

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



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

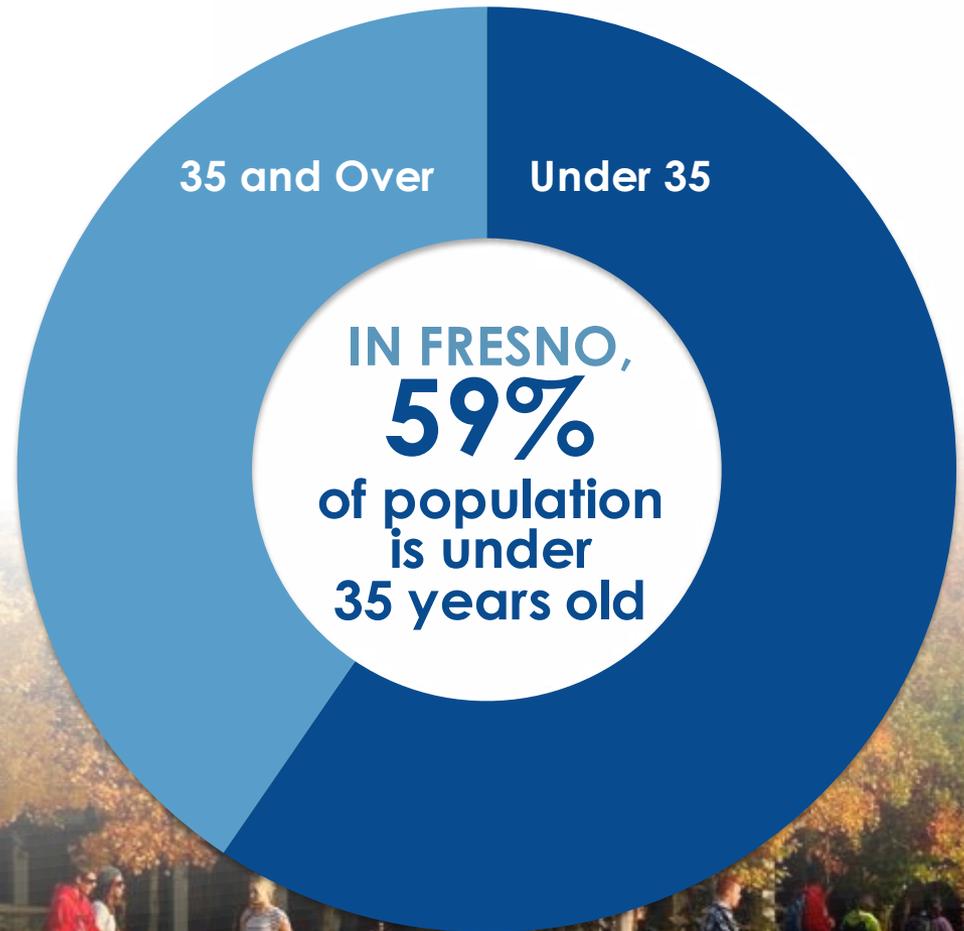
CITY OF FRESNO:

520,159

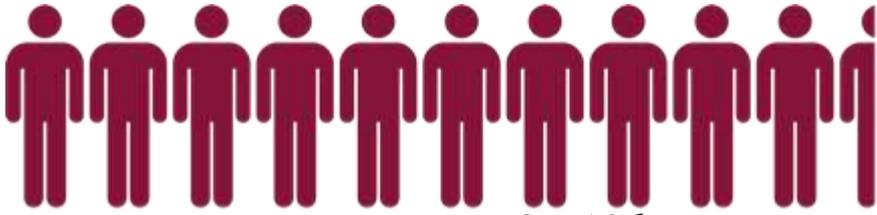
Fifth largest city in California

COUNTY OF FRESNO:

940,220



UNEMPLOYMENT

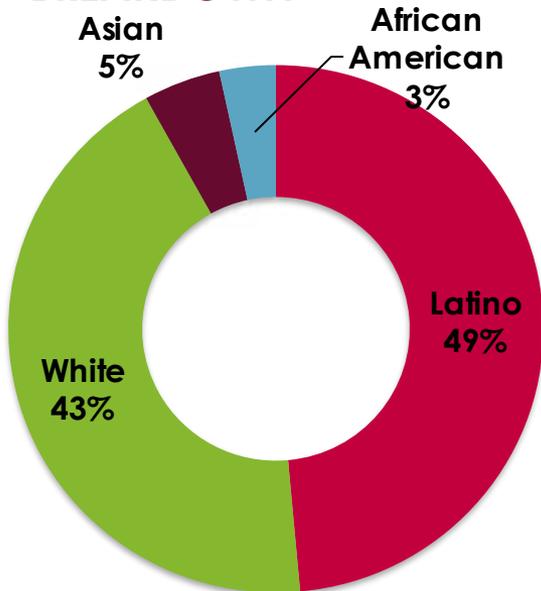


CENTRAL VALLEY REGION 10.4%



CALIFORNIA 5.5%

ETHNIC BREAKDOWN



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

MEDIAN HOUSEHOLD INCOME



CALIFORNIA
\$58,328



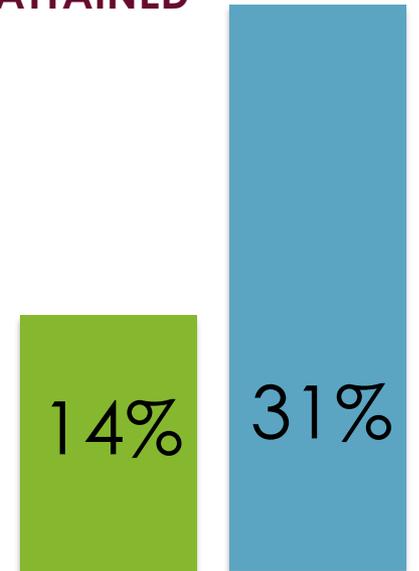
CENTRAL
VALLEY
\$42,273

EDUCATION

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



BACHELOR'S DEGREE ATTAINED

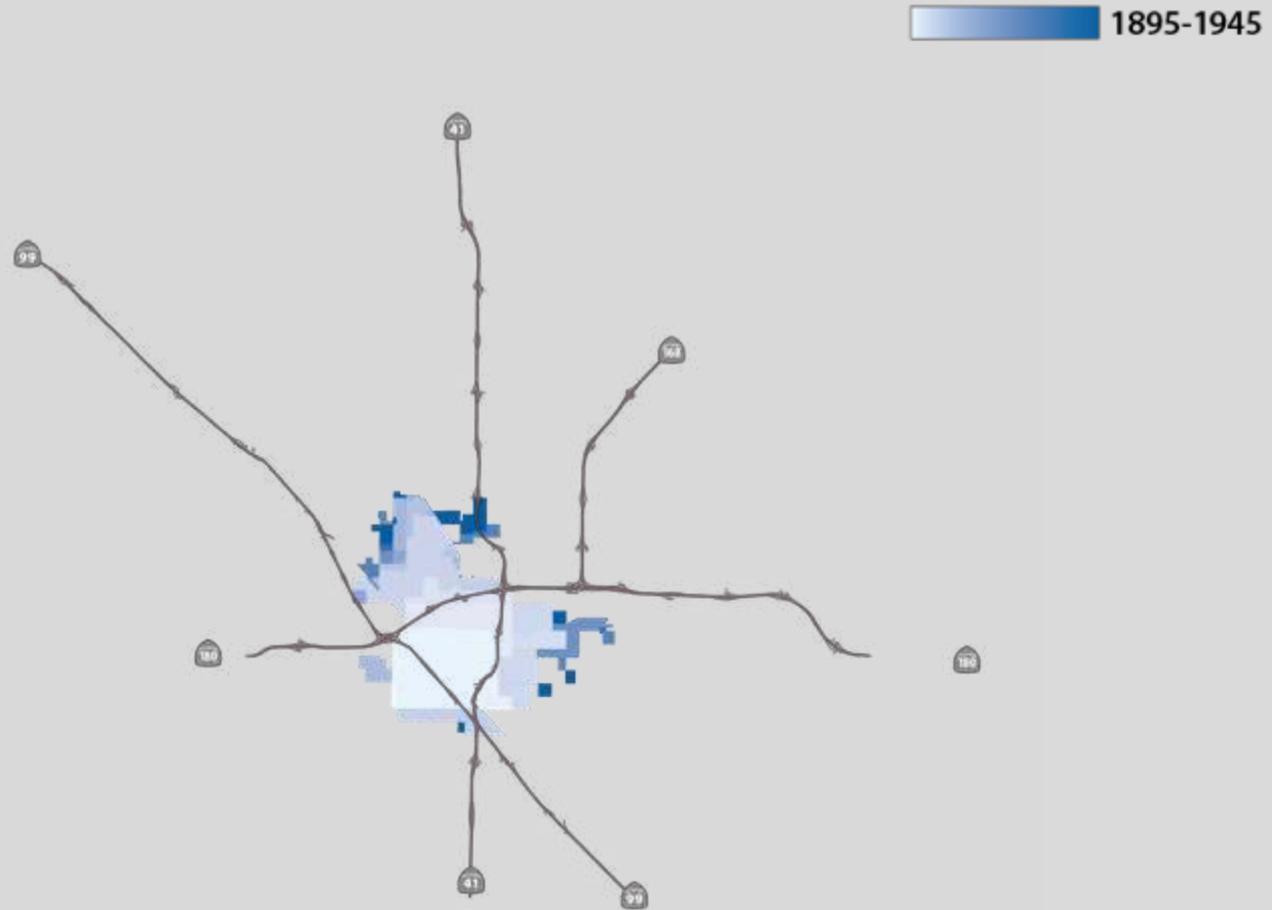


CENTRAL
VALLEY

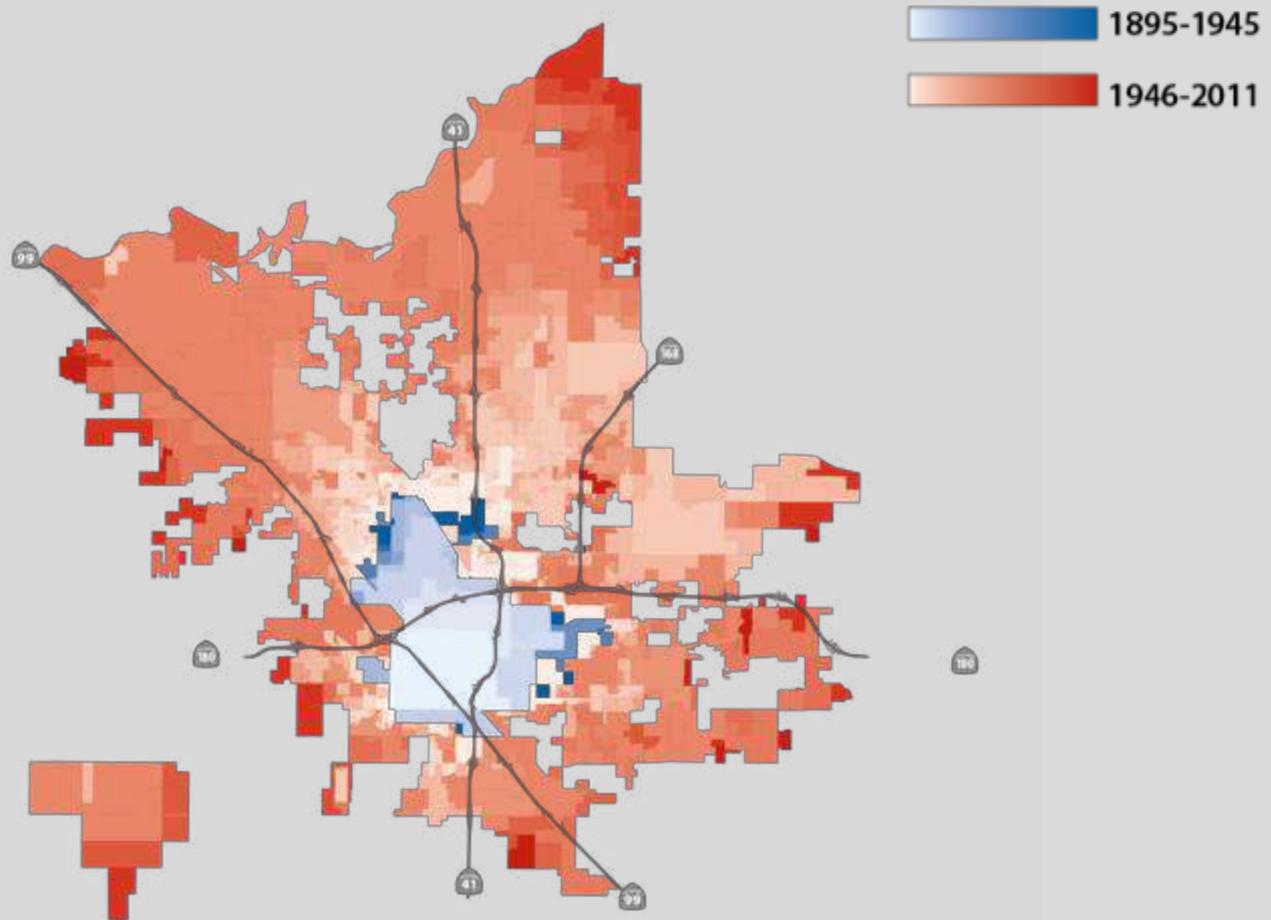
CALIFORNIA



The first 50 years: Fresno boundaries 1895–1945



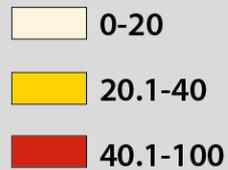
The next 65 years: Fresno boundaries 1946–2011



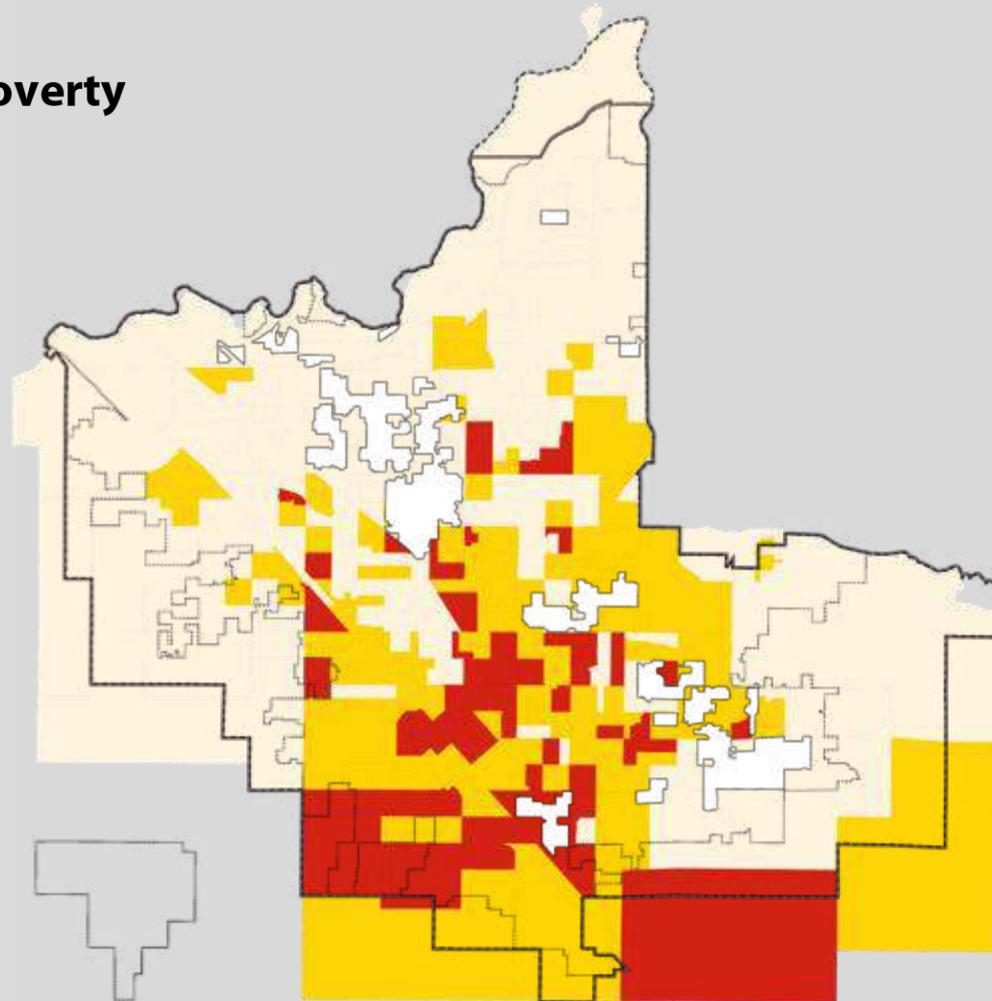
Growth left behind impoverished neighborhoods

Households in poverty

Percent by Census Tract

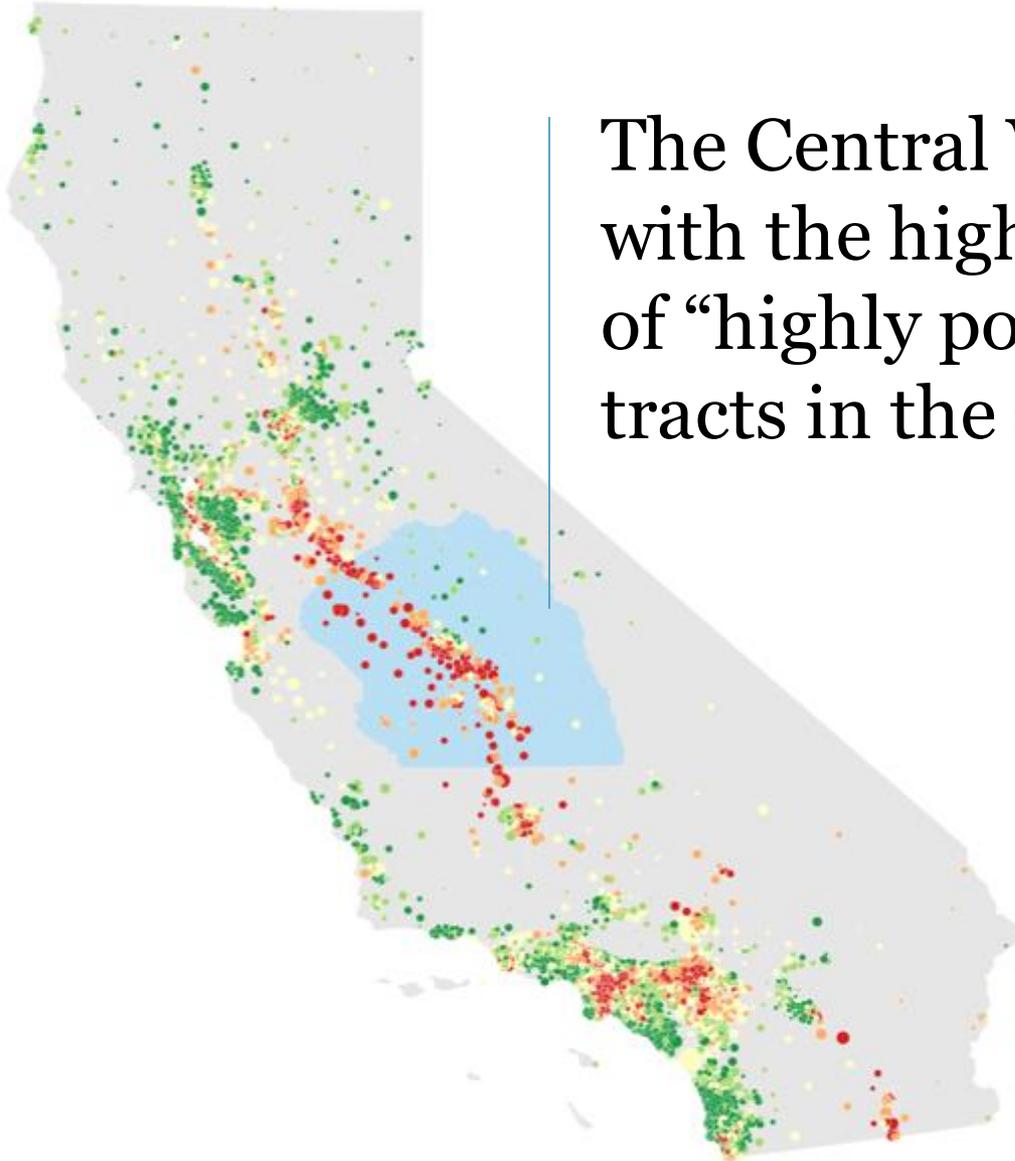


- Planning Area
- Sphere of Influence
- City Limits



California's Central Valley

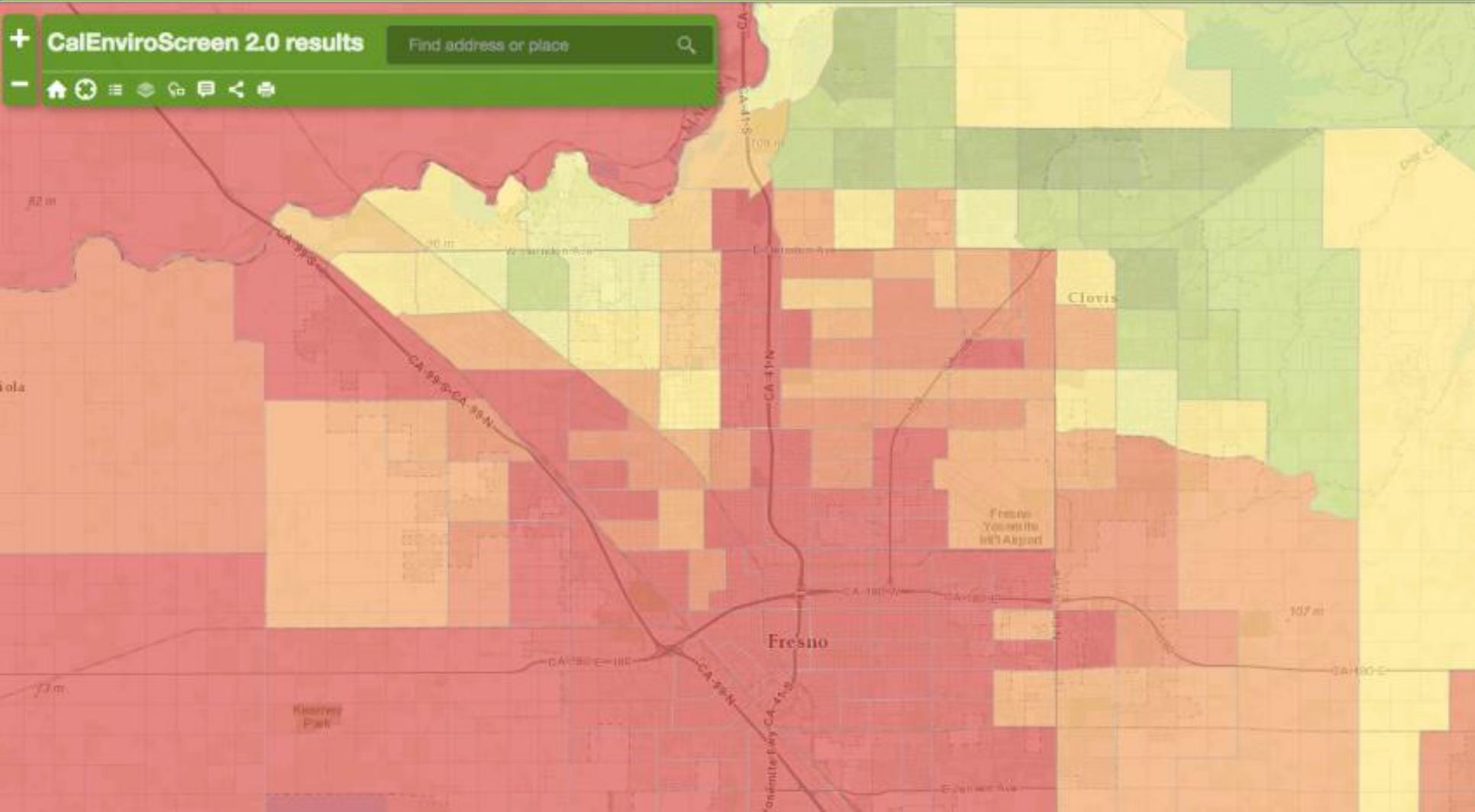
The Central Valley is faced with the highest concentration of “highly polluted” census tracts in the state



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

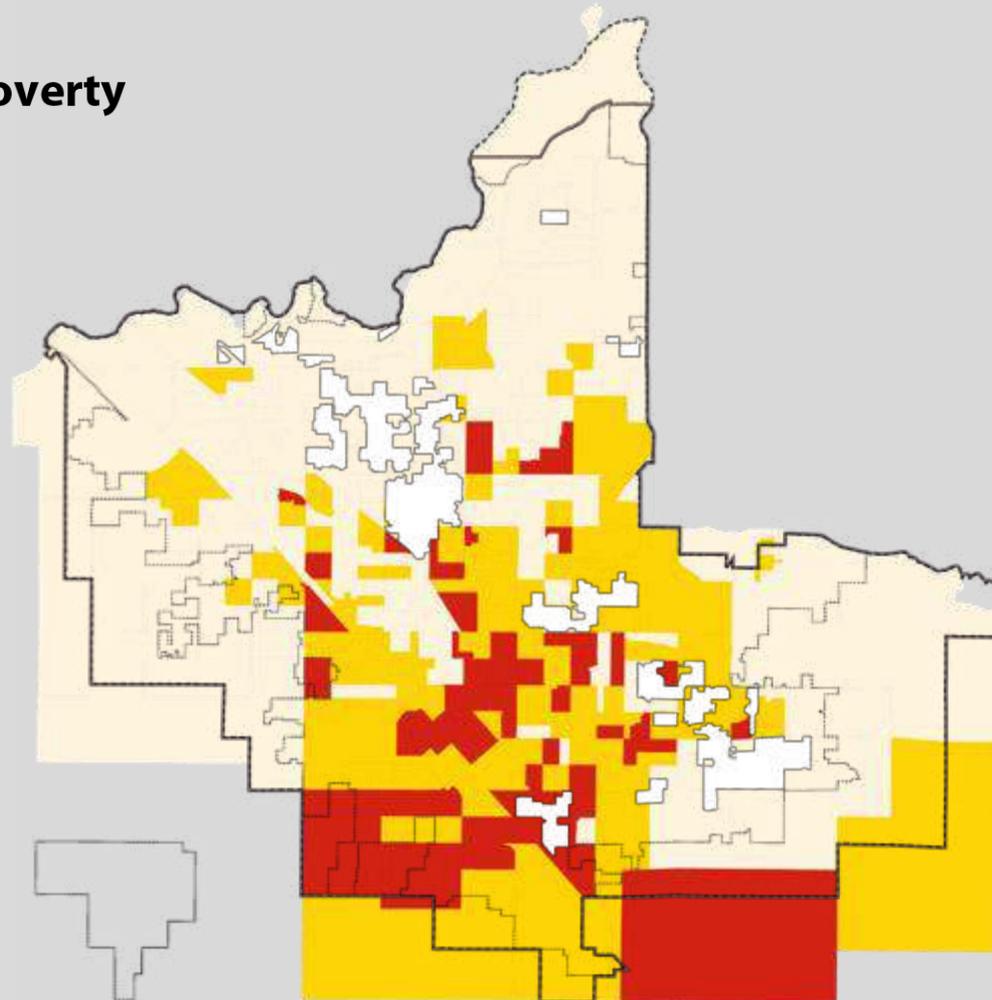
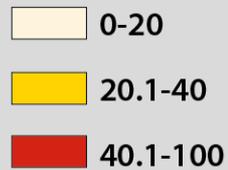
- \$214 m – Fresno State Capital Campaign
- \$984 m – Fresno Unified Bond Measures (Measures K, Q, X)
- \$500 m – State Center Community College District
- \$670 m - City of Fresno Climate and Revitalization Plan
- \$100 m – State of California 2016 Cap and Trade Funding



Growth left behind impoverished neighborhoods

Households in poverty

Percent by Census Tract



- Planning Area
- Sphere of Influence
- City Limits



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

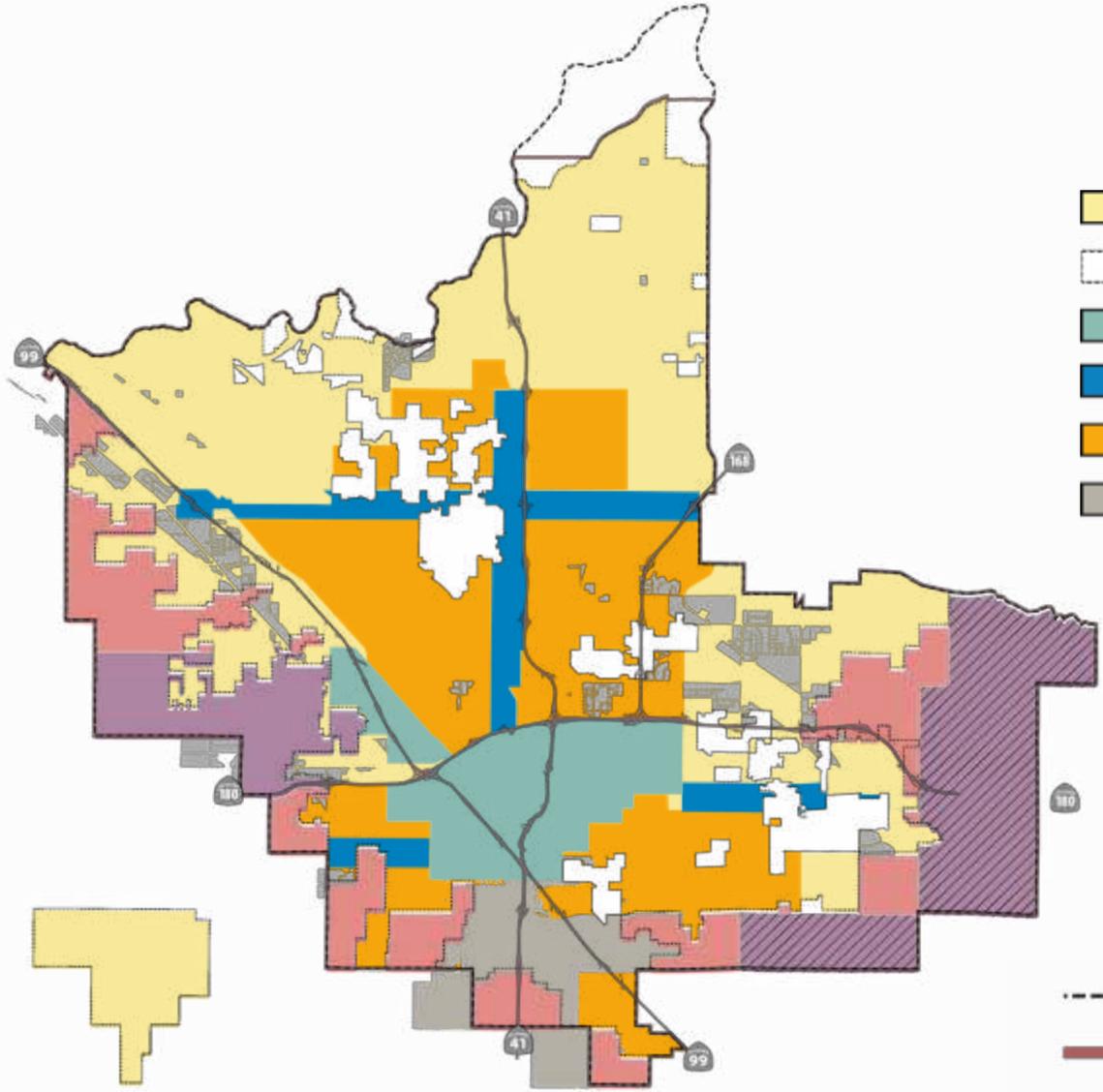
5-Year Infrastructure Investment

- \$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





- Inside City Limits
- County Islands
- Downtown Plan Area
- BRT Corridor Outside of Downtown
- Infill Opportunity Zone
- Employment Centers

- Planning Area
- Sphere of Influence
- City Limits



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- \$100m—State Cap and Trade Funding

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

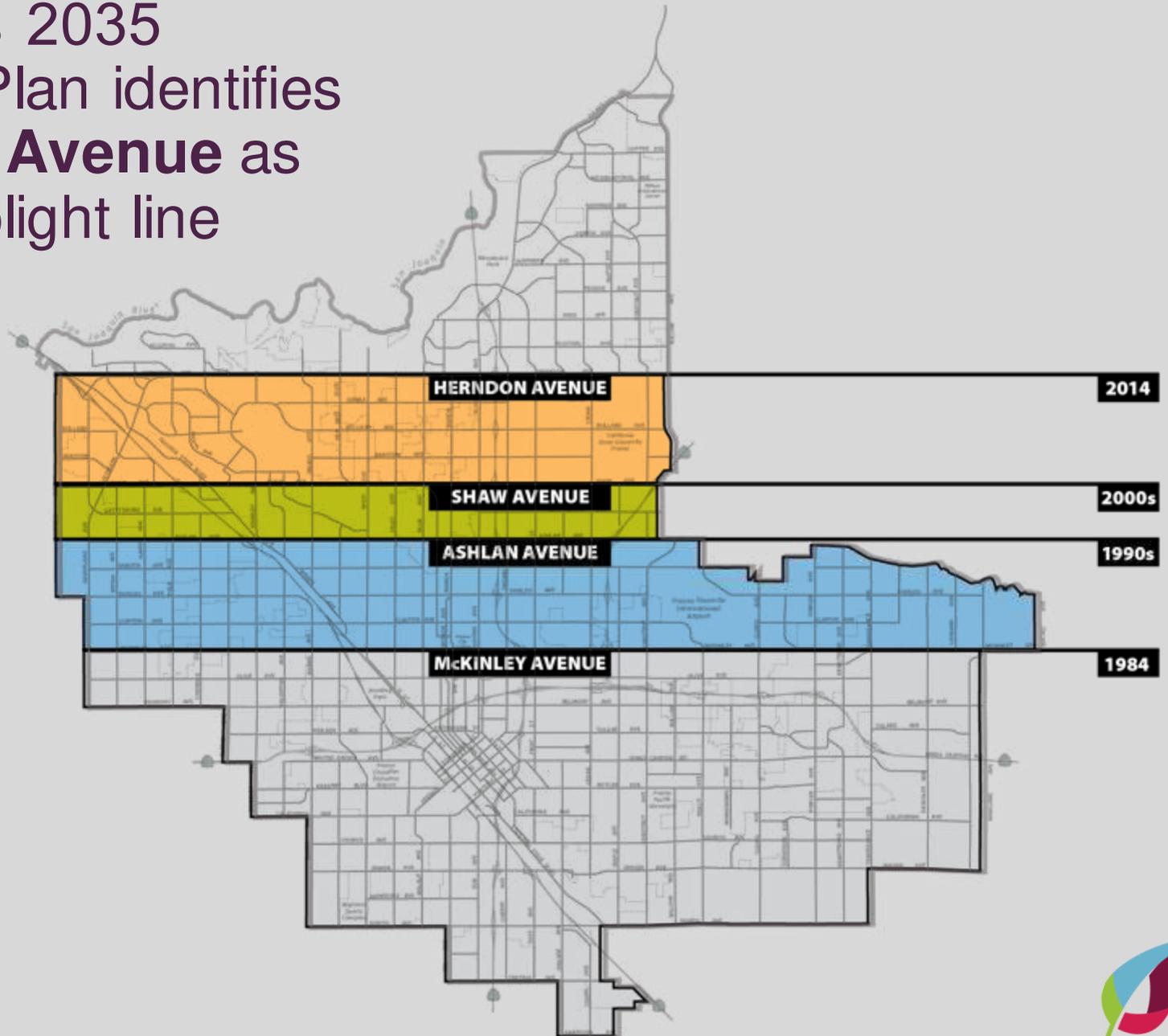


THREATS:

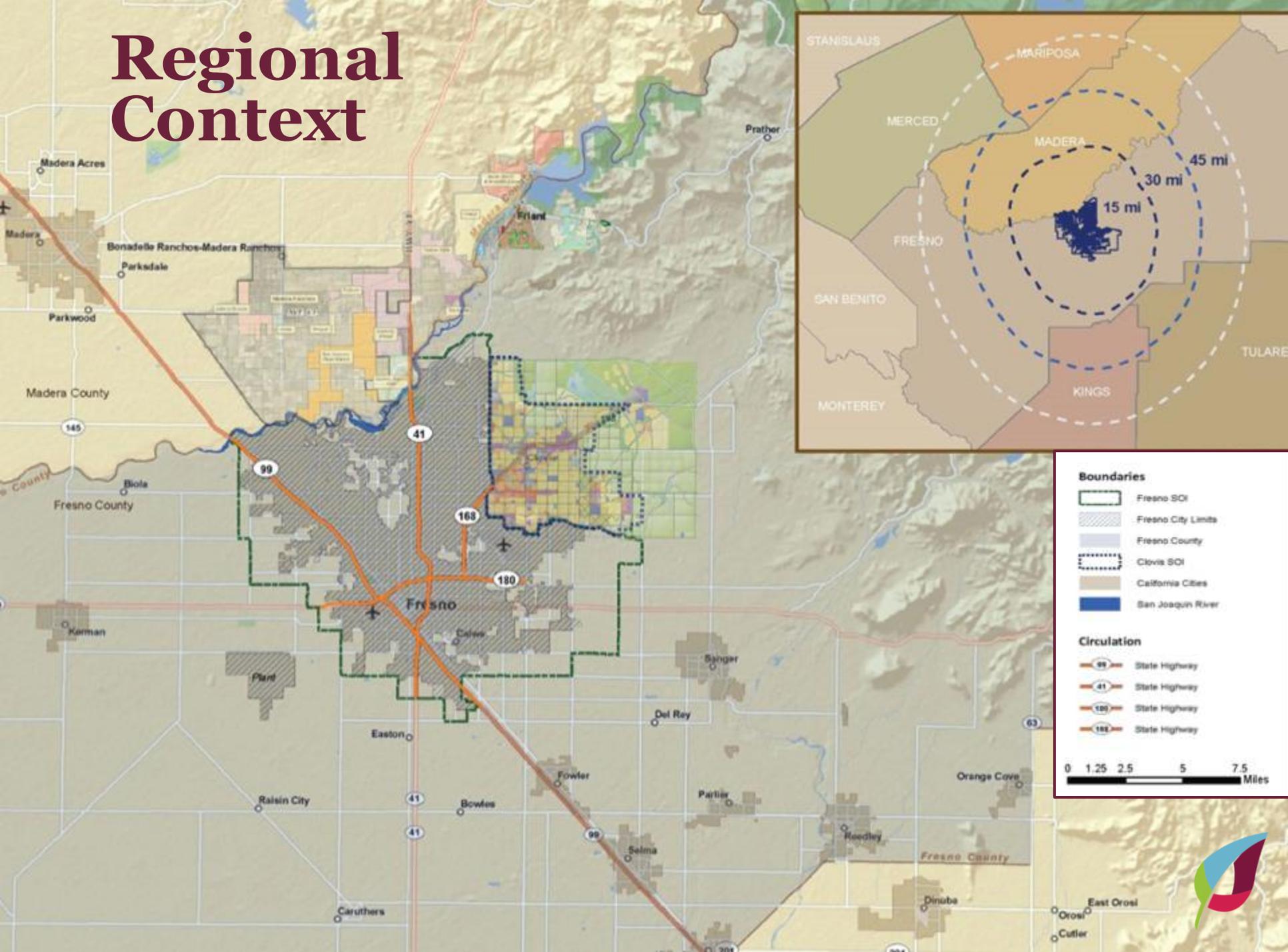
- ‘Status quo’ development patterns that reduce/eliminate the opportunity to re-orient the market
- Lack of economic diversification
- Intensity of poverty concentration
- Volume of adults, youth in need of skill building, educational attainment
- Capital gaps



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

Ending Chronic Homelessness and Address Food Insecurity

\$30m

APPROX \$3M/YR
X 10 YEARS

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

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

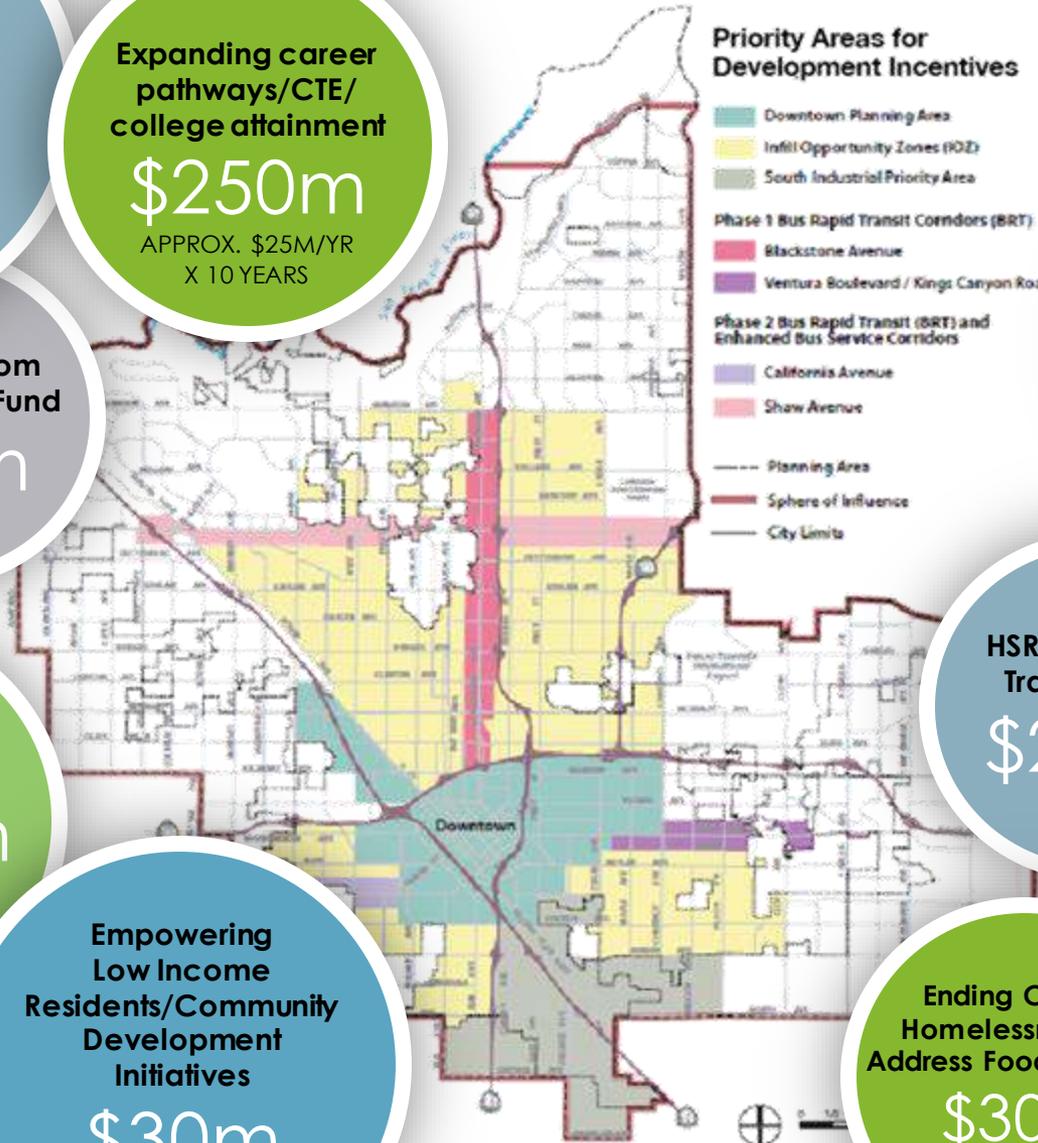
California Avenue

Shaw Avenue

Planning Area

Sphere of Influence

City Limits



Fresno'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*

