

2024–2027

California Strategic Growth Council Strategic Plan



About

Our Vision

Healthy, thriving, and resilient communities for all.

Our Mission

The mission of the Council is to coordinate and work collaboratively with public agencies, communities, and stakeholders to achieve sustainability, equity, economic prosperity, and quality of life for all Californians.

Our Approach

SGC applies an equity-centered, data & science-informed, community-first, multi-benefit approach to all its work. In partnership with our Council agencies, SGC focuses on programs and policy at the intersections of health, land use, transportation, food and agriculture, natural resource conservation, housing and community development, and environmental protection.

Our Commitment to Equity

The Newsom Administration is committed to a California for All agenda and believes the State plays a critical role and holds unique responsibility to reduce barriers and create equitable opportunities for all Californians. The Council and each member agency have committed to integrate racial equity into Council leadership, operations, programs, policies, and practices.

Our Process

IDEATE

Working in partnership with California communities, government partners, and others to identify key challenges and develop transformative ideas to solve them.

INCUBATE

Pilot bold new programs and initiatives and test solutions together with state partners, communities and implementing partners across California

SCALE

Export and support adoption of proven models across SGC's Council and beyond.

Message from SGC Chair Sam Assefa

The mission of the California Strategic Growth Council (SGC) is to coordinate and work collaboratively with public agencies, communities, and stakeholders to achieve sustainability, equity, economic prosperity, and quality of life for all Californians.

The Council is composed of the leaders of seven State agencies and three public members who work together to build healthy, thriving, resilient communities for all Californians. SGC is a unique coordinating entity within State government in that it is established to look across many different areas, including air and water quality, natural resources and agricultural lands, environmental protection, housing, transportation, public health, and equity, research, and planning.

While we face immense challenges as a result of climate change, affordability, and systemic inequity, we also see monumental opportunities to implement solutions through state-led investments, federal funding and policy, and philanthropic and local partnerships across California. The SGC FY 2024-2027 Strategic Plan is adopted by the Council to clearly communicate priorities, ensure accountability, invite partnership, and connect communities to opportunity.

Currently, a major focus for our State is implementation: working deliberately, equitably, and with urgency to support projects that address intersectional challenges facing vulnerable communities. The goals associated in SGC's FY 2024 - 2027 Strategic Plan represent the strategies and solutions that will accelerate this work.

This includes building affordable housing close to daily destinations and accessible transportation while protecting agricultural lands to achieve our housing and climate goals. Deepening partnerships in climate research to accelerate innovative solutions and policies that will improve climate action and environmental justice at all levels. Building local capacity to take meaningful action and removing structural obstacles to accessing public funds will spur equitable implementation. And finally, supporting State agencies across the board to embed equity into their work will help institutionalize a California for All.

The Council believes this plan is a major step forward in achieving the State's goals and look forward to advancing the vision it sets forth.



Sincerely,
Sam Assefa,
SGC Chair
Director, Governor's Office of
Planning and Research

A handwritten signature in black ink, appearing to read 'Sam Assefa', written in a cursive style.

Message from SGC Executive Director Lynn von Koch-Liebert

SGC's vision is that all California communities are healthy, thriving, and resilient. Core to our organization's mandate is the partnership, interdisciplinary thinking, and innovation necessary to achieve this vision. Since SGC's establishment in 2008 and since SGC began grant administration in 2014, we have worked with and for communities and State agencies to solve tough challenges with multi-benefit solutions across sectors.

As we near 10 years of grant-making, SGC has invested over \$3.5 billion in physical and social infrastructure projects strengthening communities and addressing the climate crisis across some of the State's most vulnerable communities. We have funded over 15,000 new affordable homes, helped avoid 13.8 million metric tons of greenhouse gas emissions, are in the process of conserving 194,000 acres of agricultural lands, and awarded over \$30 million in climate research grants. 85 percent of SGC's investments have directly benefited priority populations and tribal nations throughout California.

Through this work, we have developed and refined our programs to be as responsive as possible through meaningful engagement with communities, local entities, tribal nations and entities, grant recipients and State partners. We have also identified obstacles to access within those programs and have trialed solutions to overcome challenges. Inspired by Governor Gavin Newsom's commitment to accelerating implementation and leading with equity, the time is now to build on our work and level up. With

purpose and a focus on partnership, we will continue to build on the best practices that have been ideated and incubated over the last decade and take these tested solutions to scale across State government and beyond.

SGC's Strategic Plan communicates how SGC will continue to ideate, incubate, and scale solutions that advance climate and racial equity, implement infrastructure projects, and build capacity and resilience in California's priority communities. The Strategic Plan encompasses SGC's programs and the interagency Council's priorities to guide SGC's programs, policies, relationships, and operational strategies to realize SGC's vision.

We look forward to continuing to partner with you all, ensuring that as we move forward, we continue to engage, incorporate feedback, and trial new solutions with humility, resolve and urgency.

Our Commitment to Equity

SGC's commitment to advancing racial and health equity through inter-agency coordination and grant administration has spanned nearly 15 years. This was solidified in 2019, when the SGC Council adopted a first-of-its-kind state-level Resolution on Racial Equity that called on SGC to take action and embed racial equity in all that we do. This was strengthened in 2022 with Governor Newsom's Executive Order on Equity (EO N-16-22), which calls for State agencies to conduct public engagement and embed equity across all organizational facets within their strategic plans in a way that uses data analysis, inclusive practices, and policy

to address equity and discrimination. SGC gathered input from historically disadvantaged and underserved communities through various program workshops, the 2023 SGC Catalyst Conference, and SGC Council Meetings. This strategic plan responds to this by both incorporating equity as a focus across all objectives with specific, tangible, and measurable actions that further our commitment to equity.

Thank you!

I would like to thank the SGC Council, SGC Key Staff and the incredible team at SGC for their vision, passion, and commitment to setting and achieving these goals. I would also like to thank the communities, partners, and grant recipients who have shared their lived experience, expertise, time, and ideas with SGC. This plan builds on the leadership and innovation we see daily and will guide and focus our collective investments over the next three years as we work together to build a California for All.



In partnership,
Lynn von Koch-Liebert
Executive Director, California
Strategic Growth Council

A handwritten signature in black ink that reads "Lynn M. von Koch-Liebert".

Strategic Plan Development

We began developing our Fiscal Year 2024-2027 Strategic Plan in 2022 to provide clarity and focus to our policy, program, and operational initiatives in alignment with our mission and vision. This plan was informed through executive orders and leadership from Governor Gavin Newsom, thought partnership and direction from the SGC Council, conversations with partners throughout California during SGC's inaugural Catalyst Conference, and deep engagement with communities across the various initiatives within this plan.

The Strategic Plan has five goals across community development, climate equity, and systems change that build upon existing work throughout the Council while creating strategies to address new priorities and existing gaps. The strategies aim to address disparities caused by climate change at the human level – focusing not only on greenhouse gas emissions, but also where and how people live, work, and access resources. SGC's Strategic Plan provides a roadmap for diverse State entities to collaborate to advance cross-sectoral initiatives and address the various burdens priority communities face across the State. SGC will share progress updates through the SGC's Annual Report to the Legislature.

The following goals define and guide our work over the next three years:

- Accelerate sustainable development through community investments, conservation, and planning;
- Build capacity for climate action;
- Ideate, incubate, and scale transformative approaches to climate equity;
- Improve government systems and structures to achieve a California for all; and
- Center equity in achieving healthy, thriving, and resilient communities for all.



SGC Council Members, Designees, & Key Staff



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Center Equity in Achieving Healthy, Thriving, and Resilient Communities for All

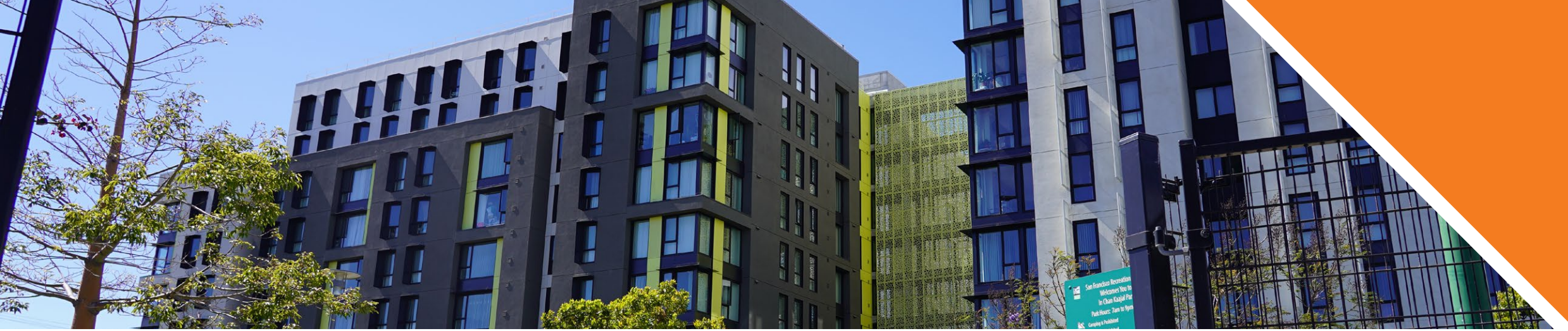
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Goal 1 Accelerate Sustainable Development Through Community Investments, Conservation, and Planning



Goal 1: Accelerate Sustainable Development Through Community Investments, Conservation, and Planning

Objectives

- 1.1 Invest in catalytic infrastructure projects through community-led planning and implementation
- 1.2 Fund community-driven and place-based, natural, and agricultural lands projects that increase resilience and promote sustainable development
- 1.3 Maximize the efficacy of grant programs with a focus on innovation and partnerships
- 1.4 Increase investments to tribal and priority communities that lead to more healthy, thriving communities
- 1.5 Identify investment gaps and implement solutions that address persistent and new challenges in California

Goal 1: Accelerate Sustainable Development Through Community Investments, Conservation, and Planning

Objective 1.1
Invest in catalytic infrastructure projects through community-led planning and implementation

Why we’re prioritizing this objective

Infrastructure and community investment that addresses intersectional issues informed and implemented through meaningful community partnerships can be catalytic, meaning one investment draws in additional investments. When programs and projects have partner and community buy-in and support, center anti-displacement, and ensure approaches that improve quality of life, they attract more investment. A well-designed infrastructure investment program at SGC can increase access to affordable housing and high-quality transportation, protect agricultural lands, increase community resilience, and enhance local economies beyond the value of the initial grant.

Annual key performance indicator

Distribution of benefits across communities; additional reductions in greenhouse gas emissions; increased number of affordable housing projects completed; increased bicycle, pedestrian, and transit benefits.

Strategies

Partners

SGC Leads

1.1.1 Deepen investments in housing, transportation, urban greening, and climate-resilient infrastructure aligned with State climate goals while building healthier, thriving communities for all.

SGC Council Agencies

Community Investment & Planning, ALETF

1.1.2 Fund strategies that center community voice and decision-making in planning and project implementation.

DOC, OPR , CHHS

Community Investment & Planning, ALETF, RCC

1.1.3 Identify opportunities to expand eligible project types to include strategies that advance health, economic resilience, safety, and quality of life across all infrastructure related programs.

SGC Council, SGC Council Agencies

Community Investment & Planning, ALETF

What success looks like over three years

- Infrastructure investments benefit the community as a whole, contributing to the long-term sustainability of the community, and promoting quality of life and economic prosperity
- Significant increase in the construction of affordable housing, high-quality community-centered low to zero-emission transportation options, and other community infrastructure and investments that protect agricultural lands, increase community resilience, and enhance local economies across urban, suburban, and rural communities in California

Goal 1: Accelerate Sustainable Development Through Community Investments, Conservation, and Planning

Objective 1.2

Fund community-driven and place-based, natural, and agricultural lands projects that increase resilience and promote sustainable development

Why we’re prioritizing this objective

SGC Program and SGC Special Projects’ funding represents an opportunity to curb sprawl and reinforce strategic growth efforts that reduce risks associated with natural disasters, promote biodiversity, build community resilience, and promote long-term economic prosperity in an environmentally and socially responsible way. SGC prioritizes infrastructure and community development projects that facilitate meaningful community engagement and partnership at all steps of the process, from program development to evaluation.

Annual key performance indicator

Number of pilots initiated and completed; number of communities that receive funding to plan and/or implement community resilience projects; number of communities that receive funding to plan for sustainable development and land conservation; acres of land conserved.

Strategies

Partners

SGC Leads

1.2.1 Deepen program investments that reduce urban sprawl, support sustainable management of natural and agricultural land, and lead to community readiness to respond to the impacts of climate crisis.

SGC Council Agencies, CDFA, CNRA

SALC, CRC, ALETF

1.2.2 Evaluate how SGC’s investment portfolio is working to reduce urban sprawl, create sustainable communities, and address climate crisis.

DOC, HCD, CARB, CDFA

SALC, CRC, ALETF

1.2.3 Pilot strategies to fund and expand project eligibility for operations to ensure the sustained success of SGC-funded projects.

DOC, HCD, CalSTA

Community Investment & Planning, ALETF

What success looks like over three years

- Conserved natural and working lands, carefully planned development that infills existing areas, and maximized investments and operations to ensure our community’s ability to withstand and recover from climate, health, and social challenges.
- Increased operating funding and project eligibility within SGC programs.

Goal 1: Accelerate Sustainable Development Through Community Investments, Conservation, and Planning

Objective 1.3
Maximize the efficacy of grant programs with a focus on innovation and partnerships

Why we’re prioritizing this objective

Streamlining, coordinating, and innovating approaches across SGC funding programs with a focus on incorporating new and effective grantmaking practices improves the effectiveness of programs, increases organizational capacity, and ensures SGC programs continue to advance the State’s climate and equity goals.

Annual key performance indicator

Track grant programs’ accessibility to communities with the greatest needs—track where programs need to adapt to enhance communities’ ability to center their priorities.

What success looks like over three years

- Streamlined funding programs and application processes that make room for additional innovation, support successful project implementation, and ensure funding is received by communities with greatest need.

Strategies	Partners	SGC Leads
1.3.1 Enhance program award selection criteria to prioritize projects with intersectional and transformative impact and incentivize applicants to develop projects in partnership with communities and community-based organizations.	SGC Council	Community Investment & Planning
1.3.2 Improve program guidelines to simplify application processes and reduce complexity.	SGC Council, HCD, DOC	Community Investment & Planning, RCC
1.3.3 Facilitate greater connections between SGC grant programs and other similar State programs that reduce burden on applicants and enable greater synergies across grant programs.	SGC Council Agencies	Connecting Communities
1.3.4 Utilize SGC grant management system, evaluations, and other tools to assess programs and improve guidelines on an ongoing basis.	HCD, DOC, OPR	SGC Programs

Goal 1: Accelerate Sustainable Development Through Community Investments, Conservation, and Planning

Objective 1.4
Increase investments to tribal and priority communities that lead to more healthy, thriving communities

Why we’re prioritizing this objective

SGC’s mission commits us to ensure and maximize benefits for communities that have historically lacked access to resources, faced discrimination, and are the most harmed by the impacts of climate crisis.

Annual key performance indicator

Increase streamlined technical assistance and support for priority communities receiving or interested in applying for funds from SGC programs; number of applications from tribes; number of applications from priority communities; funds awarded to tribes; funds awarded to priority communities.

What success looks like over three years

- SGC collaborates to create specific, measurable, and intersectional benefits that advance community and partner narrative data into action across the California State Government and nation.
- SGC regularly funds projects that enable the return of ancestral lands to tribes and support tribal land stewardship.

Strategies	Partners	SGC Leads
1.4.1 Increase outreach to priority populations about upcoming SGC funding opportunities through SGC media, local partners, technical assistance providers, and partner agencies.	OCPSC	SGC Programs
1.4.2 Identify gaps and opportunities to increase program eligibility to vulnerable communities, community based organizations, tribes, and other entities meaningfully serving priority populations. Create program specific funding targets to ensure access for priority populations.	SGC Council	SGC Programs
1.4.3 Develop more holistic reporting to expand the definition of success for infrastructure projects in priority communities.	CARB, OPR	SGC Leadership

Goal 1: Accelerate Sustainable Development Through Community Investments, Conservation, and Planning

Objective 1.5
Identify investment gaps and implement solutions that address persistent and new challenges in California

Why we’re prioritizing this objective

We tackle new and existing challenges and develop comprehensive solutions to reduce the risks posed by climate change, natural disasters, and other environmental issues. By doing so, we ensure that California continues to be a front-runner in sustainable innovation, all while providing holistic support to priority and tribal communities.

Annual key performance indicator

Track the impact of investment projects and ensure that they are meeting their intended goals and objectives; # of awarded projects completing implementation on time.

Strategies	Partners	SGC Leads
1.5.1 Pilot acquisition and implementation grants that support urban farming/community food sovereignty to improve conditions in priority communities.	CDFA, CHHS, DOC	ALETF, SALC
1.5.2 Utilize SGC Grant Management System and program evaluation tools to identify gaps in funding related to geography, project type, organization type, and other factors. Determine root causes to inform develop strategies to close gaps.	OPR	SGC Leadership
1.5.3 Research innovative financing mechanisms, such as impact investing, social impact bonds, and crowdfunding, to help close investment gaps and bring new sources of capital to communities in need.	iBank, CalEPA	Connecting Communities
1.5.4 Work toward a 100% project completion success rate by developing tools, guidance, Technical Assistance, and other support mechanisms for grantees.	DOC, HCD	SGC Programs
1.5.5 Identify opportunities to fund more project types that address the full spectrum of community and project development, including capacity building, TA, planning, pre-development, implementation, and operations.	Council Agencies	Connecting Communities, SGC Leadership

What success looks like over three years

- Increased equitable and sustainable economic growth and improved quality of life for all Californians.
- Researched, piloted, and implementation of projects that fund full spectrum community needs (i.e., universal funds) within SGC grant programs.
- SGC coordinates with federal, private, and philanthropic partners to support California communities receive federal funding and diversity funding streams



Goal 2

Build Capacity
for Climate Action



Goal 2: Build Capacity for Climate Action

Objectives

2.1 Expand access to State funding through technical assistance and capacity building

2.2 Establish innovative pilots and increase the impact of SCC's capacity building initiatives

2.3 "Connecting Communities"- Help communities access federal and other funding

2.4 Establish partnership strategy with philanthropy and other funders to improve readiness and capacity

Goal 2: Build Capacity for Climate Action

Objective 2.1
Expand access to State funding through technical assistance and capacity building

Why we’re prioritizing this objective

Access to funding in California remains a significant area of inequity across communities. Technical assistance and capacity-building programs have been shown to build communities’ readiness to apply for and implement public funds and proactively plan for ongoing challenges. In 2022, the SGC Council passed a resolution committing to do more to build capacity in California ahead of the State’s historic Climate and Opportunity Budget and and the influx of federal climate funding under the Biden/Harris Administration.

Annual key performance indicator

Number of SGC technical and capacity building programs; Increased participation of priority communities in SGC programs.

What success looks like over three years

- Increased participation of priority communities in SGC funded technical assistance and capacity building programs.

Strategies

Partners

SGC Leads

2.1.1 Implement multi-year grant programs to build capacity, strengthen local collaboration, and increase access to public funds.

SGC Council

Community Investment & Planning, CACE, SGC Leadership

2.1.2 Provide technical assistance and capacity building support through all SGC grant programs to increase access to SGC funding and support implementation of projects.

DOC, HCD

SGC Programs

2.1.3 Build the internal capacity and structure within all SGC program teams for technical assistance liaisons tasked with furthering Council objectives related to capacity and readiness.

SGC Leadership, CACE

2.1.4 Maximize funding within all SGC grant programs to increase formal technical assistance support provided to priority communities.

SGC Council

SGC Leadership, CACE

Goal 2: Build Capacity for Climate Action

Objective 2.2
Establish innovative pilots and increase the impact of SGC’s capacity building initiatives.

Why we’re prioritizing this objective.

As the State’s understanding of capacity gaps and challenges grows, it is important that SGC can develop innovative pilot programs that test approaches to building capacity across sectors, communities, and scales. As these pilots demonstrate success it is important to formalize pilots as sustained programs.

Annual key performance indicator

Number of pilot capacity building programs and partnerships with priority communities.
Funding for ongoing program implementation.

Strategies

Partners

SGC Leads

2.2.1 Grow the Community Assistance for Climate Equity team to support the organization’s strategic capacity building objectives, implement capacity building programs, and support other agencies in doing this work.

CACE, SGC Leadership

2.2.2 Ideate and incubate pilot technical assistance and capacity building strategies that respond to the emergent needs of communities throughout California.

SGC Council

CACE

2.2.3 Implement capacity building pilots that support equitable climate action by individual community leaders, local jurisdictions, and tribes. Expand pilots into fully-fledged capacity building programs.

SGC Council

CACE

What success looks like over three years

- Creation of new pilot capacity building projects and initiatives within SGC.
- Formalization and sustained funding for pilot programs.
- Greater organizational capacity to manage and coordinate capacity building programs.

Goal 2: Build Capacity for Climate Action

Objective 2.3

“Connecting Communities” - Help communities access federal and other funding

Why we’re prioritizing this objective

SGC has developed meaningful relationships with communities throughout California and has supported planning and pre-development work that is well situated for historic federal investment in infrastructure and addressing the climate crisis. The Newsom Administration has named increasing California’s competitiveness for federal funding a strategic goal.

Annual key performance indicator

Evaluate funding coming to California communities served by “Connecting Communities” strategies.

What success looks like over three years

- Increased access to federal funding by communities within SGC’s capacity building, planning, and pre-development queues.

Strategies

Partners

SGC Leads

2.3.1 Develop a “Connecting Communities” team to manage new contracts and programs to help communities leverage state investment and access additional investment.

SGC Council

Connecting Communities, SGC Leadership

2.3.2 Establish and maintain working relationships with federal and other funders to align State funding programs, elevate successful California models, and help support adoption of technical assistance and readiness strategies.

OPR, CalEPA, Gov-Ops, CalSTA

Connecting Communities, SGC Leadership, Special Projects

2.3.3 Facilitate greater coordination amongst SGC and other State programs to align policy and funding objectives, increase awareness of community needs, and establish greater connectivity between funding programs.

SGC Council, SGC Council Agencies

Connecting Communities

2.3.4 Engage in internal and external partnerships to support communities in accessing federal programs by informing matchmaking portals, developing project playbooks and case studies, and supporting internal efforts to coordinate State strategies around connecting communities to funding.

SGC Council, SGC Council Agencies

Connecting Communities

Goal 2: Build Capacity for Climate Action

Objective 2.4
Establish partnership strategy with philanthropy and other funders to improve readiness and capacity

Why we’re prioritizing this objective

Philanthropic investment is often necessary to fund initiatives that the State cannot fund, build greater trust and collaboration, support project planning and visioning, and grow the systems and structures communities need to thrive in the long term. The complexity of climate change and environmental justice issues requires State and philanthropic funders to better align investments across communities.

Annual key performance indicator

Number of partnerships with philanthropic and other private funding organizations to leverage and maximize the impact of SGC’s funding and capacity building work.

What success looks like over three years

- ➔ Greater synergies between philanthropy and SGC on grant programs and policy initiatives that address capacity gaps and deepen investment in priority communities.

Strategies	Partners	SGC Leads
2.4.1 Strengthen relationships with philanthropy and funders networks to increase coordination and collaboration on building community readiness and capacity.	SGC Council	Connecting Communities, SGC Leadership
2.4.2 Explore further public - private partnerships to more effectively connect communities with resources, tools, and other forms of support that address unique challenges across California.	SGC Council	Connecting Communities, SGC Leadership



Goal 3

Ideate, Incubate, and
Scale Transformative
Approaches to
Climate Equity



Goal 3: Ideate, Incubate, and Scale Transformative Approaches to Climate Equity

Objectives

- 3.1 Build replicable models and support implementation of joint Council priorities
- 3.2 Center SGC's work in science and research. Scale community partnerships in climate research to support the research - policy - action pipeline
- 3.3 Increase grant, policy, and planning support to communities building capacity and resilience
- 3.4 Build on SGC's convening role to inform SGC's work and promote best practices
- 3.5 Build strategic communications to scale effective solutions and best practices

Goal 3: Ideate, Incubate, and Scale Transformative Approaches to Climate Equity

Objective 3.1
Build replicable models and support implementation of joint Council priorities

Why we’re prioritizing this objective

SGC’s programs and approaches have gained traction and are producing tangible benefits for communities around addressing equity, climate change, health, and economic development. Increasing adoption of these models and solutions can scale these benefits to more communities and help ensure State and other funding programs are better aligned with the challenges facing priority communities.

Annual key performance indicator

Number of models, Council Priorities, workplans, and initiatives and outcomes stemming from this work.

What success looks like over three years

- Development of new models and Council Priorities that respond to new policy opportunities and ongoing needs in priority communities.

Strategies	Partners	SGC Leads
3.1.1 Establish internal process to develop replicable models from SGC’s innovative solutions, best practices, and transformative pilot programs. Translate models into educational materials, tools, and guidance to support adoption by external partners.	SGC Council	SGC Leadership, Connecting Communities
3.1.2 Develop and maintain SGC’s Model Hub. Promote models to key audiences through a variety of trainings, workshops, and communications materials.	SGC Council	SGC Leadership, Connecting Communities, Special Projects
3.1.3 Work with Council agencies and public members to identify, adopt, and implement Council Priorities that position SGC to convene State government around challenging, multi-sector initiatives that further climate equity and strategic growth.	SGC Council, SGC Council Agencies	SGC Leadership
3.1.4 Convene and maintain multi-sector and cross-agency workgroups to elevate best practices and implement Council Priorities.	SGC Council	SGC Leadership

Goal 3: Ideate, Incubate, and Scale Transformative Approaches to Climate Equity

Objective 3.2
Center SGC’s work in science and research. Scale community partnerships in climate research to support the research - policy - action pipeline

Why we’re prioritizing this objective

It is critical that SGC’s programs and policy work is rooted in science and methodologies that are proven to positively benefit communities and address the State’s climate goals. Communities must be a part of scoping, developing, and disseminating research because research drives so much of the State’s policy agenda.

Annual key performance indicator

Number of community and non-academic partnerships within the 5th Climate Change Assessment and University of California funded research projects.

Strategies	Partners	SGC Leads
3.2.1 Build capacity within communities to more effectively partner within researchers to elevate community needs and support policy and systems change through research.	SGC Council	CCR
3.2.2 Build capacity within research and academic institutions to more effectively partner with communities in scoping, performing, and disseminating meaningful research.	UCs, CSUs	CCR
3.2.3 Build internal capacity within SGC to root all program and policy work within contemporary research, science, and tribal ecological knowledge.		SGC Leadership

What success looks like over three years

- Increased coordination with research institutions and community organizations to build capacity and incorporate funded community and tribal partnerships into research.
- Where feasible, relevant State funded research programs include funded community partnerships.

Goal 3: Ideate, Incubate, and Scale Transformative Approaches to Climate Equity

Objective 3.3
Increase grant, policy, and planning support to communities building capacity and resilience

Why we’re prioritizing this objective

Lack of consistent technical assistance and capacity building services may limit the ability for priority communities and tribes to access necessary funding and implement equitable projects. As the complexity of addressing climate change grows and new funding is made available, receiving technical assistance and capacity building support will continue to be a top priority of communities throughout the State. In years where less funding is available, technical assistance and capacity building programs enable communities to develop proactive strategies and prepare for success.

Annual key performance indicator

Availability of technical assistance and capacity building programs statewide that have benefited from SGC consultation and engagement.

Strategies	Partners	SGC Leads
3.3.1 Facilitate ongoing updates to and promotion of the SGC Technical Assistance guidelines to increase the availability of technical assistance and capacity building programs at the local, regional, state, and federal scales.	SGC Council, SGC Council Agencies	CACE
3.3.2 Engage with communities throughout California, including past recipients of SGC’s TA, to understand needs and build momentum to improve and scale capacity building strategies statewide.	SGC Council	CACE, Connecting Communities
3.3.3 Coordinate with State agency partners and stakeholders to develop a landscape analysis of readiness gaps in California to refine or develop new technical assistance and capacity building programs.	SGC Council Agencies	SGC Leadership, CACE, Connecting Communities

What success looks like over three years

- Deeper engagement with SGC’s Technical Assistance Guidelines for State Agencies.
- Improved access to technical assistance and capacity building resources statewide.
- Established systems, ongoing funding, and State policy associated with technical assistance and capacity building.

Goal 3: Ideate, Incubate, and Scale Transformative Approaches to Climate Equity

Objective 3.4
Build on SGC’s convening role to inform SGC’s work and promote best practices

Why we’re prioritizing this objective

SGC’s unique cross-agency Council structure positions SGC as an effective convener of people and initiatives across sectors throughout California. In order to understand how SGC can best serve communities, we must continue to build relationships, facilitate learning, and engage deeply with communities and external organizations.

Annual key performance indicator

Hosting the Catalyst Conference and ongoing local, regional, and statewide convenings.

Strategies

Partners

SGC Leads

3.4.1 Host the annual Catalyst Conference to convene experts, decision makers, community leaders, and others to tackle big challenges and launch collaborative efforts that further community-led climate strategies and strategic growth.

SGC Council, SGC Council Agencies

SGC Leadership, Connecting Communities, Special Projects

3.4.2 Convene partners within State government and across California on an ongoing basis to facilitate cross-sector dialogue, identify needs, share resources, and institutionalize best practices around building healthy, thriving, and resilient communities for all.

SGC Council Agencies

SGC Leadership, Connecting Communities

What success looks like over three years

- SGC is a recognized convener of multi-sector partners to identify and address challenging issues faced by communities throughout California around advancing strategic growth.
- New partnerships and initiatives have gained traction and are achieving scale.

Goal 3: Ideate, Incubate, and Scale Transformative Approaches to Climate Equity

Objective 3.5
Build strategic and culturally competent communications to scale effective solutions and best practices

Why we’re prioritizing this objective

Critical to SGC’s success is our ability to communicate effective models, tell meaningful stories of impact, and bring under-represented voices to the forefront of State’s climate and equity agenda.

Annual key performance indicator

Number of unique communications and marketing materials, events, and partnerships that promote SGC’s investment and impact.

Strategies

Partners

SGC Leads

3.5.1 Update SGC website to meet the needs of different users with a focus on communicating critical information, storytelling, and promoting models. Promote program and policy specific information for applicants to SGC programs while strengthening engagement with other funders, policy makers, and policy makers.

Ext Coms, SGC Leadership

3.5.2 Validate the impacts of SGC programs and expand storytelling at the project level to better communicate how SGC’s work furthers State climate, housing, health, and economic development goals.

SGC Council

Ext Coms, SGC Leadership

3.5.3 Develop program and project level communications tools using creative and culturally competent approaches to media that elevate needs and successes across communities. Identify opportunities to partner with local and non-English speaking media partners.

OCPSC

Ext Coms, SGC Programs

What success looks like over three years

- SGC has brought attention to pressing needs and change occurring in California’s most vulnerable communities in a way that informs the creation of innovative new programs that respond to these challenges.
- SGC has developed trusting relationships with local storytellers, media partners, and others to facilitate ongoing engagement and communication.



Goal 4

Improve Government
Systems and Structures to
Achieve a California for All



Goal 4: Improve Government Systems and Structures to Achieve a California for All

Objectives

- 4.1 Leverage SGC's convening role to improve and build government systems in support of climate equity and strategic growth
- 4.2 Identify and address barriers faced by priority communities in furthering the State's equitable climate vision
- 4.3 Coordinate across sectors to accelerate strategic growth
- 4.4 Advance and institutionalize community participation within State funded climate research

Goal 4: Improve Government Systems and Structures to Achieve a California for All

Objective 4.1
Leverage SGC’s convening role to improve and build government systems in support of climate equity and strategic growth

Why we’re prioritizing this objective

SGC’s unique cross-agency Council structure positions SGC as an effective convener and collaborator within California State government. Further collaboration, alignment, transparency, and adoption of best practices leads to more equitable and impactful outcomes across the State’s climate and equity agenda.

Annual key performance indicator

Number of structures, convenings, and initiatives developed to address barriers and institutionalize strategies that further the State’s climate and equity agenda.

Strategies	Partners	SGC Leads
4.1.1 Develop formalized structures and interagency agreements to provide consulting, guidance, and other direct support to State entities seeking to adopt SGC models and best practices.	SGC Council	SGC Leadership, Special Projects
4.1.2 Convene the Health in All Policies Taskforce to further refine and elevate effective strategies around health in all policies and racial equity with a focus on improving government systems and structures.	CHHS, Racial Equity Commission	Ext Coms, SGC Leadership, HEP
4.1.3 Develop and implement recommendations through the California Agricultural Land Equity Taskforce to equitably increase access to agricultural land for food production and traditional tribal agricultural uses.	CDFA, CNRA, DOC	ALETF, SALC
4.1.4 Identify ongoing opportunities to convene State entities to develop collaborative strategies and solutions to intersectional issues.	SGC Council, SGC Council Agencies	SGC Leadership, Connecting Communities, Ext Coms
4.1.5 Evaluate SGC’s programs and policy initiatives on an ongoing basis to identify areas of improvement, best practices, and opportunities for promotion.	SGC Council, SGC Council Agencies	SGC Leadership, Ext Coms, Special Projects

What success looks like over three years

- Key priorities of the Council are codified into statute, regulations, and state operations.
- Best practices and emerging approaches elevated by the Council are embraced across Council Agencies.

Goal 4: Improve Government Systems and Structures to Achieve a California for All

Objective 4.2
Identify and address barriers faced by priority communities in furthering the State’s equitable climate vision

Why we’re prioritizing this objective

Access to public funding, technical support, and decision-making processes are critical factors in the ability for communities to effectively implement transformative projects and further State climate and equity policy goals.

Annual key performance indicator

Number of initiatives in place to identify and address barriers to access, improve accessibility of technical assistance, and facilitate greater engagement in State decision making processes.

Strategies

Partners

SGC Leads

- 4.2.1 Identify, support, or lead efforts to identify and remove obstacles to accessing public resources and State decision making processes in partnership with Council agencies and other State entities.
- 4.2.2 Provide trainings, consultation, case studies and other support to State agencies consistent with the Technical Assistance Guidelines to support greater adoption of technical assistance and capacity building strategies across State government.
- 4.2.3 Utilize the Health in All Policies (HiAP) Taskforce and other State equity working groups to elevate ongoing needs faced by communities around improving access to public funds.
- 4.2.4 Assess SGC grant programs to identify opportunities to increase equity in how funds are distributed across geographies, organizations, etc. Utilize SGC Grant Management System to track data, trends, and other key indicators to improve program outcomes.
- 4.2.5 Proactively work to address barriers and challenges faced by tribes in accessing and implementing funding programs including but not limited to tribal data sovereignty, eligibility, and technical assistance.

SGC Council, CNRA, CDFA, Gov-Ops

SGC Leadership, GvtTrans

SGC Council Agencies

HEP, CACE

CHHS

HEP

SGC Council, SGC Council Agencies

SGC Leadership, Ext Coms

OPR

SGC Leadership, SGC Programs

What success looks like over three years

- Both SGC and other State entities proactively work to increase access to public funds by removing obstacles within programs, providing direct support, and evaluating ways to increase geographic and other forms of funding distribution.
- Greater distribution of SGC’s funding to priority communities throughout California.
- New policies, practices, and initiatives in place that simplify and increase access to grant and other funding programs while ensuring accountability of public funds.

Goal 4: Improve Government Systems and Structures to Achieve a California for All

Objective 4.3
Coordinate across sectors to accelerate strategic growth

Why we’re prioritizing this objective

Critical to the State’s climate and equity agenda is working to ensure greater access to housing that simultaneously address community health inequities and mitigates the impacts of climate change.

Annual key performance indicator

Implementation of the Council Priority 3: Housing, Climate, and Equity Workplan

Strategies	Partners	SGC Leads
4.3.1 Utilize the Council’s position as a cross-sector, inter-agency body to coordinate implementation of the Council’s Housing, Climate, and Equity Resolution Workplan.	BCSH, OPR, CalEPA	Special Projects, Community Investment & Planning
4.3.2 Engage with local and regional governments to understand and address barriers to implementing the State’s housing, climate, and equity objectives.	SGC Council	SGC Leadership, Ext Com, Special Projects

What success looks like over three years

- Stronger statewide policy and cross-agency strategies to further housing production in ways that address climate change through reduced dependence on automobiles and the conservation of natural and agricultural land.
- Widespread understanding of the concept that strategic growth improves health, access to opportunity, and natural environments.

Goal 4: Improve Government Systems and Structures to Achieve a California for All

Objective 4.4
Advance and institutionalize community participation within State funded climate research

Why we’re prioritizing this objective

As the State continues to invest in cutting edge climate research, it is important that communities are part of scoping, implementing, and refining research in a way that ensures research is responsive to the needs and climate vulnerabilities faced by communities throughout California.

Annual key performance indicator

Number of programs within the State that adopt approaches that support collaboration between researchers and communities.

What success looks like over three years

→ Where feasible, all relevant State funded research programs include funded community partnerships as a part of program design.

Strategies	Partners	SGC Leads
4.4.1 Build capacity within State Government to embed the Climate Change Research Program’s Participatory Research Model across all State funded research.	OPR	CCR, SGC Leadership
4.4.2 Coordinate with the California 5th Climate Change Assessment multi-agency team to ensure community participation and partnership across all facets of the Assessment, including funded grants.	OPR, CNRA	CCR, SGC Leadership



Goal 5

Center Equity in
Achieving Healthy,
Thriving, and Resilient
Communities for All



Goal 5: Center Equity in Achieving Healthy, Thriving, and Resilient Communities for All

Objectives

5.1 Embed and advance racial equity across SGC's full scale of operations and programs

5.2 Further develop relationships with tribal nations and tribal serving organizations to facilitate greater partnership, access to resources, and include tribal knowledge and expertise across SGC's work

5.3 Integrate equity across the organization, with a focus on disability, aging, gender and sexual orientation, geography, and income.

Goal 5: Center Equity in Achieving Healthy, Thriving, and Resilient Communities for All

Objective 5.1
Embed and advance racial equity across SGC’s full scale of operations and programs

Why we’re prioritizing this objective

The impacts of climate change, historic disinvestment, and inequitable past planning practices often fall most significantly on communities of color and tribes in California. Furthering racial equity is a central component to SGC’s mission and contributes to a California for All.

Annual key performance indicator

Metrics associated with progress to implement SGC’s Racial Equity Action Plan.

Strategies	Partners	SGC Leads
5.1.1 Continue the ongoing implementation, development, and evaluation of the 2023 - 2025 Racial Equity Action Plan (REAP).	SGC Council	HEP
5.1.2 Utilize the SGC Council, HiAP Taskforce, internal Racial Equity Action Plan (REAP) working groups, Capitol Collaborative on Racial Equity, and all related inter-agency working groups to support and coordinate efforts to advance state goals around racial equity.	SGC Council, CHHS, Racial Equity Commission	SGC Leadership, HEP
5.1.3 Continue to build the internal capacity of SGC staff to center racial equity in our work.		SGC Leadership, HEP
5.1.4 Continue to host and build upon the Racial Equity Resource Hub as a tool to lift up and promote racial equity strategies within SGC and across State and local government.	CalSTA, CHHS	HEP, Ext Com

What success looks like over three years

- SGC has successfully closed out implementation of its second Racial Equity Action Plan and is developing a third iteration to further institutionalize practices that further racial equity in California.
- SGC continues to facilitate public engagement and partnership through the Council to elevate the needs and opportunities in communities of color as it relates to the State’s climate and equity agenda.

Goal 5: Center Equity in Achieving Healthy, Thriving, and Resilient Communities for All

Objective 5.2

Further develop relationships with tribal nations and tribal serving organizations to facilitate greater partnership, access to resources, and include tribal knowledge and expertise across SGC’s work

Why we’re prioritizing this objective

Native American tribes in California have historically faced genocide, displacement, and disinvestment that has resulted in present day inequities around health, economic resilience, and vulnerability to the impacts of climate change. As California’s first and longest lasting stewards of the land, it is critical that SGC’s land use and climate change work is done in partnership with tribes.

Annual key performance indicator

Tribal nations and tribal serving organizations participation and cocreation within SGC programs, meetings, and taskforces.

What success looks like over three years

- Fostered trusting relationships with tribal nations and tribal serving organizations.
- SGC staff has increased understanding and competency of tribal nations and Native American histories, challenges, opportunities, and communication preferences.

Strategies	Partners	SGC Leads
5.2.1 Increase and sustain efforts to build trusting two-way relationships with tribal leaders throughout California and identify opportunities to increase tribal engagement within SGC programs and policy initiatives.	SGC Council	SGC Leadership, Ext Com, Connecting Communities
5.2.2 Identify opportunities to increase eligibility of tribes within SGC funding programs and conduct proactive, meaningful engagement with tribes around SGC notice of funding availabilities.		SGC Programs, Ext Com
5.2.3 Identify opportunities to more directly fund tribes to implement projects and solutions rooted in tribal knowledge, expertise, and practice.		SGC Programs, Ext Com
5.2.4 Utilize findings from past partnerships with tribes as well as the Tribal Capacity Building program to incorporate strategies that make SGC’s programs more accessible and responsive to the needs of tribes.		CACE, HEP
5.2.5 Increase staff knowledge and capacity around tribal cultural competency and increase participation in State advisory groups, convenings, and committees addressing tribal needs.		HEP

Goal 5: Center Equity in Achieving Healthy, Thriving, and Resilient Communities for All

Objective 5.3
Integrate equity across the organization, with a focus on disability, aging, gender and sexual orientation, geography, and income

Why we’re prioritizing this objective

Broadly, the impacts of climate change, historic disinvestment, and inequitable past planning practices are often felt most predominantly by historically marginalized groups in California. It is critical that both SGC’s external funding, capacity building, and policy work as well our own internal organizational development is aligned to address inequities and create a California for All.

Annual key performance indicator

Engagement with broader State equity initiatives; SGC workforce equity survey and workforce diversity survey; number of strategies that embed equity within SGC grant, capacity building, and policy programs.

Strategies	Partners	SGC Leads
5.3.1 Identify opportunities on an ongoing basis to incorporate various approaches to equity across all SGC programs, policy areas, and organizational facets.	SGC Council	SGC Leadership, SGC Programs
5.3.2 Connect and engage with equity initiatives and advisory commissions across State government including the State’s Master Plan on Aging, the Truth and Healing Council, the Commission on the Status of Women and Girls, State Racial Equity and Youth Commissions, implementation of Executive Order N-16-22, and other statewide efforts.	SGC Council, CHHS, OPR	SGC Leadership, Special Projects
5.3.3 Continue to build and maintain a culture of belonging, growth, equity, and accountability across SGC as a workplace. Grow as an organization to better reflect the diverse makeup of California’s population.	SGC Council, CHHS	SGC Leadership, SGC Programs Ext Coms
5.3.4 Through the SGC Council, Health in All Policies Taskforce, and the Capitol Collaborative on Race and Equity, encourage and support Council agencies and the State as a whole to move toward a more just, equitable, and representative workforce and workplace.	SGC Council, CHHS	SGC Leadership, HEP

What success looks like over three years

- SGC is a leader in equitable program development and modeled access other State agencies.
- SGC is an organization that celebrates and encourages diversity, equity, inclusion, and belonging internally and holds space for internal teams and individuals to celebrate diversity where they feel valued.

State Partners

SGC Council

7 Cabinet Secretaries and Director across BCSH, CalEPA, CalSTA, CDFA, CHHS, and OPR and 3 Public Members appointed by the Governor's Office, State Senate, and State Assembly.

SGC Council Agencies

SGC Council Agencies (BCSH, CalEPA, CDFA, CHHS, CalSTA, CNRA, OPR)

CARB, DOC, HCD, OPR

SGC's grant implementing and administration partners

BCSH

California Business Consumer Services & Housing Agency

CalEPA

California Environmental Protection Agency

CalSTA

California State Transportation Agency

CARB

California Air Resources Board

CDFA

California Department of Food & Agriculture

CHHS

California Health & Human Services Agency

CNRA

California Natural Resources Agency

DOC

California Department of Conservation

Go-Biz

California Governor's Office of Business & Economic Development

HCD

California Department of Housing & Community Development

IBank

California Infrastructure & Economic Development Bank

OCPSC

Office of Community Partnership & Strategic Communications

OPR

Governor's Office of Planning & Research

SGC Programs & Initiatives

SGC Leadership

SGC's Leadership Team. Our Executive Director, Deputy Directors, Staff Counsel, Administrator, Special Projects Analyst, and Project Analyst

SGC Programs

All of SGC programs, including Agricultural Land Equity Task Force (ALETf) and Connecting Communities. Separate from SGC Council

Ext Comms

External Communications

Community Investment & Planning

SGC's infrastructure grant programs, including AHSC, CRC, TCC, and SALC

Government Transformation

SGC's equity and government transformation programs, including CCR, HEP, and CACE

AHSC

Affordable Housing & Sustainable Communities Program

ALETf

California Agricultural Land Equity Task Force

CACE

Community Assistance for Climate Equity Program, manages the Regional Climate Collaboratives Program

CCR

Climate Change Research Program

Connecting Communities

A new initiative to provide technical assistance for California communities planning for federal funding

CRC

Community Resilience Centers Program

HEP

Health & Equity Program

RCC

Regional Climate Collaboratives Program

SALC

Sustainable Agricultural Land Conservations Program

Special Projects

New initiatives and Council priorities that are not specific to a single SGC program.

TCC

Transformative Climate Communities Program

Glossary

Capacity Building

The process of strengthening local coordination, leadership, knowledge, skills, expertise, and access to resources in California Native American tribal and under-resourced communities with the goal of helping to develop or increase the ability of that community to independently compete for grants and implement projects in the future.

[“Building the Capacity of Community Leaders” SGC Blog](#)

Community Readiness

At SGC, the term community readiness refers to the ability of communities to effectively plan for and implement projects and policies. Work to advance community readiness broadly includes technical assistance and capacity building programs.

Council Priority

A method to focus on key ideas that can have large-scale impact and warrant a whole of Council approach. They are high impact when scaled and replicated; of pressing and critical policy importance; align with the Governor’s Office priorities; fall within the policy area mandates of SB 732 (2008); benefit from the unique cabinet-level, interagency structure of SGC; and stem from demonstrate solutions, research and innovation trailed within the SGC programs or Council Agency portfolio.

[Council Priority 1 Staff Report](#)

Disadvantaged Unincorporated Communities (DUCs)

Disadvantaged Unincorporated Communities (DUCs) are defined by Section 79505.5 of the Water Code (2002) as “an area of inhabited territory located within an unincorporated area of a County in which the annual median household income is less than 80 percent of the statewide median household income.” State law considers an area with 12 or more registered voters to be an inhabited territory as determined by California legislation. DUCs also vary in size and population, but the lack of data accuracy has resulted in many DUCs not being formally defined under the U.S. Census; Census Designated Places (CDPs) is the term the federal government uses to account for unincorporated areas in the U.S. Notably, disadvantaged communities may be defined differently by various programs as explained by the Department of Water Resources’ White Paper: Disadvantaged Communities Nomenclature Within the State of California: Findings and Conclusions — A Recommendation Document.

[TCC DUC Staff Report](#)

Pilot (program, initiative, policy idea)

Pilots at SGC are programs and projects that have been developed to address a specific need or issue that is not necessarily a formalized statutory program or policy requirement. Pilots help test newer programmatic and funding strategies that can later be formalized through budget action or integration into larger programs.

Pre-development

The phase between project planning and implementation. Select SGC programs fund pre-development costs, which include but are not limited to, community engagement costs to support project readiness; soft costs for activities such as construction or project plans; specifications and estimates including but not limited to: planning, engineering, architectural, and other design work; environmental impact reports and assessments; appraisals; legal expenses; and necessary easements.

[Transformative Climate Communities Round 5 Guidelines](#)

Priority Communities

“Priority Communities,” including Under-Resourced Communities, Disadvantaged Communities, and/or Low-Income Communities, are referenced throughout the SGC Strategic Plan. This term aims to be inclusive of historically under-resourced and marginalized communities and encompasses, disadvantaged communities, low-income communities, California tribes, and more. Under-resourced communities are disadvantaged and/or low-income communities as defined by Senate Bill 535 (Disadvantaged Communities) and Assembly Bill 1550 (Low-Income Communities).

Resilience

A community's resilience may also be determined by its ability to survive, adapt, and thrive no matter what acute shock or chronic stressor it experiences (according to the State's Planning and Investing for a Resilient California guidebook). A capability to anticipate, prepare for, respond to, and recover from significant multi-hazard threats with minimum damage to social well-being, the economy, and the environment (California Climate Adaptation Strategy).

California Climate Adaptation Strategy

Strategic Growth

An inclusive, coordinated, interagency approach to development and conservation that helps protect our health and natural environment and make our communities more resilient, culturally and economically vibrant, and socially diverse. Requires consistent and coordinated action on land use and transportation strategies at all levels of government in California, including State, regional, and local.

Council Priority 3 Resolution

Technical Assistance (TA)

The process of providing targeted support to an agency, organization, or community with a development need or resource gap. Technical assistance may be delivered in many ways, such as one-on-one consultation, small group facilitation, technical resources and analysis, or through a web-based clearinghouse.

Technical Assistance Guidelines

Universal Fund

A Universal Fund is a proposed policy or program aimed at promoting equitable access to key services and utilities for all individuals, regardless of their income, location, or physical ability. The fund could support mobility, rent/housing, telecommunication/broadband, food, utilities, etc. Current examples of Universal Funds being piloted: City of Oakland Universal Basic Mobility Pilot; LA DOT/LA METRO Universal Basic Mobility; City of Stockton Universal Basic Income; CA Guaranteed Income Pilot Program.

California Guaranteed Income Pilot Program



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