DRIVE: DEVELOPING THE REGION’S INCLUSIVE AND VIBRANT ECONOMY

KICKOFF #1
July 10, 2019
Where our community stands today

Positive momentum – the region is 20 years in to a 40 year fix
- Increase in exports and jobs
- Downtown revitalization
- Local, state policy wins
- Major investments – TCC, BRT, Water, Education
- Strong & growing community infrastructure
- Newsom Admin - Inland Focus

Looming challenges – status quo path is leading to inequitable outcomes
- Lack of economic diversification
- Racial disparity
- Adults and youth in need of skill building and educational attainment
- Environmental burdens
- Capital and inclusion gaps
# Objectives for today

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<td>Review current state outcomes across economic development, human capital, and neighborhood development categories to foster more common understanding of the ‘starting point’</td>
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<td>Build a shared understanding of the ’10 year aspiration’ for the community</td>
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<td><strong>3</strong></td>
<td>Introduce the initiatives we’ve collected and how we will move them forward</td>
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<td>Time</td>
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Why we are here today
## Guiding principles for DRIVE

<table>
<thead>
<tr>
<th>Shared vision</th>
<th>Clear roadmap</th>
<th>Investment portfolio</th>
<th>Real action</th>
<th>Inclusive process</th>
<th>Enhanced capabilities</th>
</tr>
</thead>
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<tr>
<td>Align our community around a common definition of inclusive economic growth</td>
<td>Outline a 10 year inclusive economic growth roadmap for the region with clear success outcomes for our community in 2030</td>
<td>Create a portfolio of investable initiatives that collectively deliver on the 10 year vision and outcomes</td>
<td>Catalyze and enlist specific investments and actions (including early wins)</td>
<td>Engage the community in a process that is transparent, inclusive, and promotes local ownership and long-term sustainability</td>
<td>Build a framework for future investment decisions and develop capacity within our community to help drive those decisions</td>
</tr>
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</table>
We are all a part of this community

We all care deeply about our future

We are more than our differences

We are all on a journey of learning and growing
Where we are headed

**July**
- July 10th: Kickoff #1
- July 18th: Kickoff #2

**August**
- July 22nd through August 26th: 6 week business plan sprint
- Finalize and adopt plan

**September**
- Stand up governance; prepare for California Economic Summit

**October**
- Officially unveil plan!
UNDERSTANDING OUR STARTING POINT
How community investment happens today

Funding sources

Public
- Federal
- State
- Local

Philanthropic
- National foundations
- Local foundations
- Impact funds

Private
- Developers
- Corporate investments
- Venture capital

Community initiatives
What DRIVE hopes to accomplish

Funding sources

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<th>Public</th>
<th>Philanthropic</th>
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<td>Federal</td>
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<td>Corporate investments</td>
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<td>Local</td>
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<td>Venture capital</td>
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Community initiatives

- Economic development
- Human capital
- Neighborhood development

High-impact initiatives that are aligned to 10-year vision
Economic development, human capital, and neighborhood development are essential for long-term inclusive growth.

**Neighborhood development** supports human capital and attracts businesses to invest.

**Economic development** supports sustainable living for residents and increases the attractiveness of places.

**Human capital** supports a growing economy, good jobs, and investments in neighborhood.
Gallery walk will explore 3 main lenses

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<th>Economic Development</th>
<th>Human Capital</th>
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<tr>
<td>Jobs</td>
<td>Educational attainment</td>
<td>Racial and economic segregation</td>
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<td>Industries</td>
<td>Early childhood outcomes</td>
<td>Community investment and development</td>
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<tr>
<td>GDP</td>
<td>Talent retention and production</td>
<td>Differences between neighborhood outcomes</td>
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<tr>
<td>Wages</td>
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Gallery walk will help ensure we are all working from a shared starting point.
Questions to consider during gallery walk

What data is most impactful to you and why?

Does the data reflect your lived experience in Fresno?

What realities may not be fully captured by the data?
Core research partners
## Breakout rooms for Gallery Walk

<table>
<thead>
<tr>
<th>Rotation 1</th>
<th>Rotation 2</th>
<th>Rotation 3</th>
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<tr>
<td><strong>Group 1</strong></td>
<td>D1</td>
<td>D2</td>
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<tr>
<td>Tables: 1 - 8</td>
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<td><strong>Group 2</strong></td>
<td>D2</td>
<td>D3</td>
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<td>Tables: 9 - 16</td>
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<td><strong>Group 3</strong></td>
<td>D3</td>
<td>D1</td>
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<td>Tables: 17 - 25</td>
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UNDERSTANDING OUR STARTING POINT - DEBRIEF
Economic development

Too few good and promising jobs exist

There are significant disparities in racial economic indicators

Limited high growth sectors and room to accelerate our entrepreneurial ecosystem
Human capital

Challenges across every stage of talent development, with meaningful racial inequity

Too many in our community have gone to college, but not completed their education

Relatively high retention of human capital but opportunity to grow graduates in specific disciplines
Neighborhood development

Fresno has grown outward and has become more racially and economically segregated.

Opportunities are concentrated in a handful of neighborhoods, with real disparities even in close by areas.

Improving neighborhoods can have the effect of making our entire community more resilient and economically robust.
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DEVELOPING A SHARED 10 YEAR ASPIRATION
10 YEAR ASPIRATION = VISION
What we want to achieve

+ MEASURABLE OUTCOMES
How we will measure and track achievement
## Our aspiration

### Vision

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<th>Detail</th>
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<td>What we want to achieve</td>
<td>Create <strong>opportunities for all residents</strong> to achieve real <strong>economic mobility</strong> by fostering an economy that is <strong>inclusive, vibrant, and sustainable</strong></td>
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### Measurable outcomes

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| How we will measure and track achievement | **Economic development**  
- Increase number of good and promising jobs across all educational levels  
- Attract significant new capital investment  
- Reduce racial and ethnic economic disparities (e.g., differences in wages, unemployment)  
- Develop robust small business and entrepreneurship ecosystem  
**Human capital**  
- Improve early childhood education and outcomes  
- Support reskilling/upskilling of current workers to prepare them for better jobs today and tomorrow  
- Increase participation and completion of career technical education and other credentialing programs  
- Increase production of post-secondary graduates in high-growth, high-wage disciplines (engineering, computer science, ag-, bio-, and water-tech and other select STEAM disciplines)  
**Neighborhood development**  
- Improve housing affordability and stability  
- Reduce racial and economic isolation  
- Support environmental justice and sustainability |
What we hope to accomplish

A shared understanding of our vision

Learning from our community what it will take to succeed

Making sure we pursue these goals with clear eyes and a bias toward action
Polling activity introduction

Two questions

- (TEST) How would you allocate 100 "enjoyment points" across the following foods?

- How would you allocate 100 "effort points" across the following DRIVE goals?

How to use Menti

- Increase or decrease point allocation by 10

- Write point allocation here
Polling activity access

Use the following QR code:

Or, go to www.menti.com/dvmytucc7w
How would you allocate 100 "enjoyment points" across the following foods?

- **Tacos**: 30%
- **Pizza**: 20%
- **Sushi**: 17%
- **Salad**: 17%
- **Other**: 16%
How would you allocate 100 "effort points" across the following DRIVE goals?

16% Economic: Reduce racial and ethnic economic disparities
12% Human: Improve early childhood education and outcomes
12% Economic: Increase number of good and promising jobs
10% Neighborhood: Reduce racial and economic isolation
9% Economic: Develop robust small business and entrepreneurship
9% Neighborhood: Improve housing affordability and stability
8% Economic: Attract new capital investment
7% Human: Support reskilling/upskilling of current workers
6% Neighborhood: Support environmental justice and sustainability
6% Human: Increase production of post-secondary grads in high-growth/wage disciplines
6% Human: Increase participation and completion of CTE and certificates
INTRODUCE INITIATIVES
We collected over 100 initiative submissions for DRIVE!

106
Initiatives submitted

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<th>Count</th>
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<td>18</td>
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<tr>
<td>Human capital</td>
<td>56</td>
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<td>Neighborhood development</td>
<td>32</td>
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We synthesized and grouped submissions into 27 thematic initiatives.

**What we received**

106 submission received

**Process**

Coupled together similar initiatives by theme / outcome

Worked with Executive Committee to ensure appropriate synthesis

**Where we landed**

27 thematic initiatives
Economic development

Small business / startup-focused
- Ag-tech Innovation Hub and Accelerator
- Start-up Incubator
- Aviation-Ground Innovation
- Small Business Capital Access & Capability Building

Corporate attraction
- Valley of Opportunity
- Valley-to-Valley
- Green Economy

Enabling infrastructure
- Triple Bottom Line Industrial Park
- Clean Freight Rail Expansion
- Water Resiliency Blueprint
Human capital

Talent pipeline / education system

- Pre-conception to Five Years
- Achievement Gap
- College Completion
- Health Care Education
- STEM Pipeline

Workforce expansion

- Teacher Workforce Expansion
- Mental Health Workforce Expansion

Workforce development

- Upskilling Initiative
- Re-entry Initiative
Neighborhood development

**Place-based improvements**
- Downtown Revitalization
- Permanent Affordable Housing
- Green Space
- Broadband Build-out
- Community Health Improvement
- Nutritious Food Equality

**Local capacity-building**
- Community Infrastructure
- Citizen Changemaker
Over the next week, we will continue to refine DRIVE initiatives:

1. Continue synthesis of initiatives
2. Identify gaps in initiatives
3. Prioritize final set of initiatives
Process to developing set of initiatives

**Alignment**
Does the initiative help us achieve our DRIVE aspiration?

**Momentum & buy-in from community**
Is there real community interested in moving this forward?

**Impact**
How much can this initiative move the needle?

**Feasibility**
Do we think we can be successful in this initiative?

**Equity of impact**
Will the impact benefit a diverse set of communities and residents?
WRAP UP AND PREVIEW
### Objectives for today

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The road left to DRIVE

Steering Committee 1 (7/10)
- Discover our starting point
- Discuss the aspiration for DRIVE
- Review initiatives collected

Steering Committee 2 (7/18)
- Discuss and finalize which initiatives will be in DRIVE
- Establish working teams and owners for initiatives

Business plan sprint (7/22 – 8/26)
- Build business plans for each DRIVE initiative through “sprint” process