

The Fresno Story: *Our Journey of Transformation & Community Renewal*

Tahoe Prosperity Center

Tahoe Economic Summit

October 201p

Central Valley
COMMUNITY
FOUNDATION 

*Effective Philanthropy.
Stronger Communities.*





California's Middle Ground

- **DRIVE**

from Fresno to...

- SAN FRANCISCO: 188 miles
- SAN JOSE: 151 miles
- LOS ANGELES: 219 miles

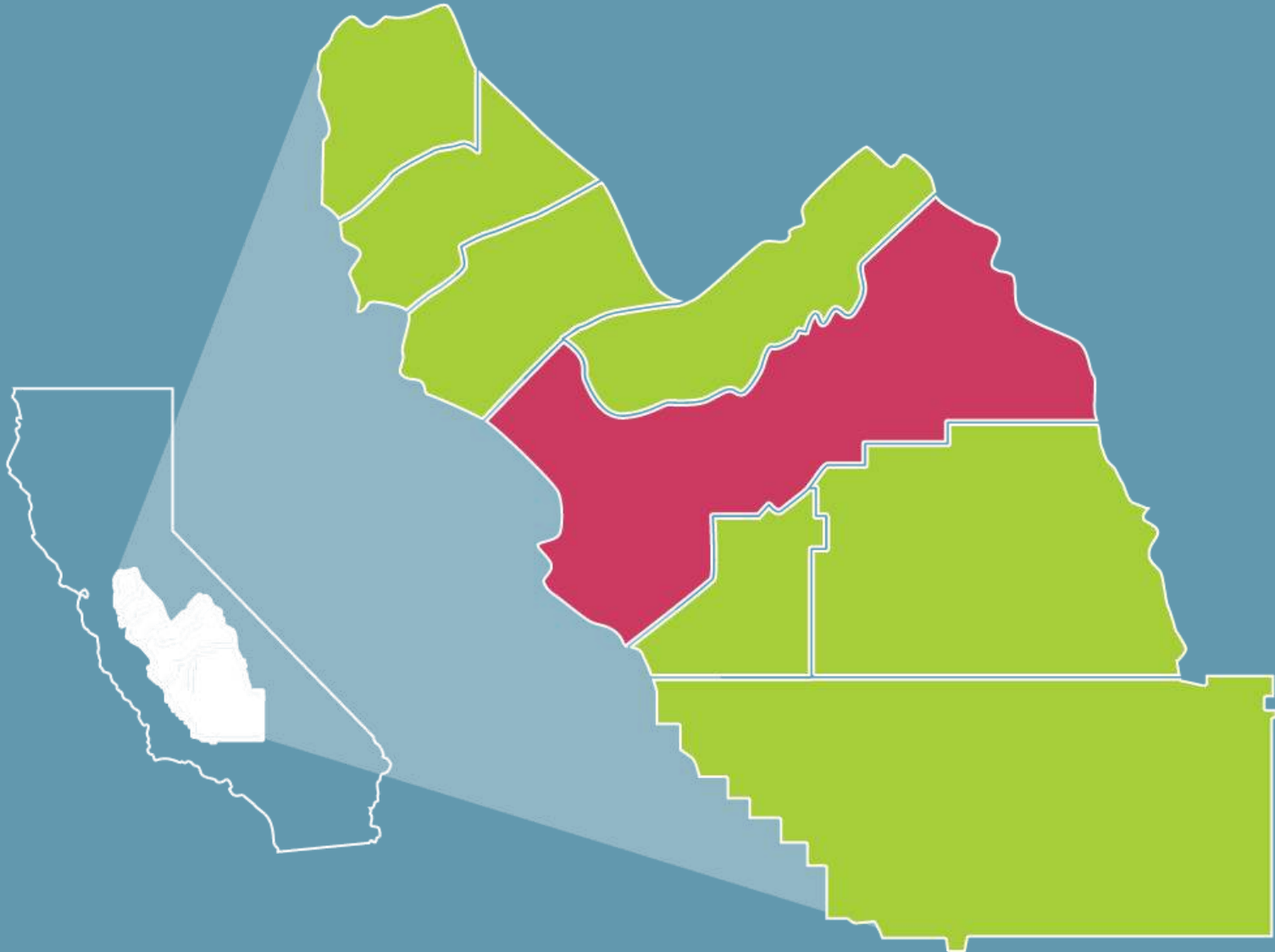
- **FLIGHT TIME**

from Fresno to...

- SAN FRANCISCO: 38 minutes
- SEATTLE: 1 hour 47 minutes
- LOS ANGELES: 44 minutes



Eight Counties of the Central Valley



City of Fresno



*Fresno sits at the heart of the California Central Valley, which is one of the **largest agricultural landmasses in the world** – 15 million acres.*

*Fresno County is the **most productive agricultural county in the Nation.***

*It is estimated that Fresno County **one-third or more of the world's supply of nuts, citrus, and other commodities.***



City of Fresno



*In the 20th century, Fresno's population **exploded**. In 1960, it entered the ranks as one of the 100 largest cities in the United States with a population of 134,000.*

In the 1990 census it moved up to 47th place with 354,000, and in 2017 it achieved 34th place with 530,000.



Fresno, California: Fast Growing

**Fresno is one of the
fastest growing regions
in the United States:**

**Over 20% growth
in population
since 2000.**

Fresno, California: Population

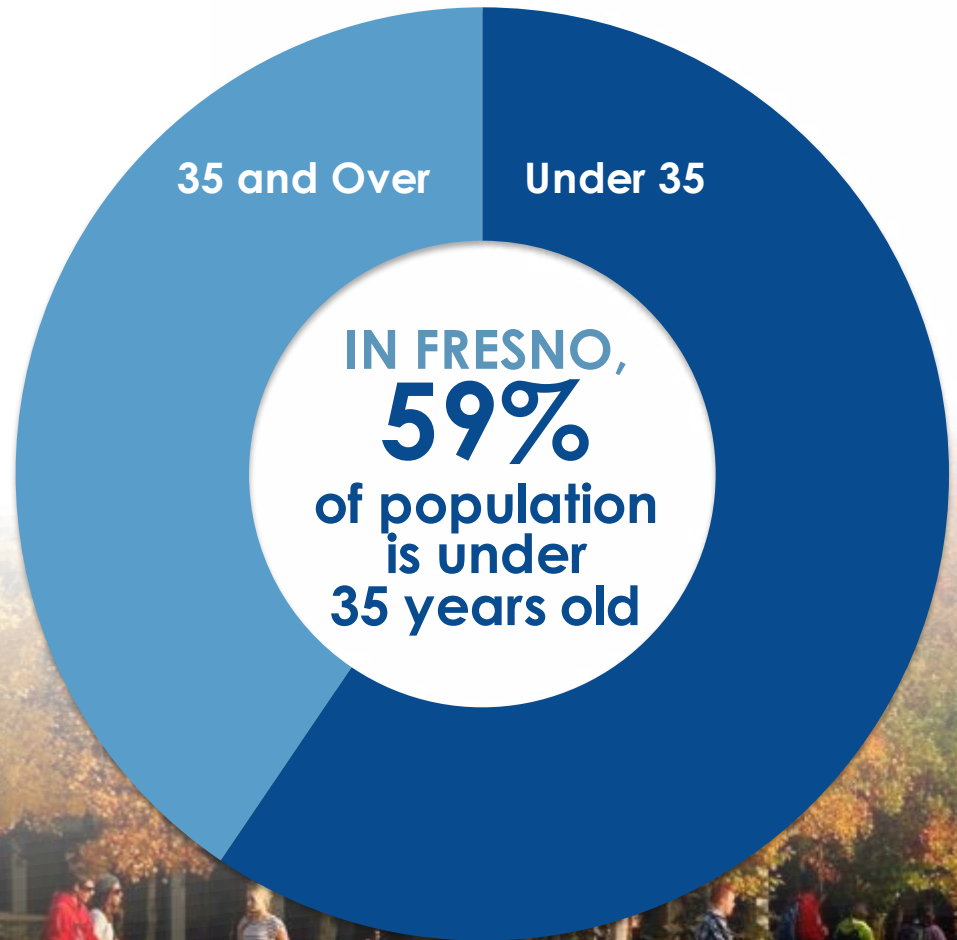
CITY OF FRESNO:

520,159

Fifth largest city in California

COUNTY OF FRESNO:

940,220



UNEMPLOYMENT

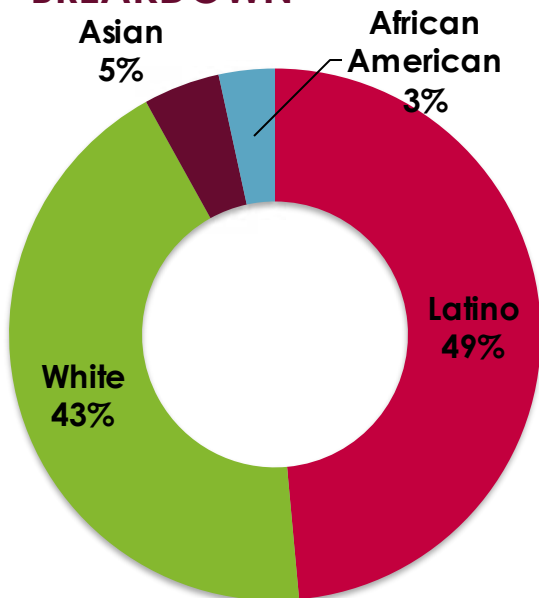


CENTRAL VALLEY REGION 10.4%



CALIFORNIA 5.5%

ETHNIC BREAKDOWN



59%
of Fresno's
population
is under the
age of 35.

MEDIAN HOUSEHOLD INCOME



CALIFORNIA
\$58,328



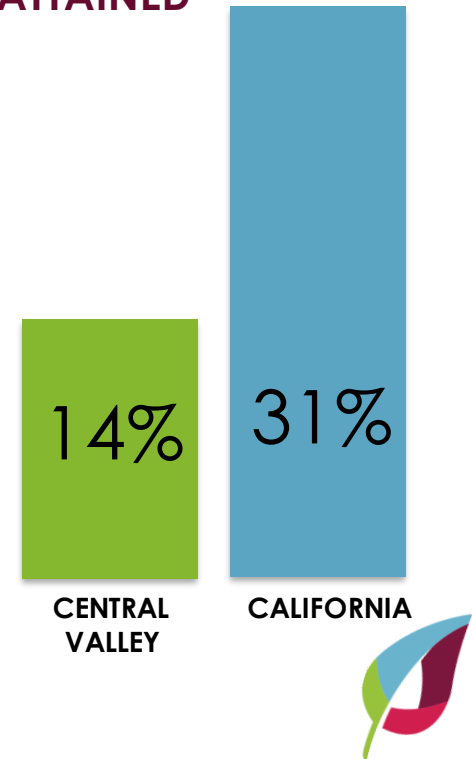
CENTRAL
VALLEY
\$42,273

EDUCATION

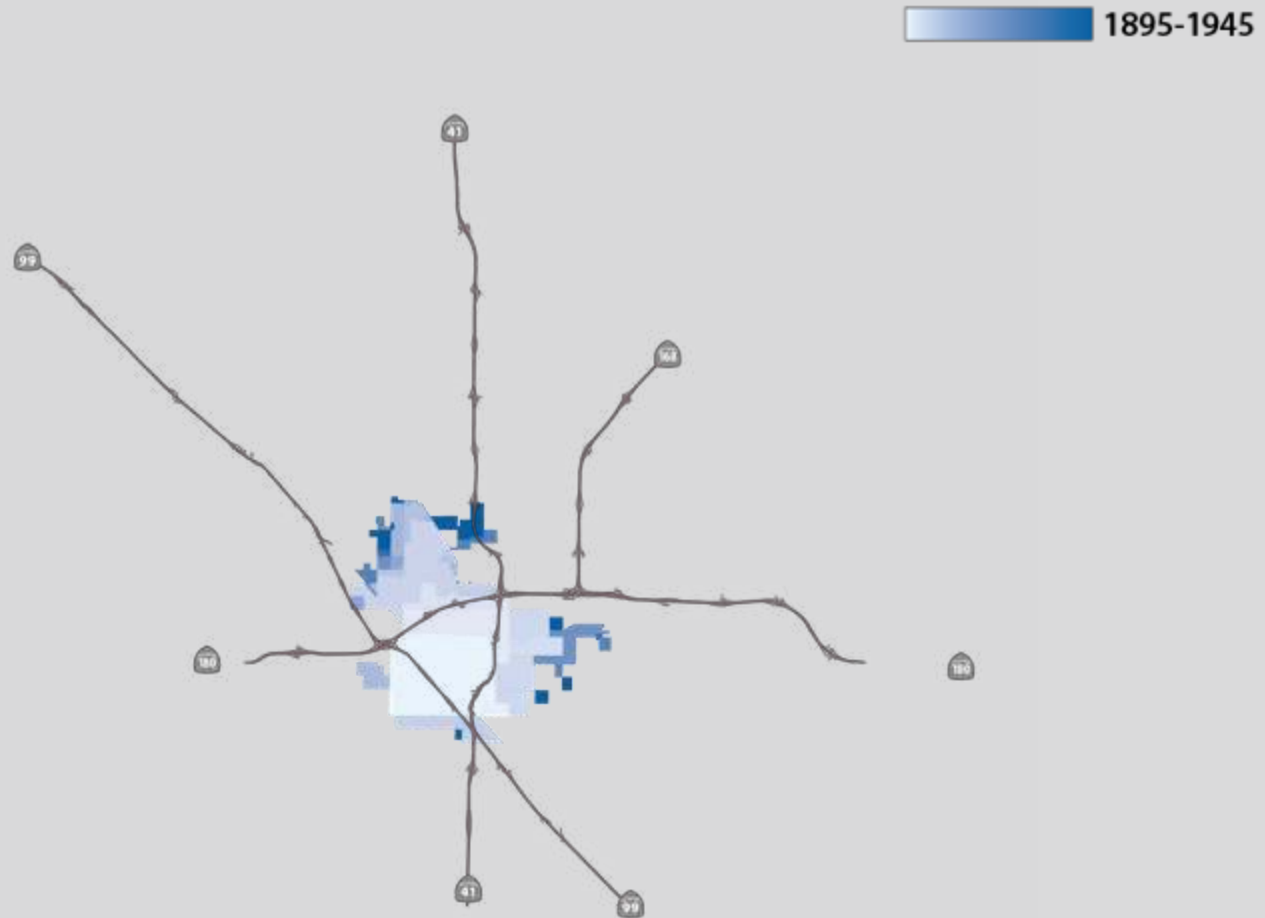
27% of
Central Valley
adults **do not have**
a high school
diploma



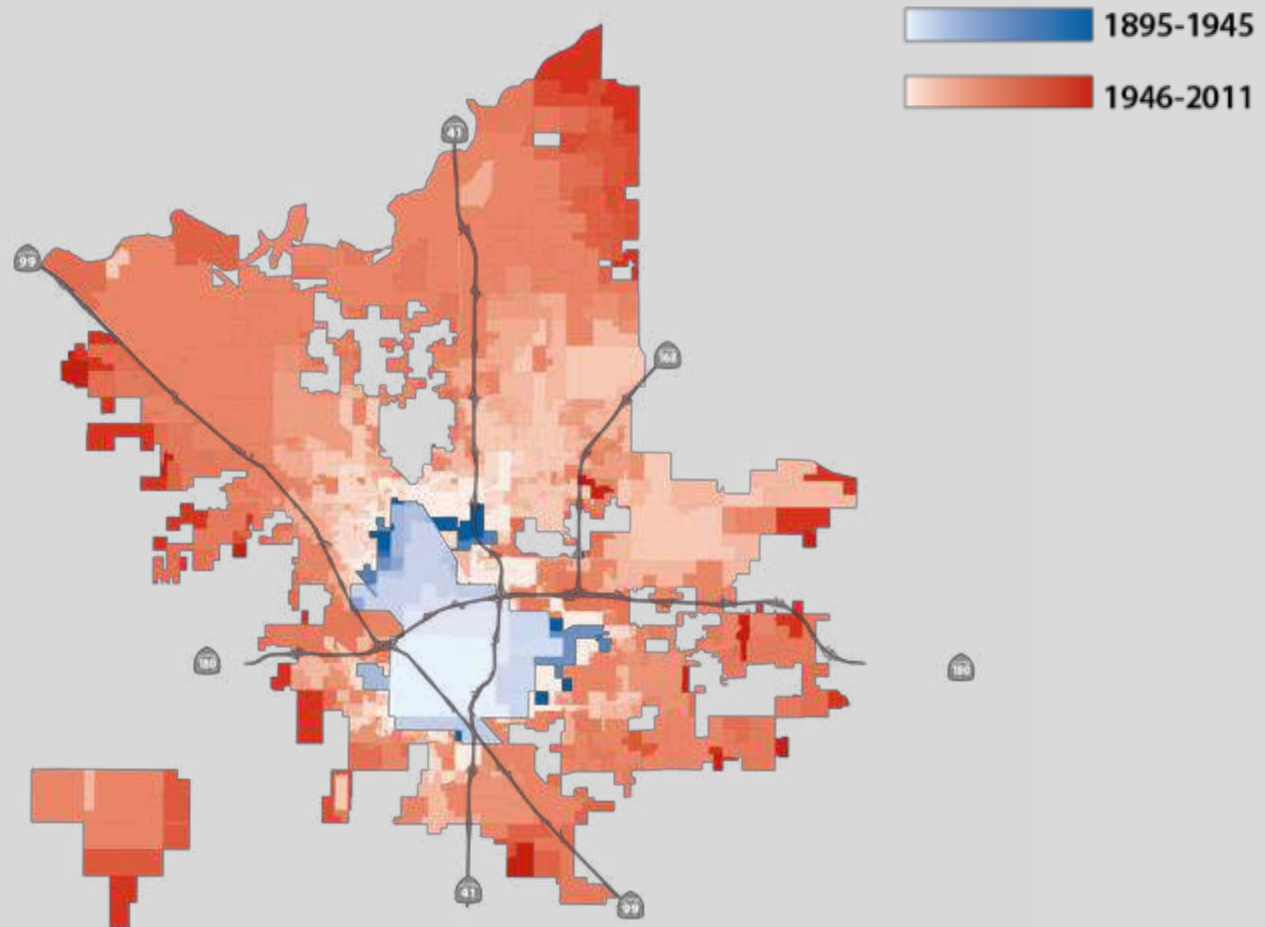
BACHELOR'S DEGREE ATTAINED



The first 50 years: Fresno boundaries 1895–1945



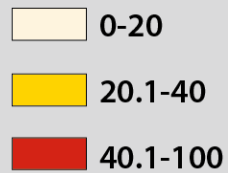
The next 65 years: Fresno boundaries 1946–2011



Growth left behind impoverished neighborhoods

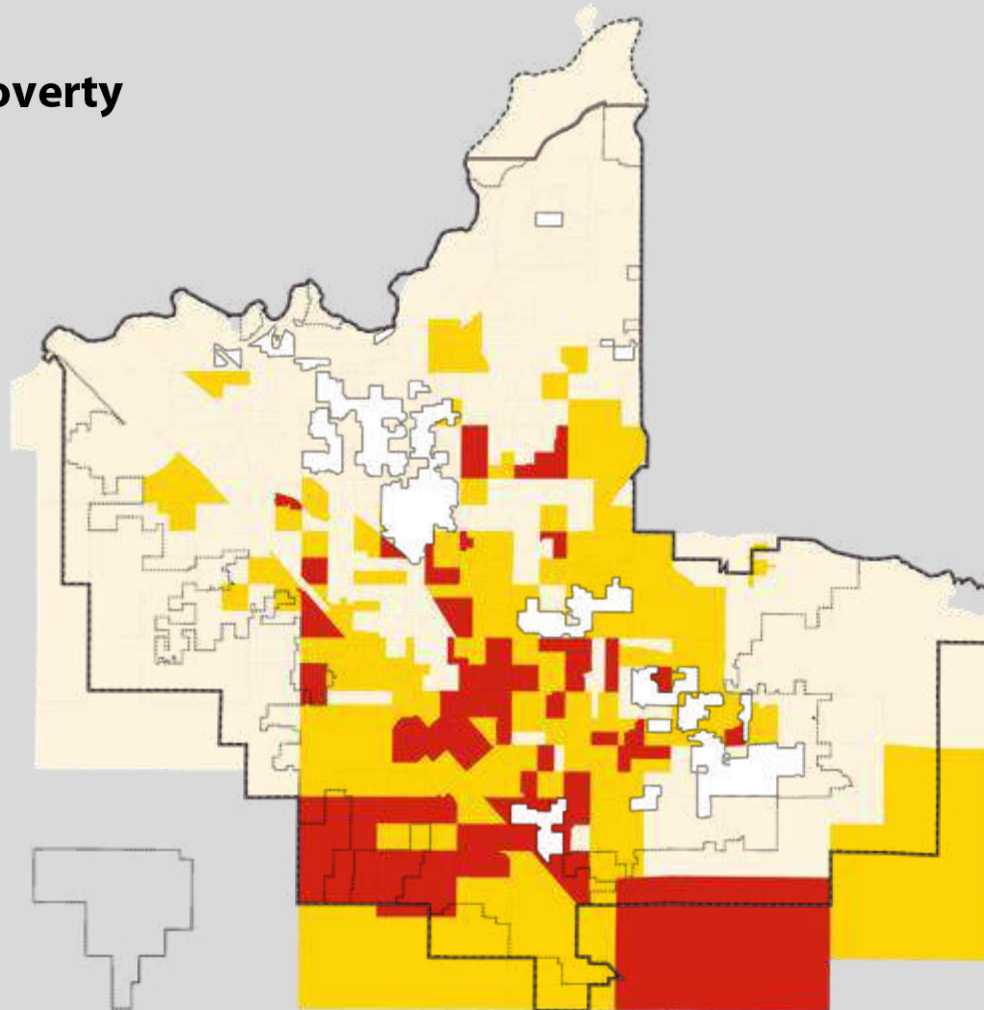
Households in poverty

Percent by Census Tract



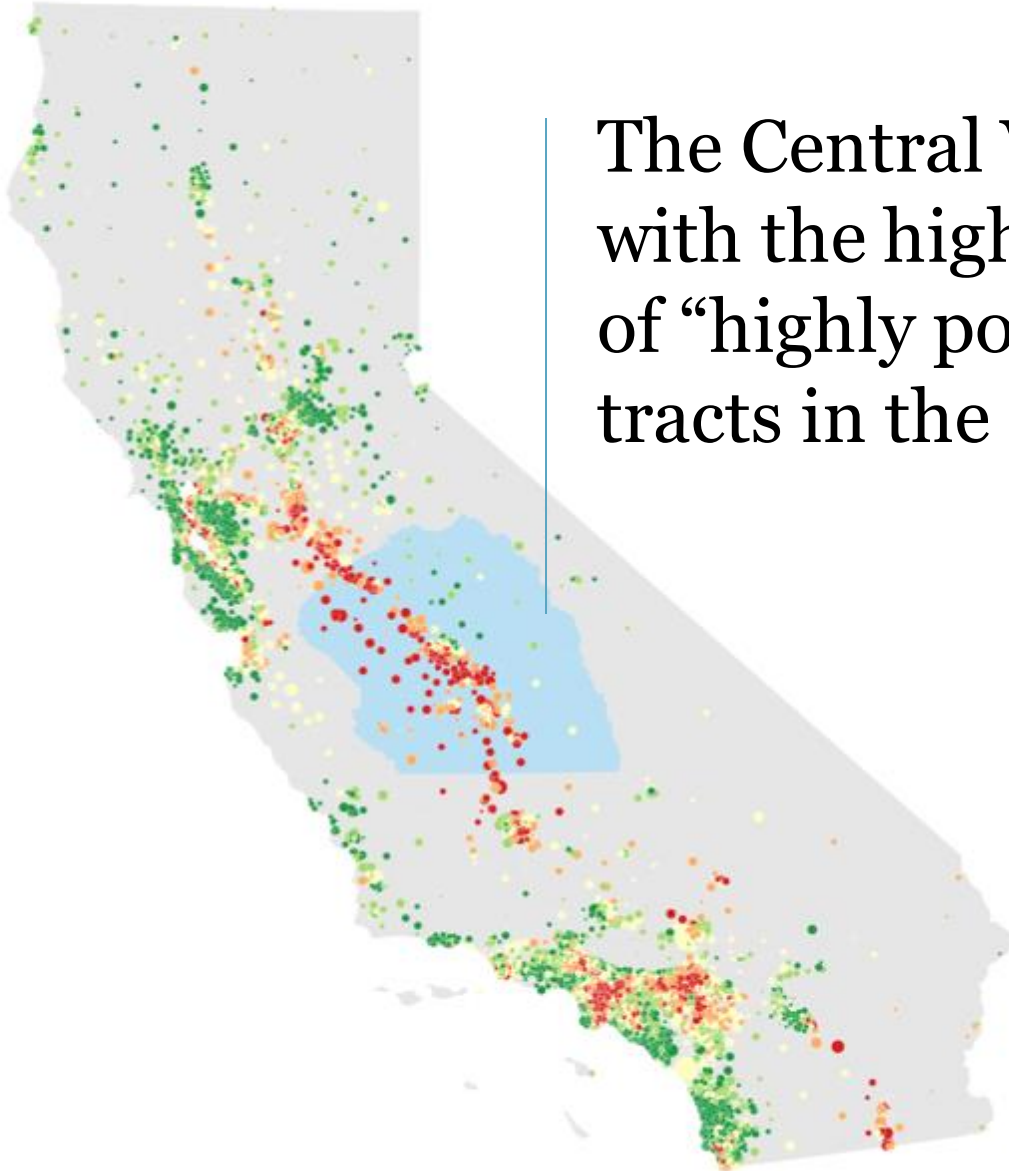
----- Planning Area
— Sphere of Influence
..... City Limits

A legend defining map boundaries: a dashed line for the Planning Area, a solid line for the Sphere of Influence, and a dotted line for City Limits.



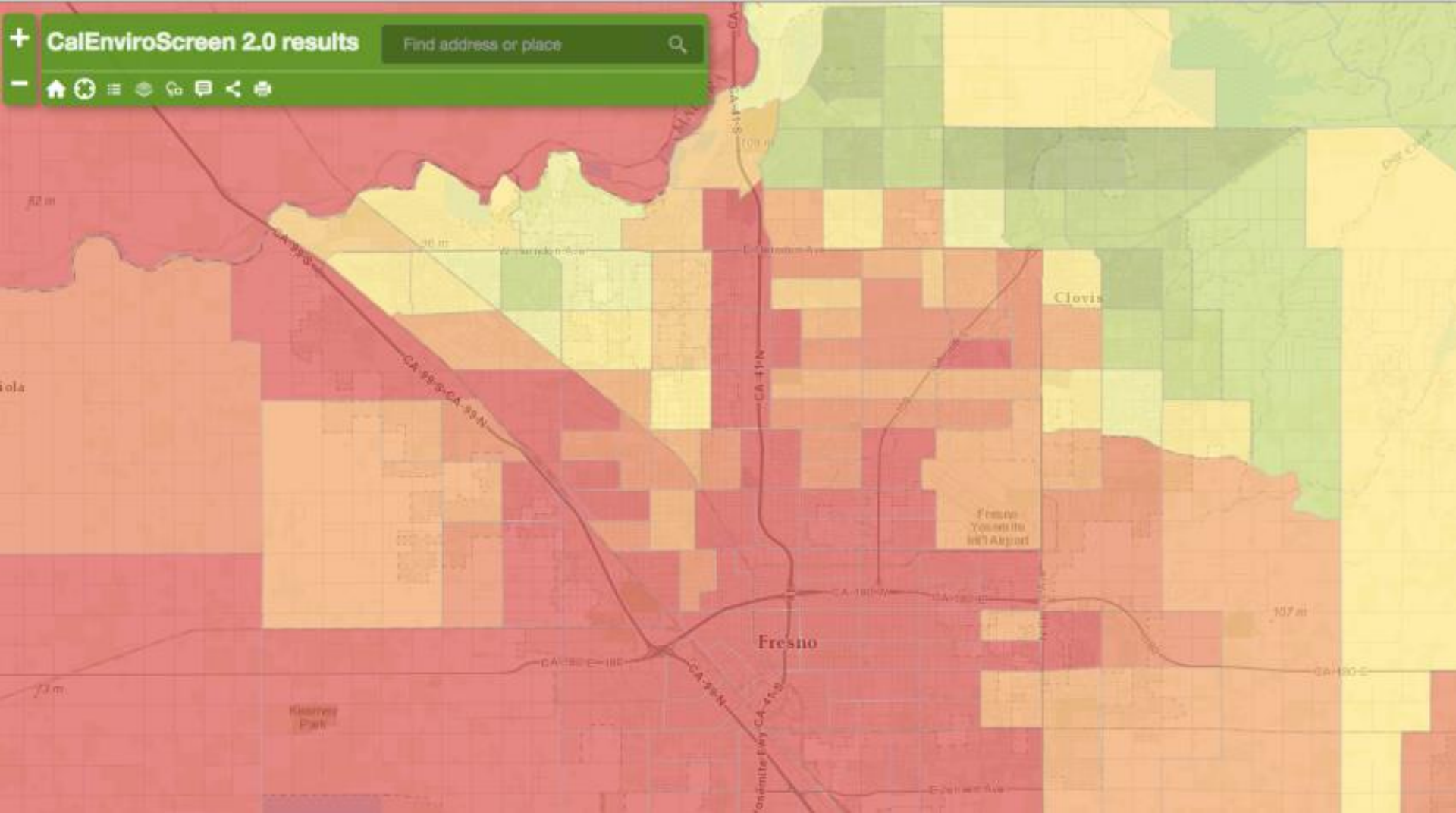
California's Central Valley

The Central Valley is faced with the highest concentration of “highly polluted” census tracts in the state



California's Most Disadvantaged Communities					
Assembly District	% of 95 th percentile	Major Cities	Senate District	% of 95 th percentile	Major Cities
31 (Arambula)	50%	Fresno	14 (Vidak)	34%	Fresno
51 (Gomez)	29%	Los Angeles	20 (Leyva)	27%	San Bernardino
52 (Rodriguez)	27%	Ontario, Pomona	24 (De Leon)	21%	Los Angeles
59 (Jones-Sawyer)	26%	Los Angeles, Inglewood	33 (Lara)	19%	Los Angeles
47 (Brown)	26%	San Bernardino	22 (Hernandez)	17%	El Monte, Alhambra
64 (Gipson)	23%	Long Beach, Compton	5 (Galgiani)	12%	Stockton, Modesto
13 (Eggman)	19%	Stockton	35 (Hall)	12%	Compton, Carson, Port
63 (Rendon)	19%	Los Angeles	30 (Mitchell)	12%	Los Angeles
53 (Santiago)	17%	Los Angeles	12 (Cannella)	10%	Merced, Salinas
32 (Salas)	17%	Bakersfield	31 (Roth)	10%	Riverside

The cumulative effects of poverty and pollution create extremely disadvantaged communities



Fresno's Transformation Story: '20 Years in to a 40 Year Fix'

1996 to 2006

DOT COMS AND THE HOUSING BUBBLE

1996 UNEMPLOYMENT

- FRESNO 16.5%
- CALIFORNIA 8.5%
- SANTA CLARA COUNTY 4.2%

COMMUNITY MINDSET

Indifference/status quo to
self hatred/cynicism

Political corruption & FBI sting

IMPACT OF TECH DEPLOYMENT AND "NEW ECONOMY"

Civic leadership began to emerge through
Fresno State, business community

FOCUS AREAS:

- Economic Diversification
- Entrepreneurship Education
- Creating a Culture of Innovation; Arts
- K-12 Reform; Workforce Development
- Land Use & Infrastructure

Led to...

NEW "CIVIC INFRASTRUCTURE"

- Appetite for "community transformation" among civic leaders
- Entrepreneurial ecosystem
- Cultivation of the creative community
- Significant transitions in elected and appointed leadership

FRESNO STATE R&D CENTERS AND INSTITUTES

- Water Tech
- Engineering
- Food Sciences
- Innovation

2006 UNEMPLOYMENT *with housing bubble*

- FRESNO 9.4%
- CALIFORNIA 5.3%



Fresno's Transformation Story: '20 Years in to a 40 Year Fix'

2006 to 2016

RECESSION, DROUGHT, AND A 'SEASON OF REFORM' IN FRESNO

COMMUNITY MINDSET

Growing number of “civic entrepreneurs” in public and private sectors that shifted political culture — e.g. 2008 Mayor's race

AGGRESSIVE PURSUIT OF REFORM AMONG MAJOR PUBLIC INSTITUTIONS

- Fresno Unified School District
- Fresno State
- State Center Community College District
- City of Fresno

\$2.468 BILLION IN 'NEW' PUBLIC SPENDING ON INFRASTRUCTURE

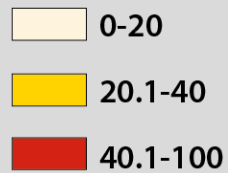
- \$214 m – Fresno State Capital Campaign
- \$984 m – Fresno Unified Bond Measures (Measures K, Q, X)
- \$500 m – State Center Community College District
- \$670 m - City of Fresno Climate and Revitalization Plan
- \$100 m – State of California 2016 Cap and Trade Funding



Growth left behind impoverished neighborhoods

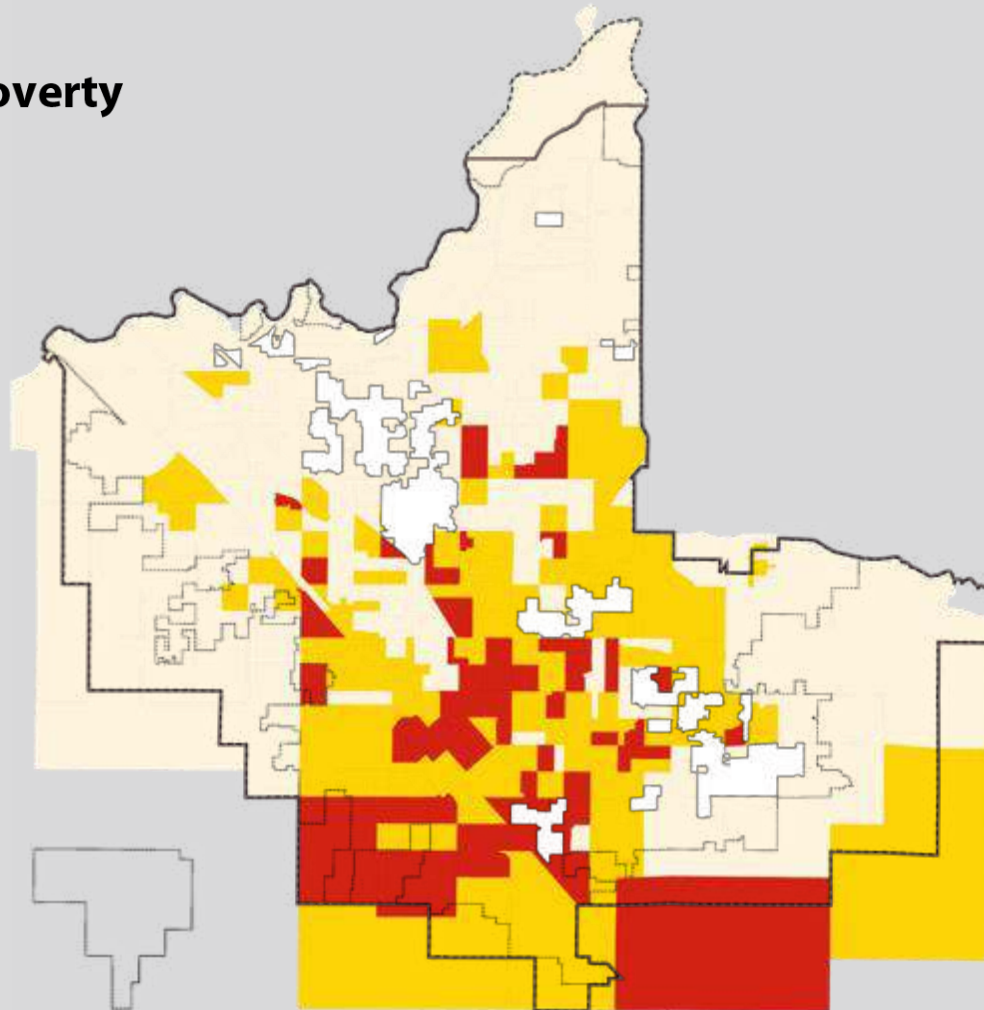
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City of Fresno: Addressing the Concentration of Poverty

Citywide Land Use Policy Reform and Revitalization

- 2035 General Plan, citywide development code, by-right development
- DT Plans and Development Code
- Fulton Street Reconstruction Project
- HSR Station Area Master Plan
- DT Property Based Improvement District

Neighborhood Revitalization

- RESTORE Fresno Initiative – scaled from 5 to 15 neighborhoods; launching Community Development Corporations

Economic Development

- Bitwise
- Fresno Food Expo
- 700 acres of shovel ready industrial land; by-right zone districts
- 10-Year Plan to End Chronic Homelessness

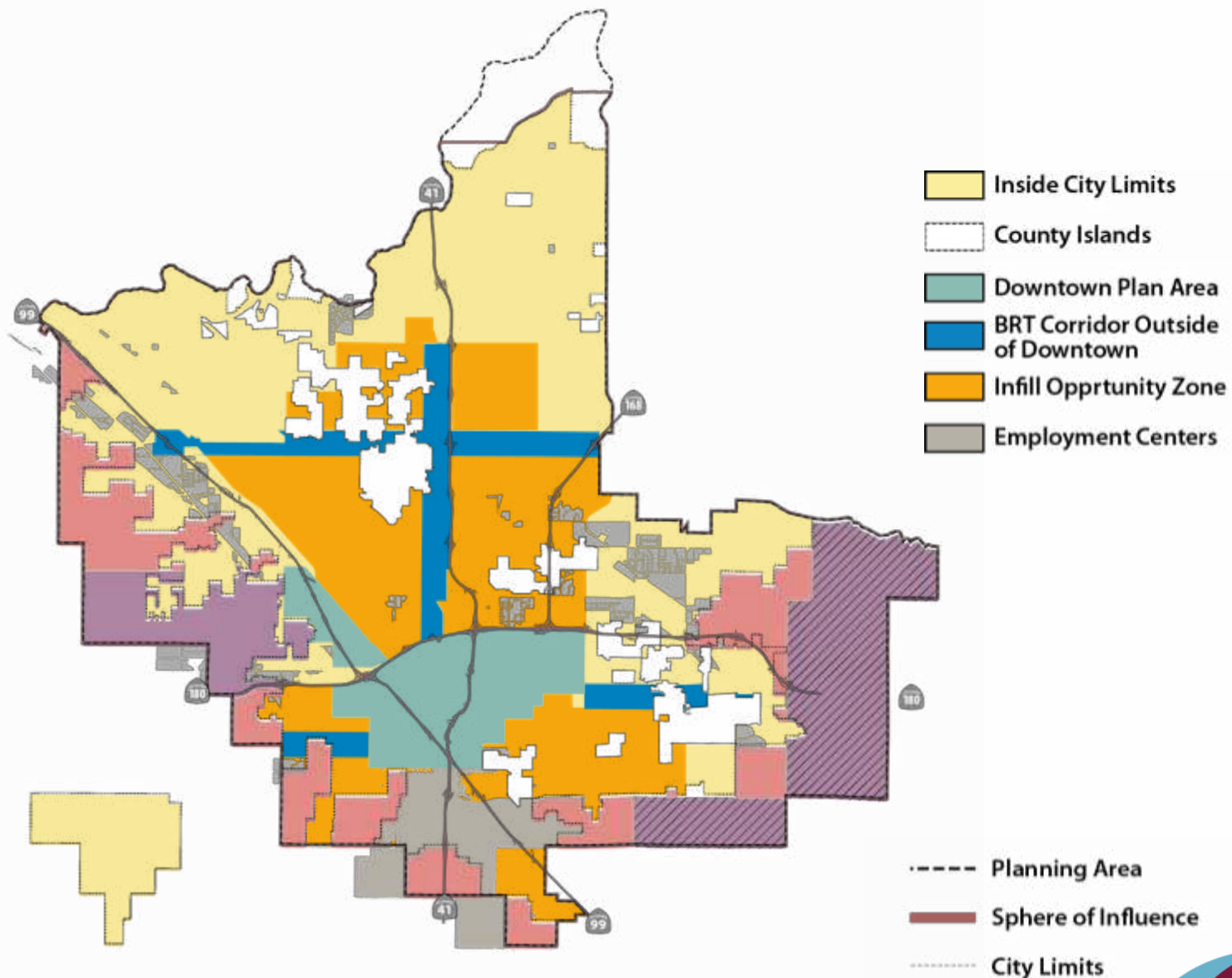
5-Year Infrastructure Investment

- \$620m—water infrastructure
- \$40m—Bus Rapid Transit
- \$20m—Fulton Street Reconstruction
- \$10 m – Trails Initiative
- \$100m—State Cap and Trade Funding

Parks and Trails Master Plan – Completed in Fall 2017

- Road map for \$2b of public investment







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Parks and Trails Master Plan – Completed in Fall 2017

- Road map for \$250m of public investment



Fresno's Transformation Story: '20 Years in to a 40 Year Fix'

2016

POSITIVE MOMENTUM



UNEMPLOYMENT

December 2016 unemployment **9.2%**
down from 18% in 2011; 5% May 2018

17% INCREASE IN METRO EXPORTS

2.5 times greater than the national average *U.S. Dept. of Commerce*

20% GROWTH IN TECH/IT JOBS

4th best in California *Progressive Policy Institute*

55% REDUCTION IN CHRONIC HOMELESSNESS

Annual Point in Time survey

+\$100m DOWNTOWN INVESTMENT ALONG FULTON STREET SINCE 2014

2,500 'EARLY WIN' ECONOMIC DEVELOPMENT PROJECTS

Ulta, Amazon select Fresno for e-commerce fulfillment centers

+\$2.47 b PUBLIC INVESTMENT FROM MAJOR INSTITUTIONS

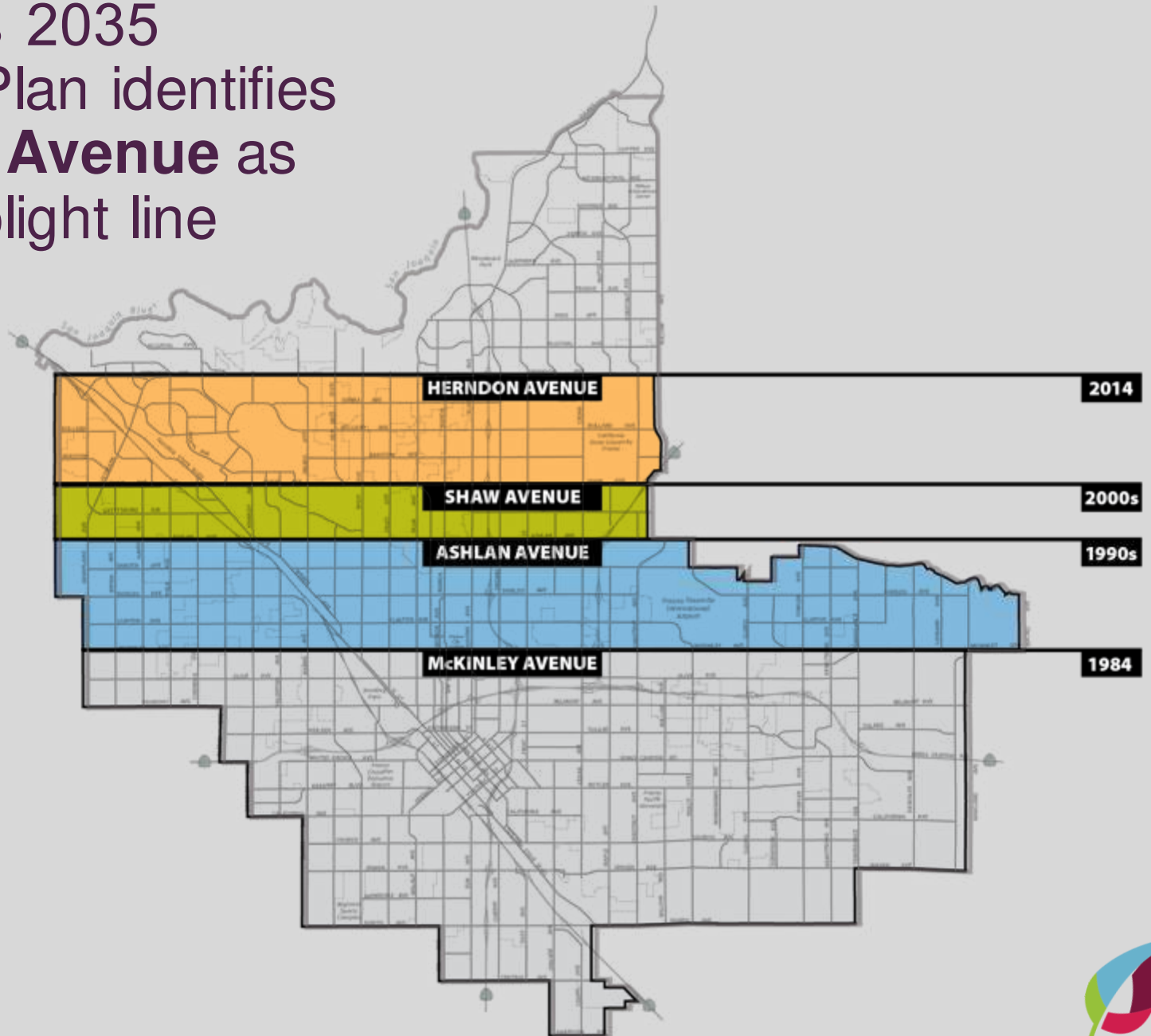


THREATS:

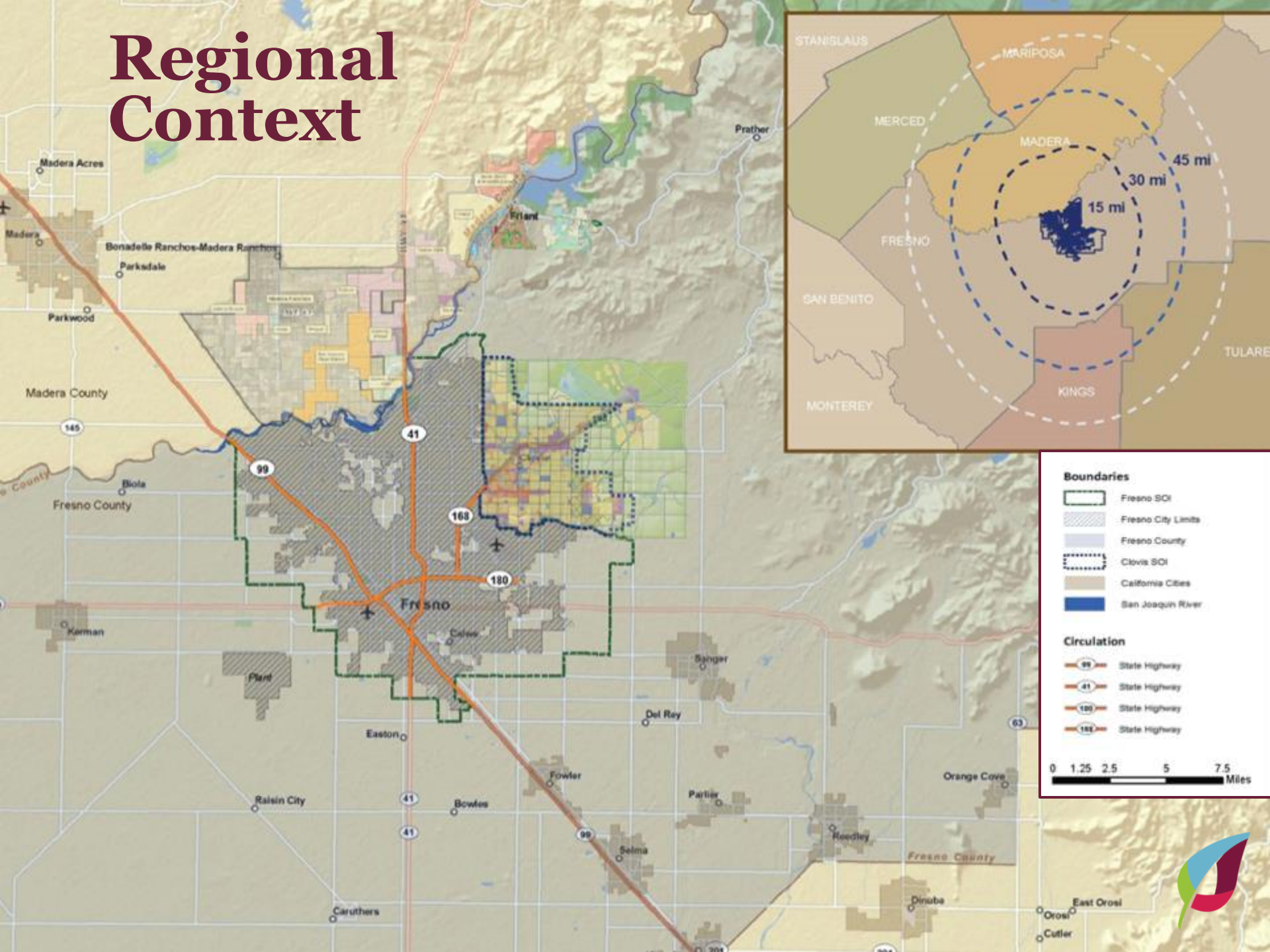
- ‘Status quo’ development patterns that reduce/eliminate the opportunity to re-orient the market
- Lack of economic diversification
- Intensity of poverty concentration
- Volume of adults, youth in need of skill building, educational attainment
- Capital gaps



The City's 2035 General Plan identifies **Herndon Avenue** as the new blight line



Regional Context



“What are the
essential elements
needed to
transform the
Greater Fresno
Region?”

FRESNO DRIVE:

DEVELOPING THE REGION'S INCLUSIVE & VIBRANT ECONOMY



46-member executive team
stood up and deployed



6 executive team sessions
to design and develop
process for DRIVE effort



(2) 250+ stakeholder meetings
to orient community to this
process and gather feedback

April – June 2019



(2) 200+ attendee kickoffs
for DRIVE steering committee to
align on community needs



18 initiatives
aligned on by the steering
committee



200+ members
on working groups supporting
initiatives and investment plan

July – August 2019



14 community focus groups
to gather community input
and feedback



Unveil draft investment plan
at CA Economic Summit

Sep. – Nov. 2019



Organize for further
community
engagement and
implementation

Nov. – Dec.
2019



Further refine plan;
implement, track
results, adjust based
on outcomes

2020+



Expanding Living Wage Job Opportunities & the Entrepreneurial Ecosystem

\$70m

APPROX. \$7M/YR
X 10 YEARS

Expanding career pathways/CTE/college attainment

\$250m

APPROX. \$25M/YR
X 10 YEARS

Double Bottom Line Venture Fund

\$50m

Affordable Housing Near Transit

\$112.5m

APPROX. \$11.25M/YR
X 10 YEARS

Empowering Low Income Residents/Community Development Initiatives

\$30m

APPROX. \$3 M/YR
X 10 YEARS

Priority Areas for Development Incentives

Downtown Planning Area

Infill Opportunity Zones (IOZ)

South Industrial Priority Area

Phase 1 Bus Rapid Transit Corridors (BRT):

Blackstone Avenue

Ventura Boulevard / Kings Canyon Road

Phase 2 Bus Rapid Transit (BRT) and Enhanced Bus Service Corridors

California Avenue

Shaw Avenue

--- Planning Area

--- Sphere of Influence

--- City Limits

Fresno Metro Area Parks, Trails, Open Space Initiative

\$250m

HSR Multi Modal Transit Center

\$250m

Pre-Term Birth through 3rd Grade Collective Impact Work

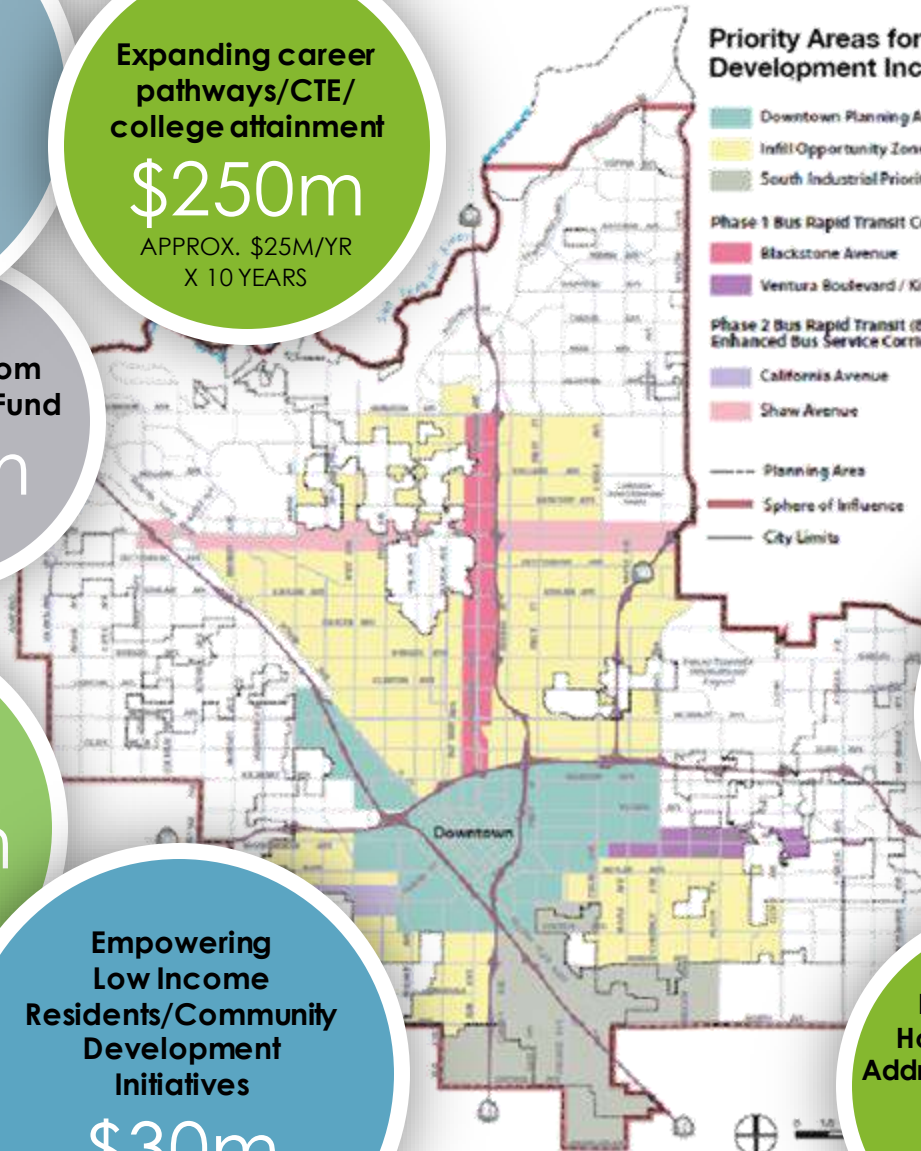
\$250m

APPROX \$25M
OVER 10 YEARS

Ending Chronic Homelessness and Address Food Insecurity

\$30m

APPROX \$3M/YR
X 10 YEARS



Fresno's Transformation Story: *Lessons from the Half Way Point*

- **Importance of Mindset and Community Culture**
 - Adopting an innovative & entrepreneurial civic mindset
 - In community transformation, “believing is seeing”
 - Getting “shovel ready,” i.e. developing a culture of winning
- **The Power of a Plan**
- **Importance of Sacrifice and Long Term Vision**
 - *It's not about us*

