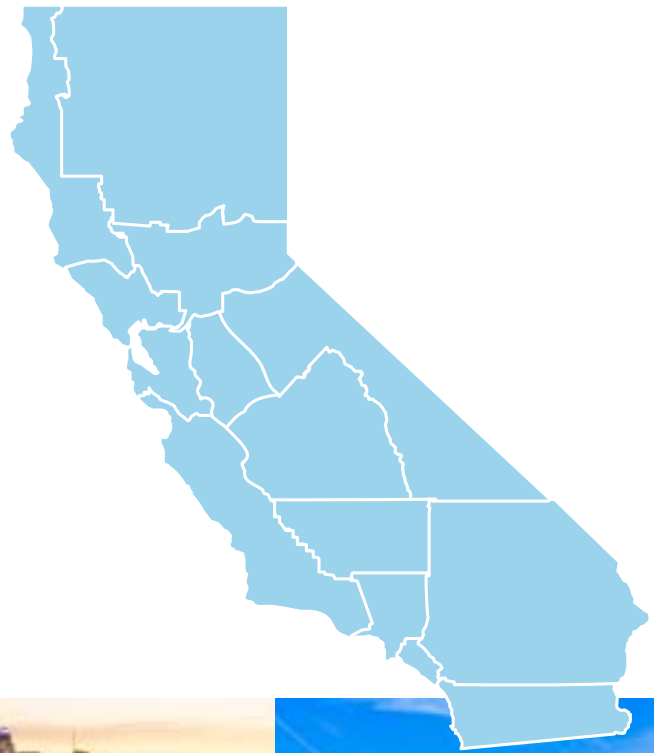
Evan Schmidt
Valley Vision CEO

A Blueprint for Impact: Regional Readiness

With clearly defined strategies, targeted actions, and a focus on inclusive growth, regions are ready to move forward.

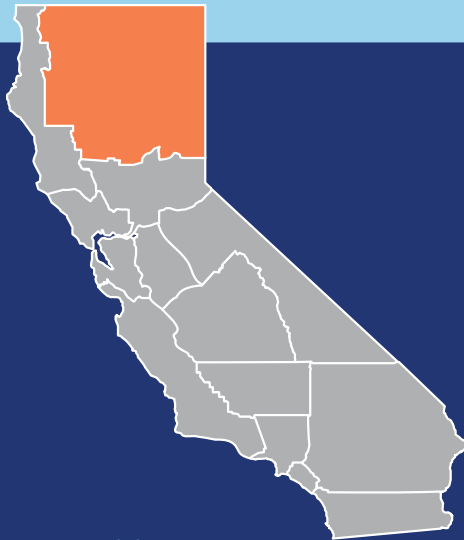
The following snapshots showcase each region's key sectors and highlight how they are working to secure funding and build partnerships to achieve their goals.

These snapshots can be examined alongside regions' Activation Plans, which detail specific projects and investment opportunities that will bring their strategies to life.



North State

NORTH STATE JOBS FIRST



The Coalition

High Road Transition Collaborative Region represents over 113 institutions and 120 community members.

Vision

A thriving and resilient North State economy that produces climate-adaptive forests and watersheds, healthy and financially-secure communities, and growing and innovative local businesses linked to regional markets.

Population

Population: 452,478

Percentage of people under 25: 33%

Percentage of people over 65: 20%

Counties

Modoc	Siskiyou	Tehama
Lassen	Trinity	Glenn
Plumas	Shasta	
Sierra	Butte	

U.S. Census Bureau, ACS 1-Year Estimates (Accessed Oct. 2024)

Why Invest in the North State?

Investment in the North State is an investment in all of California. The ten county North State region of California is characterized by forested land and water resources. The North State region supplies water to over 25 million Californians. The health of North State forests and watersheds are essential to California's economic future.

REGIONAL SECTORS



Working Lands & Water

Agricultural Production
Bioeconomy
(Wood Products)



Clean Economy

Carbon Management
Hydrogen



Manufacturing

Advanced



Tourism & Outdoor Recreation

FOUNDATIONAL ANCHORS



Housing



Infrastructure

Broadband
Transportation
Water



Education & Skilled Workforce



Healthcare



Childcare

North State

NORTH STATE JOBS FIRST

VIEW REGIONAL PLAN
sierrainstitute.us



Priority Sectors

The North State has identified the following sectors as driving regional growth:

- Natural Resources
- Agriculture
- Tourism
- Health

North State Vital Infrastructure

- Forests and watersheds
- Diverse communities and people

Key Drivers of North North State Success: Forest and Water management will advance North State economy with impact on all Californians

- The forests and watersheds of the North State encompass the Northern Sierra and Cascade provinces, providing unique aesthetic and cultural values to residents and visitors. These provinces support diverse habitats, a vibrant recreation and tourist economy, an essential wood products industry, and diverse ecosystem services that are vital to all Californians. The Upper Sacramento, McCloud, Pit, and Feather watersheds are critical water sources for California's multi-billion-dollar agricultural sector and provide water to a major portion of California's population. North State streams host some of the last of the free-running salmon populations in California.
- Eight national forests lie in the region. The impact of forest health here will have widespread effect across California.

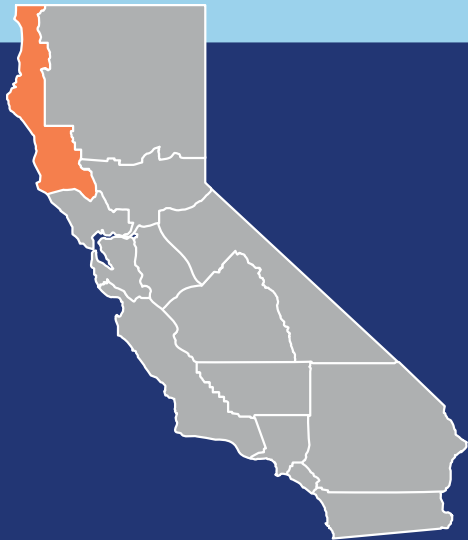
- Forest Sector activities are a key growth area for the North State. In response to wildfire events and drought, ongoing investment in healthy forest management is expected to continue. Expansion of fire management and fire training centers is also expected.
- Forest product businesses, such as biomass energy and innovative wood products, are expected to increase as a result of forest health work and provide areas of growth for the region. The North State is a key region for renewable and clean energy generation, including biomass energy, solar energy, geothermal, and more, which build on the region's space, infrastructure, and natural resources while striving toward the State's climate goals. Innovations in carbon capture and energy storage technologies are also well suited to the region and can be further explored.

Rural Economic and Community Development Strategies: How we're driving additional enablers of economic growth.

- Rural capacity development and investment will mobilize North state communities toward expansion of small businesses and locally driven entrepreneurship.
- Elevating Tribal Leadership in Community and Economic Development will improve small community economies across the north state, as North State tribes lead efforts in business development, entrepreneurship and land stewardship.
- Additional development strategies include education, workforce development, housing, health, youth opportunity, physical infrastructure and more.

Redwood

REDWOOD REGION RISE



The Coalition

Redwood Region RISE, is a coalition of over 150 organizations.

Vision

We envision the Redwood Region as a healing place where everyone belongs, with stable jobs, accessible healthcare, and a flourishing natural environment. Together, we work towards a future where anyone can thrive.

Population

Percentage of people under 5: 5%
Percentage of people of under 18: 20.5%
Percentage of people 65 and over: 23%

Counties

Del Norte Lake
Humboldt Mendocino

33 Federally and Non-Federally Recognized Tribal Nations

U.S. Census Bureau, ACS 1-Year Estimates (Accessed Oct. 2024)

Why Invest in the Redwood Region?

The Redwood Region, home to California’s longest coastline and some of the last remaining stands of old-growth redwood forests, is uniquely positioned to lead the state’s transition to a clean energy, carbon-neutral economy. Redwood Region RISE is embracing a new approach to economic development that centers disadvantaged communities while fostering climate resilience and adaptation. Guided by collaborative governance and a roadmap driven by participatory design and research, the region is creating good-paying jobs and prosperous communities for all. With its unparalleled natural assets and commitment to equity, the Redwood Region is charting a path toward a sustainable and inclusive future for California.

REGIONAL SECTORS



Clean Economy
Offshore Wind
Solar



Tourism & Outdoor Recreation



Creative Economy
Film, TV, & the Arts



Working Lands & Water
Agricultural Production
Agtech & Farm Equipment
Bioeconomy (Wood Products & Forestry)
Blue Economy / Tech
Food Processing

FOUNDATIONAL ANCHORS



Housing



Infrastructure
Broadband
Transportation



Education & Skilled Workforce



Healthcare



Childcare

Redwood

REDWOOD REGION RISE

VIEW REGIONAL PLAN
ccrp.humboldt.edu



Priority Sectors

The region has identified the following key sectors driving regional growth:

- Working Lands
- Blue Economy
- Clean Energy
- Creative Economy
- Outdoor Recreation and Tourism

The Redwood Region is poised for transformative economic growth, leveraging its key sectors to drive innovation and resilience. Clean energy, including offshore wind and solar, positions the region as a leader in California's transition to a carbon-neutral economy, supported by institutions like Cal Poly Humboldt and the Schatz Energy Center. The working lands and blue economy sectors capitalize on the region's natural resources, with investments in sustainable forestry, aquaculture, and market expansion to support long-term ecological and economic health. Arts, culture, and tourism enhance the region's creative economy, attracting visitors while preserving local identities through film, TV, and community-centered initiatives. Outdoor recreation flourishes with iconic redwood parks, rivers, and vineyards, creating unparalleled opportunities for eco- and agritourism. With robust support for workforce development, housing, and transportation infrastructure, the Redwood Region is aligning its assets to create sustainable, inclusive growth across these thriving sectors.

Key Drivers of Regional Success

- **Innovation and Workforce Development:** The recently designated Cal Poly Humboldt campus and partnering community colleges, College of the Redwoods and Mendocino College, form a robust rural workforce training and innovation environment. Initiatives and centers like the Cal Poly Center for Innovation and Entrepreneurship and the Schatz Energy Center, coupled with historic strengths in forestry and aquaculture, help the region lead particularly on natural resource and clean energy related fields.
- **Leveraging rich and diverse landscapes:** the region possesses the longest stretch of coastline in the state, the remaining stands of globally important old-growth redwood forest, world renowned winelands, and miles of rivers and lakes-creating endless opportunities for eco and agritourism, and outdoor recreation. The Redwoods State and National Parks draw millions of visitors to the region each year.

Economic Mobility Strategies:

How we're driving additional enablers of economic growth

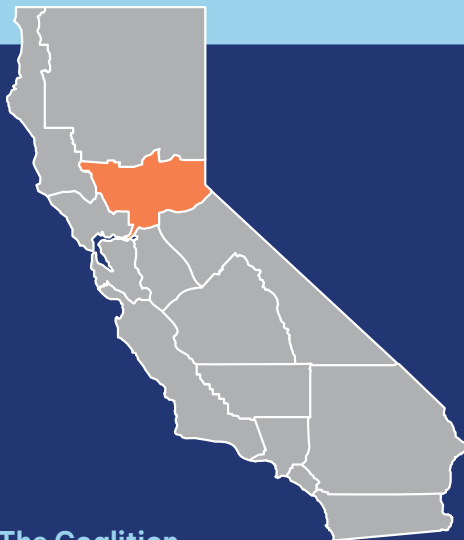
- **Entrepreneurship:** New business incubator at Cal Poly Humboldt, robust programming through Small Business Development Centers across the region including several specifically serving Latinx entrepreneurs, active Chambers of Commerce and Chamber Foundations helping employers connect to resources.
- **Health and Caregiving:** The region continues to build on decades of work creating health career pathways that begin in K12 education and now bridge all the way to UC Davis medical school. The region is also investing in the creation of new childcare businesses.

What we're doing to make sure the growth in our region benefits everyone

- **Housing:** Employer-led housing initiatives, particularly for the healthcare sector, are underway. The RISE Collaborative advocates for a Regional Housing Study to better understand the rural-specific constraints to housing development and affordability.
- **Transportation:** Creating better connectivity, walkability, and safety in town centers across the region as well as improving the accessibility and sustainability of public transit. The region is investing in improving resilience of roadways to climate risk (extreme weather, fire).
- **Broadband:** Expanded middle and last mile connectivity efforts underway. "Dig once" policy- coupling grid and transmission upgrades with broadband has potential to accelerate efforts.
- **Diversity, Representation, and Leadership:** Expanding diversity among nonprofit leaders and offering capacity-building grants and training for new organizations and leaders.

Capital

WE PROSPER TOGETHER



The Coalition

We Prosper Together represents over 214 institutions and 163 community members.

Vision

We Prosper Together is focused on creating the next generation of quality jobs, through clear and well-supported pathways, to enable an equitable and sustainable economy across our eight-county region.

Counties & Populations

- Colusa ~22,000
- El Dorado ~194,000
- Nevada ~105,000
- Placer ~420,000
- Sacramento ~1,608,000
- Sutter ~100,000
- Yolo ~217,000
- Yuba ~86,000

U.S. Census Bureau, ACS 1-Year Estimates (Accessed Oct. 2024)

Why Invest in the Capital Region?

The Brookings Institution 2024 Metro Monitor Report rated the Sacramento Metropolitan Area the second in the nation for the largest decrease in relative poverty rate and fourth for economic inclusion. Our region is a microcosm of California, with a mix of urban, foothill, and agricultural landscapes, varied industries and communities positioning us for incredible growth. Growth in manufacturing, food innovation, and clean energy are creating new jobs, and bringing together efforts by educational institutions and community-based organizations to expand training and access opportunities for all of our residents.

Today, as the epicenter of the fifth largest economy in the world and of some of the country's most innovative policymaking, our region is poised to spark a new era – one that is resilient and inclusive for all.

REGIONAL SECTORS



Clean Economy
Batteries
ZEVs



Working Lands & Water
Agricultural Production
Agtech & Farm Equipment
Bioeconomy
Food Processing



Life Sciences
Medtech
Pharma / Biotech



High Tech
Semiconductors & Microelectronics



Manufacturing
Advanced / Precision



Financial & Professional Services

FOUNDATIONAL ANCHORS



Housing



Infrastructure
Broadband
Transportation



Education & Skilled Workforce



Healthcare



Childcare

Capital

WE PROSPER TOGETHER

VIEW REGIONAL PLAN
weprospertogether.org



Priority Sectors

The Capital Region hones in on four high-potential tradable sectors that, due to existing assets like talent, innovation, and infrastructure, present distinct opportunities for the local economy and workforce of diverse skills and education. These sectors were prioritized based on extensive community input and factors including job quality and access, job growth potential, talent demand, sustainability, and climate impact.

Biotechnology

This sector is concentrated in food and life science innovations including biotechnology, biopharma, agriculture and food technology. With core drivers of research and innovation in the region, this sector offers promise for the expansion of future high-quality job opportunities.

Precision Manufacturing

This sector includes the manufacturing of high value added products containing instrumentation and microelectronics manufacturing (including medical device manufacturing), next generation transportation, machinery manufacturing, aerospace and defense, clean technology, and robotics, among others. The region has the capacity to produce

intricate, highly accurate components to meet stringent specifications and tolerances. In light of major new investments, this sector presents emerging opportunities in microelectronics and semiconductors, battery production, instrumentation, and advanced agricultural equipment.

Working Lands

This sector includes food, agriculture, wood economy product manufacturing, mining and extraction, among others. Manufacturing and downstream activities connected to the region's exceptional natural resources and working lands show promise. The region has an emerging opportunity in the production of renewable energy products through utilization of biomass and carbon management.

Business Services

A key driver of the region's economy, this sector includes technical services, business administration, legal services, management consulting services, advertising and marketing, among others. Accelerated by the presence of state government, connections to the Bay Area, and the presence of national and global headquarters, business services are a major driver for the region.

Key Drivers of Regional Success

- Innovation
- Entrepreneurship
- Small Business

Economic Mobility Strategies:

How we're driving additional enablers of economic growth

- Expanding/enhancing transportation to and from core components of economic mobility including jobs, education and training. Enhanced cross-sector planning with the lens of economic mobility can improve connectedness leading to high quality job attainment outcomes.

- Addressing and improving access to high-quality childcare to engage disinvested populations, and addressing the low-quality nature of most positions within childcare careers (public investment/incentive, legislation).
- Expanding and refining effective, employer driven, aligned workforce development efforts, including training and upskilling.

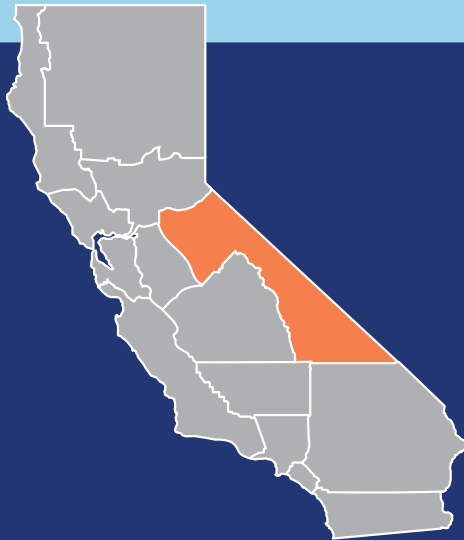
Community Strategies:

What we're doing to make sure the growth in our region benefits everyone

- Expanding outreach and awareness and ensuring culturally and linguistically relevant communications.
- Addressing the high cost of housing and the extreme shortage of affordable and subsidized housing.

Sierra

SIERRA JOBS FIRST COLLABORATIVE



The Coalition

The Sierra Jobs First Region represents over 20 institutions and over 200 community members.

Vision

Sierra Jobs First offers the geographically and culturally distinct communities in two unique subregions of the Sierra an unprecedented opportunity to build new working relationships, share resources, strategies, and capacity, and advocate as a unified voice at the state level.

Population

192,233

People under 25: 23.2%

People of 25-44: 23.2%

People over 44: 53.6%

Counties

Alpine	Mariposa
Amador	Mono
Calaveras	Tuolumne
Inyo	

U.S. Census Bureau, ACS 1-Year Estimates
(Accessed Oct. 2024)

Why Invest in the Sierra Region?

Home to the highest peak in the contiguous United States, Mount Whitney, and the lowest point in North America, Badwater Basin in Death Valley, the contrasts of the region's geography define it visually and shape its economy, climate, and way of life. The Sierra region is home to 2 National Parks (Yosemite and Death Valley), 6 National Forests, 8 State Historic Parks, Pacific Crest National Scenic Trail, and the John Muir Trail. Our region is characterized by our close-knit vibrant communities and small businesses, engaged citizens, passionate leaders, and world renowned landscapes sought out by people all around the world.

REGIONAL SECTORS



Working Lands & Water
Bioeconomy



Tourism & Outdoor Recreation



Clean Economy
Hydrogen

FOUNDATIONAL ANCHORS



Housing
Land Use
Tenure



Infrastructure
Broadband
Transportation
Water



Education & Skilled Workforce



Healthcare



Childcare

Sierra

SIERRA JOBS FIRST COLLABORATIVE

VIEW REGIONAL PLAN
sierrajobsfirst.org



Priority Sectors

The Sierra Jobs First Collaborative has identified Tourism and Outdoor Recreation and Bioeconomy as the leading sectors that could drive regional growth. While Tourism and Outdoor Recreation has been the leading regional driver and backbone of the Sierra Jobs First Region, the most potential found by our collaborative for a new emerging sector is Bioeconomy. These industries will drive economic diversification to bolster the region's resilience by supporting regional enablers, value-added woody feedstock manufacturing, and tourism-support businesses. Focusing on natural and working lands can increase the region's biodiversity and economic opportunities while reducing wildfire risks and improving ecosystems.

Key Drivers of Regional Success

- Natural ecosystems are restored and protected.
 - ▶ Removing excess biomass from the region's forests and other natural and working lands restores forest and watershed ecological function and improves air, soil, and water quality. Resilient landscapes improve climate resilience, support a productive economy, and create high-quality jobs in the region and surrounding regions.
- Sierra employees, especially those in the food service and accommodations, can access high-quality jobs in the recreation and tourism sector.
- Significant regional public and private investments support new opportunities and ongoing maintenance needs in the arts, history, and recreational opportunities.

Economic Mobility Strategies:

How we're driving additional enablers of economic growth

- All community members have equitable access to the education they need to support themselves and their families and contribute to the region's economy and well-being.
- Integrated, reliable, high-speed, last-mile broadband connections provide equitable access for residents, businesses, and visitors throughout the region.
- Increase the impact of small business development and technical assistance providers to grow entrepreneurial opportunities.
 - ▶ Main street and disinvested community small business development
- Improving access to affordable child care to lower barriers to quality employment.

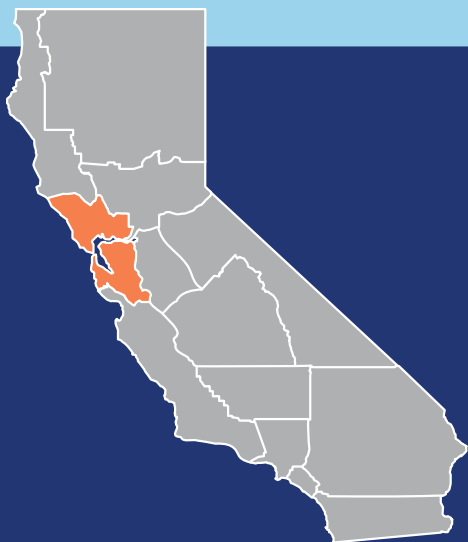
- Federal land agreements support specific land uses to benefit tribes, local priority sectors, and improve quality of life.

What we're doing to make sure the growth in our region benefits everyone

- Improving population health through increased access to high-quality healthcare jobs and resources ensures quality healthcare for the region's diverse population and can strengthen the local economy.
- Expanding housing opportunities and promoting creative housing models.
- Enhancing public transportation infrastructure and promoting equitable transit fares.

Bay Area

BAY AREA JOBS FIRST



The Coalition

Bay Area Jobs First represents over 650 institutions and 65,000 community members.

Vision

To re-envision regional economic development planning centered around the values of equity, high road employment, sustainability, and climate resilience and shaped by workers and impacted community members themselves.

Population

7,588,643

People under 20: 1,691, 231

People of 20 - 39: 2,132,827

People over 40: 3,764,585

Counties

Alameda	Napa	Santa Clara
Contra Costa	San Francisco	Solano
Marin	San Mateo	Sonoma

U.S. Census Bureau, ACS 1-Year Estimates (Accessed Oct. 2024)

Why Invest in the Bay Area?

The Bay Area offers a rare combination of talent, infrastructure, innovation and natural resources, making it an ideal location for investments that further lead the State toward a carbon-neutral economy. With some of the nation's leading post-secondary instruction, research institutions and labor organizations, the Bay Area boasts a highly skilled and diverse workforce, supporting thriving industries such as clean energy, biotechnology and healthcare. Proximity to venture capital and strong innovation ecosystems further amplify opportunities for scaling businesses. With its economic resilience, commitment to equity and sustainability, the Bay Area offers unmatched potential for industries looking for long-term, transformative growth.

REGIONAL SECTORS

 Aerospace & Defense Aircraft Space, Defense & Satellites	 Life Sciences Medtech Pharma / Biotech	 High Tech Artificial Intelligence Hardware Robotics Semiconductors & Microelectronics	 Working Lands & Water Agricultural Production Agtech & Farm Equipment Bioeconomy Food Processing
 Manufacturing	 Tourism & Outdoor Recreation	 Creative Economy Film, TV, & the Arts	 Clean Economy Batteries Wind (Offshore & Onshore) Hydrogen ZEVs

FOUNDATIONAL ANCHORS

 Housing (Construction)	 Infrastructure Broadband Transportation Transmission & Distribution Water	 Education & Skilled Workforce	 Healthcare	 Childcare
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Bay Area

BAY AREA JOBS FIRST

Foundational Economic Strategies

- Removing institutional & structural barriers
- Small business and worker co-ops
- Government
- Sustaining the California Jobs First collaborative

Target Sectors & Strategies

- Arts and Culture
- Child Care and Early Childhood Education
- Construction
- Healthcare
- Manufacturing
- Sustainable environmental management

Priority Sectors

The Bay Area Region has identified Advanced Manufacturing, Sustainable Environmental Management, and Childcare and Early Childhood Education as initial sectors driving regional growth. They offer opportunities to meet the region's three-prong approach to High Road Jobs: "raising the floor" - improving quality of current jobs; "expanding the middle" - increasing the number of high-road jobs; and "opening the door" - ensuring excluded workers have access to high-road jobs. These sectors will be driving forces and supports behind the region's economic growth and resilience.

- The future of Advanced Manufacturing in the Bay Area has the potential to innovate on behalf of and grow various sectors. Through training programs and workforce development, this sector has the potential to upskill and train workers in the region to attain high-wage jobs while simultaneously addressing some of our region's most pressing challenges.
- The Sustainable Environmental Management sector has the potential to grow new employment in emerging and innovative green technologies and sustainable practices such as renewable energy, sustainable agriculture, conservation and land management, as well as significantly benefit the region's food systems, climate resilience and adaptation.
- Addressing the needs of Childcare and Early Childhood Education is both an investment opportunity and essential for equitable economic mobility and community resilience. Investment in this sector has the potential to grow the number and improve the quality of Childcare and Early Childhood Education job opportunities; support working parents to take on job opportunities; and contribute to the overall well-being and development of children, the community, and future workforce of the Bay Area.

Key Drivers of Regional Success

- Collaborative strategies and partnerships including strong labor movements and diverse communities with deep cultural knowledge to be able to approach problem-solving with diverse perspectives and creative ideas.
- An advanced manufacturing sector for innovation with some of the largest companies such as Nvidia, Apple, Broadcom, Cisco, and AMD leading computer and electronic product development. In addition, Tesla, with its advanced electric vehicle (EV) production and

Jabil's San Jose Blue Sky Innovation Center are contributing to a collaborative ecosystem in manufacturing.

- Leaders in research and development through universities such as UC San Francisco, UC Berkeley, and Stanford; renowned national laboratories such as Lawrence Berkeley National Laboratory, the Lawrence Livermore National Laboratory, and Sandia National Laboratories; and NASA's Ames Research Center.
- The Bay Area's expansive community college system that offers coursework, certifications, and degrees across sectors as well as serves as strong partners in workforce development, training, and apprenticeships.
- A robust ecosystem of start-ups, small businesses, established companies, and venture capital.
- Established regional priorities and political will that facilitate clear connections to State and Federal priorities and opportunities (e.g. CA Master Plan for Early Learning and Care, Bay Area Housing Finance Authority, etc.).
- Strong opportunities with a growing number of agricultural technology companies such as Agtonomy, HydroPoint, Cisbay aiming to solve crop productivity, harvest efficiency, and water management issues and stronger potential growth through training in organic farming, viticulture, and water management.

Economic Mobility Strategies: How we're driving additional enablers of economic growth

There is a need to focus on equitable practices, accessible opportunities and to address historical racial inequalities with deep investments in disinvested communities. The Bay Area Region identified the following economic mobility strategies in addition to the target sectors as these are strategies that apply to all sectors and help create an equitable economy.

- Invest in and support small business and worker cooperatives: Small businesses form the backbone of the Bay Area economy. Starting a small business or forming a worker cooperative is often one of the few ways to move into high-road employment, earn a family-sustaining wage and build wealth, especially for disinvested communities.
- Remove institutional & structural barriers: Continue to invest in increasing access to job opportunities, establishing equitable hiring practices, fair wage policies, investments

in paid training models with quality jobs tied to it. In addition, reducing barriers to obtaining training and credentials will be key to transforming many sectors' employment into high-road jobs.

- Grow and improve apprenticeship programs through existing and new State and federal investments that will support numerous sectors in the Bay Area.

Example of Community Strategies: What we're doing to make sure the growth in our region benefits everyone

The Bay Area Region led a community driven process to develop its regional plan, ensuring worker- and community-centered inclusive economic planning. In alignment with the values and principles of the Collaborative and its approach to designing economic development differently, the Collaborative will continue to center worker and community voice to make sure growth in our region benefits everyone by:

- Ensuring accessible opportunities for ongoing engagement in the region's Collaborative: We will continue to strengthen our region's inclusive economic development structure to provide consistent, open, and transparent communication and respond to disinvested communities' priorities.
- Advancing Childcare and Early Childhood Education: This includes increasing the availability and affordability of appropriate childcare/early education, building navigational infrastructure for parents and providers, and improving job quality, climate resilience, and opportunities for workforce mobility in this sector.
- Leveraging policy and program changes within key sectors: For example, influencing the region's Transitional Kindergarten expansion
- Advocating for stable funding resources for Arts and Culture: For example, establishing regional Local Arts Agencies for improved regional collaboration.
- Advocating for housing for all: Including promoting and advancing a variety of people-centered housing solutions to meet the needs of unhoused neighbors across the region.

[VIEW REGIONAL PLAN
allhomeca.org](https://allhomeca.org)



North San Joaquin

North Valley Thrive



The Coalition

North Valley Thrive represents over 200 institutions and 300 community members.

Vision

The North San Joaquin Valley is a region with equitable access to high-quality jobs, where natural resources are protected and negative environmental impact is addressed, where local industries actively compete in the global economy and sustain high-road jobs, and where the quality of life is centered on the prosperity of vulnerable and historically disinvested communities

Population

1,644,315

People under 25: 29.9%

People of 25-44: 46.1%

People over 44: 24%

Counties

Merced

San Joaquin

Stanislaus

U.S. Census Bureau, ACS 1-Year Estimates
(Accessed Oct. 2024)

Why Invest in North San Joaquin?

The North San Joaquin Valley (NSJV) is a dynamic region with a rich history and a bright future. It is a place where agriculture meets innovation, and tradition meets technology. The NSJV is home to a diverse population, a strong work ethic, and a commitment to sustainability. The region is well-positioned to become a leader in advanced manufacturing, clean energy, carbon management, and the circular bioeconomy. With its strategic location, abundant natural resources, and growing university ecosystem, the NSJV offers a wealth of opportunities for businesses and investors. By investing in the NSJV, you can help to create a more prosperous and sustainable future for the region and its people.

REGIONAL SECTORS



Clean Economy
Carbon Management
Hydrogen
Solar
ZEVs



Working Lands & Water
Agricultural Production
Agtech & Farm Equipment
Bioeconomy



Manufacturing
Advanced

FOUNDATIONAL ANCHORS



Housing



Infrastructure
Transportation
(Passenger Rail)
Water



Education & Skilled Workforce



Healthcare



Childcare



North San Joaquin

North Valley Thrive

VIEW REGIONAL PLAN
northvalleythrive.org



Priority Sectors

The North San Joaquin Valley has identified Advanced Manufacturing, the Clean Economy, and the Biocircular Economy as the leading sectors driving regional growth. These sectors are poised to revolutionize industries, from agriculture and energy to manufacturing and technology.

Key Drivers of Regional Success

- The North San Joaquin Valley (NSJV) is strategically positioning itself as a hub for translation innovation and sustainable growth across the Northern California Megaregion.
- Advanced Manufacturing is a cornerstone of the region’s economic evolution, building upon its strong foundation in food processing and logistics. The NSJV is expanding into higher-value activities, such as building materials, mobility technologies, and measurement and testing products. By fostering a cluster of advanced manufacturing industries, the region aims to leverage shared talent pools, localized supply chains, and knowledge spillovers to drive innovation and competitiveness.
- The Clean Economy is a key driver of the NSJV’s future. The region’s abundant sunlight, available land, and existing infrastructure make it an ideal location for large-scale renewable energy projects, particularly in solar energy,

green hydrogen, and biofuels. The NSJV is also poised to lead in carbon management, leveraging its geological features for carbon capture, utilization, and storage (CCUS).

- The Biocircular Economy is a transformative sector that leverages the region’s agricultural and forestry resources. By transforming waste streams into valuable bioproducts, the NSJV can create new industries, reduce environmental impact, and enhance economic resilience. The region is focused on developing a robust talent pipeline, supporting innovation, and fostering partnerships to drive the growth of the biocircular economy.

Economic Mobility Strategies: How we’re driving additional enablers of economic growth

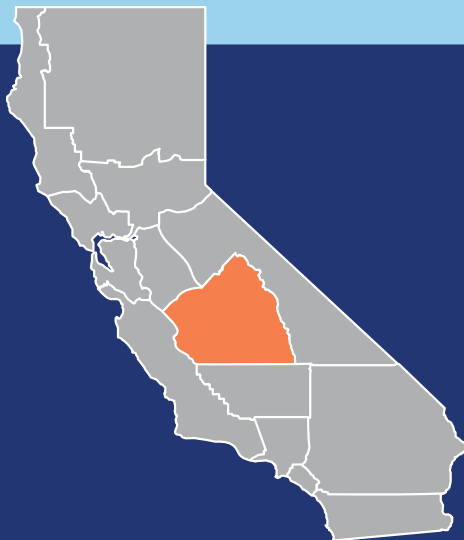
- Regional Innovation Ecosystem: Create a hub for collaboration and translate research into economic opportunities.
- Small Business/Entrepreneurship: Strengthen the entrepreneurial

ecosystem by leveraging anchor institutions and removing barriers to business growth.

- Catalytic Skills/Talent Development: Align regional training and skills development with industry needs, particularly in disinvested communities.
- Climate-Smart Infrastructure: Invest in climate-smart infrastructure to strengthen the region’s resilience and create jobs.
- Placemaking and Amenities: Enhance the region’s quality of life through the development of culturally relevant amenities, events, and programs.
- Generational Well-being: Provide care and support services across all ages, with a focus on health, behavioral health, and childcare/eldercare.
- Regional Coordination and Alignment: Improve the coordination and alignment of regional systems to leverage the region’s role as a gateway to diverse activities across Northern California.

Central San Joaquin

SIERRA SAN JOAQUIN JOBS (S2J2) INITIATIVE



The Coalition

S2J2 engaged over 300 cross-sector partners and received input from over 4,300 community members throughout the planning process.

Vision

To foster an inclusive, resilient, and sustainable economy that creates quality jobs and provides equitable economic access to all across the Sierra San Joaquin region.

Population

1.78 million

People under 18: 31%

People between 18-34: 10%

People between 34-54: 25%

People over 55: 22%

Counties

Fresno

Madera

Kings

Tulare

U.S. Census Bureau, ACS 1-Year Estimates
(Accessed Oct. 2024)

Why Invest in Central San Joaquin?

A thriving Sierra San Joaquin Region is critical to California's future. Our region has long played an outsized role in providing high-quality, low-cost food, contributing 25% of the nation's food, 60% of its fruits and nuts, 30% of its vegetables, and an annual agricultural economy output of \$70B.1 The region is now positioned to be equally essential in achieving California's clean energy and emission reduction targets. Representing just 8% of the state's population and 15% of its land mass, our region is expected to generate over 25% of California's renewable energy by 2040. The S2J2 region faces persistent economic and environmental challenges, with high poverty rates, unemployment, and a significant portion of the area designated as disinvested. Historical practices have led to severe pollution and health disparities, while limited public and private capital investment has hindered growth. Despite these obstacles, the region's communities are poised for change, ready to support the state's clean energy and climate goals and uplift local opportunities. With a young, entrepreneurial population and strong civic engagement, S2J2 is prepared to build local supply chains, drive economic growth, and improve residents' quality of life.

REGIONAL SECTORS



Working Lands & Water

Agricultural Production
Agtech & Farm Equipment
Bioeconomy
Food Processing
Quantum



Clean Economy

Batteries
Carbon Management
Hydrogen
Solar
ZEVs



Manufacturing

Advanced / Precision



High Tech

Hardware
Semiconductors & Microelectronics



Tourism & Outdoor Recreation

FOUNDATIONAL ANCHORS



Housing



Infrastructure

Broadband
Water
Transmission & Distribution
Transportation



Education & Skilled Workforce



Healthcare



Childcare

Central San Joaquin

SIERRA SAN JOAQUIN JOBS (S2J2) INITIATIVE

Key Drivers of Regional Success

- Clean Energy Powerhouse – The S2J2 Region is positioned to be a clean energy powerhouse, with ample land suited for development of solar with battery storage and an abundance of bio-feedstock (e.g., agricultural, animal, and forest and lumber waste); a network of 1,200 regionally headquartered manufacturers organized through the San Joaquin Valley Manufacturers Association poised to fulfill supply chain needs; and the talent and university infrastructure needed to support clean energy R&D functions and the development of a clean energy economic ecosystem.
- Agricultural Technology Hub – 6,000 establishments in the food and ag sector, 215,000 existing jobs, and the greatest deposit of Class I soil in the world make this region the major agricultural production hub in the nation and the prime location to support the new food and agricultural technology needed to create resilient and sustainable food systems.
- Working Lands and Nature-Based Climate Solutions – With our vast and diverse natural resources and working lands, the region can apply nature-based solutions across more than 140,000 acres and sequester/draw down ~5M metric tons of CO₂e5.
- Strategic Location – As California's exact midpoint, the S2J2 region is equidistant to the population, innovation, and financial centers of the Bay Area and Southern California, while avoiding the costs, congestion, and seismic instability of the megaregions.

- Higher Education and the Emerging Innovation Ecosystem – More than 125,000 people are pursuing post-secondary education every year in the region. Assets include:
 - ▶ Strong research and innovation partners – Fresno State (one of the largest CSU campuses), UC Merced (fastest growing student population in the UC system and fastest expanding research capacity among U.S. universities), and three community college districts across 8 campuses
 - ▶ Robust small business support ecosystem; and
 - ▶ Established manufacturers' alliances that engage thousands of industry partners across the region.

Economic Mobility Strategies:

How we're driving additional enablers of economic growth

- Education & Skill Building: By aligning workforce development with the needs of our priority sectors, we aim to ensure our residents have the skills to thrive in emerging job opportunities. Compared to the rest of the state, the region has a younger population and workforce; and surveys of over 4,000 residents revealed strong interest in upskilling to meet new job demands.
- Broadband: Implementing seven key investment strategies that support reliable, affordable broadband, more devices, newly trained residents who can access new, quality jobs.

Community Strategies:

What we're doing to make sure the growth in our region benefits everyone

- Community Benefits Planning will shape how new businesses and industries impact our communities. The framework creates certainty for new businesses by providing a framework for how to engage with our communities, the types of benefits residents desire, and guidelines to be adapted on a project-by-project basis.
- Small Business/Microenterprise Development: supporting small businesses with technical assistance, patient capital, and networking opportunities; advocating for procurement policies that level the playing field.
- Community-Based Health Workforce: Addressing health inequities and lack of healthcare access by supporting a community-based healthcare workforce of promotoras, community health workers, and doulas with good jobs that provide a living wage.
- Zero Emission Vehicle Transition: reducing CO₂ and improving air quality through the adoption of ZEVs/fleets.
- Continuous community engagement: Ensuring an inclusive process that centers disinvested community and nontraditional voices is key to the S2J2 process – and a requirement for an economic development plan that centers equity.

VIEW REGIONAL PLAN
s2j2initiative.org



Central Coast

UPLIFT CENTRAL COAST



The Coalition

Uplift Central Coast represents over 230 institutions and 4,000 community members.

Vision

To create an inclusive economic resilience plan for the region through creative, community-led efforts

Population

2,312,931

People under 25: 33%

People of 25-44: 25%

People over 44: 42%

Counties

- | | |
|-----------------|------------|
| Monterey | San Benito |
| Santa Barbara | Santa Cruz |
| San Luis Obispo | Ventura |

U.S. Census Bureau, ACS 1-Year Estimates (Accessed Oct. 2024)

Why Invest in the Central Coast?

The Central Coast stands at the forefront of California’s next generation of innovation. Our region is home to globally recognized strengths in precision manufacturing and advanced business services, driven by robust partnerships between research institutions, key industry players, and community leaders.

These sectors are shaping future technologies across aerospace/ advanced air mobility, biotech, ag tech, microelectronics, and other specialized areas with applications that will redefine human health, climate resilience, transportation, and more. Through intentional investments in STEM education and workforce pipelines, we’re preparing our residents for well-paying jobs, ensuring that the region’s economic growth benefits all communities.

REGIONAL SECTORS



High Tech
Semiconductors & Microelectronics
Software & Services
Quantum



Manufacturing
Advanced / Precision



Life Sciences
Medtech
Pharma / Biotech



Clean Economy
Offshore Wind



Working Lands & Water
Agricultural Production
Agtech & Farm Equipment
Blue Economy / Tech



Aerospace & Defense
Aircraft (Advanced Air Mobility)
Space, Defense & Satellites



Tourism & Outdoor Recreation

FOUNDATIONAL ANCHORS



Housing



Infrastructure
Broadband
Transportation



Education & Skilled Workforce



Healthcare



Childcare

Central Coast

UPLIFT CENTRAL COAST

VIEW REGIONAL PLAN
upliftcentralcoast.org



Priority Sectors

The Central Coast has identified **Precision Manufacturing** and **Advanced Business Services** as the leading sectors driving regional growth. These industries form the backbone of the “Autonomous Systems” value chain, producing advanced, high-precision products that operate independently in complex environments. This convergence enables innovation in sectors like aerospace / Advanced Air Mobility (AAM), ag tech, biotech, and microelectronics.

Key Drivers of Regional Success

- A dynamic ecosystem of global market leaders like **Joby Aviation**, **Amgen**, **Google Quantum**, and **SpaceX** complemented by small and mid-size firms specializing in complex, high-value products.
- Distinctive infrastructure assets supporting target sectors, such as **Vandenberg Space Force Base**, **Naval Base Ventura County**, and network of **Monterey Bay general aviation airports** for AAM testing.
- Innovation anchors like **UC Santa Cruz**, **Cal Poly San Luis Obispo**, **UC Santa Barbara**, and **FATHOMWERX** and **FLEETWERX NavalX Tech Bridges**.
- Formalized collaboratives among regional, state, and/or federal partners in aerospace and defense, ag tech, and other industries.

Economic Mobility Strategies:

How we're driving additional enablers of economic growth

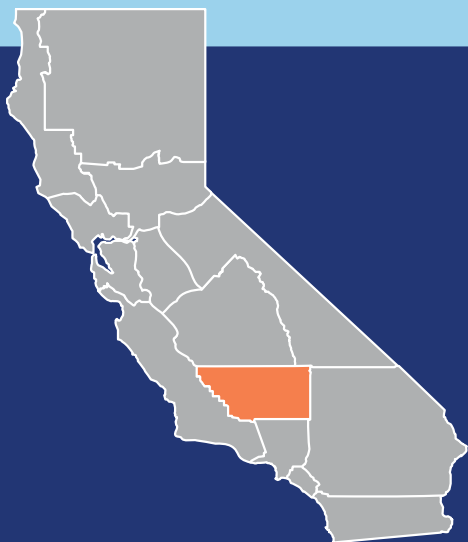
- **Main Street and BIPOC Small Business Development:** Bolstering supports that enable the start-up and scale-up of small businesses, strengthening pathways for wealth-building and promoting community vitality.
- **Training, Upskilling, and Learning Development:** Expanding the availability of education and training opportunities crafted to meet the needs of priority industries and facilitate access to quality jobs, particularly for disinvested communities.
- **Child Care:** Improving access to affordable child care to lower barriers to quality employment.

What we're doing to make sure the growth in our region benefits everyone

- **Housing:** Expanding employer-sponsored housing and promoting creative housing models.
- **Transportation:** Enhancing public transportation infrastructure and promoting equitable transit fares.
- **Immigration:** Establishing immigrant welcome centers and investing in financial and educational support programs
- **Arts & Culture:** Supporting local arts funding and revitalizing cultural engagement across the region.
- **Nonprofit Leadership:** Expanding diversity among nonprofit leaders and offering capacity-building grants and training.

Kern County

THE KERN COALITION



The Coalition

The Kern Coalition represents over 50 institutions and 1,000 community members.

Vision

To eliminate generational poverty and promote equitable, economic mobility for all in Kern County by ensuring investments dismantle systemic barriers.

Population

Kern County's young, diverse, and rapidly growing population offers a strong foundation for business investment and workforce development, positioning Kern County as a forward-looking region primed for growth and innovation.

Total population: 909,235

People under 25: 38.2%

Percentage of people of 25-44: 28.7%

Percentage of people over 44: 33.1%

U.S. Census Bureau, ACS 1-Year Estimates (Accessed Oct. 2024)

Why Invest in Kern County?

Kern County – located within 2 hours of all major commercial markets in California – has the human capital, natural resources, and public sector commitment to support significant industry investment. Additionally, Kern County offers vast open land, fertile soil, and abundant sunlight, along with strong support from a diverse group of community and public stakeholders. These resources make it an ideal location for high-quality job creators in sectors such as clean energy, advanced manufacturing, agriculture, tourism and outdoor recreation, transportation and logistics, and aerospace and defense. Kern County stands out for its long-standing commitment to its people, rooted in the region's strong labor movement legacy. With nearly 40% of the population under 25, the region has developed a robust workforce development ecosystem to prepare the next generation for the jobs of the future.

REGIONAL SECTORS



Working Lands & Water

Agricultural Production
Agtech & Farm Equipment
Bioeconomy
Food Processing



Clean Economy

Carbon Management
Onshore Wind
Solar



Aerospace & Defense

Aircraft
Space, Defense & Satellites



Tourism & Outdoor Recreation



Manufacturing

Advanced



Transport & Logistics

FOUNDATIONAL ANCHORS



Housing



Infrastructure

Broadband
Transportation



Education & Skilled Workforce



Healthcare



Childcare

Kern County

THE KERN COALITION

VIEW REGIONAL PLAN
kccd.edu/kern-coalition



Priority Sectors

After extensive consultation with community stakeholders and leaders, Kern County identified clean energy, advanced manufacturing, and agriculture as the leading sectors driving regional growth. Kern's open land, legacy oil & gas industry, and abundant sunlight – combined with friendly state and federal sustainability policies – are powering the growth of the clean energy sector. Kern's strategic positioning along the arteries of California's freeways and proximity to coastal ports, its workforce development ecosystem, and its well-developed infrastructure for testing aerospace & defense products, is already attracting advanced manufacturing investors. Finally, Kern's fertile soil and agricultural history are drawing further elements of the agricultural value chain into the County. Through these efforts, the region is positioning itself as a leader in environmentally sustainable growth.

Key Drivers of Regional Success

- A strategic location with proximity to major highways and harbors, making it an ideal logistics and transportation hub, and a manufacturing and testing center for clean energy and aerospace, where products can be efficiently built, tested, and exported.
- A robust workforce development and training ecosystem, including the Kern Community College District and Taft College, provides essential skill development tailored to the region's growing industries.
- Abundant natural resources, including significant oil reserves, vast open land ideal for agriculture, and the development of solar and energy storage farms.

- Strong community support for incoming investments, given that Kern's regional economic plan was developed through careful listening to a wide range of community stakeholders.

Economic Mobility Strategies: How we're driving additional enablers of economic growth

- Entrepreneurship: Building an inclusive and accessible ecosystem to community members to achieve financial independence.
- Workforce Development: Strengthening and expanding the region's education system to ensure it is accessible to all residents.
- Health: Closing gaps in the region's healthcare system and expanding access to mental and behavioral health services.

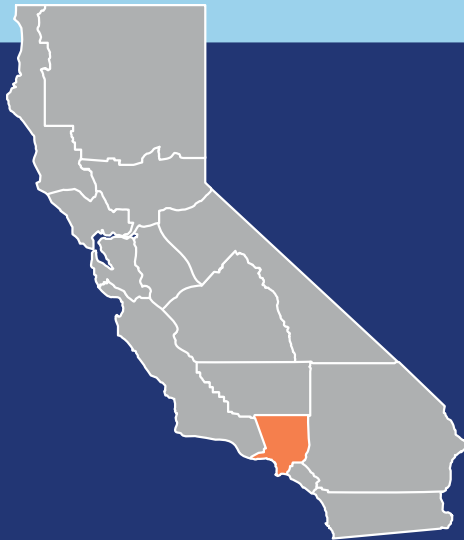
Community Strategies:

What we're doing to make sure the growth in our region benefits everyone

- Housing: Focusing on affordable housing development with community services designed to attract and retain workers, leveraging local, state, and federal resources.
- Childcare: Expanding affordable, high-quality childcare services by increasing the number of facilities and accessing state and federal funding through partners.
- Digital Infrastructure: Working to bridge the digital divide through targeted initiatives.
- Water: Modernizing water infrastructure to address climate change, collaborating on projects with relevant agencies.

Los Angeles County

LA COUNTY JOBS FIRST COLLABORATIVE



The Coalition

LA County Region represents over 630 organizations and 61 individual residents.

Vision

To create investment opportunities through climate neutral initiatives that produce high-quality, sustainable jobs for individuals and families to thrive within LA County.

Population

9,663,345

People under 25: 29%

People of 25-44: 30%

People over 44: 41%

U.S. Census Bureau,
ACS 1-Year Estimates
(Accessed Oct. 2024)

The Playbook, including LA County's regional profile, was developed prior to the January 2025 wildfires. The State is working with the region to update their plan to reflect the emerging context.

Why Invest in Los Angeles County?

Los Angeles County offers unparalleled business opportunities as a global gateway to international trade, entertainment capital, technology markets, and a competitive startup ecosystem. The region boasts diverse talent pools from top universities like USC, UCLA, and Caltech. Its Mediterranean climate, 75 miles of coastline, and year-round outdoor lifestyle attract skilled workers across the socioeconomic spectrum. The county's cultural diversity drives innovation and provides access to international markets. Major infrastructure investments, including the LAX Modernization project and various LA Metro initiatives, enhance connectivity. The region's massive consumer market of 9.7 million residents creates multiple paths for business growth and investment returns.

REGIONAL SECTORS



Life Sciences
Medtech
Pharma / Biotech



Clean Economy
Batteries
Hydrogen
Solar
ZEVs



Working Lands & Water
Blue Economy/Tech



Aerospace & Defense
Aircraft
Space, Defense & Satellites



Creative Economy
Film, TV, & the Arts



Transport & Logistics



Manufacturing
Advanced

FOUNDATIONAL ANCHORS



Housing
(Construction)



Infrastructure
(Construction)
Water
Transportation
Broadband
Transmission & Distribution



Education & Skilled Workforce



Healthcare



Childcare

Los Angeles County

LA COUNTY JOBS FIRST COLLABORATIVE

VIEW REGIONAL PLAN
lacerf.org



Priority Sectors

The LA County Region has identified Video Production & Distribution, Aerospace Manufacturing, and Transportation & Logistics as the leading sectors driving regional growth. The LA County Region possesses high regional concentrations in terms of employment in all three of these well-paying industries. All three industries utilize their local, extensive base of existing infrastructure to drive growth and innovation.

Key Drivers of Regional Success

- As for the Video Production & Distribution sector, LA County is home to seven of the top 25 film schools in the country, major studios such as NBC Universal, Paramount, Fox, Warner Bros and Sony Pictures, and boasts the largest inventory of indoor filmable sound stages in the United States at 389 stages for a total of 5.4 million square feet.
- The Aerospace Manufacturing sector encompasses virtually all of LA County's geographical regions. From Antelope Valley where major primes such as Lockheed Martin and Northrop Grumman house manufacturing facilities, to the San Gabriel Valley where NASA's world-renowned Jet Propulsion Laboratory and the California Institute of Technology produce groundbreaking research, all the way to the South Bay which includes El Segundo, the "Aerospace Capital of the World", home to the Los Angeles Air Force Base and major primes like Northrop Grumman, Boeing, Raytheon and Lockheed Martin.
- The Transportation & Logistics sector relies on a vast array of infrastructure to move goods throughout the county, state and country. LA County is home to the Los Angeles International Airport, one of the busiest airports in the world for domestic and international travel, and

the San Pedro Bay Port Complex, made up of the Ports of Los Angeles and Long Beach, which is the busiest container port complex in the Western Hemisphere and one of the top ten busiest in the world. According to CBRE, in the first quarter of 2024, the San Pedro Bay Port Complex accounted for over 30% of the Twenty-foot Equivalent Units (TEUs) in the United States. In addition, "Silicon Beach", a name given to a sub-region on the Westside home to hundreds of tech companies, is a hub for tech startups and companies focusing on transportation innovation including autonomous vehicles and electric vehicle technology.

Economic Mobility Strategies:

How we're driving additional enablers of economic growth

- Enhance the Small Business and Entrepreneurship Ecosystem: Exploring community ownership models and partnerships to engage local businesses and communities. Supporting business modernization to increase competitiveness through investments. Reducing barriers to entrepreneurship by increasing capital.
- Build and Align Career Pathways: Improving education and workforce training opportunities that support pathways to high-road careers. Creating synergies between workforce

development providers, educational institutions, and industry. Conducting outreach in disinvested communities to increase awareness of opportunities. Providing additional support services for people to overcome barriers to gaining and maintaining employment.

- Transition Industries into the Carbon-neutral Economy: Supporting businesses by investing in green infrastructure and energy sources. Building awareness and engagement with local communities to ensure climate-forward initiatives are designed and led by them. Growing environmentally responsible business and industries dedicated to community resilience.

Community Strategies: What we're doing to make sure the growth in our region benefits everyone:

- Housing: Includes repurposing underutilized office spaces, hotels and motels for housing & identifying and implementing best practices to increase affordable, mixed-use housing complexes proximate to job centers, public transit, and other amenities such as commercial centers and green spaces.
- Transportation: Continue enhancing public transit to increase accessibility for LA County residents.

Orange County

ORANGE COUNTY JOBS FIRST COLLABORATIVE



The Coalition

Orange County Jobs First Collaborative represents over 63 institutions and 9 community representatives.

Vision

To create an inclusive, equitable, & sustainable Orange County economy that creates high-road jobs & provides a path towards an equitable transition to a carbon-neutral powered economy.

Population

3.2 million

People under 25: 30%

People of 25-44: 27%

People over 44: 43%

U.S. Census Bureau, ACS 1-Year Estimates (Accessed Oct. 2024)

Why Invest in Orange County?

Orange County is home to several world-class, highly specialized industry clusters such as MedTech/Medical Device Manufacturing. These clusters boost the rest of the regional economy through their high multiplier effects, directly and indirectly create significant amounts of high-paying jobs, attract venture capital investment, and fuel entrepreneurship and innovation.

REGIONAL SECTORS



Manufacturing
Advanced / Precision



High Tech
Hardware
Semiconductors & Microelectronics



Life Sciences
Medtech



Tourism & Outdoor Recreation

FOUNDATIONAL ANCHORS



Housing
(Construction)



Infrastructure
(Construction)
Broadband
Transportation
Transmission & Distribution
Water



Education & Skilled Workforce



Healthcare



Childcare

Priority Sectors

Orange County has identified precision manufacturing, life sciences, high tech, and tourism & outdoor recreation as the leading sectors driving regional growth. Orange County is not only fortunate to have major investments in tourism and outdoor recreation currently underway, positioning the region to lead in this sector for decades to come, but it is also a leader in high-skilled, high-paying, and high-value-add industries such as computer and electronic product development, semiconductor development, and Medtech, which are primed for growth to meet the demands of the 21st century.

Orange County

ORANGE COUNTY JOBS FIRST COLLABORATIVE

Key Drivers of Regional Success

- A dynamic ecosystem of global market leaders in Medtech like Edwards Lifesciences, Applied Medical, Medtronic, B Braun, Johnson & Johnson Medtech, and Alcon complemented by small and mid-size firms.
- 42 Miles of pristine coastline with an abundance of hotels and recreational activities, Disneyland, Premier Retail Destinations such as South Coast Plaza and Fashion Island, that attract 50 million visitors annually.
- Proximity to the two largest ports in North America.
- Robust Interstate Highway and Toll Road systems to move people and goods.
- High K12 educational attainment. Separate from having an educated workforce, as business leaders make location decisions, they need to pick a location where they and their employees want to live, so having quality primary and secondary schools for those employees with families is a contributing factor.
- Over 40% of residents hold a bachelor's degree or higher.
- Two very large and highly ranked state schools (UC Irvine and CSU Fullerton) for a steady supply of strong talent. They are then complemented by other universities such as Chapman, Concordia, nine community colleges, and over 30 other accredited colleges and universities in the region.
- 30% of residents are foreign born and 47% are bilingual, which allows for a workforce that global companies can tap into, have business leaders who are more open to international trade via their home country, and be more attractive to Foreign Direct Investment.
- One of the safest metropolitan counties in America. Not only does this support a quality of life that business owners, executives, and top talent want to live, but also protects local business' bottomline by not having to deal with business disruptions related to criminal activity.
- Sits at the geographic center of Southern California which is home to a major consumer market of over 20 million people.
- One of the most diverse economic regions in the country which allows it to be more resilient than other regions to withstand economic shocks and hold a lower unemployment rate than any neighboring region.
- A diverse High Tech sector which was born alongside and fueled by Orange County's traditional leading sector – the defense and

aerospace industry. Many of the companies in that sector commercialized their technology and innovation into new sectors such as medical device/medtech and semiconductors, which remain growth drivers. Our very diverse, highly educated, and highly skilled workforce, as well as robust R&D capabilities, are what keeps our county on the cutting edge of many new tech trends such as autonomous vehicles, drones, etc.

Economic Mobility Strategies: How we're driving additional enablers of economic growth

- Career Pathways and Apprenticeships: With strong collaboration between the community colleges, K12 system, and workforce boards there's better alignment of resources to support students and residents to find gainful employment. This is supplemental with very effective workforce centered non-profits such as Goodwill Orange County, United Way, Hope Builders, Chrysalis, Orange County Conservation Corps, and Working Wardrobes that are especially focused in supporting disinvested communities. With significant investment from the Federal and State Government over the last few years to increase apprenticeships, it has become a primary focus of the community colleges, K12 system, and workforce board to drive that conversation with stakeholders to demystify apprenticeships and gain greater acceptance for them.
- Economic Aid Fund: When the pandemic began, the OC Region's Fiscal Agent, Charitable Ventures worked with both public and private partners to strategically distribute funding to those most in need. Since March 2020, they have distributed more than \$30 million in relief and disaster funding helping individuals directly in the aftermath of both COVID and other natural disasters, supporting small businesses, and regranteeing to community organizations. This economic aid was also a response to support those who weren't able to receive financial aid from the federal and state government due to a variety of reasons.
- Small Business, Worker Ownership, and Entrepreneurship: The Octane and UCI Beall Center of Applied Innovation are great local resources to support business in cutting industries. However, Orange County is also fortunate to have Small Business Development Centers and other agencies at the state and federal level that support local business (Orange County Women's Business Center, SoCal Veterans Business Outreach Center (VBOC), Apex Accelerators, ethnic chambers and other businesses centers serving the unique needs of women, veterans,

American Indians, minority owned businesses, manufacturing industry and many others. We also have nonprofits with a mission of supporting BIPOC microbusiness such as Cielo and Cooperacion.

Community Strategies: What we're doing to make sure the growth in our region benefits everyone:

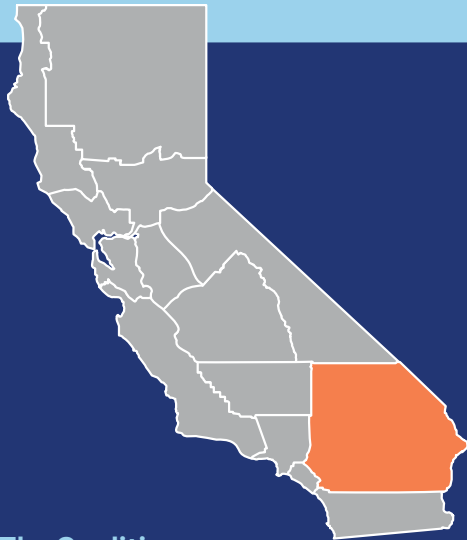
- Cultural Humility and respectful cultural engagement: Institutions such as schools, colleges, and government agencies are doing a much better job providing more information in a variety of languages, and promoting and celebrating cultures and traditions of many of Orange County's diverse communities. However, more can be done. For example, the region could still encourage local governments, foundations, and other funders in the region to use participatory budgeting approaches to ensure that community-determined priorities are being met, set a best practice for community engagement through proactive written outreach strategies that specifically include historically excluded groups and geographic areas of the region, and eliminate barriers for disinvested communities and historically excluded voices to access economic development opportunities and resources.
- Accessible and Affordable Childcare: Established partners like First 5 Orange County have equity as a core pillar and have done the research at the local level on where the biggest childcare gaps are. They even created a program in partnership with the local SBDC and Cielo to have future child care providers spend two months building their knowledge of business basics, early child development, and how to operate a child care program. It is estimated that this program will create an additional 400 child care slots.
- Culturally Sensitive and Affordable Healthcare: Orange County is fortunate that its major healthcare providers recognize this need for cultural sensitivity. It is also fortunate to have nonprofit partners who partner with these providers who can assist with executing it. These nonprofits include Latino Health Access, community health initiative of Orange County, The Cambodian Family, and Access California. Lastly, through the Orange County Health Care Agency, there is an Equity in OC initiative meant to partner with the community to deliver sustainable and responsive services that promote population health and equity.

[VIEW REGIONAL PLAN](#)
ocbc.org



Inland SoCal

Thrive Inland SoCal



The Coalition

Inland SoCal Thrive Region represents over 140 institutions and 500 community members.

Vision

To create an Inland SoCal where every community prospers in a sustainable and innovative economy, and every individual has the opportunity to live a healthy, quality life.

Population

4,701,730

People under 29: 1,944,144

People of 30-49: 1,33,2049

People over 44: 42%

Counties

Riverside

San Bernardino

U.S. Census Bureau, ACS 1-Year Estimates (Accessed Oct. 2024)



Why Invest in Inland SoCal?

Originally an agricultural powerhouse known for citrus and vineyards, the region has evolved into a logistics and manufacturing hub due to its strategic location and access to major transportation routes. Over the decades, it has been a center for aerospace manufacturing, goods movement, and even pioneering environmental research. Today, the Inland Empire is again at the forefront of change, driven by advances in clean energy, advanced manufacturing, and Cybersecurity. With investments in infrastructure, education, and sustainability, this fast-growing region is positioned to become a leader in innovation, setting the stage for a new era of growth and quality jobs that can give workers and families mortgage-sustaining wages.

REGIONAL SECTORS



Working Lands & Water
Blue Economy / Tech



High Tech
Artificial Intelligence
Robotics
Semiconductors & Microelectronics
Software & Services (Cybersecurity)



Clean Economy
Batteries
Critical Minerals
Hydrogen
ZEVs



Financial & Professional Services



Manufacturing
Advanced / Precision

FOUNDATIONAL ANCHORS



Housing
(Construction)



Infrastructure
(Construction)
Broadband
Transportation
Transmission & Distribution
Water



Education & Skilled Workforce



Healthcare



Childcare

Inland SoCal

Thrive Inland SoCal

VIEW REGIONAL PLAN
thriveinlandsocal.org



Priority Sectors

Inland SoCal is fast becoming a key hub for national security, bringing together clean energy, advanced manufacturing, and cybersecurity. As one of California's largest and fastest-growing regions, it connects the state's ports to the rest of the country, making it a center for innovation. The region is positioned to lead in clean energy, testing new green building technologies that can be scaled and exported worldwide. Inland SoCal also offers top-tier cybersecurity training, ready to safeguard digital systems, but remains untapped by major companies. With a strong background in manufacturing and solid infrastructure, Inland SoCal has everything needed to drive growth, exports, and economic security.

Key Drivers of Regional Success

- Anchored by global leaders such as California Steel Industries, General Atomics, MP Materials, and Exquadrum Inc., with a network of small and mid-sized firms specializing in advanced manufacturing and sustainable supply chains.
- Strategically positioned near the Ports of Los Angeles and Long Beach, supported by extensive logistics infrastructure (highways, railroads, and Ontario International Airport), renewable energy projects (solar, wind, EV infrastructure), and innovation-driven educational institutions like UC Riverside, CSU San Bernardino, and a robust community college network.
- Emerging as a cybersecurity hub with partnerships between local universities like CSU San Bernardino's CyAI and UCR, alongside industry leaders like ESRI, fostering innovation in cybersecurity solutions and workforce development for high-demand roles.

Economic Mobility Strategies:

How we're driving additional enablers of economic growth

- Population of current workforce: 2,184,300
- Fourteen community colleges serve as workforce training hubs, including Chaffey College's InTech Center, co-

located at California Steel Industries, which upskills workers for high-demand jobs.

- The K-16 Collaborative strengthens educational pathways between K-12 schools, community colleges, and universities, aligning workforce training with high-demand sectors like advanced manufacturing, technology, and cybersecurity.
- CSU San Bernardino houses the Center for Cyber and AI (CyAI), a nationally recognized leader in cybersecurity education, with prestigious NSA and DHS designations.
- CSUSB leads national programs like the INSURE initiative (sponsored by NSA) and the Community College Cybersecurity Pilot (C3P), building a talent pipeline in cybersecurity.
- Partnerships with the NSA, NSF, Google, IBM, Booz Allen Hamilton, and others connect students to industry opportunities and align academic programs with workforce needs.

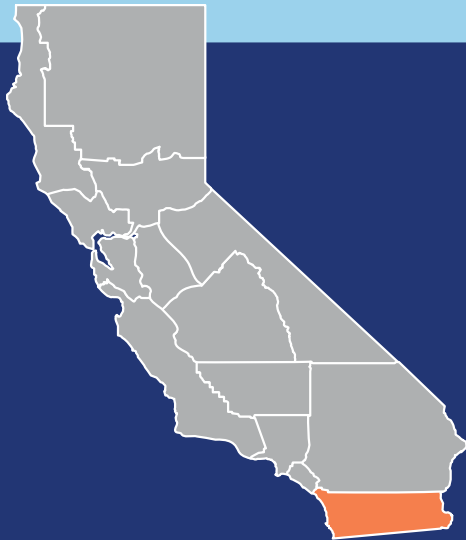
Community Strategies

- Expanding Transportation and Broadband Connectivity: Enhancing infrastructure with emission-free public transit, EV charging stations, and expanded broadband to connect underserved communities with education, jobs, and remote work opportunities.

- Fostering Entrepreneurship: Supporting entrepreneurial ecosystems through programs like the InSoCal Accelerate Hub and UCR OASIS Accelerator, providing mentorship, technical assistance, and capital while strengthening Main Street businesses and underrepresented entrepreneurs.
- Building Pathways to Quality Jobs: Developing apprenticeships, pre-apprenticeships, and certificate programs aligned with high-demand sectors while fostering continuous learning through stackable credentials and employer partnerships.
- Addressing Housing Affordability: Aligning public and private investments, streamlining housing approvals, and exploring community land trusts and employer-led housing incentives to create affordable options near job centers.
- Increasing Access to Childcare: Expanding affordable childcare options through employer partnerships and integrating facilities into housing and workplaces while supporting childcare professionals with better wages and career pathways.

Southern Border

SOUTHERN BORDER COALITION



The Coalition

The Southern Border Region represents more than 700 coalition members.

Vision

Our vision is to foster inclusive and sustainable economic development in the Southern Border Region by empowering and uplifting disinvested communities and ensuring equitable access to opportunities, resources, and growth.

Population

3.5 Million

Population by County

San Diego County: 3,298,634

Imperial County: 179,057

U.S. Census Bureau, ACS 1-Year Estimates (Accessed Oct. 2024)



Why Invest in the Southern Border?

The Southern Border Region is home to a diverse range of economic sectors from agriculture to biotechnology to arts and tourism. The region has substantial innovation and research capabilities with renowned academic institutions and a strong community college network, which creates the foundation of a significant entrepreneurial ecosystem. The unique position of the region at the U.S.-Mexico border offers distinct economic and cultural advantages, fostering cross-border trade and cultural exchange. The region has a strategic geopolitical position in the Pacific and is home to the largest concentration of Department of Defense assets on the west coast, which drives economic activity and stability. The Southern Border is a leader in sustainability and renewable energy production demonstrating a strong commitment to environmental stewardship.

REGIONAL SECTORS



Aerospace & Defense

Aircraft
Space, Defense,
& Satellites



Life Sciences

Medtech
Pharma / Biotech



Clean Economy

Batteries
Critical Minerals
Hydrogen
Solar
Wind (Onshore & Offshore)



Working Lands & Water

Agricultural Production
Farm Equipment & Agtech
Food Processing
Bioeconomy
Blue Economy / Tech



Creative Economy

Film, TV, & the Arts



High Tech

Robotics



Transport & Logistics



Tourism & Outdoor Recreation



Manufacturing

Advanced / Precision

FOUNDATIONAL ANCHORS



Housing

(Construction)



Infrastructure

Broadband
Transportation
Transmission & Distribution
Water



Education & Skilled Workforce



Healthcare



Childcare

Southern Border

SOUTHERN BORDER COALITION

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Priority Sectors

The Southern Border Region has identified Agriculture, Energy, and Manufacturing as the leading sectors driving and anchoring regional growth. Imperial County has identified Transportation and Warehousing and San Diego County has identified Life Sciences and Arts, Culture, Heritage, & Tourism as sectors driving subregional, county specific growth. With the goal of improving the region's economy and wellbeing of all its residents of the Southern Border Region, the Coalition has also identified community health, water, and workforce development as locally serving industries and community infrastructure, digital infrastructure, non-profits and community-based organizations, and housing as foundational industries that will collectively uplift the region's historically disinvested communities while supporting the state's transition to a carbon-neutral economy.

Key Drivers of Regional Success

- Agriculture is a foundational pillar of economic stability in the region. Imperial County's agriculture industry ranks in the top 10 agricultural counties in California and is the county's largest industry, while San Diego has the largest combined farm and fishing sales of any county in the US.
- San Diego County's clean technology ecosystem is one of the most advanced in the nation, with over 925 companies driving cleantech innovation, and Imperial County's solar and geothermal capacity provides an opportunity for significant energy production, manufacturing, and job creation.
- Mexico is California's largest combined import / export market, which reflects a strong demand for parts and semi-assembly products, highlighting regional opportunities for manufacturing growth with nearshoring and supply chain resilience initiatives.
- San Diego County's identity is deeply intertwined with its arts and culture scene, showcasing a diversity of traditions across three officially designated cultural districts, and artistic-based goods, services, and experiences are integrated into tourism and cultural attractions, driving an ecosystem of educators, entrepreneurs, vendors, policymakers, and funders.
- San Diego County is recognized globally for its innovation in life sciences, housing one of the largest life sciences clusters in the United States, driven by world class research institutions, which fuel innovation and attract top-tier talent, and home to large industrial partners.

- Imperial County's proximity to the border with Mexico and major US urban centers, access to transportation infrastructure and lower cost of land, power and water compared to nearby counties, positions the region as a strategic logistics hub ready for growth and investment.

Economic Mobility Strategies: How we're driving additional enablers of economic growth

- Community Health – Strategic investments in healthcare, workforce, and innovative services can boost economic diversification and address urgent public health needs. Holistic care, including mental health, physical activity, and nutrition, is vital to tackling social determinants of health.
- Water – The Southern Border region benefits from a range of water resources management assets, but natural scarcity and climate pressures threaten supply stability. Investing in the regions research facilities, water-focused community organizations, specialized water infrastructure, and local talent will provide the foundation for a more resilient water sector.
- Training & Workforce Development – The region's high cost of living hinders attracting a technical workforce, making local training and retraining essential. Investments must address barriers to high-quality jobs, especially in disinvested communities.

Community Strategies:

What we're doing to make sure the growth in our region benefits everyone

- Community Infrastructure – The region possesses diverse transport infrastructure, including ocean, road, and rail systems, as well as sewer, water, and electrical resources, but requires investment in infrastructure projects that foster better connected communities and public transportation.
- Digital Infrastructure – Despite collaborative efforts like the Southern Border Broadband Consortium, rural and remote areas still lack adequate broadband due to challenging desert and mountain topography. Investments are needed to improve access, affordability, and digital literacy.
- Housing – The region faces a critical shortage of affordable housing, especially for essential workers caught in the "missing middle." This supply-demand gap fuels housing insecurity and homelessness. Tackling these challenges could alleviate poverty, reduce unemployment, and create a more equitable, thriving community.
- Non-profits & CBOs – The Center for Community Energy and Environmental Justice (CCEEJ), one of 16 centers in the EPA's Environmental Justice Thriving Communities Technical Assistance Center (EJ TCTAC) Program, is led by SDSU and powered by a network of collaborative institutions and organizations across the region. Access to capacity-building resources of CCEEJ will unlock the potential of both established and new organizations, enabling them to diversify their funding sources and expand the services they provide.



The Final Play:

Unlocking Regional Growth Through Strategic Investment

“California has created more opportunities, more jobs, and more businesses than any other state, but we need to ensure that we’re all moving forward together. Through this new council and these investments, we’re aligning all of our economic resources to create more jobs, faster for Californians in every community.”

Governor Gavin Newsom

The Final Play: Unlocking Regional Growth Through Strategic Investment

The California Jobs First Playbook represents a groundbreaking approach to uniting regions, driving job creation, and building impactful, fundable investment strategies.

The thirteen regions across the state, thoughtfully mapped through data-driven analysis, serve as the backbone of this Playbook. While the regional grouping was designed to maximize economic diversity, collaboration, and resilience, it is the regions themselves that brought this vision to life. Local leaders, deeply familiar with their communities' needs and assets, worked tirelessly to craft plans tailored to their unique challenges and opportunities. As a result of this process, leaders from every region have emerged better connected and prepared to advocate for their communities at the state and national levels. These connections—bridging both counties and industries—laid the foundation for unprecedented collaboration.

This Playbook synthesizes the state's assets across each region, weaving together cross-sector strategies to illuminate pathways for further collaboration and investment. It provides a roadmap for aligning resources, highlights opportunities to build partnerships that transcend geographic boundaries, and amplifies the impact of collective efforts. Paired with the Economic Blueprint, the Playbook empowers regions to attract the funding needed to bring transformative projects to fruition.

California Jobs First offers the foundation for economic growth, but its true impact depends on moving quickly from strategy to action. With this Playbook as a guide, regional leaders, industries, and policymakers are positioned to collaborate like never before, ensuring success resonates deeply in the communities that define our state and inspire our future.



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