

FRESNO COUNTY



Comprehensive Economic Development Strategy

Summary

PREPARED BY:
FRESNO COUNTY EDC WITH STRATEGY ONE
AND WAHLSTROM & ASSOCIATES

INTRODUCTION

The 2016 Fresno County Comprehensive Economic Development Strategy (CEDS) documents the economic and political landscape that shapes local economic development efforts in unincorporated Fresno County plus 14 medium and small size cities. The City of Fresno has prepared its own CEDS.

Purpose

A CEDS is the result of a regionally-owned planning process designed to build capacity, and to guide the economic prosperity and resiliency of an area or region.

CEDS is...

- required in order to obtain most funding assistance from EDA and other Federal sources of funding
- provides outlook of current economic conditions
- describes regional economic development goals, opportunities and strategies to expand and diversify the economy

An updated CEDS report complies with the U.S. Economic Development Administration's eligibility requirements for public works and technical assistance grants. Moreover, the CEDS can support federal or state funding applications submitted by the County or any Fresno County City. The document can function as a true strategic plan that can help the Fresno County EDC deliver business attraction, expansion and retention services.

Process

The 2016 CEDS update was a year-long process with over 25 meetings gathering input from a broad range of public and private sector stakeholders. It included:

- Socioeconomic Trends Report
- SWOT Analysis
- Economic Development Initiatives (Projects) Report by City
- Implementation Report
- Performance Measures (Benchmarks) Report



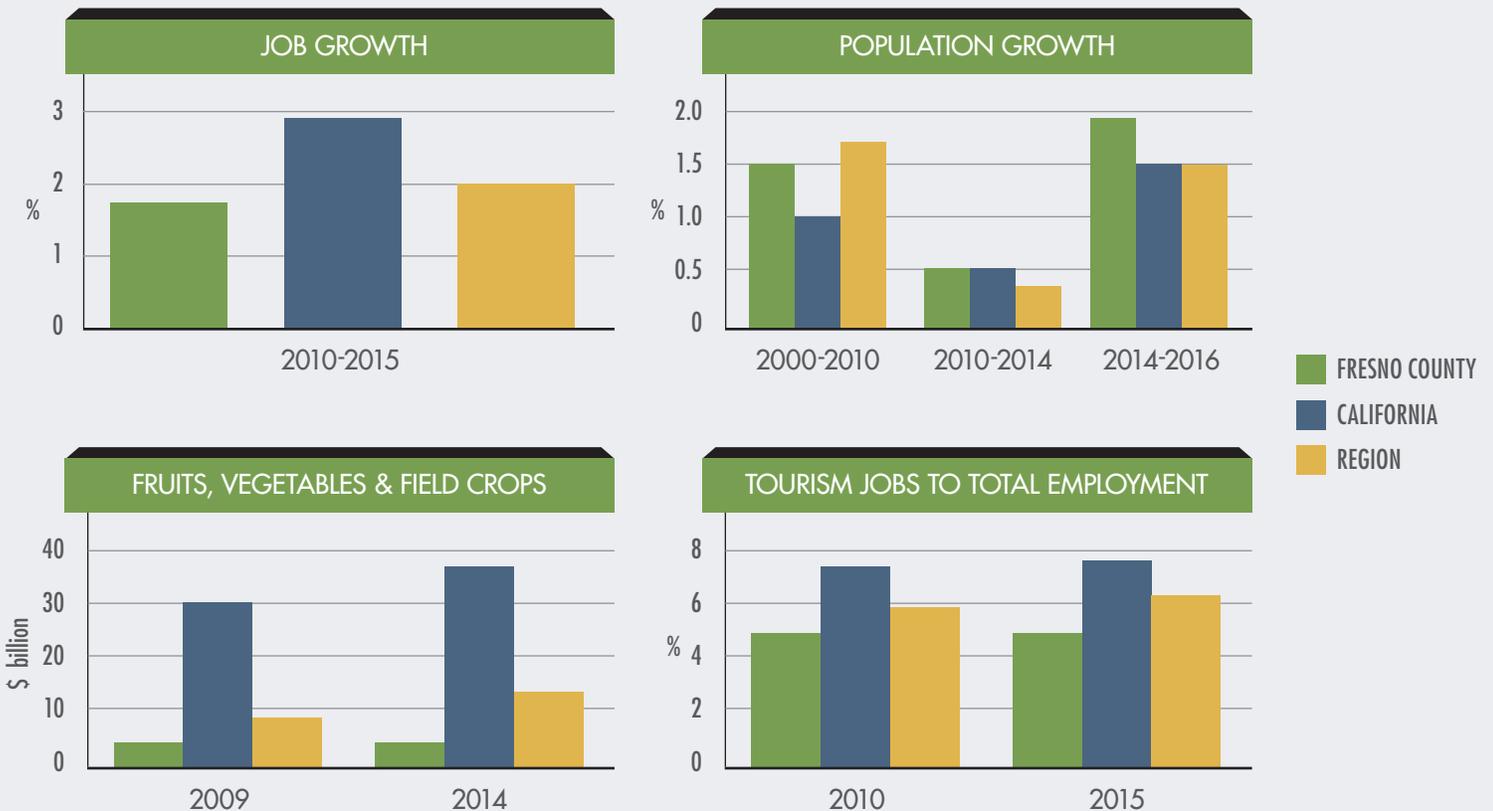
SOCIOECONOMIC TRENDS

Demographic Trends

- Population growth rates in Fresno County have consistently exceeded California's growth rates
- New migrants from Latin America have fueled Fresno County's population growth
- Fresno County has a young population with a median age of 31.2
- Fresno County's adults have completed a very low level of formal education as more than 25 percent did not complete High School, and only 13 percent have earned a bachelor's or an advanced degree
- The average annual household income of \$65,300 amounts to 73 percent of California's average annual household income of \$89,900
- More than one-fourth of Fresno County households earn incomes below the federal poverty standards
- Home values are only 43 percent of the average California home

Economic Trends

- Fresno County has added 27,000 new private sector jobs since 2010, but the growth rate significantly lags California's growth rate
- Fresno County produces 13 percent of California's agricultural output valued at \$7.04 billion
- Agriculture is Fresno County's largest industry generating 47,300 jobs, with health care services second at 31,700
- Visitors to Fresno County spent \$1.16 billion, which generates 14,130 jobs



Fresno County

1. Attract the High Speed Rail Heavy Maintenance Facility
2. South 41 Industrial Corridor Revitalization
3. Develop a Biomass Industry Energy Production Facility in the Sierra Foothills
4. Implement a Groundwater Sustainability Management Plan
5. Develop Infrastructure Improvements along the Golden State Corridor
6. Develop West Side Agricultural Tourism Trail
7. Improve Water Supply and other Infrastructure at key interchanges along the Interstate 5 Corridor
8. Support the Expansion of the Water, Energy and Technology (WET) Center Business Incubator Facility
9. Attract a High Speed Rail University to Fresno County
10. Develop a New Mandela Training Center in South Fresno County
11. Support Continued Expansion of the Downtown Business Hub (DBH) Incubator
12. School of Unlimited Learning (SOUL) expansion. (Fresno EOC)
13. Nielsen Food and Transit Center Expansion (Fresno EOC)

Clovis

1. Redevelop the Swiss Colony Winery and the adjacent 19.5 acre vacant land site
2. Develop the Golden Triangle Property
3. Develop the Centennial Plaza Pads at 355 Pollasky Avenue
4. Develop the Mixed Use Areas 17 & 18
5. Complete the development and full build-out of the Research and Technology Business Park
6. Research and Technology Business Park Expansion (East of R&T Park and Additional Expansion southeast of HWY 168 at Owens Mountain Parkway)
7. Revitalization of Shaw Avenue
8. Develop the remaining vacant sites at the City of Clovis Industrial Park
9. Implement Tourism Strategy



San Joaquin

1. Improve Access to Cherry Lane Industrial Park
2. Improve South Railroad Avenue

Firebaugh

1. Industrial Infrastructure Improvements

Mendota

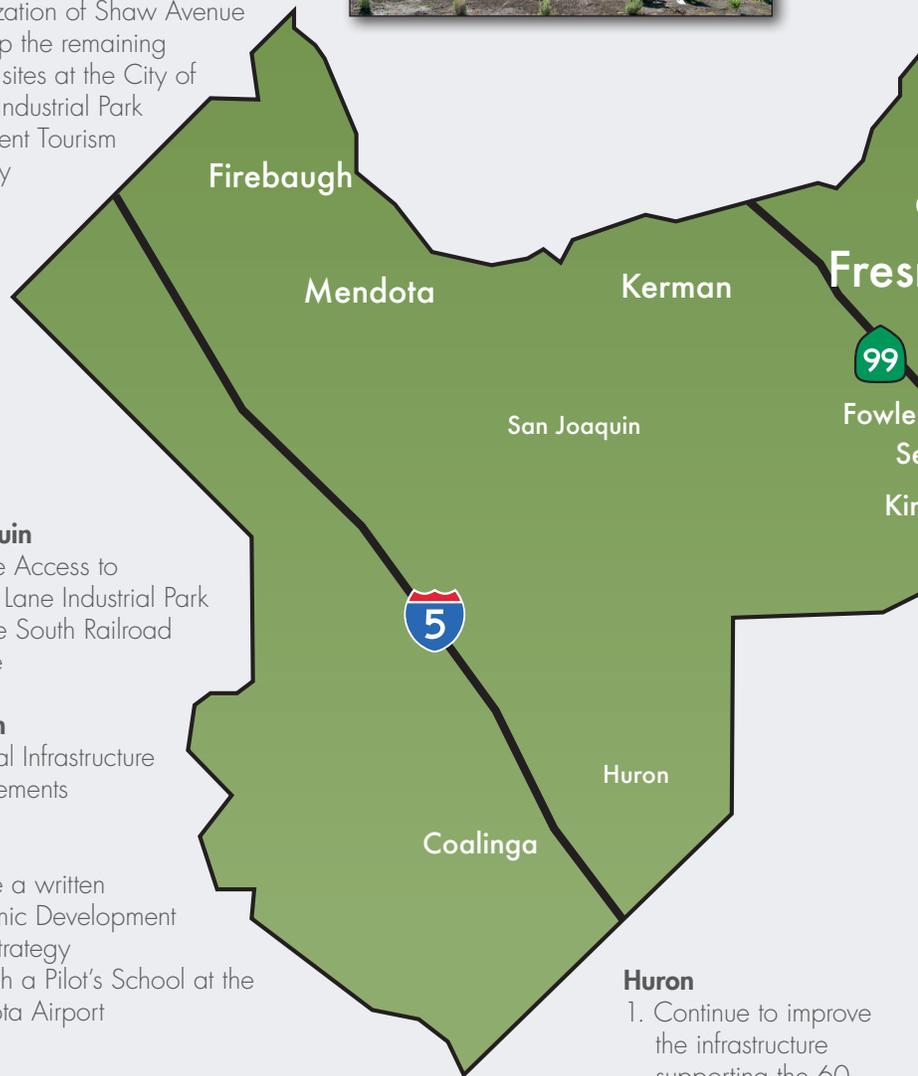
1. Prepare a written Economic Development Plan/Strategy
2. Establish a Pilot's School at the Mendota Airport

Coolinga

1. Build out the Juniper Ridge Industrial Park
2. Attract Cannabis growing business establishments

Huron

1. Continue to improve the infrastructure supporting the 60-acre industrial and commercial area



ECONOMIC DEVELOPMENT INITIATIVES



Coalinga, California

Fowler

1. Three Crowns Industrial Park Build Out
2. Attract new commercial and residential real estate investment
3. Attract an Adventist Health/ Valley Children's Hospital clinic to Fowler
4. Provide infrastructure to 17 acres of commercial property
5. Industrial lands annexation

Selma

1. Selma Crossing Commercial Center Project
2. Selma Grove Shopping Center
3. Attract Commercial Establishments to Available Infill Opportunity Sites
4. Golden State Corridor Economic Development Infrastructure Improvements
5. Dinuba Avenue Sewer Improvements
6. Amberwood Development

Kingsburg

1. Kingsburg Business Park Build Out
2. Downtown Façade Improvement Financing
3. Light Industrial Business Expansion and Attraction
4. Develop and promote Agri-tourism District
5. Rehabilitating mixed-uses in the Downtown Core
6. Secure Land and Develop Regional Sports Complex

Reedley

1. Prepare Reedley Downtown Plan
2. Develop the Central Valley Transportation Center

Sanger

1. Industrial Waste Line Extension
2. Install New Municipal Water Tank

Orange Cove

1. Attract Solar Farms
2. Infrastructure Improvements for New Orange Cove Shopping Center
3. Off-site public improvements to Attract an Industrial Manufacturer

Parlier

1. Upgrade the Wastewater Treatment Plant
2. Establish a new Business Incubator and Training Center
3. Build Out Phase 2 of the Parlier Industrial Park



OPPORTUNITIES

A summary of Fresno County's strengths, weaknesses, opportunities and threats are outlined in the comprehensive report. The following are opportunities for growth:

- Implementation of High Speed Rail project with a stop in Downtown Fresno
- Potential selection of Fresno for the High Speed Rail Heavy Maintenance Facility
- Potential to capitalize on EDA's Investing in Manufacturing Alliance Partnership designation for 28 Central Valley counties
- Capitalize on efforts by the San Joaquin Valley Manufacturing Alliance to create a world-class Career Technical Education Ecosystem that addresses the needs of a manufacturer's workforce gap
- Encourage innovation and entrepreneurship in water conservation technology and alternative energy
- Water supply expansion proposals that can support ongoing agricultural development efforts
- Market Fresno County's agriculture industry as a regional brand
- Plant new crops and diversify agriculture to support year-round employment
- Support agricultural tourism and destination entertainment initiatives
- Attract additional conferences and business meetings to the Cities of Fresno and Clovis
- Support proposals to expand renewable energy and continue the expansion of rooftop solar
- Expansion of Health Care industry
- Attraction of diverse industries that will elevate the wages earned by Fresno County residents



BUSINESS EXPANSION TARGETS

A target industry analysis identified 19 business sectors that could expand employment through business expansion or attraction efforts. The business expansion and attraction targets listed below already have a strong presence in Fresno County, most are expanding employment faster than the region and the state, and they pay higher wages than Fresno County's average wage of \$35,800 per job.

Farming

Crop Production (15,500 jobs)
Ag Support Activities (29,700 jobs)

Construction (14,900 jobs)

Manufacturing (25,500 jobs)

Food & Beverage (13,000 jobs)
Machinery Products (2,400 jobs)
Electronic Products (1,500 jobs)

Wholesale Trade (13,800 jobs)

Motor Vehicle Parts (1,100 jobs)
Machinery Equipment & Supplies (1,800 jobs)
Grocery Products (3,700 jobs)
Electronic Products (1,300 jobs)

Transportation

Truck & Ground Transportation (4,500 jobs)
Transportation Support Activities (2,100 jobs)

Information & Professional Services

Broadcasting (1,400 jobs)
Legal Services (7,200 jobs)
Accounting & Payroll Services (5,500 jobs)
Architect & Engineers (5,500 jobs)
Management & Technical Consulting (5,200 jobs)
Advertising & Public Relations (2,700 jobs)
Health Care (31,700 jobs)

Economic Resilience

Fresno County's ability to survive and adapt to sudden acute shocks such as earthquakes, floods, and disease outbreaks, other extreme weather events or unexpected economic shocks is a measure of economic resilience. Strategies to strengthen Fresno County's economic resiliency are listed below.

- Encourage water conservation
- Improve education and workforce training
- Strengthen "brand" Fresno
- Promote Fresno County as a visitor destination
- Accelerate access to reliable and clean energy



GOALS



1 Expand Job Creation

2 Increase Household Incomes and Wages through Economic Diversification



3 Improve Educational Attainment and Workforce Training

4 Improve Backbone Infrastructure



5 Encourage Sustainable Agricultural Production

6 Enhance Fresno County as a Regional Economic Development Hub



7 Strengthen Connections between Community Needs and Available Resources

These goals were developed through a process of reviewing existing documents, strategy meetings, research findings and stakeholder interviews.

STRATEGY COMMITTEE AND STAKEHOLDERS

California Health Sciences University
CEI Engineering Associates, Inc.
City of Clovis
City of Coalinga
City of Firebaugh
City of Fowler
City of Fresno
City of Huron
City of Kerman
City of Kingsburg
City of Kingsburg, 5-Cities EDA
City of Mendota
City of Orange Cove

City of Parlier
City of Reedley
City of Sanger
City of San Joaquin
City of Selma
County of Fresno
County of Fresno Planning
Diversified Development
Farm Bureau
Fresno/Clovis Convention
& Visitor's Bureau
Fresno Economic
Opportunities Commission

Fresno EDC
Fresno Housing Authority
Fresno Regional Workforce
Development Board
Hispanic Chamber of Commerce
Int'l Center for Water Technology,
Fresno State
LAFCO
Manufacturing Alliance
Office of Com & ED, Fresno State
Sol Development Associates, LLC
Southeast Fresno Community EDA
Workforce Connection

*The entire CEDS report is available at
www.fresnoedc.com.*

CONTACT

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