

A photograph of a cityscape with various buildings, including a prominent white building on the left and several brick buildings in the foreground. A large blue semi-transparent rectangle is overlaid on the right side of the image, containing white text.

# **DRIVE: DEVELOPING THE REGION'S INCLUSIVE AND VIBRANT ECONOMY**

**KICKOFF #1**

July 10, 2019

CONFIDENTIAL AND PROPRIETARY  
Any use of this material without specific permission is strictly prohibited

# 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



1

Review current state outcomes across economic development, human capital, and neighborhood development categories to foster more common understanding of the 'starting point'



2

Build a shared understanding of the '10 year aspiration' for the community



3

Introduce the initiatives we've collected and how we will move them forward

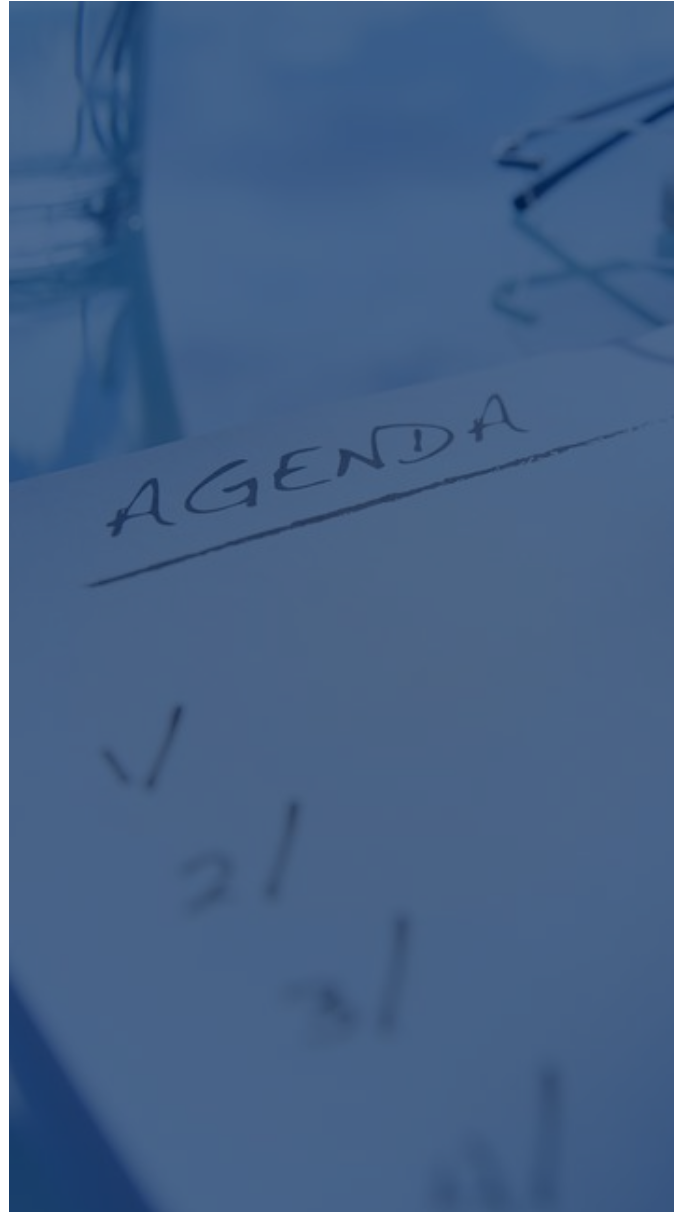


4

Provide clarity on the next steps coming out of Kickoff #1 and preview Kickoff #2



# Agenda



<b>Time</b>	<b>Description</b>
9:00 AM	<b>Why are we here today</b> <ul style="list-style-type: none"><li>▪ Welcome and introductions</li><li>▪ Overview of the DRIVE initiative and norms for today's session</li></ul>
9:45 AM	<b>Understanding our 'starting point'</b> <ul style="list-style-type: none"><li>▪ Why our 'starting point' matters</li><li>▪ Interactive gallery walk</li><li>▪ Gallery walk debrief</li></ul>
12:30 PM	<i>Lunch</i>
1:10 PM	<b>Developing a shared 10 year aspiration</b> <ul style="list-style-type: none"><li>▪ Small group discussion on our 10 year vision and goals</li></ul>
2:20 PM	<i>Break</i>
2:30 PM	<b>Introducing early initiatives</b> <ul style="list-style-type: none"><li>▪ Initiative update and where we are headed</li></ul>
3:45 PM	<b>Wrap up and preview for Kickoff #2</b>

**WHY WE ARE  
HERE TODAY**

# Guiding principles for DRIVE



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

## Reminder for today



---

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





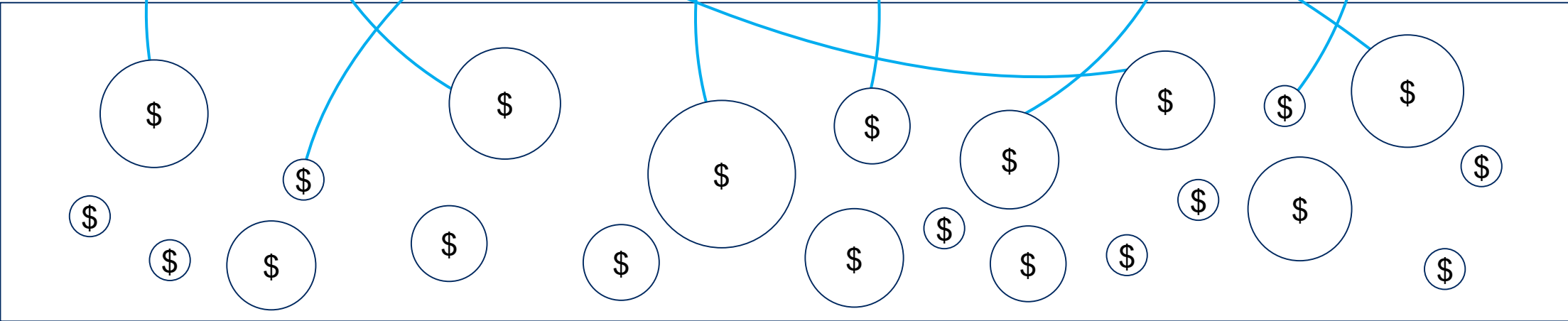
# UNDERSTANDING OUR STARTING POINT

# How community investment happens today

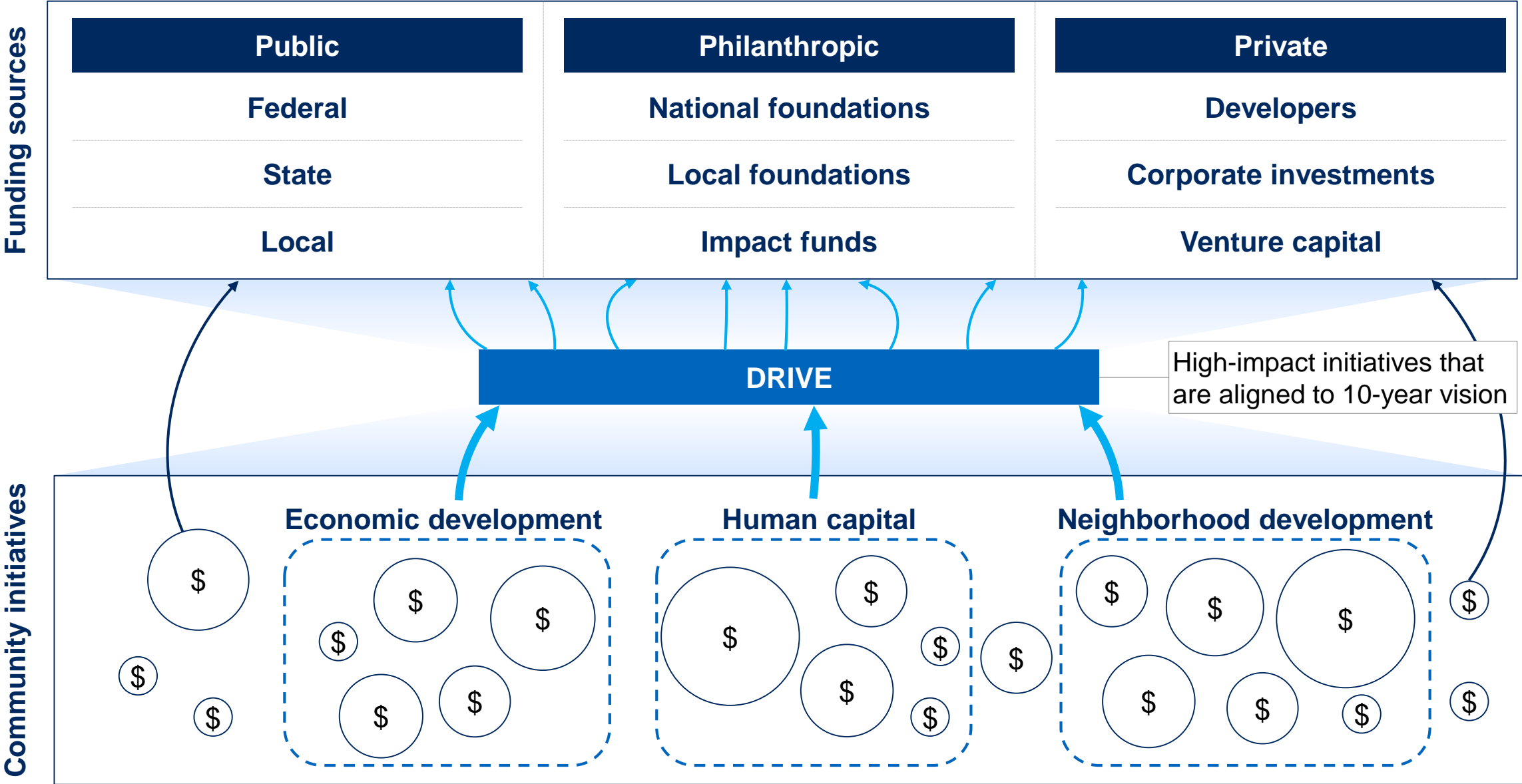
Funding sources

Public	Philanthropic	Private
Federal	National foundations	Developers
State	Local foundations	Corporate investments
Local	Impact funds	Venture capital

Community initiatives



# What DRIVE hopes to accomplish



# 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

 **Economic  
Development**

 **Human  
Capital**

 **Neighborhood  
Development**

Jobs	Educational attainment
Industries	Early childhood outcomes
GDP	Talent retention and production
Wages	

Racial and economic segregation

Community investment and development

Differences between neighborhood outcomes



# 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?**



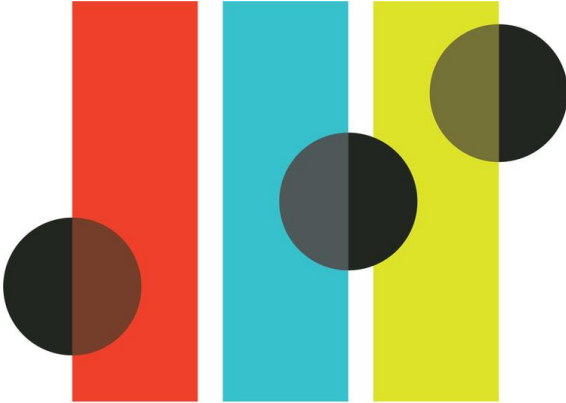
Core research partners

**FRESNO STATE**



Central Valley Health Policy Institute

**BROOKINGS**



**JFF**

**McKinsey  
& Company**

# Breakout rooms for Gallery Walk

	<u>Rotation 1</u>	<u>Rotation 2</u>	<u>Rotation 3</u>
<b>Group 1</b> Tables: 1 - 8	<b>D1</b>	<b>D2</b>	<b>D3</b>
<b>Group 2</b> Tables: 9 - 16	<b>D2</b>	<b>D3</b>	<b>D1</b>
<b>Group 3</b> Tables: 17 - 25	<b>D3</b>	<b>D1</b>	<b>D2</b>

# 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

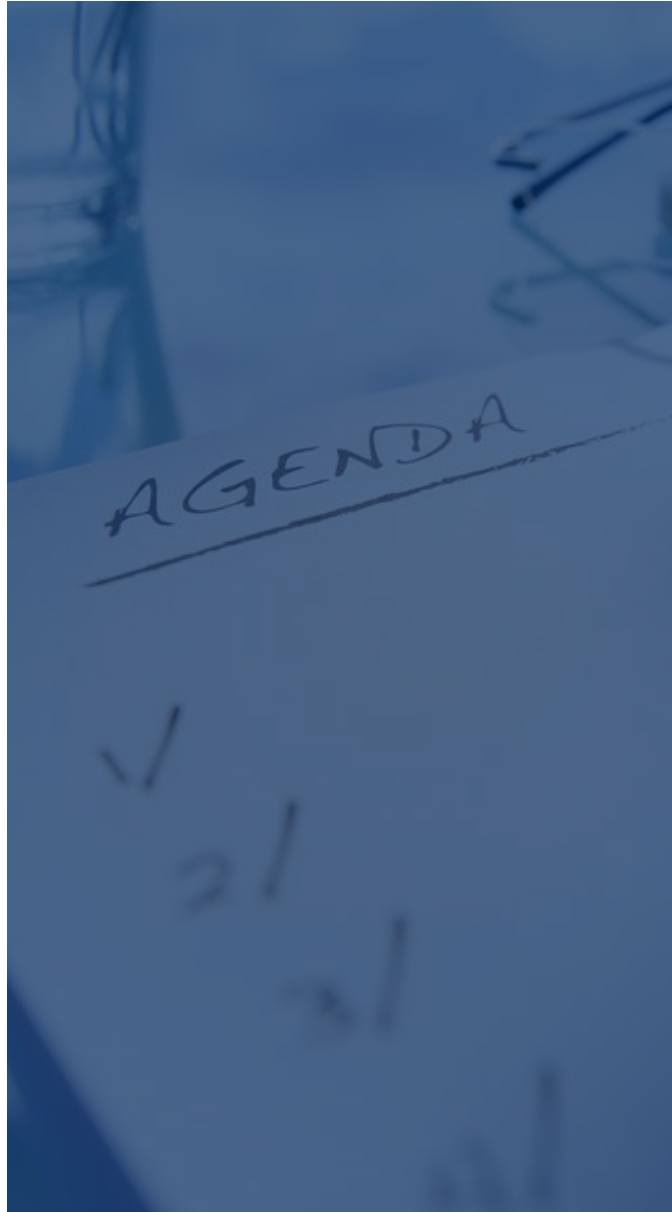


Opportunities are concentrated in a handful of neighborhoods, with real disparities even in close by areas



Improving neighborhoods can have the effect of making our entire community more resilient and economically robust

# Agenda



<b>Time</b>	<b>Description</b>
9:00 AM	<b>Why are we here today</b> <ul style="list-style-type: none"><li>▪ Welcome and introductions</li><li>▪ Overview of the DRIVE initiative and norms for today's session</li></ul>
9:45 AM	<b>Understanding our 'starting point'</b> <ul style="list-style-type: none"><li>▪ Why our 'starting point' matters</li><li>▪ Interactive gallery walk</li><li>▪ Gallery walk debrief</li></ul>
12:30 PM	<i>Lunch</i>
1:10 PM	<b>Developing a shared 10 year aspiration</b> <ul style="list-style-type: none"><li>▪ Small group discussion on our 10 year vision and goals</li></ul>
2:20 PM	<i>Break</i>
2:30 PM	<b>Introducing early initiatives</b> <ul style="list-style-type: none"><li>▪ Initiative update and where we are headed</li></ul>
3:45 PM	<b>Wrap up and preview for Kickoff #2</b>

# 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

## 10-year aspiration

	Description	Detail
<b>Vision</b> +	What we want to achieve	Create <b>opportunities for all residents</b> to achieve real <b>economic mobility</b> by fostering an economy that is <b>inclusive, vibrant, and sustainable</b>
<b>Measurable outcomes</b>	How we will measure and track achievement	<b>Economic development</b> <ul style="list-style-type: none"><li>▪ Increase number of good and promising jobs across all educational levels</li><li>▪ Attract significant new capital investment</li><li>▪ Reduce racial and ethnic economic disparities (e.g., differences in wages, unemployment)</li><li>▪ Develop robust small business and entrepreneurship ecosystem</li></ul> <b>Human capital</b> <ul style="list-style-type: none"><li>▪ Improve early childhood education and outcomes</li><li>▪ Support reskilling/upskilling of current workers to prepare them for better jobs today and tomorrow</li><li>▪ Increase participation and completion of career technical education and other credentialing programs</li><li>▪ 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)</li></ul> <b>Neighborhood development</b> <ul style="list-style-type: none"><li>▪ Improve housing affordability and stability</li><li>▪ Reduce racial and economic isolation</li><li>▪ Support environmental justice and sustainability</li></ul>

# 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

**Economic: Develop robust small business and entrepreneurship**

-10 0 +10

100 points left

Human  
educat

Write point allocation here

Increase or decrease point allocation by 10

Human: Support reskilling/ upskilling of current workers

-10 0 +10

The screenshot shows a Menti poll interface. At the top, the question is "Economic: Develop robust small business and entrepreneurship". Below the question is a slider control with a central input field containing the number "0". To the left of the slider is a blue button labeled "-10" and to the right is a blue button labeled "+10". Below the slider, the text "100 points left" is visible. A grey callout box with a blue border points to the central input field and contains the text "Write point allocation here". Another grey callout box with a blue border points to the "+10" button and contains the text "Increase or decrease point allocation by 10". Below the first question, a second question is partially visible: "Human: Support reskilling/ upskilling of current workers". It also has a similar slider control with "-10", "0", and "+10" buttons.

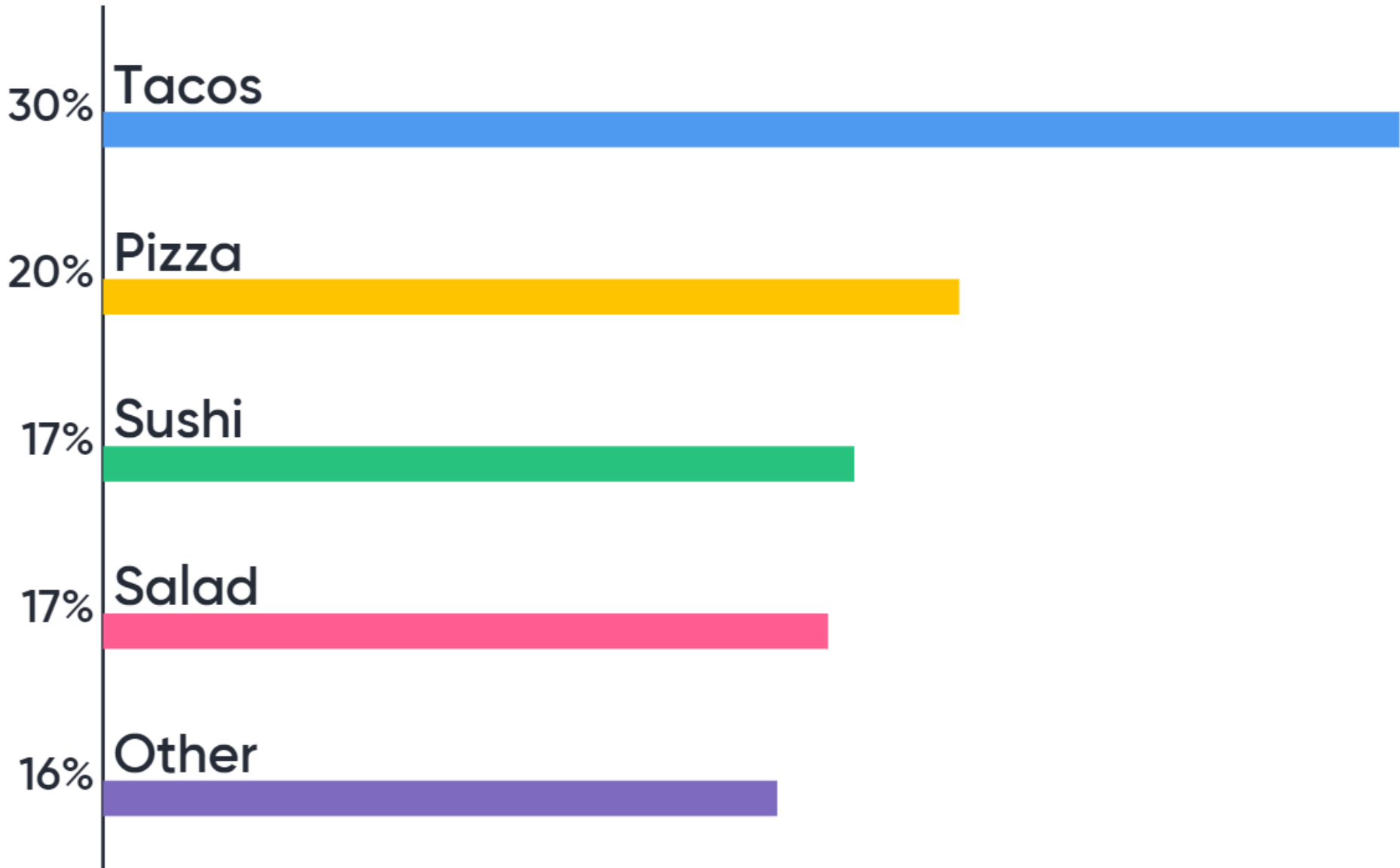
# Polling activity access

Use the following QR code:



Or, go to [www.menti.com/dvmytucc7w](https://www.menti.com/dvmytucc7w)

# How would you allocate 100 "enjoyment points" across the following foods?





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



# INTRODUCE INITIATIVES

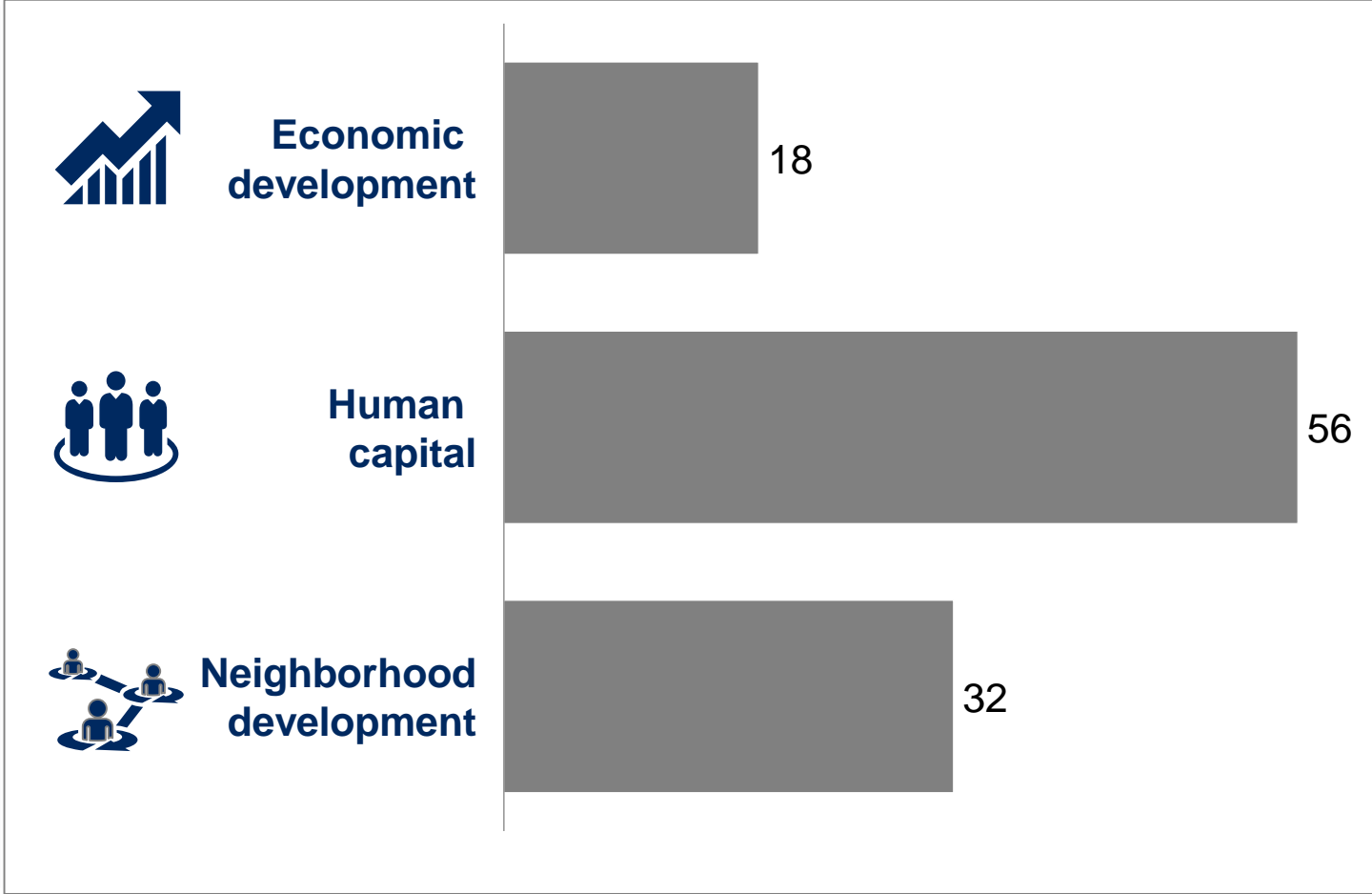
# We collected over 100 initiative submissions for DRIVE!

PRELIMINARY



# 106

Initiatives submitted



# 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**



**Broadband Build-out**



**Permanent Affordable Housing**



**Community Health Improvement**



**Green Space**



**Nutritious Food Equality**

## Local capacity-building



**Community Infrastructure**



**Citizen Changemaker**

# Over the next week, we will continue to refine DRIVE initiatives

● Deep dive to follow



# 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



1

Review current state outcomes across economic development, human capital, and neighborhood development categories to foster more common understanding of the 'starting point'



2

Build a shared understanding of the '10 year aspiration' for the community



3

Gather input on the portfolio of initiatives that can collectively deliver on the 10 year aspiration



4

Provide clarity on the next steps coming out of kickoff #1 and preview kickoff #2

# The road left to DRIVE



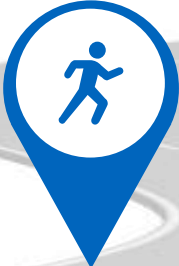
## Steering Committee 1 (7/10)

- 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