

Valley Vision at 30:
Building a Stronger
Region Together



September 2024

Valley Vision: Building a Stronger Region Together



Thirty years ago, Valley Vision was founded to establish a vibrant future for the Sacramento region.

The concept, which drew headlines and broad interest, was untested here at the time. It called on businesses to work across sectors, governments to look past their boundaries, and people to think beyond their zip codes in the interest of the wider region.

Since then, we have stayed true to the call, not only bringing the shared vision to life but strengthening it to ensure that as the region grows, the benefits reach all who live here.

Today, Valley Vision serves as the region's trusted civic leadership hub. Regionalism is our touchstone. Collaboration is our heartbeat. As a consistent voice for both, we have brought people together – again and again – to help make the Sacramento region a more livable place for everyone.

This is no small accomplishment.

The Sacramento region is home to more than 2 million people from all walks of life. It stretches from the foothills of the Sierra Nevada to the downtown Capitol of the State of California to the waterways of the Sacramento-San Joaquin Delta. We are home to cities large and small, industries and businesses of every type, and vast tracts of farmland and open space.

During our history, we have led hundreds of projects touching every aspect of the region's well-being, including healthcare, air quality, workforce training, economic development, and empowering vulnerable populations.

Our partners have included community groups, businesses, philanthropic champions, individuals, and governments. It has been a privilege to stand in unity with them to steward the region.

As we move forward, we will hold fast to our founding promise of building a vibrant, healthy region for the future.



Our Formula For Success



Valley Vision is a civic leadership organization with a well-honed strategy as a change-maker and regional steward. Our work is deeply interconnected across human needs, sectors, and solutions. Our purpose is to achieve “triple bottom line” wins:

- Building a robust, resilient, and sustainable inclusive economy
- Preserving our environment through wise use of land and natural resources
- Ensuring social equity and dignity for every person who lives here

We do this through strategic skills and expertise developed over 30 years of experience:

- Actionable Research
- Collaborative Problem-Solving
- Setting Regional Agendas
- System Alignment and System Change

Valley Vision’s strategic skills and expertise are supported by:

- Our Board of Directors
- Our staff and organizational culture reflecting the same inclusive values that define our external relationships
- Philanthropic support
- Networks of partners cultivated over many years

Actionable Research

Our work, first and foremost, is data-driven. We use hard facts, reliable data, and information-gathering.

We start with numbers but promptly weave in the experiences and perspectives of communities by engaging with people and capturing their human voices. We know that a valid data point can be an upward tick in a jobs report, a poll finding that raises a red flag, or a personal account that illuminates a hardship.

For example, when we developed Community Health Needs Assessments for local health care systems between 2007 and 2016, we relied on data analysis supplemented by voices of real people and communities to help shape the use of community investment dollars by health systems. Similarly, to support our Digital Equity mission, we have merged mapping data on service gaps with on-the-ground struggles of people and businesses who don't have adequate high-speed Internet.

Public opinion polling is another hallmark. Our recurring Livability Poll, for example, serves as a regular "wellness check" that tracks residents' experiences with quality of life experiences, such as finding housing and childcare. Our polls inform programs and policies by showing the real-world experiences of residents throughout the region.

We use data in a divided world to bring people together around solutions.

Teaming up is the only way to tackle our biggest challenges.

Collaborative Problem Solving

Valley Vision has built a reputation as a trusted convener. Our networks are powerful and welcoming. We provide safe, neutral facilitation. We are committed to bringing diverse voices together.

Differing views and positions are inevitable, and it takes time to build trust. Valley Vision provides forums where people can come together and be heard and respected.

Our value as an objective, collaborative convener can be seen across our many projects. The Cleaner Air Partnership, for example, is a forum where different points of view, values, and reward systems have converged. The process thrives because our partners are all seeking the same thing in the end: a quality of life that depends on a strong economy, a healthy environment, and social and human equity.

*We set agendas
that drive
change and
improvement for
the region.*

Setting Regional Agendas

An agenda can be a powerful force. Valley Vision is adept at helping to collaboratively establish clear and concise strategies and plans that drive action.

Our Food System Action Plans of 2015 and 2021, for example, laid the groundwork for concrete steps to address hunger and food insecurity of our residents and ensure that local food production is supported all the way to viable local markets and consumers.

Our series of economic development plans – from the Partnership for Prosperity (2006) to Next Economy (2013) to the Prosperity Strategy (2020) and now We Prosper Together, an initiative of California Jobs First (2023) – represent data-based strategies to foster business growth that also serves disadvantaged communities.

And our Livability Summit, launched in 2022, moved us to the next level in bringing diverse community voices to our planning for a better future.

System Alignment

System alignment is challenging and necessary if we want to bring about true transformation. Valley Vision understands this complex and nuanced work and knows how to deliver.

Our workforce intermediary role is a prime example. For more than five years, Valley Vision has served as a bridge across many partners, guiding and assisting local workforce boards, community colleges, and others to ensure we prepare the talent and workforce needed for the future.

In this system change work, we connect diverse partners to function as a cohesive unit in service to employers and job seekers. We also conduct research on the ways industries and labor needs are changing, and provide direction on how education and training programs can adapt to fill the needs.

We Prosper Together, our region's California Jobs First initiative, is furthering this approach by working to create a regional inclusive economic development roadmap that will not just adjust at the edges, but rather fundamentally change the way our region's systems and partners align and function together to improve outcomes for all residents.

*Aligning systems
is critical if we
want to make
lasting change.*



Our Story



“When Valley Vision was created, the concern was that the region wasn’t being looked at as a whole region. That was important for healthy growth and development.”

– Joseph Coomes, former Valley Vision board member and land use attorney

The Early Years

In 1994, the Sacramento region was facing the closure of two major Air Force bases, Mather and McClellan, and the loss of an estimated 80,000 jobs. In response to this risk to the economy, three of the region’s civic leaders – Gordon Schaber, James McClatchy, and Len McCandliss – founded Valley Vision to foster regional cooperation that could help secure a vibrant future for the Sacramento region.

It took time for the new organization to grow, build a staff, and find its voice. The year 2002 was a turning point.

During that year, the staff was still tiny when Valley Vision was tapped to work on what would become a seminal moment in Sacramento’s land use history: The Sacramento Region Blueprint project.

The Blueprint was released in 2004 and established Valley Vision as a skillful and trusted convener. What we accomplished had never been done before: Bringing more than 5,000 people from six counties together to jointly chart a better course for regional growth. They included elected office-holders, residents, developers, environmentalists, planners, and many others.

“The scale of community involvement was unprecedented. That really put us on the map as an organization that could get things done,” recalled Susan Frazier, Valley Vision’s CEO from 2000 to 2008.

During these formative years, Valley Vision developed an increasingly diverse portfolio of projects and initiatives, including sustaining agriculture, empowering vulnerable populations, planning healthy business growth, and fighting for cleaner air.

At every step, we honed a skillset that would become our calling card:

- ◆ Maintaining the drumbeat for “triple bottom line” solutions to hard problems.
- ◆ Building trust and teaching collaboration.
- ◆ Using facts and data – supplemented by human voices – to drive action.
- ◆ Making sure people from all walks of life are heard, respected, and supported.



The founders of Valley Vision were accustomed to facing big challenges.

Gordon Schaber, as Dean of the University of the Pacific's McGeorge School of Law, was the driving force behind the transformation of an unaccredited night school into a legal institution fit for a future U.S. Supreme Court Justice.

James McClatchy gained a reputation for safeguarding our freedom of the press as director, chairman and publisher of the McClatchy Newspapers chain.

Len McCandliss was then the President and CEO of Sierra Health Foundation. During his 21 years in that role, he oversaw \$64 million in awards to 700 nonprofits within a 26-county service area

Our Growth and Evolution

In a 2007 report, Valley Vision addressed its mission with a question: “What does quality of life mean to you?” The regional economy at the time was humming along and deemed strong on national measures.

Yet polls were revealing worries about growth and its impact on traffic, agriculture, and the environment. Social equity was an additional growing concern.

The following year, the Great Recession hit. It drove home the need for solutions that placed value not only on a strong economy but on social equity and a healthy environment.

During this time, new projects and initiatives thrived at Valley Vision. We grew our staff, capacity, and impact and expanded our role as a regional change-maker.

We helped sync worker training with industry growth and change. We partnered with four major healthcare systems to take a fresh look at what it means to be healthy. We took on the Digital Divide by supporting broadband expansion for those without high-speed Internet. We began connecting the needs of local farms with our need for fresh, locally produced food, including for those struggling with food insecurity.

In addition, we led a series of high-profile projects that made a lasting mark on the way the region planned for growth. Marquee projects included the Partnership for Prosperity in 2006, Next Economy in 2013, and The Prosperity Strategy in 2020. Many other related efforts were achieved. What was different about this work was the emerging emphasis on disadvantaged communities and making sure everyone benefitted when the economy grew and shifted.

Along the way, our expertise and commitment to regionalism grew stronger. In 2012, Valley Vision joined the California Stewardship Network (CSN), which united organizations from the Redwood Coast to San Diego. CSN membership and its focus on regional cooperation became a big part of Valley Vision’s identity. We were a founding member, served as the fiscal agent until 2019, and became a respected leader in this statewide network.

Bill Mueller, Valley Vision’s CEO from 2008 through 2019, likens the role that Valley Vision came to play in the region to that of a community square in ancient Rome.

“You need a place that is the trusted space,” he said, “where different stakeholders can come together, have the hard conversations, and weave together solutions. That is the role that Valley Vision provides.”



“Over the years, Valley Vision has served as a trusted civic leadership organization, one that brings people from all backgrounds and viewpoints together to forge a more equitable, prosperous, and resilient future for our entire region.”

– Pat Fong Kushida, former Valley Vision board member and President and CEO, Sacramento and California Asian-Pacific Chamber of Commerce



Valley Vision Today

Today, Valley Vision is firmly established as the go-to civic leadership hub in the region. Our staff has grown to more than 20 people and we are known as an incubator of talent, while contracted projects have reached into the multi-million dollar range at times.

Our scope has broadened to include partnerships at the statewide level: Since 2019, we have served as backbone support for Listos California.

Led by the California Office of Emergency Services, Listos California is a statewide campaign that helps vulnerable populations become ready for wildfires, earthquakes, floods, pandemics, and other emergencies. The campaign is a powerful undertaking – one that has put us in close working contact with some of the state’s most inspiring leaders in community service and disaster preparedness.

Like the Great Recession of 2008, the global pandemic of 2020 was a setback for our region. It opened our collective eyes to disparities in income levels, education, access to healthcare, and business resilience in disadvantaged communities and among people of color. These groups suffered disproportionately from the crisis. With our networks and equity values in place, Valley Vision was poised to bring the lessons of the pandemic to the forefront. Quality of life for everyone in the region continued as the vision.

Nowhere is that vision more relevant than in “We Prosper Together,” a program unfolding under our leadership.

“We Prosper Together” Region Map



We Prosper Together is funded through California Jobs First, a program to foster the creation of high-quality jobs throughout the state. In a departure from the past, the state is funding regions to chart their own course for job creation that is inclusive and equitable. The work brings disadvantaged communities to the table to directly participate in decisions.

California Jobs First marked the culmination of decades of work to establish regions as the best scale for community planning and growth and to recognize the diversity of regional economies across California. Valley Vision, along with other regions, was instrumental in urging the state to adopt the approach and was honored to be selected as the regional convenor and fiscal agent for our region.

We approach this work with a deep bow to the voices of our region. Our recurring Livability Summit, begun in 2022 and informed by our regular Livability Poll, will help us track progress and action toward the goals.

Today's world is changing rapidly and profoundly through technology, a changing climate, shifting political dynamics, green policies, and more. Our region is no exception.

“The economy and environment of California and our region is fundamentally changing,” said Evan Schmidt, Valley Vision’s CEO since 2020. “An organization like Valley Vision has a great ability to steward the people of this region through these changes and beyond.”

“Valley Vision has evolved into one of the leading change-maker organizations in our state. Valley Vision is so much more than a think-tank. Its mission is completely action-oriented and critical to the success of our region!”

– Randy Sater, Valley Vision board member and President, StoneBridge Properties



Our Work And Our Impact



Setting a Long-term Regional Vision

Looking Back

The 2004 Sacramento Region Blueprint marked a watershed moment in planning for the region's future. This regional visioning process was launched in 2002 by the Sacramento Area Council of Governments (SACOG) at a time when worsening traffic congestion and air pollution loomed large. The goal was to study transportation, land use, and air quality linkages and engage citizens to guide decisions about growth management.

SACOG tapped Valley Vision as its civic partner to lead the engagement process, which included dozens of interactive workshops across six counties and 5,000 citizens. During a final gathering in 2004, 1,400 participants came together and chose a preferred scenario to guide the region's long-term growth.

Participants included elected leaders, planners, developers, environmentalists, civic activists, farmers, and community members from all geographies and walks of life.

"Sacramento was always a diverse place. Yet, at the time, our diversity was an untapped asset. We said, 'Let's go out and bring everyone to the table,'" recalled Karen Baker, former Valley Vision managing partner who led the engagement work alongside former Valley Vision CEO Susan Frazier.



Impact Today

The Blueprint transformed regional land use planning here, and helped inform statewide legislation embedding similar principles and approaches in state policy and programs. Our region's Blueprint process is ongoing, with SACOG finalizing the next one in 2025.

Importantly, our success with the original Blueprint engagement put us on the map as a skilled and trusted civic leadership hub, a role that continues to this day.

"The Blueprint was transformative. It respected people and their input. Valley Vision was the key ingredient in its success."

– Tom Stallard, Woodland City Council member and former Valley Vision board chair



“Listos California was a groundbreaking effort to build resilience among our most diverse and vulnerable populations. It would not be the program it is today without Valley Vision’s ability to bring together creative minds and act nimbly to ever-changing conditions.”

– Justin Knighten, Associate Administrator, Federal Emergency Management Agency and former Co-Chair of Listos California campaign.

Empowering Vulnerable Communities

Looking Back

In 2004, community leaders learned that 6,000 new Hmong refugees were coming to the Central Valley from a refugee camp in Thailand. Groups serving the Valley’s already large Hmong population sought to ensure a safe, healthy start for these new Californians.

With funding from The California Endowment and facilitation from Valley Vision, the Hmong Health Collaborative was formed to tackle a broader need: fostering lasting changes in health systems to benefit the Valley’s entire Hmong community. The project helped Hmong community members navigate the complex, emotional world of health and medicine and advocate for their unique needs within policy and healthcare domains.

Impact Today

The Hmong Health Collaborative marked the first time a large foundation invested in Valley Vision to serve and empower a vulnerable population.

Such work lives on today. In 2018, following the Camp Fire and loss of Paradise in Butte County, Gov. Gavin Newsom and the Legislature approved a new \$50 million campaign – called Listos California – to prepare the state’s most vulnerable people for disasters.

Valley Vision helped implement the campaign, providing technical expertise and backbone support in partnership with the state. In the first year alone, nearly 3.9 million educational engagements were achieved for older adults, people with disabilities, those living in poverty, and people with language barriers.

It was a significant step to move into a far-reaching statewide role. And it has proven a strong match for Valley Vision, where community-inspired solutions are at the heart of all we do.

Understanding Community Health Needs

Looking Back

The Sacramento region has been fortunate to have strong health care systems serving residents not only via providers and hospitals, but also through charitable programs. Under federal law, nonprofit hospitals must conduct “Community Health Needs Assessments” every three years to inform their community benefit programs.

In the past, local health systems had conducted independent analyses for their assessments. But for one due in 2007, Sacramento’s four large nonprofit health systems – Sutter, UC Davis, Kaiser Permanente, and Dignity Health – determined they wanted to work together in collecting data and establishing priorities and asked Valley Vision to lead the collaborative development of their assessments.

This holistic, systems change work went beyond the notion that health care occurred only in clinical settings and emergency rooms. Research delved into the many drivers affecting people’s health – such as income levels and access to quality food, clean air, mental health services, and public safety. The work pinpointed the health status of specific communities and which subgroups experienced the greatest disparities.



Impact Today

Following the 2007 project, Valley Vision prepared three more rounds of needs assessments in 2010, 2013, and 2016. Outcomes have included the four systems teaming up on mental health, AIDS, and other health care programs and helping to elevate the healthy food movement unfolding across our cities and counties.

In delivering these assessments, we used both deep quantitative research and personal interaction with consumers, elected officials, and medical providers to paint a full picture.

“This work and the lessons learned carry through in all of our work today,” said Alan Lange, Valley Vision COO.

“Valley Vision’s research on the Community Health Needs Assessments was instrumental in shaping WellSpace Health from a community clinic serving 3,000 to who we are today: 22 community health centers and 10 additional specialty sites, serving 135,000 in total, advancing our mission of ‘achieving regional health through high-quality comprehensive care.’ ”

– A. Jonathan Porteus, CEO, WellSpace Health

Working for Cleaner Air

Looking Back

Since 1986, the Cleaner Air Partnership has brought business, public health, government, and environmental partners together in the interest of cleaner air for everyone. The partnership has been managed by Valley Vision since 2005. The goal is to help the region meet clean air standards that protect health and promote economic growth.

Prolonged exposure to air pollution can cause severe health problems such as respiratory illness and lung and heart stress. Much of the partnership's work has centered on programs to help minimize smog-forming emissions from vehicles and using incentives to reward proactive efforts. Over the years, initiatives have included establishing enhanced smog check requirements, incentives for pollution-fighting equipment, and smarter growth policies.



Because air pollution is often a hyper-local issue related to specific facilities or roadway segments, a key component has been educating residents about monitoring air quality in their own neighborhoods.

Impact Today

The Cleaner Air Partnership demonstrates the power of collaborating to solve large, complex regional problems. The partnership was born amid conflict and litigation. But today it serves as a forum where people with different points of view and values come together to forge solutions. The common ground is that everyone wants a high quality of life.

Looking ahead, a promising initiative is unfolding to develop an emission reduction plan for the underserved Florin area of South Sacramento. The work is proceeding based on careful research, respect, and understanding.

"It's a community-led process," explained Adrian Rehn, Valley Vision Senior Project Manager. "We move at the speed of trust."

"Our vision for a clean air and low-carbon future requires strong public/private collaboration. The Cleaner Air Partnership is precisely the forum for such collaboration."

– Alberto Ayala, Executive Director, Sacramento Metropolitan Air Quality Management District



Supporting Sustainable Agriculture and the Food Supply

Looking Back

The seeds of our focus on sustainable agriculture were planted in our earliest years, including within the Blueprint, which in turn inspired further Valley Vision-run projects, as well as the Rural-Urban Connections Strategy (RUCS) by the Sacramento Area Council of Governments. In a key finding, RUCS found only 5 percent of food consumed in our region is locally produced.

In an outgrowth of this work, Valley Vision developed the region's first Food System Action Plan in 2015 under a grant from the Sacramento Region Community Foundation. It spotlighted key ways to increase locally grown and consumed food, such as assisting farmers with training and technical needs and helping health and school systems procure food grown here.

Impact Today

The plan led to both policy and concrete outcomes. It spotlighted high levels of food insecurity and solutions, helped generate realignment of Sacramento County's emergency food system, and informed policy priorities that regional leaders raised during "Cap to Cap" advocacy trips to Washington, D.C. We led a follow-up Food System Action Plan in 2021.

Importantly, the plan helped advance planning for the Yolo Food Hub Network – an on-the-ground facility that will support local food production, purchasing, and consumption in Yolo County. It will provide a space where smaller farmers can participate in the market and consumers such as school districts can procure locally produced foods.

"The Yolo Food Hub Network is a market-maker. It will aggregate food from multiple farmers and provide one point of access for consumers," said Trish Kelly, Valley Vision Managing Director. "It is a culmination of years of work on sustainable agriculture, understanding the food system, and overall economic development for the region."

"The Food System Action Plan is a living, breathing vision for our region...We need a food system that actually promotes health and well-being as opposed to a system that does the opposite."

– Shawn Harrison, CEO, Soil Born Farms, and Valley Vision board member

Building a Skilled Workforce

Looking Back

Valley Vision has long worked to help our region develop a skilled workforce to meet industry needs. For over five years, we have served as an “intermediary,” informing and connecting workforce partners to advance responsive and equitable career pathways.

In this role, we provide guidance and cohesion across four Workforce Boards serving nine counties, the region’s community colleges, and other organizations that support, educate, and train workers.

This work involves research and analysis about current, emerging, and future needs of employers and how industries and occupations are growing and changing. We hold regular advisory sessions and engagements on this research with K-12 systems, adult schools, colleges, and nonprofit and for-profit training centers.



Impact Today

Our research is used by partners to inform strategic plans, prioritize investments, and inform curriculum reviews and course developments. Importantly, the data we bring forward in our intermediary role serves as the basis for countless grant applications that generate resources for workforce and economic development each year.

In addition to our intermediary role, Valley Vision helps advance Sector Initiatives that target specific industries to expand or enhance the quality of jobs. Previous initiatives have focused on advanced manufacturing, public sector, farm operations, and culinary arts management occupations.

We also work to improve access to career pathways, including addressing the child care worker shortage and expanding onramps through better connections with community-based groups. These efforts provide practical guidance for aligning training programs to industry and worker needs, including adjusting curriculum and certificate programs, understanding workplace challenges for employees, and addressing language barriers and achievement gaps of marginalized groups.

“Leaders and systems level institutions are making decisions and investments based on the information we are surfacing,” said Renee John, Valley Vision Managing Director.

“The Capital Region is fortunate to have Valley Vision, which conducts independent research and leads multi-stakeholder initiatives that prepare us for the 21st Century.”

- Roy Kim, Deputy Director, Sacramento Employment and Training Agency

Fostering Regional and Inclusive Economic Development

Looking Back

Valley Vision's position as a leader in regional and inclusive economic development has been built on several major milestones.

The first came in 2006 when Valley Vision released the "Partnership for Prosperity Regional Business Plan," which marked the first regional growth strategy for the region with an emphasis on clean energy technology.



Next came "Next Economy," a 2013 action plan to accelerate job creation and investment in six high-growth industry clusters across a six-county region. The plan was certified as the five-year Comprehensive Economic Development Strategy, or CEDS, for the region, which unlocks federal funding.

In 2018, a Brookings Institute analysis of the region's economy showed that – compared to other metro areas – our economy ranked lower on key indicators and that deep disparities in recovery existed. These findings informed the 2020 "Prosperity Strategy," a six-county plan developed by Valley Vision and partners that elevated a critical goal: Making sure that economic development efforts were inclusive, focused, and aligned

across our civic institutions. The Prosperity Strategy was the region's next 5-year federally-designated comprehensive economic plan.

Impact Today

Throughout all of these efforts, we organized and mobilized partners, assembled data, facilitated convenings, kept a regional focus front and center, and delivered quality findings and strategies.

This long line of work paved the way for Valley Vision to be selected by the state in 2022 to implement the California Job First program in the Capital region, a more than \$20 million investment in our region. CA Jobs First signifies a significant shift in state policy to promote economic development that is both regional and inclusive – something we have been committed to for 30 years.

"The Sacramento Region is on the cusp of shaping an innovative regional economy that will strengthen our collective prosperity while also serving global needs. Valley Vision uses important research, human connections, and welcoming forums to bring this vision to life."

– U.S. Representative Ami Bera, M.D., 6th District California

“The Livability Summit is a good space for us to see where our gaps are and to understand at a deeper level what is going on in our community.”

- Lisa Bates, Sacramento Steps Forward, a nonprofit dedicated to ending homelessness

Ensuring Quality of Life Region-Wide

In late 2022, Valley Vision tapped its strengths and looked to the future by launching the first Livability Summit for the Sacramento region. The Summit has created a welcoming new space for collaborative decision-making and exemplifies Valley Vision’s leadership role in the region.

On October 4, 2022, more than 300 residents and local leaders gathered on the Sacramento State campus for this new kind of visioning conversation. The purpose was to engage in an informed dialogue, imagine ways to improve the health and well-being of our communities, and define collective action steps for change.

Public opinion polling, including our fielding of The Livability Poll, has long been a hallmark of our work to better understand needs and opportunities across our region. This broad-based quality of life poll serves as a regular “wellness check” on the region. It tracks residents’ experiences with issues such as affordability of necessities, access to services, job and career satisfaction, and safety and belonging, and highlights what is working and not working for those who live here.

A centerpiece of the Livability Summit was releasing the findings of the 2022 Livability Poll and exploring its implications. Speakers, panels, and facilitated conversations filled the daylong event with solutions for livable housing and assisting those without homes among the priorities explored.

The Livability Summit was met with community-wide appreciation and support, was repeated with similar success in October 2023, and will continue in the future.

The event stands now as a key part of our promise moving forward: To serve as a trusted, data-centered partner and leader in building regional prosperity and well-being.



What Lies Ahead



Valley Vision's past 30 years have set the stage for our next 30 years. Regional stewardship and collaboration never go out of style and our work to create data-driven, collaborative solutions for our region's most pressing issues will continue to help drive the Capital region forward.

In fact, this work is critical given the significant transitions, challenges, and opportunities we face in coming years, including a changing climate, longstanding racial and economic inequities, shifting energy priorities, an unfolding technology revolution, and the need for thoughtful civic discourse to help us navigate these divided times.

In the face of these complex and changing times, Valley Vision remains steadfast in our commitment to weave the civic and collaborative fabric for the Capital region, employ data-driven solutions, and drive our region toward a common agenda for a thriving, equitable, and sustainable future. California, with all our challenges, is a global leader solving our world's problems, and the Capital region should be a shining example of acting locally to impact globally.

In the next 30 years, Valley Vision will:

- Continue to serve as your trusted community partner.
- Build our regional capacity to drive regional inclusive economic growth, climate resilience, and community well-being.
- Challenge our communities to collaborate and address the tough issues – this means hard conversations, shared accountability, and courage to try new things.
- Demonstrate our commitment to moving collaborative thought and data analysis toward clear action and community change.
- Work in service to improving the lives of the people of this region.

We look forward to the next 30 years – let's get to work, together!



Acknowledgement

We thank all of those who have been a part of our history. Three decades of positive impact is not possible without the contributions of our talented and dedicated staff, board members, volunteers, and community partners. All have been integral in helping to build a more cohesive, inclusive, and equitable region.

– *Evan Schmidt, CEO, Valley Vision*

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Valley Vision's 30th Anniversary



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