



DRIVE: DEVELOPING THE REGION'S INCLUSIVE AND VIBRANT ECONOMY

KICKOFF #1

July 10, 2019

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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

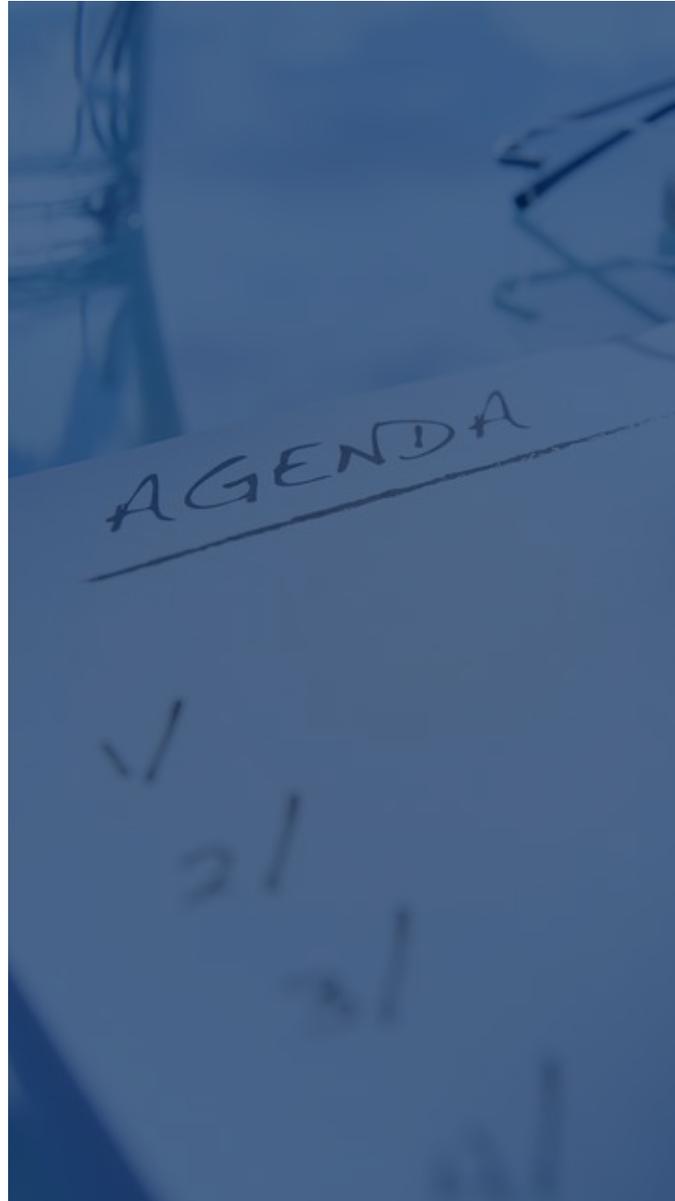
Introduce the initiatives we've collected and how we will move them forward



4

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

Agenda



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

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



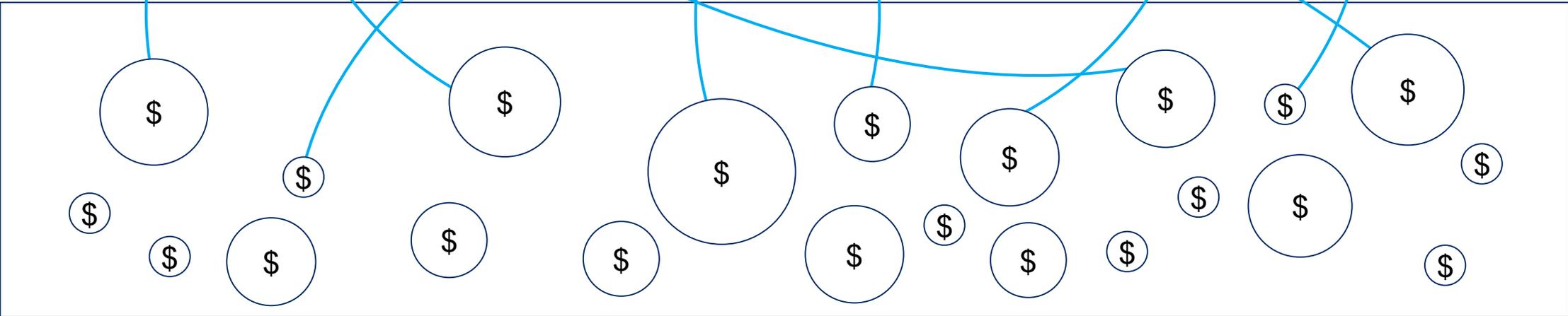
UNDERSTANDING OUR STARTING POINT

How community investment happens today

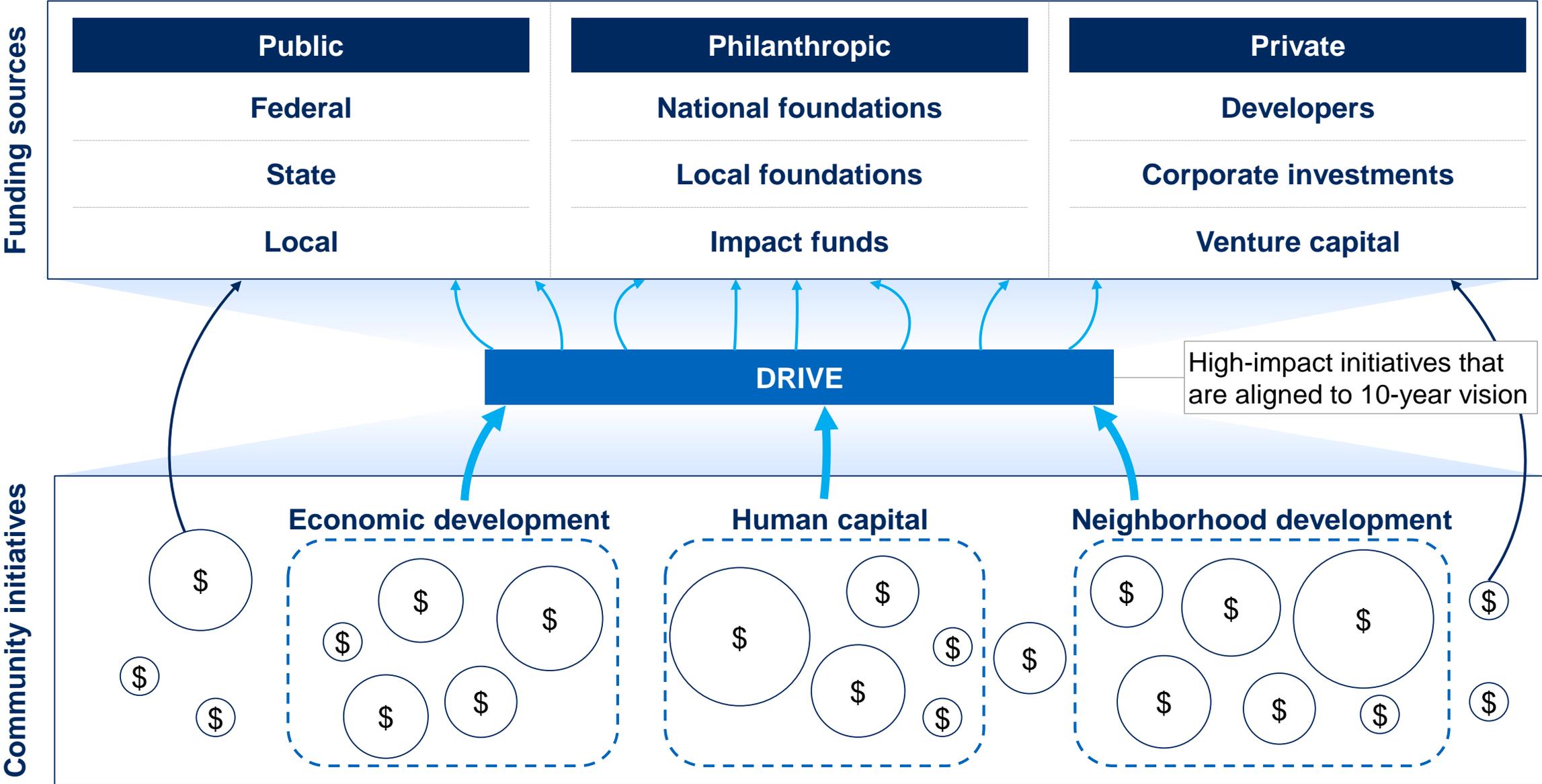
Funding sources

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?



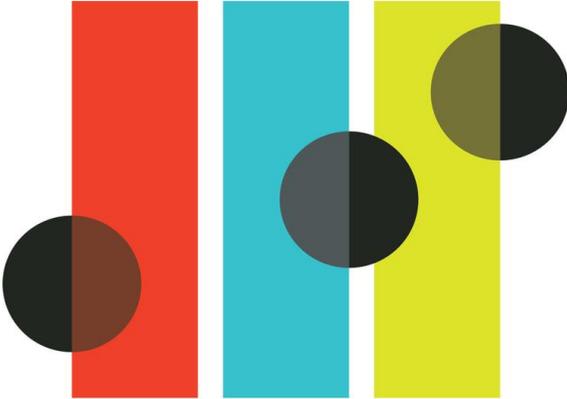
Core research partners

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>
Group 1 Tables: 1 - 8	D1	D2	D3
Group 2 Tables: 9 - 16	D2	D3	D1
Group 3 Tables: 17 - 25	D3	D1	D2

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

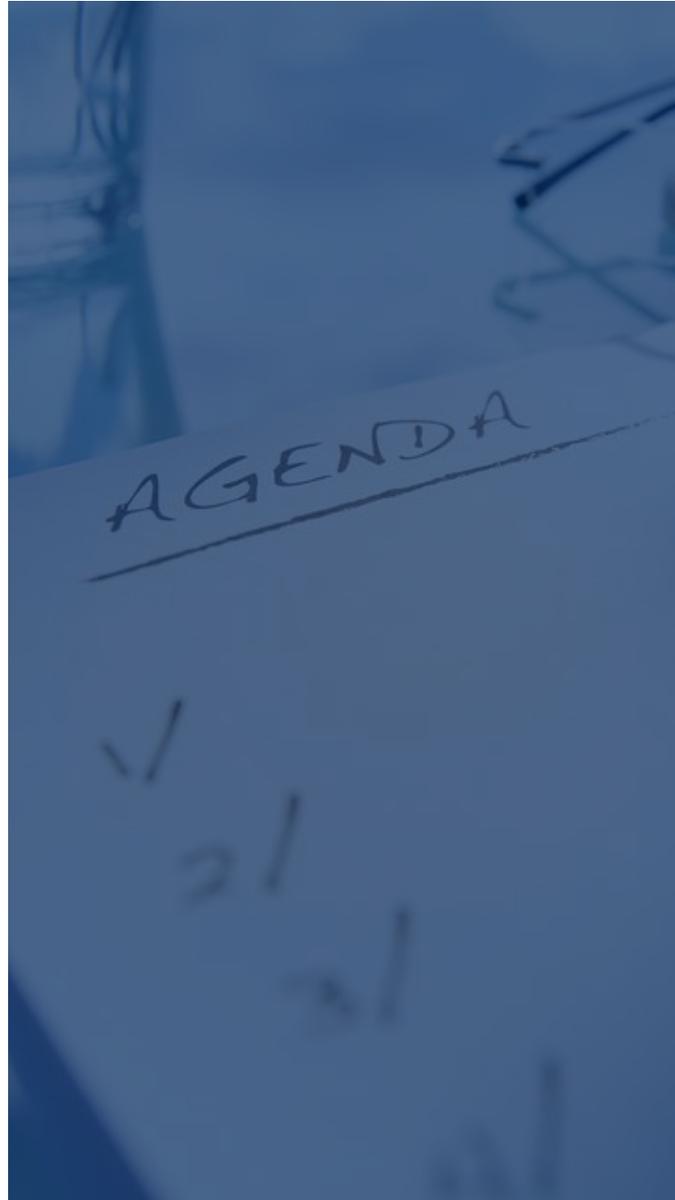


Opportunities are concentrated in a handful of neighborhoods, with real disparities even in close by areas



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

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 (e.g., differences in wages, unemployment)▪ 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

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

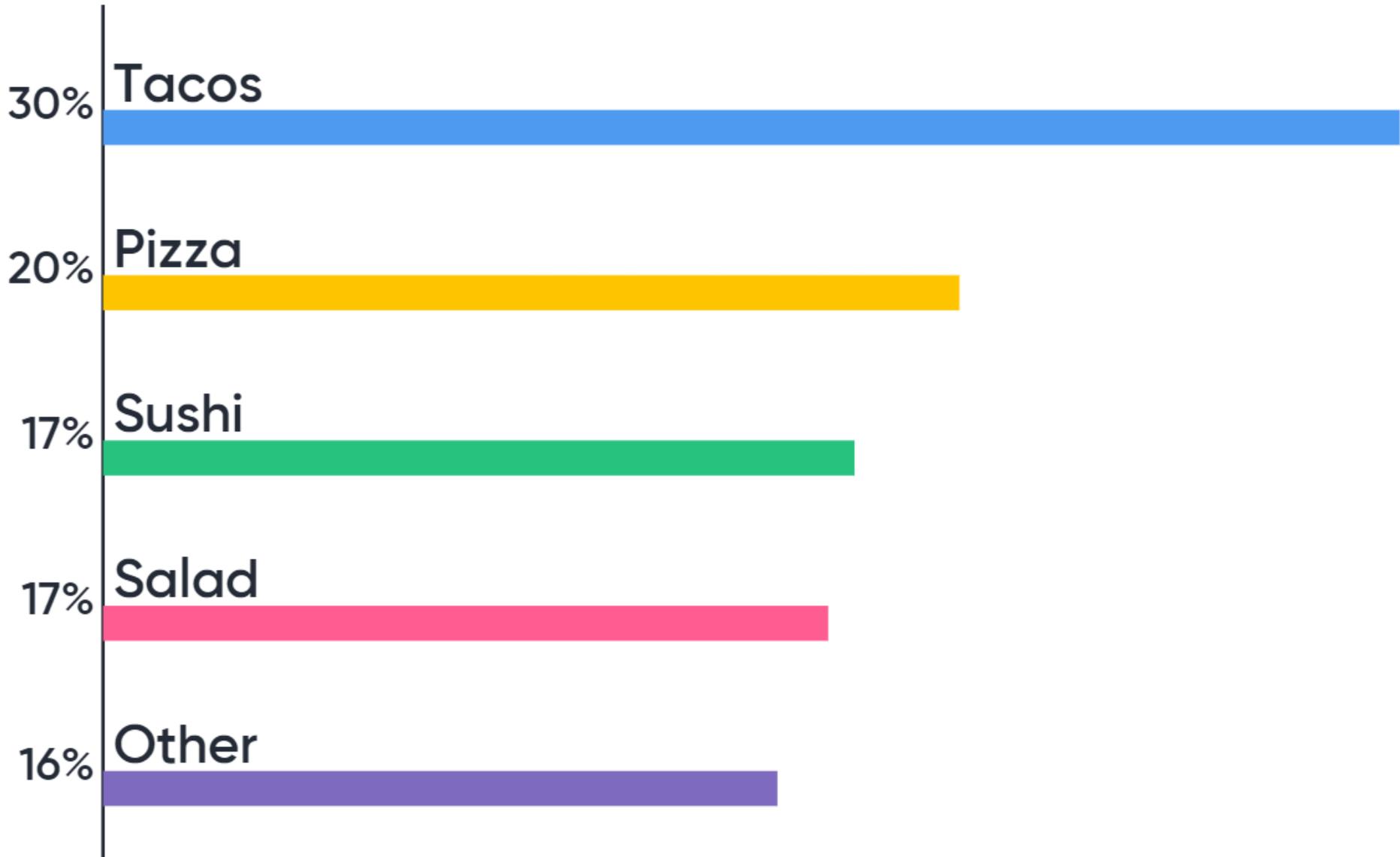
Polling activity access

Use the following QR code:



Or, go to www.menti.com/dvmytucc7w

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



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



INTRODUCE INITIATIVES

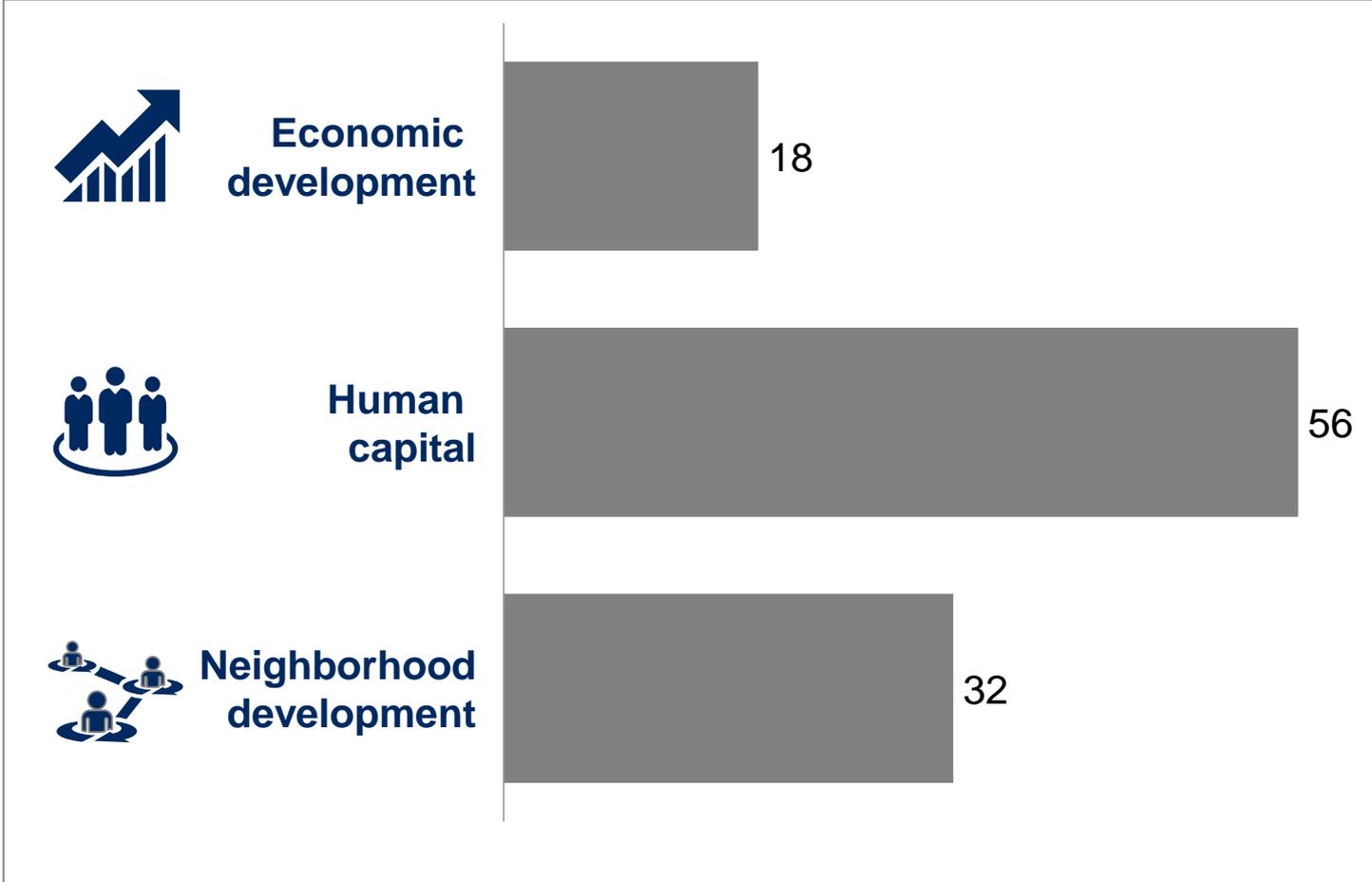
We collected over 100 initiative submissions for DRIVE!

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