



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

KICKOFF #2

July 18, 2019

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# Objectives for today



1 Acknowledge what we collectively learned on July 10<sup>th</sup>



2 Discuss draft portfolio of initiatives and approach



3 Introduce business planning sprint process and how to get involved



4 Provide clarity on what happens next and how we will engage this group moving forward

# Agenda



<b>Time</b>	<b>Description</b>
9:00 AM	<b>Why we are here today</b> <ul style="list-style-type: none"><li>▪ Welcome and objectives</li><li>▪ Key themes from the July 10<sup>th</sup> meeting</li><li>▪ What we've learned and work to be done</li></ul>
10:00 AM	<b>Reviewing the portfolio of initiatives</b> <ul style="list-style-type: none"><li>▪ What we are building towards</li><li>▪ Process and approach to prioritization</li><li>▪ Interactive gallery walk</li></ul>
12:15 PM	<i>Lunch</i>
1:05 PM	<b>Introducing the business plan sprint process</b> <ul style="list-style-type: none"><li>▪ Sprint process overview</li><li>▪ Roadmap for the next 6 weeks</li><li>▪ Establishing working teams</li></ul>
2:00 PM	<b>Wrap up and next steps</b>

# WHAT WE HEARD LAST TIME

# What we did during kickoff #1 (July 10<sup>th</sup>)



1 Reviewed outcomes across economic development, human capital, and neighborhood development categories to foster more common **understanding of the 'starting point'**



2 Built a **shared understanding of the '10 year aspiration' for the community**



3 **Reviewed emerging themes on the portfolio of initiatives** that can collectively deliver on the 10 year aspiration



4 Provided clarity on the **next steps coming out of kickoff #1 and preview kickoff #2**



## Overall themes

We are committed to doing something different

Economic development, human capital, and neighborhood development are all a part of the same puzzle – we must get all right to succeed

This must be about all of us – we must see our neighbors as assets

Why aren't more residents present?

Why don't we have more business voices at the table?

How can we balance an asset-based approach while acknowledging the stark reality facing many Fresnans?

Race is a major barrier to social and economic inclusion; how can we start to change that?



## Tensions



# Race

"The race conversation has to continue"

"Lack of understanding why a race conversation in Fresno matters"

"To be more inclusive, we need to engage more thoughtfully across race, gender, age"

"Resistance to a new approach involving race vs. economics"

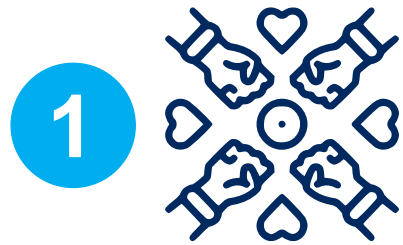
"Do not dance around race issues"

"Getting it right this time will require people of color at the center. This cannot be race neutral"

"People willing to have real and honest conversation about the real issues-including race and inequalities"

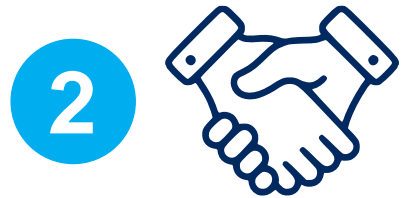
"Race cannot define opportunity"

## What we learned and know



1 Inclusion and equity are the goals of DRIVE; it must be central to this work

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2 Without solving systemic racial barriers, we will not transform Fresno's economy

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3 The time to have the race conversation is now... and it will take time



# How we hope to advance this conversation

1 Lean in to discussions about race as a steering committee

2 Ensure community investment plan has racial equity and reconciliation at the center

3 Explore broader avenue to have this discussion



City-sponsored set of 100 dinners with residents in communities to talk about race and give voice to different groups experiences



Year long series of public forums on race in response to Trayvon Martin shooting



Mayor office initiate to create safe and supportive spaces for residents to discuss race, training for local organizations, and equity-based decision-making tools for public policy

# Greater racial and economic inclusion are critical to overall economic health

## Pooled average ranking across 274 cities

### Economic health

	Overall inclusion	Economic inclusion	Racial inclusion
Healthy	95	88	114
Recovered	151	167	139
Distressed	180	191	157

Among **59** California cities, **Fresno** ranks...

**55th** in economic health (qualifies as “distressed”)

**59th** in economic inclusion

**59th** in racial inclusion

**59th** on overall inclusion

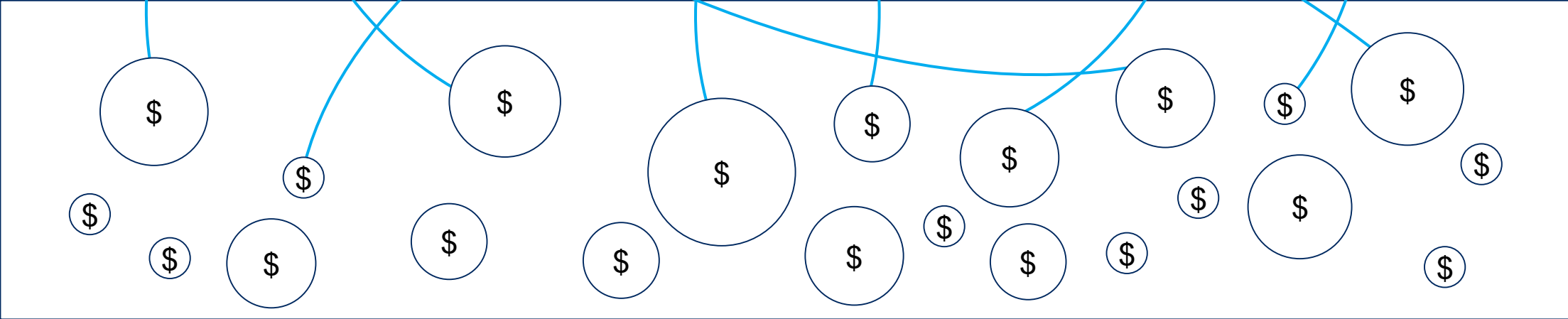
# WHAT WE ARE BUILDING TOWARDS

# How community investment happens today

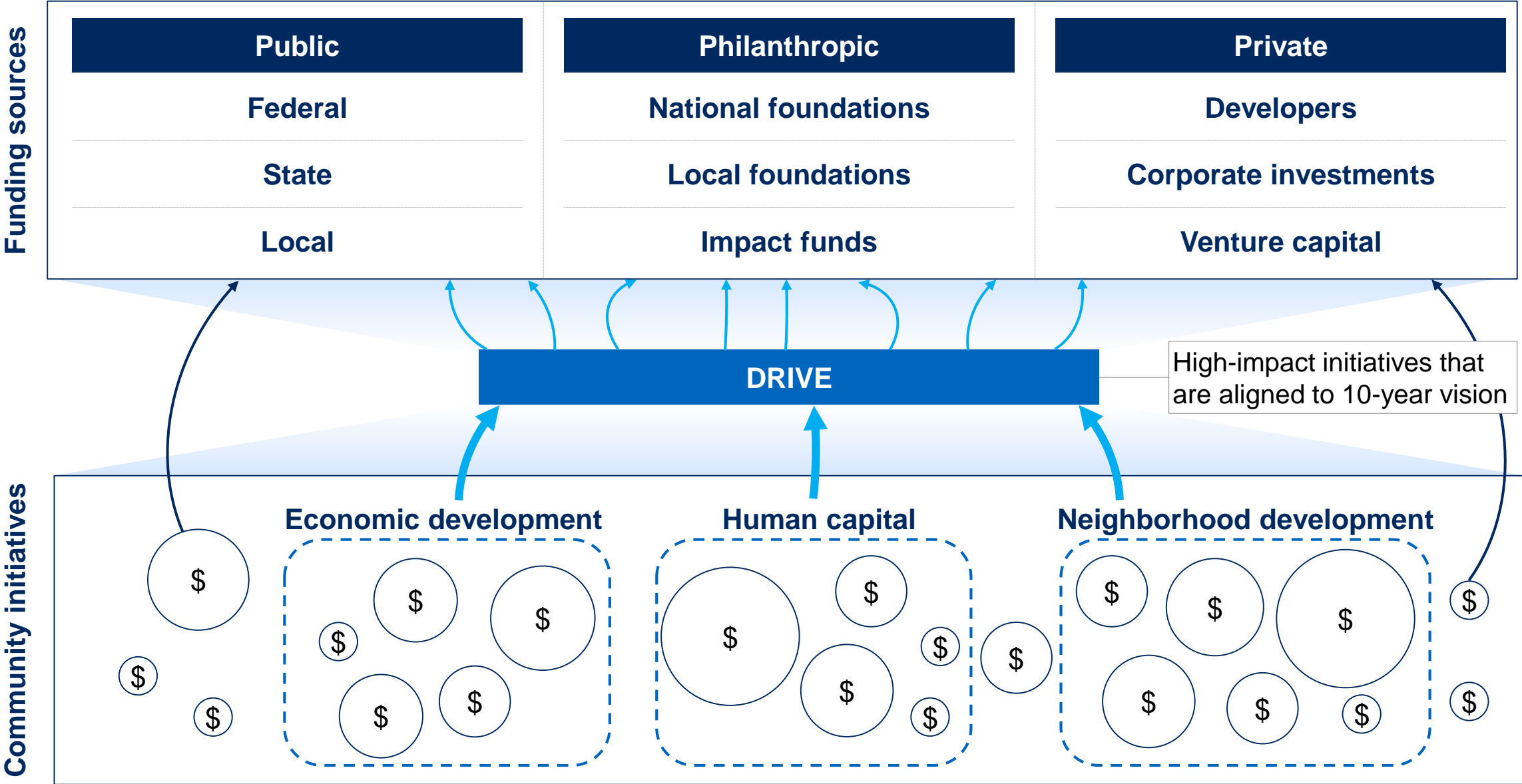
Funding sources

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

Community initiatives



# What DRIVE hopes to accomplish



# Prioritization approach



## Impact

At what scale can this initiative move the needle?



## Feasibility

Do we think we can be successful in this initiative?



## Equity of impact

Will the impact inherently benefit a diverse set of communities and residents?



## Alignment

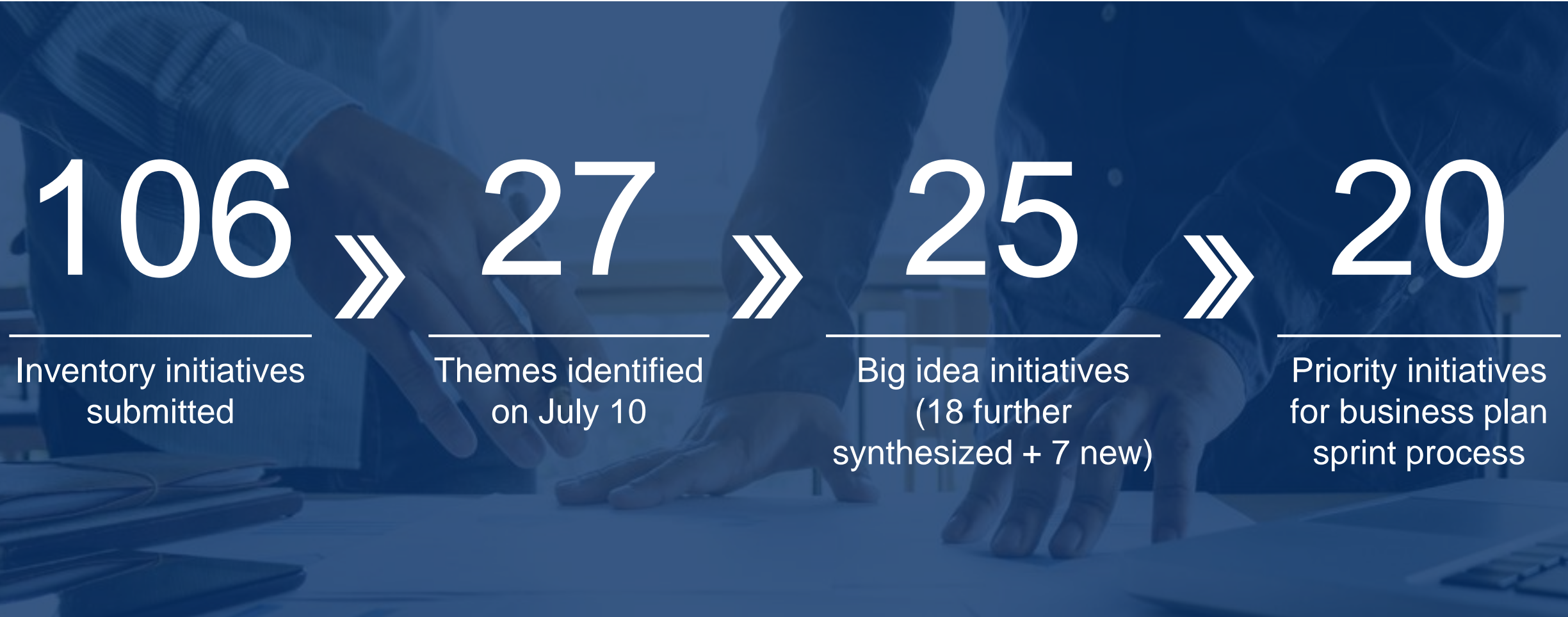
Does the initiative help us achieve our DRIVE aspiration?



## Momentum & buy-in

Is there real Executive Committee buy-in in moving this forward?

# How we arrived at the portfolio



Full detail of how 106 were synthesized will be uploaded on [fresnodrive.org](http://fresnodrive.org) in coming days

# Portfolio of initiatives



## Economic Development

- 1. Ag-tech and Food Innovation Hub

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

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- 3. Second-office Fresno

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- 4. Cooperative ownership in communities of color

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- 5. Next generation aviation testing lab

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- 6. Spaces and sites for businesses

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- 7. Water for all



## Human Capital

- 8. First Five Years (Pre-conception to 5)

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- 9. College Completion+

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- 10. Teacher Workforce Expansion

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

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- 12. Fresno Retains and Attracts Talent

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- 13. Integrated data system

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- 14. UCSF Fresno Medical School & Research Center



## Neighborhood Development

- 15. Neighborhood Wealth Creation for Communities of Color

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- 16. Community Infrastructure for Low Opportunity Neighborhoods

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- 17. “Neighbor Works” Parks & Infrastructure Investment

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- 18. Permanent Affordable Housing (PAH)

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- 19. Downtown Revitalization 2.0

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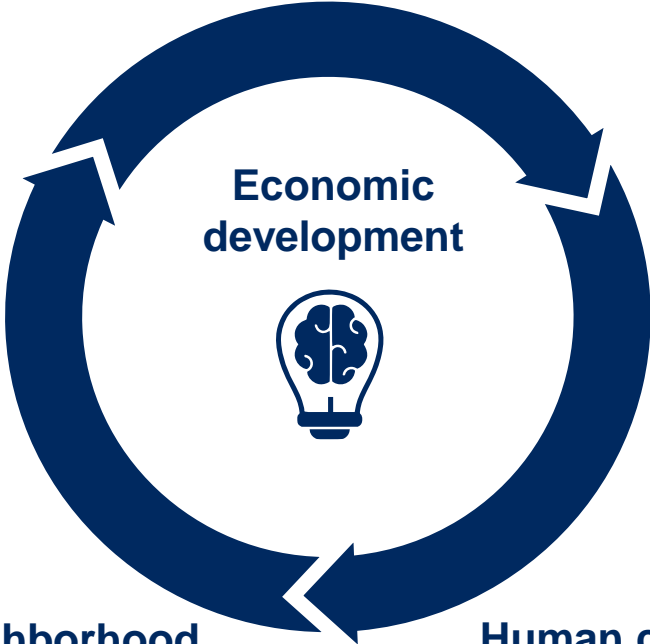
- 20. Community-oriented Corridor Development



# Reviewing the portfolio of initiatives

1.

Gallery walk of initiatives



2.

Provide feedback and ask questions



3.

Debrief as a group



Neighborhood development

Human capital development

# Breakout rooms for portfolio of initiative 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>

# GROUP DEBRIEF

# **BUSINESS PLANNING SPRINT PROCESS**

# Objectives of the 'sprint' process



Generate the strategy, momentum, and buy-in to move from idea to implementation

**(the process)**



Develop a set of robust, compelling investment plans

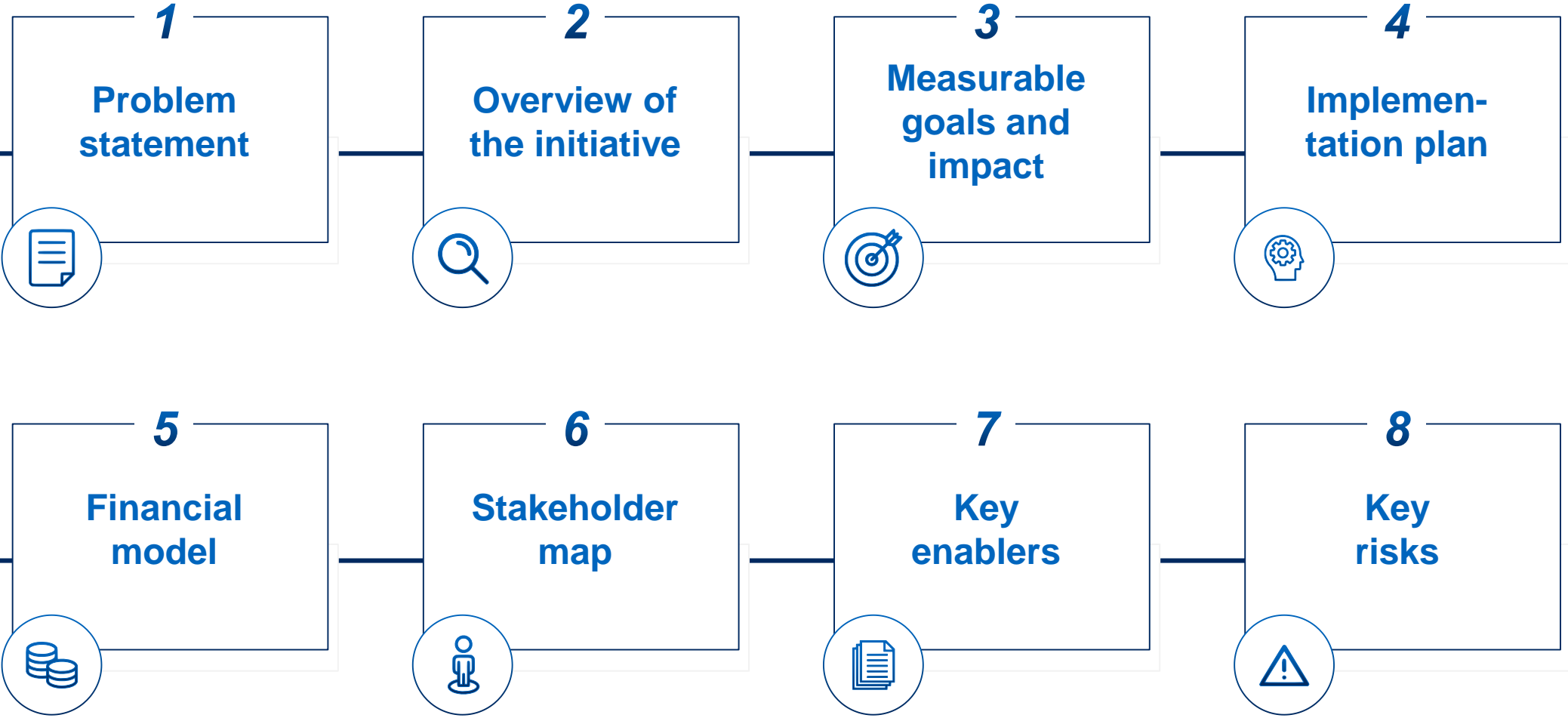
**(the plan)**



Create the initial structure and organizational capacity needed to move initiatives forward

**(the team)**

# Core components of the business plan



# Overview of business planning sprint process

## Goals

## Deliverables

### Week #1

- Meet working team and kickoff
- Articulate problem statement and how it manifests today

- Problem statement
- Current state

### Week #2

- Articulate components of initiative
- Assess impact on outcomes
- Identify knowledge gaps

- Initiative overview
- Measurable goals

### Week #3

- Fill in knowledge gaps
- Develop road map
- Understand financial implications

- Implementation Plan

### Week #4

- Identify stakeholders needed and key enablers
- Refine financial implications

- Key enablers

### Week #5

- Identify risks and mitigation strategies
- Finalize financial implications

- Key risks
- Financial model

### Week #6

- Put it all together

- Draft business plan!

# What to expect



**1**

Working teams will be sourced to each initiative



**2**

Kickoff with consulting team to understand deliverables and process



**3**

Weekly meet-up as a group to build components of business plan



**4**

Weekly office hours and check-ins to support working teams



# Ways to be involved



1

## Core working team

~5-10 people who will work closely to develop business plans

10-15 hrs. / week



2

## Expert / other support

Available for phone calls / ad-hoc meetings to help refine business plans

3-5 hrs. / total

**What?**

**Commitment**



## Key principles for working teams

- 1 Diverse and inclusive in composition

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- 2 Reflects different perspectives and expertise

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- 3 Committed to put in the time

# Working team interest and other support

Use the following QR code:



Or, go to [www.menti.com/4qjz4wim7r](https://www.menti.com/4qjz4wim7r)

# WRAP UP

# The road left to DRIVE



## Steering Committee 1 (7/10)

- Discover our starting point
- Discuss the aspiration for DRIVE
- Review early initiatives inventory collected



## Steering Committee 2 (7/18)

- Discuss portfolio of initiatives for DRIVE business planning sprint process
- Establish working teams for initiatives



## Business plan sprint (7/22 – 8/26)

- Build business plans for each DRIVE initiative through “sprint” process