

DRIVE: DRAFT INVESTMENT PORTFOLIO

July 2019

How we arrived at the portfolio

106



27



25



20

Inventory initiatives submitted

Themes identified on July 10

Big idea initiatives (18 further synthesized + 7 new)

Priority initiatives for business plan sprint process

Full detail of how 106 were synthesized will be uploaded on fresnodrive.org in coming days

Summary of initiatives (1/2)

	<u>Initiative</u>	<u>Big idea</u>	<u>New / Inventory</u>
Economic development	1 Ag-tech and Food Innovation Hub	<ul style="list-style-type: none"> Establish a world-class R&D commercialization innovation hub and startup accelerator focused on next-generation ag-tech and food 	Inventory
	2 Betting big on small, minority- and women-owned businesses	<ul style="list-style-type: none"> Make Fresno the most supportive environment in the US for starting and scaling minority- and women-owned businesses 	Inventory
	3 Second-office Fresno	<ul style="list-style-type: none"> Strategically target 10-15 CA, US, and international expansions to locate in Fresno 	Inventory
	4 Cooperative ownership in communities of color	<ul style="list-style-type: none"> Create Employer-Owner Cooperatives to build wealth in communities of color 	New
	5 Next generation aviation testing lab	<ul style="list-style-type: none"> Develop world-class testing lab for aviation leveraging airports in the 8 counties of the San Joaquin Valley 	Inventory
	6 Spaces and sites for businesses	<ul style="list-style-type: none"> Develop Triple-Bottom-Line Industrial Park and other shovel-ready sites 	Inventory
	7 Water for all	<ul style="list-style-type: none"> Ensure Fresno residents and businesses have long-term access to a clean and adequate water supply 	Inventory
Human Capital	8 First Five Years (Pre-conception to 5)	<ul style="list-style-type: none"> Make a significant financial commitment to mother and child born in Fresno to ensure all have resources needed to thrive within their first five years of life 	Inventory
	9 College Completion+	<ul style="list-style-type: none"> Improve existing and expand new ways to credential students in higher education with an emphasis on high wage, high-growth industries (e.g., STEAM pipeline) 	Inventory
	10 Teacher Workforce Expansion	<ul style="list-style-type: none"> Make Fresno the #1 place to be a teacher in America 	Inventory
	11 Upskilling and Workforce Development for Sustainable Career Pathways: Advanced Manufacturing, Health, Computer Science, etc.	<ul style="list-style-type: none"> Scale and build programs to create California's premier system for upskilling, workforce development and Career Tech Education 	Inventory

Summary of initiatives (2/2)

	<u>Initiative</u>	<u>Big idea</u>	<u>New / Inventory</u>
Human Capital	12 Fresno Retains and Attracts Talent	<ul style="list-style-type: none"> ▪ Forgive all student debt for Bachelor's degree+ holders who agree to live / work in Fresno for 10 years post-graduation 	New
	13 Integrated Data System	<ul style="list-style-type: none"> ▪ Build a fully-integrated longitudinal data system across providers to track experiences and outcomes in real-time 	Inventory
	14 UCSF Fresno Medical School & Research Center	<ul style="list-style-type: none"> ▪ Scale a UCSF medical school branch campus in Fresno with a best-in-class research center 	Inventory
Neighborhood Development	15 Neighborhood Wealth Creation for Communities of Color	<ul style="list-style-type: none"> ▪ Pioneer portfolio of cutting-edge solutions to make a meaningful improvement in Fresno's racial wealth gap 	New
	16 Community Infrastructure for Low Opportunity Neighborhoods	<ul style="list-style-type: none"> ▪ Build best-in-class neighborhood organizations for all low opportunity areas 	Inventory
	17 "Neighbor Works" Parks & Infrastructure Investment	<ul style="list-style-type: none"> ▪ Raise local infrastructure funds for neighborhood improvements and establish system to train, certify, and deploy local workers to complete parks and neighborhood improvements 	New
	18 Permanent Affordable Housing (PAH)	<ul style="list-style-type: none"> ▪ Create permanent affordable housing options for all residents 	Inventory
	19 Downtown Revitalization 2.0	<ul style="list-style-type: none"> ▪ Establish a large-scale "downtown revitalization" fund 	Inventory
20 Community-oriented Corridor Development	<ul style="list-style-type: none"> ▪ Create a single artery of mixed-use, TOD between Midtown, Downtown, Southeast, and Southwest 	Inventory	

Our aspiration

10-year aspiration

	Description	Detail
Vision +	What we want to achieve	Create opportunities for all residents to achieve real economic mobility by fostering an economy that is inclusive, vibrant, and sustainable
Measurable outcomes	How we will measure and track achievement	Economic development <ul style="list-style-type: none">▪ Increase number of good and promising jobs across all educational levels▪ Attract significant new capital investment▪ Reduce racial and ethnic economic disparities▪ Develop robust small business and entrepreneurship ecosystem Human capital <ul style="list-style-type: none">▪ 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 <ul style="list-style-type: none">▪ Improve housing affordability and stability▪ Reduce racial and economic isolation▪ Support environmental justice and sustainability

ECONOMIC DEVELOPMENT

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> ▪ Fresno receives 29x less R&D per capita than its other CA peers ▪ Fresno produces 1 patent for every 7 developed in CA peer cities ▪ Venture capital funding per person is 1/200th of our CA peers 	<ul style="list-style-type: none"> ▪ San Joaquin Valley is the top food producing region in the US ▪ Fresno has a number of related centers (e.g., PI Shop and Water and Energy Technology (WET) Center) and is a part of Blue Tech Valley Innovation Cluster ▪ Fresno has foundation of higher ed institutions that can be strengthened (e.g., Fresno State – College of Science and Math, School of Engineering, UC system - e.g., Merced, Davis) 	<ul style="list-style-type: none"> ▪ Jumpstarting our innovation ecosystem may require an influx of outside talent and capital ▪ Research commercialization can both create new investment, support startup formation and job growth, and increase the attractiveness of the Valley to businesses and high-skilled talent (e.g., researchers) 	<p>Establish a world-class R&D commercialization innovation hub and startup accelerator focused on next-generation ag-tech, food, and related industries</p>	<ul style="list-style-type: none"> ▪ Expand R&D and innovation <ul style="list-style-type: none"> – Recruit 50+ top research faculty and 100+ post-doc fellows in ag-tech and food – Increase R&D funding via state and corporate investments – Develop best-in-class office of research commercialization ▪ Support industry clustering <ul style="list-style-type: none"> – Build world-class ag and food startup accelerator (expand existing efforts / recruit national accelerator) – Develop programming to link corporate players to research faculty ▪ Build a global identity <ul style="list-style-type: none"> – Host international convening for ag-tech and food companies – Develop national competition / prize on ag-tech and food innovation ▪ Be intentional about including minority- and women-owned residents and businesses

2030 DRIVE aspiration metrics

- Increase number of good and promising jobs across all educational levels
- Attract significant new capital investment
- Develop robust small business and entrepreneurship ecosystem
- Reduce racial and economic isolation

2 Betting big on small, minority- and women-owned businesses

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none">▪ Many small businesses fail to scale due to several challenges, including a lack of capital and robust technical assistance▪ Challenges are particularly difficult for communities of color	<ul style="list-style-type: none">▪ There have been some examples of success from targeted efforts (e.g., Black and Hispanic Chambers)▪ Fresno has many entrepreneurial-minded residents and the only entrepreneurship high school in the US	<ul style="list-style-type: none">▪ Small businesses¹ account for ~40% of employment in Fresno – growing jobs from within the existing small business ecosystem is essential▪ Entrepreneurship may improve opportunities for those with barriers to traditional employment	Make Fresno the most supportive environment in the US for starting and scaling minority- and women-owned businesses	<ul style="list-style-type: none">▪ Launch national fellowship program to attract 100+ bachelors, advanced-degree, and professionals to Fresno annually to work directly with small businesses of color▪ Develop minority small business academy to teach global best-practices (e.g., marketing, accounting)▪ Raise \$100+ million small business fund, seeded by city, state, and local residents to support small businesses

2030 DRIVE aspiration metrics

- Attract significant new capital investment
- Reduce racial and ethnic economic disparities
- Develop robust small business and entrepreneurship ecosystem

¹ Small businesses defined here as employers with fewer than 100 employees

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> Fresno has 0 Fortune 500 company headquarters Fresno has significant proximity to the Bay Area but limited movement of companies from Silicon Valley 	<ul style="list-style-type: none"> There are geographic location advantages that Fresno has over other areas – proximity to Bay Area, California is a desired US landing spot for international companies, and Fresno has real local assets for certain industries (e.g., food, manufacturing, prof services) Fresno offers high quality of life and affordability relative to other cities in California 	<ul style="list-style-type: none"> Ability to attract new businesses (e.g., mid-sized growth companies) important to long-term sustainability and resiliency of the region Medium and large employers offer a range of jobs types at greater scale Fresno seems to have structural challenge in attracting corporate partners - likely a market failure to be solved California needs a viable in-state alternative for businesses leaving the State 	<p>Strategically target 10-15 California, US, and international businesses to locate in Fresno</p>	<ul style="list-style-type: none"> Expand capacity of EDC to proactively target and recruit corporate players, e.g., <ul style="list-style-type: none"> – Bay Area small and medium-sized tech companies – International ag and food companies – Manufacturers in other parts of the State – Middle market businesses Create State programming / messaging / incentives to make relocation from Western California to the Valley more attractive Establish corporate ambassadors for the region (e.g., CEO Council) Raise large-scale fund to support creative financing mechanisms for companies seeking to locate in Fresno (e.g., low-interest debt capital, first-loss grants for specific neighborhood investments, patient equity)

2030 DRIVE aspiration metrics

- Increase number of good and promising jobs across all educational levels
- Attract significant new capital investment

4 Cooperative ownership in communities of color

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none">▪ Fresno has long-standing wealth inequities▪ Disadvantaged residents are least likely to have access to long-term ownership opportunities (e.g., more capital constrained)	<ul style="list-style-type: none">▪ Fresno has a strong civic community and the bones of neighborhood development organizations in place likely needed to execute on a cooperative-based ownership model	<ul style="list-style-type: none">▪ Fresno's economy must grow and be more dynamic while meeting the needs of its residents▪ Residents historically excluded from economic ownership should benefit from the long-term success of economic growth (e.g., outside of just wage increases)	Create Employer-Owner Cooperatives to build wealth in communities of color	<ul style="list-style-type: none">▪ Develop worker-owned cooperatives for 2-3 at-scale businesses based on community needs, e.g.,<ul style="list-style-type: none">–Locally-owned financial institution–Green economy business▪ Establish world-class cooperative center of excellence to help operationalize cooperative and teach best practices to other communities across the US

2030 DRIVE aspiration metrics

- Reduce racial and ethnic economic disparities (e.g., differences in wages, unemployment)
- Develop robust small business and entrepreneurship ecosystem
- Reduce racial and economic isolation

5 Next generation aviation testing lab

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none">Our community attracts limited R&D funding and produces too few innovations, particularly within next-generation areas of discovery	<ul style="list-style-type: none">The region has several underutilized airportsFresno is in close proximity to Bay Area and has the physical space required for real-life aviation testing	<ul style="list-style-type: none">Jumpstarting Fresno's R&D and innovation ecosystem may require big bets in emerging industries	Develop world-class testing lab for aviation leveraging airports in the 8 counties of the San Joaquin Valley	<ul style="list-style-type: none">Establish California-sponsored Electric Aviation and R&D center in FresnoDevelop world-class training institute needed to support next-generation aviation and electrification industries, focusing on training low-income and minority studentsRecruit aviation startups and established companies to partner with the center and co-locate in Fresno

2030 DRIVE aspiration metrics

- Attract significant new capital investment
- Develop robust small business and entrepreneurship ecosystem
- Support environmental justice and sustainability

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none">▪ Fresno has limited shovel-ready sites for existing and new businesses to expand▪ Fresno has seen highly-localized environmental effects in high-pollution areas	<ul style="list-style-type: none">▪ Large parcels of land zoned for development exist as do many other sub-scale parcels across the region▪ There is a growing advanced manufacturing base for which larger-scale sites could be beneficial	<ul style="list-style-type: none">▪ Corporate attraction and expansion decision-makers note that site availability is a core decision-driver in determining business location▪ Investment is needed to ensure residents have access to jobs created by expansion / attraction efforts	Develop Triple-Bottom-Line Industrial Park and other shovel-ready sites	<ul style="list-style-type: none">▪ Create collaborative model and process to enable local leaders and businesses to work together in developing a joint solution that balances community / environmental impacts with potential economic growth considerations▪ Make large-scale investment to mitigate environmental impacts, ensure community residents benefit from investments, and get sites shovel-ready e.g.,<ul style="list-style-type: none">– State support for brownfield and greenfield redevelopment– California Infrastructure Bank– Opportunity Zone funding– State transportation funding– State cap and trade funding for green infrastructure

2030 DRIVE aspiration metrics

- Increase number of good and promising jobs across all educational levels
- Attract significant new capital investment

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> Fresno faces meaningful water shortages and quality challenges - impacting both quality of life for residents and productivity of businesses 	<ul style="list-style-type: none"> Fresno has water-tech innovation center and some water-tech companies already in-place Fresno has significant community leadership that navigates complex CA water issues (academic, community advocacy, etc.) New state funds to address disadvantaged communities' drinking water 	<ul style="list-style-type: none"> A clean, accessible, and resilient water supply is essential to ensure high quality of life for residents, especially disadvantaged and rural communities Unsustainable water infrastructure threatens both the economy and health of the entire Valley 	<p>Ensure Fresno residents and businesses have long-term access to a clean and adequate water supply</p>	<ul style="list-style-type: none"> Develop shared vision for water resource management that meets the water supply needs of urban, agricultural, disadvantaged communities, and environmental interests in the Central SJV Re-vamp and invest in upgrading water infrastructure in greater Fresno region Ensure world-class drinking water quality, with all public water systems meeting drinking water standards

2030 DRIVE aspiration metrics

- Attract significant new capital investment
- Reduce racial and economic isolation
- Support environmental justice and sustainability

HUMAN CAPITAL

8 First Five Years (Pre-conception to 5)

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> ▪ Fresno has poor health outcomes for low-income mothers / babies, disproportionately affecting families of color (e.g., high preterm birth rates) ▪ Kids in Fresno are not entering kindergarten ready to learn ▪ There is insufficient support for at-risk and special education students 	<ul style="list-style-type: none"> ▪ Multiple best practice programs already operating at some scale ▪ Existing C2C detailed investment plan ▪ Robust civic infrastructure around early childhood ▪ Community-wide conviction on the importance of pre-term through age 5 for lifelong growth and development 	<ul style="list-style-type: none"> ▪ Investing in healthy growth and development in the first 5 years of life will improve health, education, economic, and mobility outcomes for Fresno's youth into adulthood ▪ Investing in the first five years of life through a two generation approach will help close the disparity in outcomes in communities of color and low-income communities 	<p>Make a significant financial commitment to each mother and child born in Fresno to ensure all have resources needed to thrive within their first five years of life</p>	<ul style="list-style-type: none"> ▪ Build / scale a suite of best-practice early childhood and healthy mother programs to ensure healthy growth and development for children and families from pre-term through age 5, potentially including: <ul style="list-style-type: none"> – Provide all infants in Fresno with a baby bond – Implement group pre-natal care for all at-risk / low-income expectant mothers – Expand home visiting programs to reach 100% of at-risk / low-income mothers from conception through first 2 years – Provide free child care for all at-risk / low-income families for first 2 years of life – Provide developmental screening for all children with ASQ at 6, 9, 12, 18, and 24 months – Expand affordable, high-quality preschool seats to reach 100% of Fresno children – Raise salaries of pre-k teachers to be equivalent to K-12 (or higher)

2030 DRIVE aspiration metrics

- Improve early childhood education and outcomes
- Reduce racial and ethnic economic disparities

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> ▪ Students graduate high school unprepared for post-secondary schooling or work ▪ A-G (college entrance requirements) eligibility rates are low ▪ College completion rates suffer from 1) low enrollment and 2) low retention ▪ Transfer pathways are not successful enough in transitioning students to 4-year programs (e.g., difficult to navigate, capacity challenges) ▪ Students graduate college unprepared for work ▪ There is some mismatch between labor supply and demand 	<ul style="list-style-type: none"> ▪ Significant existing momentum and infrastructure around collaboration in higher ed between K-12, CCs, CSU, and Independents ▪ Fresno has strong foundation in dual enrollment, guided pathways, etc. 	<ul style="list-style-type: none"> ▪ Providing students with an accelerated, direct path to BA degrees in fast-growth fields will significantly increase higher education completion rates and prepare students for meaningful lifelong employment 	<p>Improve existing and expand new ways to credential students in higher education with an emphasis on high wage, high-growth industries (e.g., STEAM pipeline)</p>	<ul style="list-style-type: none"> ▪ Create a system of strategic high-quality dual enrollment for equity, including focus on STEAM disciplines ▪ Continue work on higher education pathways (including guided pathways) to decrease student time to completion of associate's and bachelor's degrees and develop solutions to increase enrollment capacity in Fresno's 4 year educational institutions ▪ Embed work-based learning experiences and on-the-job training into all higher education programs ▪ Increase capacity through intra-system collaboration (e.g., facility sharing, technology sharing) ▪ Provide wraparound services to underserved students to support persistence and completion (e.g., food, child care, transportation) ▪ Provide additional financial support to underserved students to support completion (e.g., stipends)

2030 DRIVE aspiration metrics

- Reduce racial and ethnic economic disparities
- 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)

Problem

- Fresno has a local teacher shortage
- There is a perceived need for increased teacher supports to improve skills such as language, technology, and cultural competency

Assets

- There is momentum from higher education and nonprofit communities around improving teacher training

Theory of Change

- Improving the quality and quantity of the teacher workforce will enhance education quality, help close achievement gaps and create opportunities for the next generation of Fresno residents

Big Idea

Make Fresno the #1 place to be a teacher in America

Potential Component Parts

- Pay high-quality pre-k-to-12 teachers in Fresno who commit to teaching for at least 5 years a six-figure salary, with an explicit commitment to supporting teachers of color
- Provide housing stipends / support for educators to live nearby to their schools
- Expand paraprofessional academy linking K-12 with higher education to attract and develop new local teaching talent, including a focus on dual language and special populations; focus on a pipeline of diverse candidates
- Scale Center for Excellence in Teaching and Learning to provide ongoing professional development support for administrator and educators in local K-12 districts in partnership with local higher education institutions
- Provide racial equity training to all educators in Fresno to support inclusive classrooms and building skills to ensure all students learn
- Provide in-classroom coaching for educators in schools serving high-risk / minority students to improve teaching practices
- Provide support for dual enrollment at the secondary / post-secondary level

2030 DRIVE aspiration metrics

- Improve early childhood education and outcomes
- Reduce racial and ethnic economic disparities

11 Upskilling and Workforce Development for Sustainable Career Pathways: Advanced Manufacturing, Health, Computer Science, etc.

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> 65,000 adults in Fresno have only a high school or high school equivalency education There is a mismatch between credentials and demand in key, fast-growth industries Many adults are un- or under-employed due to a lack of skills (including employability skills) Many jobs face threat of automation and may require resident reskilling/retraining in order to support meaningful employment options for Fresnoans Demand for socio-emotional skills such as empathy, interpersonal skills, and advanced communication is projected to increase over the next 10 years 	<ul style="list-style-type: none"> Strong culture of collaboration between industry, K-12, community college system, and 4-year institutions Large, robust training systems in place (e.g., WIB, County of Fresno, community colleges) World-class CTE programs as models that can be scaled (e.g. CART, CTEC, Patino HS, Design Science HS, Duncan Polytech, Doctors Academies, others) Public commitment to CTE, including local bond measures passed with funding for CTE at K-12 and CC institutions 	<ul style="list-style-type: none"> By creating a lifelong learning system of skilling, upskilling, and reskilling for ALL learners, the region will be better equipped with the competencies needed to grow its economy and evolve as the economy evolves 	<p>Scale and build programs to create California’s premier system for upskilling, workforce development and Career Tech Education</p>	<ul style="list-style-type: none"> Pay learners a “living hourly wage” to attend full-time training / retraining programs for select fast-growth industries (e.g., targeting unemployed / underemployed adults, adults in jobs with high automation potential) Design new and scale existing curricula for priority fast-growth occupations, including advanced manufacturing, health care, computer science/ IT (e.g., co-created with industry, include employability skills training) Provide fully paid wraparound services for duration of program including child care, transportation, housing, food vouchers, basic health services Guarantee paid apprenticeship placement Provide robust career services including interview prep and job placement guarantees Cover costs of certification exams, if needed Assign students mentors/preceptors for duration of program through the first year of employment Provide ongoing support / training to help learners advance along career pathways (e.g., RN → BSN) Ensure whole-family, place-based approaches Provide focused supports on meeting the needs of formerly incarcerated and undocumented populations (e.g., legal services to support work opportunities)

2030 DRIVE aspiration metrics

- Support reskilling/upskilling of current workers to prepare them for better jobs today and tomorrow
- Reduce racial and ethnic economic disparities

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> ▪ The cost of college precludes many students from enrolling or persisting; students who do graduate are often saddled with debt ▪ "Brain drain" from the region reduces Fresno's human capital pool and makes the region less attractive to potential businesses ▪ Student loan debt is a national crisis with limited existing solutions 	<ul style="list-style-type: none"> ▪ Fresno is affordable and offers high quality of life relative to other parts of California ▪ Close proximity to the Bay Area is a natural draw for top-talent 	<ul style="list-style-type: none"> ▪ Creating economic incentives to stay in Fresno will decrease brain drain and make Fresno a center for talent 	<p>Forgive all student debt for Bachelor's degree+ holders who agree to live / work in Fresno for 10 years post-graduation</p>	<ul style="list-style-type: none"> ▪ Establish a loan forgiveness program for graduates of a Bachelor's degree+ program (inside or outside of Fresno) who lives and works in the region for at least 10 years post-graduation (e.g., secure public funds or set up endowment sufficient to provide loan forgiveness) ▪ Provide special financial incentives for graduates of select degree programs (e.g., engineering, computer science)

2030 DRIVE aspiration metrics

- 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)
- Increase number of good and promising jobs across all educational levels

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> It is difficult to understand and track outcomes on Fresno’s multitude of social services due to a lack of tracking and coordination Potential investors do not know where to put funding due to a lack of information about community needs and what works 	<ul style="list-style-type: none"> Existing data effort already part of C2C Effort aligns with priorities of Governor’s Office 	<ul style="list-style-type: none"> Creating transparency on outcomes in Fresno will help all stakeholders better understand what works and make investments that move the needle on critical outcomes 	<p>Build a fully-integrated longitudinal data system across providers to track experiences and outcomes in real-time</p>	<ul style="list-style-type: none"> Build an integrated longitudinal data system across health and human services, education, workforce, etc. to gain a complete and holistic understanding of resident outcomes over time Build interactive dashboards of anonymized data to support government, service provider, and individual decision-making Bring in technology companies (e.g., Palantir) to build best-in-class data system and user experience platform Become leading model for how data sharing can work across the State

2030 DRIVE aspiration metrics

- Cross-cutting across all DRIVE metrics

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> There are only 39 physicians per 100,000 residents in Fresno (60-80 per 100,000 may be needed) There are significant racial and economic health disparities between communities in Fresno, especially in mental health Fresno has a dearth of premier research institutions and terminal degree programs 	<ul style="list-style-type: none"> Medical school branch campus already confirmed for 12 students, with capacity to scale up to 50 over time Doctors academies at area high schools already in-place to increase physician pipeline 	<ul style="list-style-type: none"> Increasing the number of physicians that stay in Fresno can reduce health disparities Best-in-class research facility focusing on problems that disproportionately impact Fresnans could lead to innovation and better health outcomes for local residents 	<p>Scale a UCSF medical school branch campus in Fresno with a best-in-class research center</p>	<ul style="list-style-type: none"> Grow and sustain the UCSF Fresno branch medical center by raising a \$500M endowment Ensure focus includes psychiatry in recruiting / programming Raise funding for annual scholarships to support low-resourced students and encourage a diverse pipeline of future doctors Expand the number of fellowships for physicians and mental healthcare professionals in Fresno hospitals Build best-in-class research center focusing on health issues disproportionately impacting Fresnans (e.g., diabetes, asthma, social determinants of health); attract research talent and funding to support high-impact projects Develop best-in-class telemedicine to support surrounding areas

2030 DRIVE aspiration metrics

- 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)
- Reduce racial and ethnic economic disparities
- Reduce racial and economic isolation
- Attract significant new capital investment



NEIGHBORHOOD DEVELOPMENT

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> Intergenerational poverty and institutional racism have created massive wealth gaps in Fresno Today, wealth-building activities remain out of reach for many communities of color due to poverty, lack of financial capital, and social and political access 	<ul style="list-style-type: none"> Fresno has existing EDCs/CDCs from which to build Network of local banks and community-focused lenders available There are low-cost developable sites in low-income areas 	<ul style="list-style-type: none"> Wealth accumulation fundamentally changes inter-generational individual and community outcomes across health, education, and economic conditions 	<p>Pioneer portfolio of cutting-edge solutions to make a meaningful improvement in Fresno’s racial wealth gap</p>	<ol style="list-style-type: none"> Provide baby bonds to newborns in low-income families (e.g., ~\$45K for every child at age 18 that grew-up below the poverty line – see example below) <ul style="list-style-type: none"> Deposit initial investment of \$1K (expected interest ~3% p.a.) Add add’l deposit up to \$2K p.a. (based on family income) Allow beneficiaries to access funds at age 18 for use on housing, education and retirement expenses only Launch Individual Development Account (IDA) program for low-income individuals: <ul style="list-style-type: none"> Subsidize savings accounts through \$3 to \$1 match Enable individuals to set and reach specific savings goals, enabling accelerated wealth and asset building Build Community Investment Trusts (CITs) facilitating local community ownership of commercial properties: <ul style="list-style-type: none"> Identify funds to secure commercial mortgages and purchase local site (through REIT mechanism) Sell shares of REIT to local residents for a small monthly contribution (e.g. \$5) Allow share appreciation through expected land value appreciation and mortgage paydown Pay dividend (e.g., 2% annual) to all resident investors Ensure daily investment liquidity such that resident investors can “cash out” at any day at a stated price Build robust financial literacy training for low-income neighborhoods

2030 DRIVE aspiration metrics

- Reduce racial and ethnic economic disparities
- Reduce racial and economic isolation

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> Many impoverished communities have limited organizational capacities needed to bring voice and engage institutions, markets, and government systems Without local community civic muscle, neighborhoods struggle to be active participants and advocates in the development of their own communities 	<ul style="list-style-type: none"> Fresno has existing EDCs/CDCs from which to build Strong social infrastructure (e.g. religious communities) 	<ul style="list-style-type: none"> Community infrastructure could result in positive community and economic development outcomes and enable execution of other efforts Over time, a pipe-line of community leaders could create the civic muscle to further advocate for local community interests 	<p>Build best-in-class neighborhood organizations for all low opportunity areas</p>	<ul style="list-style-type: none"> Establish additional ~10 organizations (CDC/EDCs) in neighborhoods that currently do not have them Develop Center of Excellence to support EDC/CDC offerings and services and resource all 22, accordingly Provide ongoing funding and capability building to support setting neighborhood-specific economic and social goals (e.g., nutrition, health, jobs)

2030 DRIVE aspiration metrics

- Reduce racial and economic isolation

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> ▪ Low opportunity communities have suffered from chronic under-investment which is reflected in a lack of sidewalks, streetlights, parks, and vacant lots ▪ This problem is particularly acute in the neighborhoods west of route 99 (including Central, Southeast, and Southwest Fresno) 	<ul style="list-style-type: none"> ▪ Fresno has existing EDCs/CDCs from which to build ▪ Parks and active transportation masterplan already developed 	<ul style="list-style-type: none"> ▪ With basic infrastructure, communities could become more vibrant, walkable, and safer places to live and work ▪ Improved neighborhood assets may better attract other capital investment ▪ Direct investment approach can lead to employment and income within the communities 	<p>Raise local infrastructure funds for neighborhood improvements and establish system to train, certify, and deploy local workers to complete parks and neighborhood improvements</p>	<ol style="list-style-type: none"> 1. Raise large-scale funds for implementing parks and active transportation masterplan 2. Set-up a workforce training organization in to trains (and then deploys) residents in infrastructure improvements in their own communities, focusing on young people <ul style="list-style-type: none"> – Physical Infrastructure: Lights, Sidewalks, Broadband, Bike Lanes (aligned with Active Transportation Plan) – Parks: Green Space / Brownfield Redevelopment (aligned with Parks Master Plan)

2030 DRIVE aspiration metrics

- Reduce racial and economic isolation
- Support reskilling/upskilling of current workers to prepare them for better jobs today and tomorrow
- Increase number of good and promising jobs across all educational levels

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> ▪ Capital: Cuts in Federal/ State funding have reduced investment in Fresno County affordable housing by more than \$27 million annually since 2008 ▪ Quality: The quality of existing housing is poor and often blighted, which contributes to the low cost of housing in Fresno. ▪ Supply: >35K new units needed to meet current demands 	<ul style="list-style-type: none"> ▪ Fresno has active Housing Authority in-place ▪ There are developable sites in many neighborhoods 	<ul style="list-style-type: none"> ▪ More affordable housing can reduce the number of residents facing severe rent burden, allowing residents to better achieve economic and educational goals and contribute to vibrant and inclusive communities 	<p>Create permanent affordable housing options for all residents</p>	<ol style="list-style-type: none"> 1. Deploy an all-of-the-above approach to attract non-profit, for profit, and government affordable housing funds: <ul style="list-style-type: none"> – Strategically match funding category to resident profiles and housing product types – Leverage Fresno’s Opportunity Zones as unique vehicle for additional affordable housing funding 2. Explore new models for affordable housing product types, such as tiny living and co-living developments on publicly- or philanthropically-owned land 3. Develop and implement policy recommendations to address barriers to permanent affordable housing and create stronger incentive structures

2030 DRIVE aspiration metrics

- Improve housing affordability and stability
- Attract significant new capital investment

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> ▪ Despite past decade of substantial public and private investment, many areas downtown remain underutilized and vacant ▪ As downtown rebounds, important that local residents and businesses benefit from transformation 	<ul style="list-style-type: none"> ▪ Downtown Fresno Partnership, a Property-based Business Improv. District (PBID) ▪ Track record of successful investments 	<ul style="list-style-type: none"> ▪ Downtowns are an essential part of an urban ecosystem, fostering connectivity, economic opportunity, and regional/national identity ▪ Revitalized downtown could create: <ul style="list-style-type: none"> – Environment for new economic sectors built around new economy – Regional “calling card” for visitors ▪ Traditional downtown main streets offer a friendly climate for small business development 	<p>Establish a large-scale "downtown revitalization" fund</p>	<ol style="list-style-type: none"> 1. (Re-)develop a significant cultural facility 2. Build a Fresno Public Market 3. Enable 10 to 20 mission-aligned retail/entertainment businesses to open or reopen in tight proximity, forming a small business district 4. Create loan program / Community Investment Trust to support real estate ownership of current small businesses and local residents (e.g., low-interest financing for small businesses to buy their leased properties leveraging state funding, Opportunity Zones, etc.) 5. As part of Permanent Affordable Housing initiative, build dense, multifamily affordable housing with an emphasis on funneling development downtown

2030 DRIVE aspiration metrics

- Attract significant new capital investment
- Increase number of good and promising jobs across all educational levels
- Improve housing affordability and stability

Problem	Assets	Theory of Change	Big Idea	Potential Component Parts
<ul style="list-style-type: none"> ▪ Long-term neglect, disinvestment, urban decay, and increasing safety concerns, poverty and homelessness issues along Corridors in Fresno – including Blackstone and Kings Canyon ▪ These concerns are particularly challenging given Phase 1 of Fresno’s Bus Rapid Transit (BRT) System are along these two corridors 	<ul style="list-style-type: none"> ▪ Better Blackstone: a proof point that community corridor development is possible ▪ BRT Phase 1 routes and infrastructure in-place 	<ul style="list-style-type: none"> ▪ “Complete street infrastructure” improvements along transit corridors could unlock significant outside capital for mixed-use transit oriented development (TOD) ▪ Through robust place-based community involvement in TOD, job creation and city revitalization benefits could accrue to the local community 	<p>Create a single artery of mixed-use, TOD between Midtown, Down-town, Southeast, and Southwest</p>	<ol style="list-style-type: none"> 1. Complete the Better Blackstone Corridor by investing in “complete street infrastructure” between Freeway 180 and Dakota Avenue (~1.2 additional miles) 2. Lift-and-shift the Better Blackstone community-oriented approach to “complete street infrastructure” and TOD to the Kings Canyon Corridor (~5 miles) and Southwest Corridor (TBD) 3. Leverage Opportunity Zones and other creative financing mechanisms to accelerate corridor development

2030 DRIVE aspiration metrics

- Attract significant new capital investment
- Increase number of good and promising jobs across all educational levels
- Reduce racial and economic isolation