

## Final Strategic Plan - October 2022

### THE ROLE OF SACOG

The Sacramento Area Council of Governments serves as a joint powers authority of city and county governments in El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba counties. As the only public agency with members from all 28 jurisdictions in the greater Sacramento region, SACOG plays a unique role as the place where local governments can come together to take on critical issues facing the region and to tackle problems that are too big for any one jurisdiction to solve on its own. SACOG is tasked by state and federal law with long-range planning for the region but also plays an important role in working with our local partners to advance more immediate solutions to some of the region's shared challenges of transportation, housing, air quality, climate change and the protection of the region's agricultural and natural resources.

Over the past few years, SACOG has been engaged in a series of strategic planning discussions, ranging from defining our vision and mission, integrating equity, economy and environmental goals into our work, and exploring how we might meet the needs of our communities today and in the future. Among other places, this work has shown up in board retreats, staff meetings, the ~~2020~~ Metropolitan Transportation Plan/Sustainable Communities Strategy, the development of SACOG's Racial Equity Action Plan, and the region's 2020 economic prosperity strategy. ~~The Prosperity Strategy: Our Path Forward developed~~ with our civic and business partners. Informed through input from SACOG board members, staff and stakeholders, this Strategic Plan seeks to bring all of that work together in a simple and clear articulation of SACOG's purpose, goals, priorities, and approach.

### VISION & MISSION STATEMENTS

The following vision and mission statements have been informed and shaped through the input of SACOG board members, staff and stakeholders. ~~SACOG has never had a vision statement and last updated the mission statement for the agency 12 years ago.~~

#### Vision Statement

A vibrant and thriving Sacramento Region for all.

#### Mission Statement

SACOG convenes and connects the region to advance an equitable, sustainable, and prosperous future.

### OVERARCHING GOALS: EQUITY, ECONOMY, ENVIRONMENT

Starting with the development of the 2024 Blueprint, SACOG has committed to three strategic goals of equity, economy, and environment. SACOG will use its analysis, board discussions, and recommendations to achieve all three goals. While equitable opportunity, economic prosperity, and environmental stewardship are often framed as in tension with one another, we believe pursuing all three as equally important and interconnected goals ~~that~~ will create greater opportunity for all of the region's residents today and for generations to come.

#### Equity

SACOG seeks to help foster a just and inclusive region where government makes investments for and with historically marginalized communities so race can no longer be used to predict health or economic outcomes, and outcomes for all groups are improved. Residents living in our region face significant inequalities, resulting in

disparities and divides that exist by race and ethnicity, by income, and by urban and rural areas. Among other work, this commitment is embodied in our Racial Equity Action Plan.

### **Economy**

SACOG seeks to help foster a diversified regional economy in which all people have access to resources that give them the opportunity to realize their full potential. This future economy will also capitalize on key economic clusters where the region can achieve a competitive edge over our peers across the country, including agriculture and food, health sciences, and innovative mobility. Among other work, this commitment is embodied in our collaborative development of the Prosperity Strategy: Our Path Forward.

### **Environment**

SACOG seeks to help foster a safe and resilient region for all residents, where natural resources and air quality are sustainably managed so people can thrive here for generations. We will continue to focus our work on decreasing carbon emissions, supporting climate adaptation and resiliency, cleaning our air, and promoting working landscapes. Among other work, this commitment is embodied in the ~~2020~~ Metropolitan Transportation Plan/Sustainable Communities Strategy.

## **PRIORITIES**

In order to implement our mission and goals and deliver on our region's long range plan, SACOG's work will focus on the following priorities:

### **Priority #1: Build vibrant and inclusive places ~~for today's and tomorrow's residents~~**

We will help create opportunities for more residents ~~to be able to~~ live and work in equitable, environmentally healthy, and economically vibrant communities while seeking to reduce the significant housing disparities that exist by race and income; ~~focused on reducing racial disparities that currently exist. Currently, too many residents reside in communities that require a car to live their daily lives.~~ We will work with our local cities and counties seek to change the balance in the region, so to ensure that far more residents ~~have the choice to spend less time driving and can choose~~ have options to live in walkable places that are affordable, have access to economic opportunity and that serve their daily needs ~~allow people to spend less time driving.~~

### **Priority #2: Foster the next generation of mobility solutions**

We will help make it easier, safer, and cleaner for everyone to move through the region, especially low income and historically marginalized communities. While transportation options in the region have expanded in recent years, most people still have to drive alone to their destinations. By implementing innovative mobility projects with transit providers and private companies, investing in high-capacity corridors and high-frequency bus service, and improving the responsiveness of our transportation system, we seek to create more options for all residents to move about the region to meet their daily needs.

### **Priority #3: Modernize the way we pay for transportation infrastructure**

We will help find new ways to pay for transportation infrastructure and help make travel more predictable for all drivers. The gas tax is currently the main way to pay for transportation infrastructure, but it is declining as cars become hybrid and electric powered. At the same time, the region suffers from an overburdened road network that is both inefficiently used and in poor condition. Travel times can be unpredictable and auto maintenance costs are high from roadway damage. For the region, this exacerbates air pollution, greenhouse gas emissions, and the deterioration of our region's infrastructure. By establishing tolling, pay-as-you-go fees, and travel incentives that are equitable for low income and rural travelers, the region can shift to a more sustainable source of transportation funding and make the best use of our roads.

### **Priority #4: Build and maintain a safe, equitable and resilient transportation system**

We will help maintain the transportation system we have while simultaneously redesigning and reinvesting in the system to better meet the needs of underserved communities and the region's needs of the future. Currently, our transportation infrastructure is unsafe, in disrepair and doesn't meet the needs of all residents. We will work with the

region's communities and stakeholders, centering communities of color, low-income residents, and historically disinvested communities, to re-envision and revitalize existing infrastructure in a way that addresses safety, improves access, supports our economy, reduces our impact on the environment, and is -resilient to natural disasters.

## HOW WE WILL BE EFFECTIVE

In order for the greater six county Sacramento region to be effective we will need to build a shared set of strengths and skill sets across a broad cross section of agencies and stakeholders. SACOG will contribute to this by developing and honing the following competencies to contribute to the region's success and deliver on our agency's mission, goals, and priorities:

### **Data & Analysis**Information

SACOG contributes unique data and analysis that covers the entire region as well as forecasting into the future. We will inform planning and decision making with high-quality analysis.

### **Collaboration**Integration

SACOG's cross-jurisdictional role helps individual jurisdictions and the region address regional opportunities and challenges. We will support, convene, and connect our local government members and partners to facilitate their collaborative action.

### **Inclusion**

SACOG represents and serves a region whose strength emanates from the fact that it is comprised of diverse interests and lived experiences. We will build our capacity to include more of the region's communities, especially those who have been historically marginalized and excluded in-from regional decision-making, in our work.

### **Influence**

In order to win state and federal funding, we must work together as a unified region. In order to effectively compete and win resources for our region, we will leverage our unified voice and power to build our influence at the state and national levels.

### **Investment**

SACOG is the recipient of state and federal dollars that allows us to invest in the implementation of our long-range plans. We need to leverage these dollars for competitive grants and also invest those dollars to help the region meet its equity, environment, and economic goals.

### **Innovation**

Even with increased influence and strategic investments, our region has limited resources to fund the future we envision. We will support our local governments and partners by facilitating creative problem solving, elevating low-cost, lean, and non-traditional solutions that can deliver the equitable, prosperous, sustainable future we envision within our available resources.

## CALL TO ACTION

While SACOG is an important regional actor, we can only deliver this future vision with the support and commitment from the jurisdictions we represent, our partner agencies, the region's business and nonprofit communities, and the people living and working in the region. We look forward to working in partnership with all like-minded actors to bring about a vibrant and thriving Sacramento region for all.