

COUNTY OF FRESNO

**COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY**



JUNE 2015 UPDATE

FRESNO COUNTY
ECONOMIC DEVELOPMENT CORPORATION

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EXECUTIVE SUMMARY

The Fresno County Economic Development Strategy focuses upon three goals: increase job creation, diversify the economic base, and improve labor force preparedness. These goals are addressed in the strategies that follow and will require collaboration between government, community stakeholders and the private sector for successful implementation.

Agriculturally Based Economy

Fresno County's economic base has historically been and continues to be agriculture. In 2014, the agricultural industry provided an estimated 49,100 jobs, making up 13.6 percent of all classified industry jobs. The production value of agricultural products in Fresno County in 2012 was over \$6.59 billion. The County continues to lead the State and the Nation in being number one in the value of agricultural production. With an economic multiplier of 3.5, agriculture brings economic stability and drives growth in the regional economy. To remain competitive in the world market, the industry has become more automated and more efficient with research and development as key components to continued success. Expanding the types of value-added finished goods and increasing the integration of the field production, processing, packaging, research and development, and marketing sectors of the agriculture value-chain will generate jobs for the region as well as reinforce Fresno County's brand as the worldwide leader in agricultural production and innovation.

Agile Manufacturing

Targeting the manufacturing industry provides an opportunity for the County to build upon and support the agricultural industry through value-added agricultural processing. In 2014, the manufacturing industry made up 6.5 percent of all classified industry jobs in Fresno County with an estimated 23,400 jobs. Fresno County is one of the top five regions nationally for the location of food processing facilities. Retaining, expanding and attracting food processing and other agricultural processing companies is a logical strategy to create jobs and transition the workforce. In addition, a focus upon manufacturing enables the region to take advantage of growth opportunities in non-agricultural manufacturing such as irrigation systems, security systems, machinery, solar and other manufacturing to diversify the economy.

Water

The County must address issues of water supply, quality, conservation and reuse in order to support growth in municipal, industrial and agricultural development. Below-average rainfall in recent years combined with federal and state regulations have severely restricted the amount of surface water available to the County. Investment in regional water infrastructure and innovative ways to address water quality, conservation and reuse are essential to spur job creation. The International Center for Water Technology at California State University, Fresno, the Water and Energy Technology Incubator and the Regional Jobs Initiative's Water Industry Cluster are a magnet for development and attraction of new water technology to the region.

Clean Energy

The cost of energy must be addressed in order to support economic development in Fresno County. The climate lends itself to new sources of clean renewable energy and innovation in energy efficiency. The County is ideally poised to take advantage of increased investment in this field and the jobs that it can create. The County supports programs that encourage energy efficiency retrofits and the use of distributed generation renewable energy, growing areas in the clean energy economy.

Health Care

Fresno County's central location and population make it ideally suited to be a hub for advanced medical treatment in the San Joaquin Valley. In 2014, the health care sector included 53,200 jobs making up 14.7 percent of classified industry jobs. Fresno County has the opportunity to expand and enhance services to the region. However, a major factor in being able to provide advanced medical treatment is the recruitment of physicians and medical specialists. The development of a University of California Medical School in the San Joaquin Valley is essential to physician recruitment.

Information Processing

Advances in technology have made off-site information processing a viable alternative for businesses seeking to reduce costs. The low cost of land combined with an abundance of labor make the County an ideal location for these businesses. This sector provided 3,800 jobs in 2014 to make up 1 percent of all classified industry jobs. It is important to note that the average annual wages for information processing were 110.5 percent higher than the average across all classified industries in Fresno County in 2013. Fresno County businesses will also need access to the highest levels of information technology available in order for their operations to be successful. The expansion of broadband services is essential to the expansion of businesses and addressing the digital divide in rural areas of the County.

Tourism

Fresno County's climate combined with its high Sierra, foothills, rivers, lakes and national parks make it a world-class tourism destination. In 2014, the tourism industry made up 8.4 percent of all classified industry jobs with an estimated 30,600 jobs. Promotion of the County's natural amenities, cultural programs, convention opportunities and agri-tourism as well as the development and promotion of new tourism venues will invite spending from outside sources to support local jobs.

Industrial Parks

In order for Fresno County to position itself to take advantage of future job-creation opportunities, the County must support establishment of an industrial park in excess of one thousand acres. Such a park will serve as a point of attraction for large industrial businesses that have traditionally overlooked Fresno County as a potential site for location. The County will continue to make it a priority to collaborate with the cities in assisting their efforts to foster economic development in their local industrial parks. The increased production and movement of goods will increase Fresno County's position in national and global markets to expand exports and create local jobs.

Infrastructure

In order to support the County's economy, local government will need to support and encourage the development of infrastructure and utilities in areas such as water, waste water treatment and transportation. Enhanced infrastructure will support municipal, commercial, industrial and agricultural development. Transportation infrastructure linking roads, rail, ocean ports and air will support the movement of people and goods produced in Fresno County as well as attract logistics businesses. Of particular importance is the development of intermodal facilities, where goods may be easily transferred from one method of transportation to another, and a High Speed Rail Heavy Maintenance Facility, which could also create approximately 2,300 new jobs.

Invest in Human Capital, Research and Development, Innovation and Entrepreneurship

Fresno County must continue to invest in educating and training the workforce to be prepared for highly skilled and technical jobs to meet both existing and future business needs. Preparation should include vocational training as well as college preparatory classes. Successful preparation of the workforce will serve as a point of attraction for businesses that provide high paying jobs. In addition, research and development as well as innovation and entrepreneurship are essential to providing a competitive edge and building opportunities for our future economy.

Quality of Life

Fresno County must continue to invest in its quality of life and recognize its cultural diversity as a strength. Public safety, health services, education, housing, and cultural and recreational programs are important to the fabric of a healthy community and economy. Quality of life is important to County residents, critical to a healthy and productive workforce and essential to retain, expand and attract businesses.

Healthy Business Climate

Government must collaborate in supporting business growth and development, regional land use, infrastructure planning, and regional solutions to economic constraints. The County will seek changes to regulations and policies in areas that are detrimental to the regional economy. The County will support programs like the California Competes Program and the Williamson Act to help retain, expand and attract businesses to the region. There are many agencies and organizations involved with economic development in Fresno County. With limited resources it is extremely important that government, community stakeholders and the private sector work together to leverage resources to increase job creation, diversify the economic base, and improve labor force preparedness.

COMMUNITY AND PRIVATE SECTOR PARTICIPATION IN DEVELOPMENT OF THE CEDS

The County of Fresno, serving as the CEDS Planning Organization, developed this document with the participation of many committees, stakeholders and local governments from across the County. Each was instrumental in the process and provided this document with many perspectives that truly make it a Comprehensive Economic Development Strategy.

In late 2008, the County designated a Blue Ribbon Business Committee composed of various members of Fresno County's business community and non-profit sector who also participated in other county and community organizations and initiatives such as the Fresno Regional Workforce Investment Board and the Regional Jobs Initiative's Industry Clusters. It was actively involved in the development of this document from its conception to completion and served as the County's original CEDS Strategy Committee. The Committee was initially provided with a copy of the County's CEDS as adopted on October 3, 2000, and was asked to provide input on general ways to make improvements. Over the course of the next several months, the Committee provided guidance on strategic priorities, reviewed the draft documents and made recommendations.

The Regional Jobs Initiative (RJI), a public-private partnership launched in January 2004, was also involved in the development of the CEDS. It is made up of twelve industry cluster groups, dedicated to specific facets of the regional economy, each composed of industry leaders, public agencies and interested individuals. The County is a partner of the RJI and actively participates in several of the cluster groups. In October 2009, the managers of each of the clusters were provided with an original copy of the CEDS and asked to discuss updating it with each of their cluster members. At that same time, the County was provided with an analysis of the strengths, weaknesses, opportunities and threats (SWOT) from each of the clusters, which were then incorporated into a SWOT analysis performed by the Blue Ribbon Business Committee. The resulting analysis was integrated into the CEDS. In March 2010, the cluster managers were provided with an updated document based on suggestions from stakeholders and asked for further input. In addition, The RJI Leadership Group was provided with copies of the updated document and they provided additional input.

Local government was actively involved in the development of this document as well. In July 2009, each of the cities was asked to provide a list of potential economic development projects. Over the next few weeks, County staff worked with the cities to ensure that each city had an opportunity to submit projects. In August 2009, the city managers were provided with a copy of the original CEDS and asked for comments. By September 2009, each of the cities was asked to provide an update of their narrative found within the original CEDS. Within County government, departments such as Public Works and Planning, the Agricultural Commissioner, Library, University of California Cooperative Extension and what is now the Department of Social Services have also had an opportunity to provide input.

Various community groups and organizations were involved in creating this document. Beginning in July 2009, County partners and stakeholders such as the Office of Community and Economic Development at California State University, Fresno; the Fresno County Economic Development Corporation; the Fresno Regional Workforce Investment Board; the Nisei Farmers League; the Fresno County Farm Bureau; the Convention and Visitors Bureau; the Fresno Business Council;

the Greater Fresno Area Chamber of Commerce; the Central California Hispanic Chamber of Commerce; the Fresno Area Hispanic Chamber of Commerce; and various other local chambers of commerce were asked for input.

On August 9, 2011, the County assigned its existing economic development responsibilities to the Fresno County Economic Development Corporation. This included development of each required annual update to the CEDS for approval by the County. Additionally, as the County’s Blue Ribbon Business Committee had largely fulfilled its mission prior to the 2013 CEDS update, it became necessary to appoint a new Strategy Committee to review updates to the CEDS. In consultation with the County, the Fresno County Economic Development Corporation developed a Strategy Committee consisting of various private-sector and local government representatives. The 2014 update of the CEDS was reviewed and approved by this Strategy Committee.

The following document is the culmination of this process and forms a foundation for regional economic development throughout the County.

Fresno County CEDS Planning Organization	
Supervisor Brian Pacheco	District 1
Supervisor Andreas Borgeas	District 2
Supervisor Henry Perea	District 3
Supervisor Buddy Mendes	District 4
Supervisor Deborah A. “Debbie” Poochigian	District 5

CEDS Strategy Committee

Community Leaders appointed by
Fresno County Economic Development Corporation

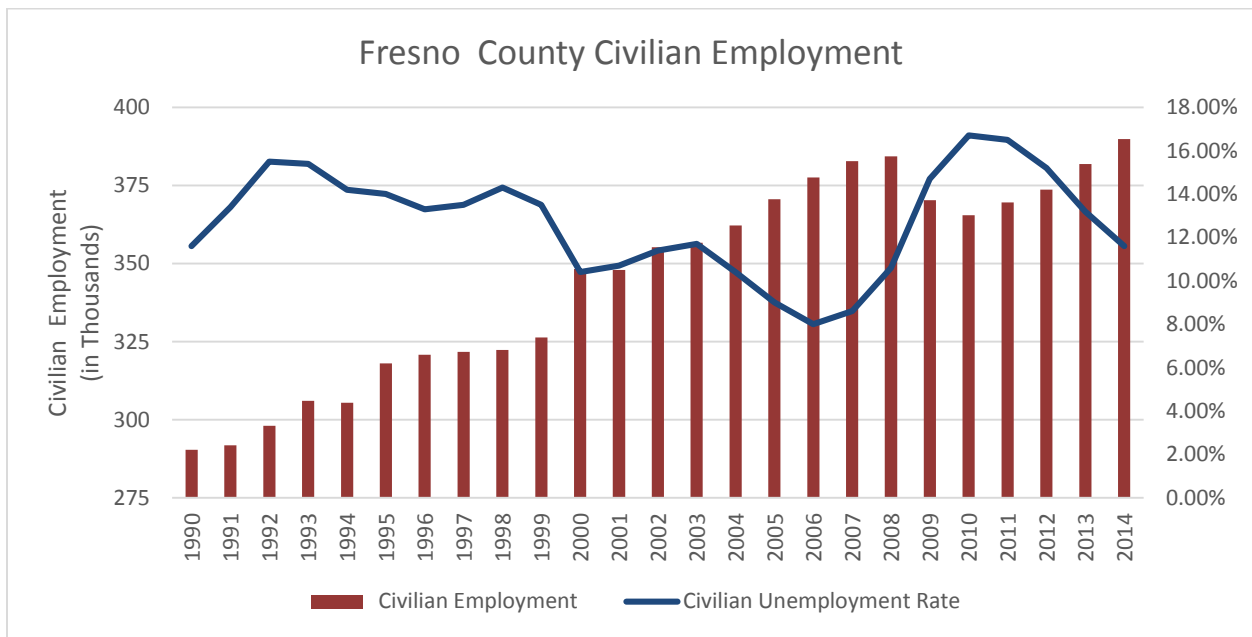
Member	Associations	Represents
Al Solis, Chair	Principal, Sol Development Associates, LLC Immediate Past Chair, Fresno County Economic Development Corporation Chair Elect, Greater Fresno Area Chamber of Commerce	Private Individuals
Walt Plachta, Vice Chair	Fresno Department Leader, CEI Engineering Associates, Inc. Chair, Fresno County Economic Development Corporation Board Member, Greater Fresno Area Chamber of Commerce	Private Individuals
Paul Bauer	Attorney, Walter & Wilhelm Law Group	Private Individuals
Florence Dunn	President, California Health Sciences University Treasurer, Fresno County Economic Development Corporation Chair, Community Hospitals of Central California	Institutions of Higher Education
Israel Lara	President, Parlier Chamber of Commerce	Private Individuals
Gary Quisenberry	Senior VP of Commercial and Business Banking, Central Valley Community Bank Board Member, Fresno County Economic Development Corporation	Private Individuals
Tina Sumner	Community Economic Director, City of Clovis At-Large Director, Fresno County Economic Development Corporation	Public Officials
Mike Teixeira	Owner, H&J Chevrolet	Private Individuals

BACKGROUND

ECONOMY

In 2007, there were over 285,000 private sector jobs at nearly 28,000 business establishments in Fresno County with an additional 69,200 jobs in the public sector. From 1990 to 2007, Fresno County’s civilian employment grew by an average of 1.7 percent per year while the civilian labor force grew by an average of 1.5 percent per year. Both exceeded California’s annual growth for the same time period of 1.0 percent each.¹ While this has been a positive step toward reversing Fresno County’s chronic levels of high unemployment, the County has been particularly affected by the nationwide recession which began in late 2008.

Between 2006 and 2010, Fresno County’s unemployment rate more than doubled from 8.0 percent to 16.8 percent. In 2009, over 20,000 jobs were lost with civilian employment falling by an astonishing 4.1 percent. Five of the County’s fifteen cities had annual unemployment rates over 30 percent. As a result, Fresno County’s January 2011 unemployment rate (18.3 percent) surpassed California’s unemployment rate by 5.7 percent and the federal unemployment rate by 8.5 percent. However, the loss of jobs did not slow the growth of the labor force, growing slightly more than average at 1.7 percent.²



¹ California Employment Development Department, Labor Market Information Division

² California Employment Development Department, Labor Market Information Division; United States Department of Labor, Bureau of Labor Statistics

Fresno County has also struggled with relatively low wages in the private sector. While private industry average annual wages for Fresno County grew by an average of 3.1 percent per year from 1990 to 2010, they were eclipsed by the 3.7 percent average annual growth rate for California. In 2010, the average private industry worker in California earned 53.8 percent per year more than the average private industry worker in Fresno County.³

Additionally, the U.S. Census Bureau’s American Community Survey provides unemployment and per capita income figures as shown below. This data was collected for the County and the United States from the American Community Survey’s 2013 1-Year Estimates and 2012 1-Year Estimates. The 2012 – 2013 (24-month average) figure is an average of the two data points.

Unemployment Rate			
	<i>2012</i>	<i>2013</i>	<i>2012 – 2013 (24-month average)</i>
<i>Fresno County</i>	15.7%	12.8%	14.3%
<i>United States</i>	9.4%	8.4%	8.9%

Per Capita Income			
	<i>2012</i>	<i>2013</i>	<i>2012 – 2013 (24-month average)</i>
<i>Fresno County</i>	\$19,289	\$19,682	\$19,486
<i>United States</i>	\$27,719	\$28,184	\$27,014

Unemployment and per capita income data is also available by census tract and is contained in Appendix B. The data was collected for each of the census tracts as well as the nation from the American Community Survey’s 2008 – 2012 5-Year Estimates.

A map of Fresno County’s census tracts may be found in Appendix C.

³ California Employment Development Department, Labor Market Information Division

INDUSTRY ANALYSIS

FRESNO COUNTY ESTABLISHMENTS AND AVERAGE EMPLOYMENT BY INDUSTRY, 2013

NAICS	Industry	Establishments Fresno Co.	Employment Fresno Co.
11 (less 1133)	Agriculture, Forestry, Fishing and Hunting	1,708	49,418
1133, 21	Mining and Logging	13	266
23	Construction	1,349	13,108
31-33	Manufacturing	598	22,841
	<i>Goods Producing</i>	<i>3,668</i>	<i>85,633</i>
22	Utilities	26	2,083
42	Wholesale Trade	842	13,549
44-45	Retail Trade	2,252	34,937
48-49	Transportation and Warehousing	557	9,741
51	Information	158	3,807
52	Finance and Insurance	821	8,592
53	Real Estate and Rental and Leasing	646	4,195
54	Professional, Scientific, and Technical Services	1,483	10,095
55	Management of Companies and Enterprises	92	2,120
56	Administrative and Support and Waste Management and Remediation Services	777	18,916
61	Educational Services	139	3,944
62	Health Care and Social Assistance	13,423	49,907
71	Arts, Entertainment, and Recreation	138	3,142
72	Accommodation and Food Services	1,364	25,398
81	Other Services (except Public Administration)	1,274	10,096
99	Not Classified	851	66,413
	<i>Service Producing</i>	<i>24,843</i>	<i>266,935</i>
	<i>Total Private Industry</i>	<i>28,511</i>	<i>352,568</i>
92	Public Administration	*	64,200
	Total All Wage and Salary	28,511	416,768

Source: California Employment Development Department, Labor Market Information Division

* Number of Establishments in Fresno County not available

Note: Data may not add due to rounding

Fresno County’s economic base has historically been and continues to be agriculture. However, the County has the benefit of other strong industries and the opportunity to take advantage of emerging ones as well. The industries targeted in Fresno County are as follows:

- *Agriculture (Total Farm)*
 - The agricultural industry consisted of 49,100 jobs in 2014 and made up 13.6 percent of all classified industry jobs in Fresno County.⁴
 - In 2012, the gross production value of Fresno County agricultural products was over \$6.59 billion.⁵
 - Since 1990, jobs in the agricultural industry peaked at 62,000 in 1996 and bottomed out at 46,000 in 2004. However, between 1996 and 2010, average annual wages in the agricultural industry have risen at an average annual rate of 5.0 percent, well above the 3.8 percent average annual growth rate for all private industry average annual wages.⁶
- *Agile Manufacturing (Manufacturing)*⁷
 - In 2014, the manufacturing industry made up 6.5 percent of all classified industry jobs in Fresno County with an estimated 23,400 jobs.
 - 49 percent of manufacturing industry jobs in Fresno County in 2014 were dedicated to food manufacturing—an industry tied directly to the agricultural industry.
- *Logistics and Distribution (Transportation and Warehousing)*⁸
 - The logistics and distribution industry made up 2.7 percent of all classified industry jobs in 2014 with an estimated 9,800 jobs.
 - Logistics and Distribution industry jobs are expected to grow by 1,600 jobs between 2010 and 2020, an 18.0% increase.
 - The central location of Fresno County in the California/Nevada region and its location along a major goods movement corridor in the Western United States makes it ideally suited for logistics and distribution companies.
- *Water and Energy (Utilities)*
 - The water and energy industry consisted of roughly 2,100 jobs, making up 0.6 percent of all classified industry jobs in 2014.⁹
 - Water is essential for municipalities, industry, agriculture and the environment. As a result, investment in technology to increase the supply, quality, conservation and reuse of water are likely to rise and spur job creation.
 - Likewise, as efforts to produce domestic sources of clean energy mount, investment in new technologies which are ideally suited for Fresno County are likely to increase and lead to job creation as well.

⁴ California Employment Development Department, Labor Market Information Division

⁵ Fresno County Department of Agriculture , “2012 Annual Crop and Livestock Report”

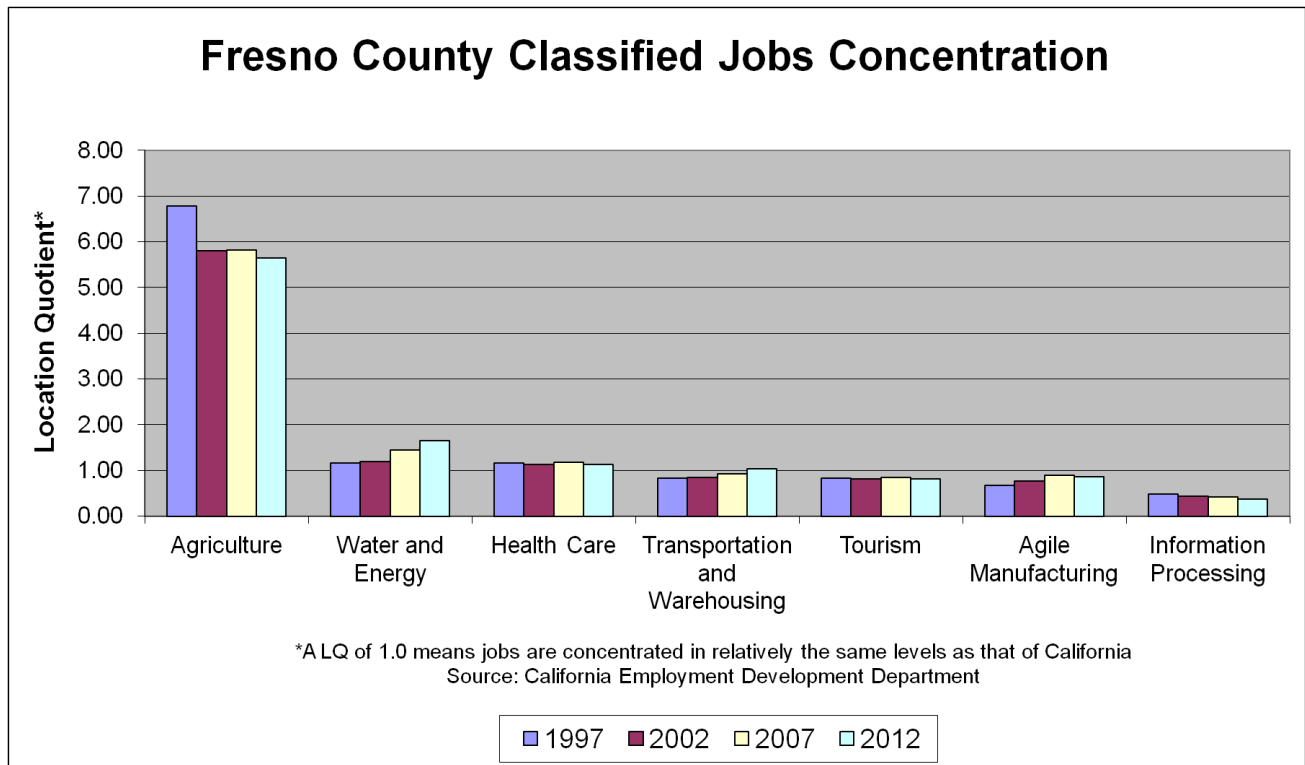
⁶ California Employment Development Department, Labor Market Information Division

⁷ All Agile Manufacturing data is from the California Employment Development Department, Labor Market Information Division

⁸ All Logistics and Distribution data is from the California Employment Development Department, Labor Market Information Division

⁹ California Employment Development Department, Labor Market Information Division

- **Health Care (Health Care and Social Assistance)**¹⁰
 - The health care industry had an estimated 53,200 jobs in 2014 and made up 14.7 percent of all classified industry jobs.
 - Health care industry jobs are expected to grow by 23.7 percent from 2010 to 2020 for a total of 8,500 jobs.
- **Information Processing (Information)**¹¹
 - The information processing industry provided 3,800 jobs in 2014 making up 1 percent of all classified industry jobs.
 - In 2013, average annual wages for the information processing industry were 110.5 percent higher than the average across all classified industries in Fresno County.
- **Tourism (Leisure & Hospitality)**
 - In 2014, the tourism industry made up 8.4 percent of all classified industry jobs with an estimated total of 20,600 jobs.¹²
 - In 2011, tourism accounted for over \$1.23 billion in spending in Fresno County.¹³



¹⁰ All Health Care data is from California Employment Development Department, Labor Market Information Division

¹¹ All Information data is from California Employment Development Department, Labor Market Information Division

¹² California Employment Development Department, Labor Market Information Division

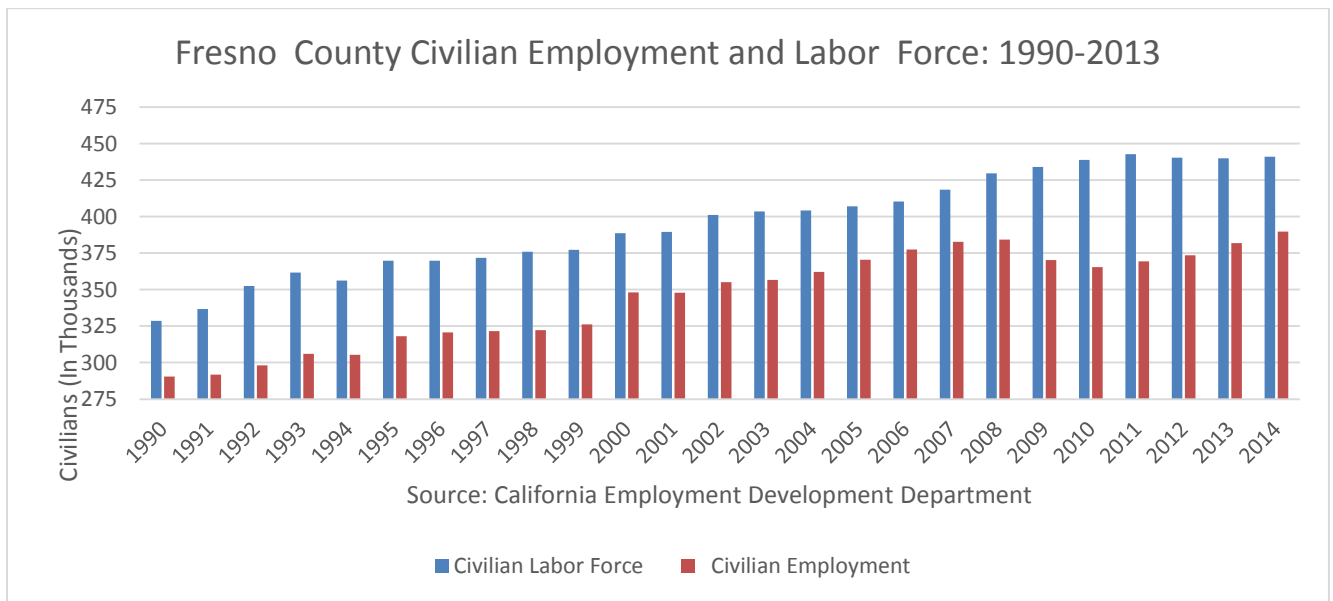
¹³ California Travel and Tourism Commission, “California Travel Impacts by County, 1992-2011”

POPULATION

Since 1990, Fresno County’s population has grown by an average of 1.6 percent per year, which is well ahead of the 1.1 percent per year population growth for California as a whole. During that same time, Fresno County has added over 290,000 residents to its population. The County’s two largest cities, Fresno and Clovis, accounted for over 208,000 of those residents. However, the City of Fresno has had the lowest average annual percentage population growth of any incorporated city in the County during this time. In descending order, the cities of Kerman, Coalinga and Clovis have had the highest average annual percentage population growth since 1990.¹⁴

Fresno County has a rich and diverse cultural heritage. In 2013, the population was 5.1 percent African American, 1 percent American Indian, 9.6 percent Asian, 4.1 percent multiracial, 0.1 percent Pacific Islander, 59.7 percent white, and 20.4 percent some other race. Of those, 50.8 percent were of Hispanic or Latino origin.¹⁵

Fresno County has seen relatively steady growth in its civilian labor force, declining in size in only three years: 1994, 2012, and 2013. At an average annual growth rate of 1.4 percent, Fresno County’s civilian labor force has outpaced the average annual growth rate of 0.6 percent for California as a whole.¹⁶

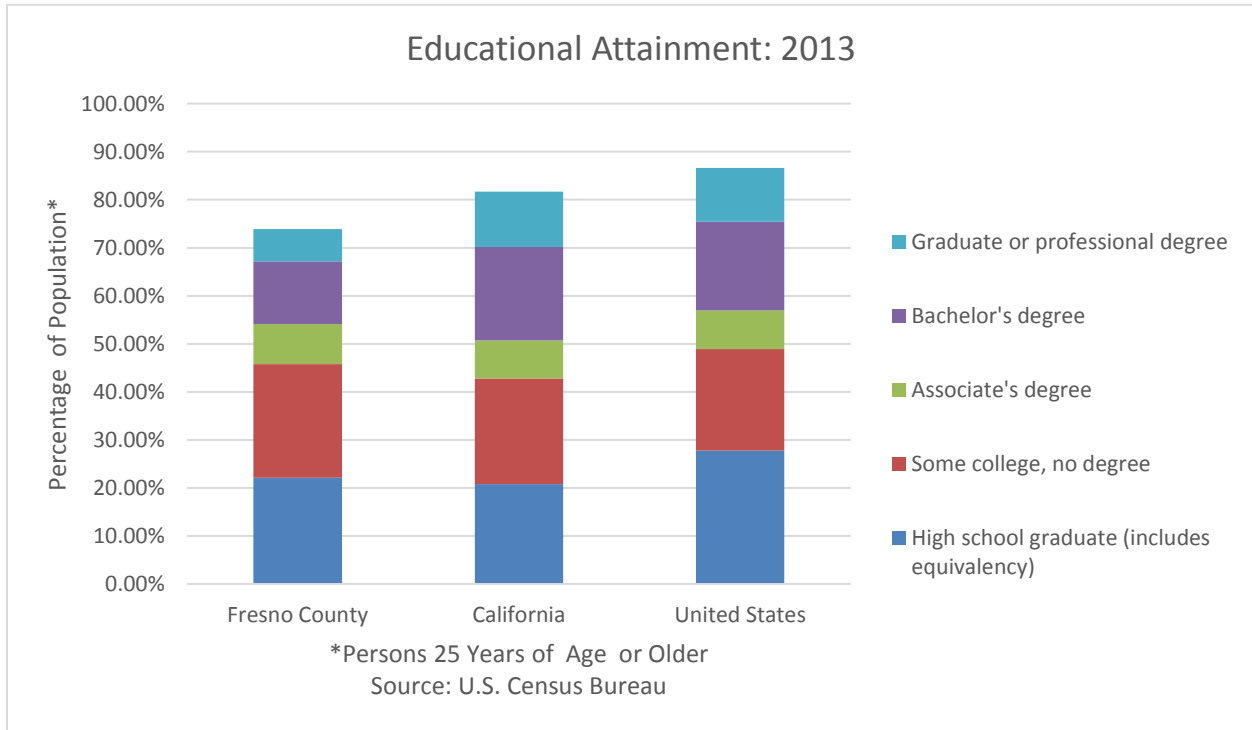


¹⁴ California Department of Finance, Demographic Research Unit

¹⁵ United States Department of Commerce, Census Bureau

¹⁶ California Employment Development Department, Labor Market Information Division

While Fresno County has maintained steady growth in its labor force, it has lagged behind California and the nation in certain areas of educational attainment. The County is especially lacking in terms of individuals with Bachelor's, Graduate and Professional degrees.

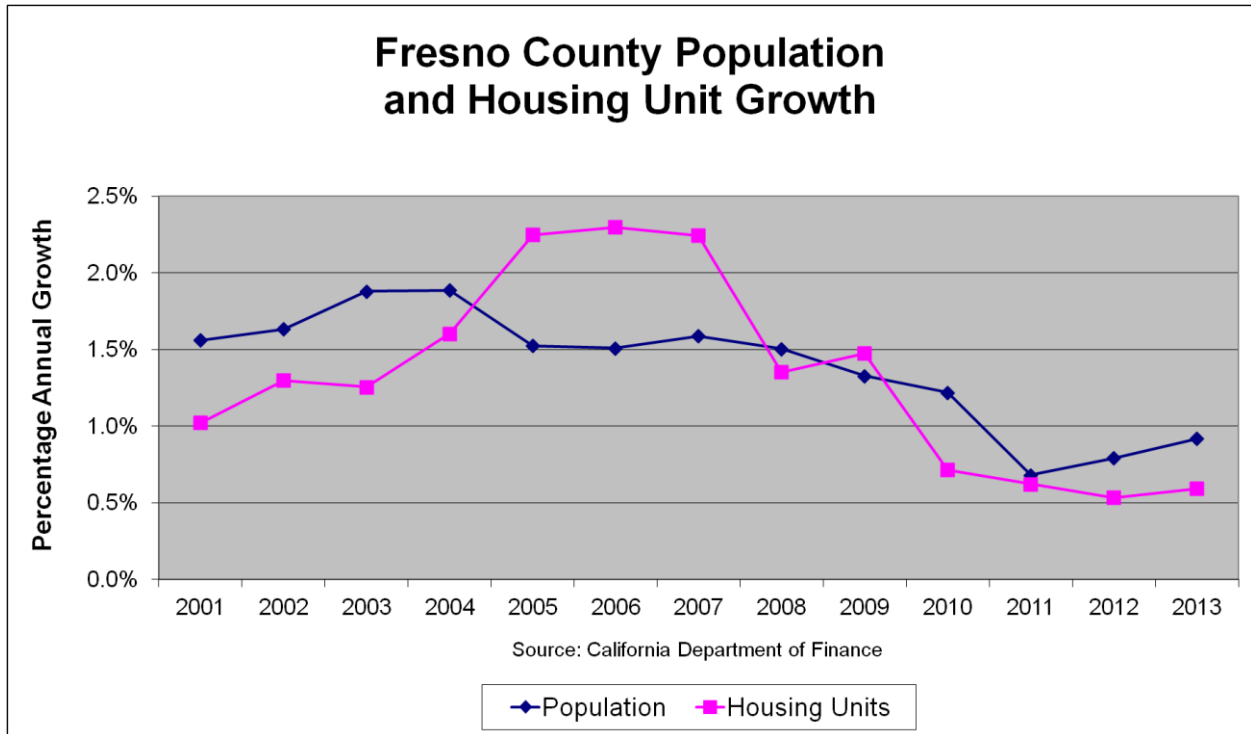


In 2013, 28.8 percent of Fresno County's population lived below the poverty level.¹⁷ Poverty is correlated with low levels of educational attainment. Poverty levels have increased with the rise in unemployment, rising health care costs and difficulties related to foreclosures and defaults, as described below.

In 2014, there were over 324,000 housing units in Fresno County.¹⁸ As with various other communities around the nation, the County's housing stock grew much more rapidly during the middle part of the past decade than it had in previous years. With the slowdown in annual housing unit growth, many of Fresno County's residents are beginning to transition out of the construction industry. This transition will be an economic challenge for several years to come.

¹⁷ United States Department of Commerce, Census Bureau

¹⁸ United States Department of Commerce, Census Bureau



In March 2015, the median sale price of existing single-family detached homes in Fresno County was \$219,000, up from \$151,450 in January 2013 but down from \$289,999 in January 2007.¹⁹ The fair-market rent (as defined by the United States Department of Housing and Urban Development) for a two-bedroom apartment in 2015 is \$853, up from \$827 in 2014, but down from \$878 in 2013.²⁰ Fresno County’s residential vacancy rate has exceeded the California state average every year since 1996 and by an average of roughly 0.4 percent. In that time, Fresno County’s residential vacancy rate has increased from 6.4 percent to 8.3 percent.²¹

The recession and related drop in housing values, as well as the challenge with credit markets, has significantly affected the entire Central Valley economy and particularly Fresno County. In April 2015, 1 in 678 housing units in Fresno County received a foreclosure filing notice. That figure was 1 in 1,046 for California and 1 in 1,049 for the United States.²² In April 2015, there were 1,791 bankruptcy filings in Fresno County, down 23 percent from the previous year.²³ Private sector capital is very difficult to access. These conditions have severely impacted the local construction and financial services sectors and created great hardship for those who have lost their homes.

¹⁹ California Economic Development Department, Labor Market Information Division and CoreLogic

²⁰ United States Department of Housing and Urban Development

²¹ California Department of Finance, Demographic Research Unit

²² RealtyTrac

²³ United States Bankruptcy Court, Eastern District of California

WORKFORCE DEVELOPMENT

Within Fresno County, there are numerous opportunities for workforce training. For many, the first step toward vocational training begins with the Regional Occupational Programs offered through Fresno County's high schools. More advanced training is available from community colleges including State Center Community College District, (Fresno City, Reedley, Willow International, Clovis Center) and West Hills Community College District (Coalinga and Firebaugh). Baccalaureate and Professional level training are available through several colleges and universities including University of California, Merced; University of California, San Francisco; California State University, Fresno; Fresno Pacific University; Alliant International University and San Joaquin College of Law.

Training is also provided by the Fresno Regional Workforce Investment Board which uses public and private resources to educate and train workers to meet the needs of employers. The County of Fresno provides job preparedness services through the CalWORKs program administered by the Department of Social Services. The Fresno County Economic Opportunities Commission provides workforce training to various facets of the community including incarcerated youth and young adults seeking to complete high school.

GEOGRAPHY AND CLIMATE

Situated in the heart of the San Joaquin Valley, Fresno County is centrally located among major metropolitan areas in both California and Nevada. It is approximately located half-way between Redding and San Diego, half-way between Los Angeles and Sacramento, three hours from the San Francisco Bay area, five hours from Reno and six and a half hours from Las Vegas.



Source: Fresno County Economic Development Corporation

At roughly 6,000 square miles in area, Fresno County is the sixth largest county in California and is larger than the State of Connecticut.²⁴ From the Coast Range with elevations of over 4,000 feet to the west, to the 325 foot valley floor in the center, to the soaring 14,000 foot peaks of the Sierra Nevada to the east, Fresno County's diverse landscape provides opportunities for a broad range of industry.²⁵

Fresno County has a Mediterranean climate featuring hot, dry summers and cool, moist winters, making it ideally suited for agricultural production. On the more densely populated valley floor, the average daytime high is 97 degrees in July and 53 degrees in December. The valley floor receives an average of 11.2 inches of rain per year, mainly in the months of December through March.²⁶

The natural features of Fresno County make it a world-class tourism destination. It is home to Kings Canyon National Park and the Sequoia and Sierra National Forests. In addition, at only two hours away, Fresno County makes a natural gateway into the world-famous Yosemite National Park. There are several lakes, two major rivers (San Joaquin and Kings) and streams in Fresno County that provide opportunities for activities such as swimming, boating and fishing. Recreational opportunities in the mountain terrain of the Sierra Nevada and Coast Range include camping, hunting, hiking and skiing.

TRANSPORTATION ACCESS

Fresno County can be considered a transportation hub in that it is in the center of a network of transportation corridors connecting it to major metropolitan areas in California and Nevada. Several arterial roadways cross through Fresno County. Interstate 5, the main roadway from San Diego to Seattle, crosses through the western portion of Fresno County. State Route 99, which passes through or near every major city in California's Great Central Valley, comes through the center of the County. With the two highways, Fresno County is part of the San Joaquin Valley's major goods movement corridors, vital to commerce in the Western United States. Connecting California's central coast with Yosemite National Park, State Route 41 crosses State Route 99 and adds another major component to Fresno County's transportation network. Forming the major east-west connector in Fresno County, State Route 180 crosses State Routes 41 and 99, traveling nearly 125 miles from Kings Canyon National Park to Mendota. Other State Routes in Fresno County include 33, 43, 63, 145, 168, 198, 201 and 245.

Fresno County is traversed by two major freight rail lines: the Burlington Northern Santa Fe and the Union Pacific. Passenger rail is provided by Amtrak and will be provided by the California High Speed Rail Network which is currently under development. Air transportation in Fresno County is anchored by the Fresno Yosemite International Airport but is also provided by Coalinga Municipal, Mendota, Firebaugh, Fresno Chandler, Reedley Municipal, Selma, and Sky Park Airports. Local and regional bus service is provided by Fresno Area Express, Clovis Transit

²⁴ United States Department of Commerce, Census Bureau

²⁵ Environment of Fresno County, Fresno County Planning Department, 1975

²⁶ United States Department of Commerce, National Oceanic and Atmospheric Administration

Stageline and Fresno County Rural Transit. General bus, limousine and taxi services are provided by various private companies throughout the County.

ENVIRONMENT AND RESOURCES

Fresno County has historically struggled with air quality issues, but gains are being made. In 2008, the San Joaquin Valley attained the federal PM10 standard. Improvements have also been made in Ozone and PM2.5 levels.²⁷ Agriculture and other industries alike are doing their parts to improve air quality in Fresno County. The County, the San Joaquin Valley Air Pollution Control District and the Council of Fresno County Governments are seeking to address air quality through better land use planning and transportation linkages.

Fresno County faces challenges with water supply issues for municipal, industrial and agricultural use. Below-average rainfall in recent years combined with federal and state regulations have severely restricted the amount of surface water available to the County. As a result, increased groundwater pumping has led to a drop in the water level in the City of Fresno from 30 feet to almost 130 feet below the surface.²⁸ Areas of western Fresno County are experiencing fallen water tables and ground subsidence.

Along with the supply of water, Fresno County is challenged by water quality issues such as nitrates; DBCP, a soil fumigant no longer in use; naturally occurring arsenic; and on the western side of the County, there are particularly high levels of salts, selenium and boron. The County has been impacted economically by agricultural land taken out of production due to these circumstances.

ADDITIONAL INFORMATION

Taxable sales in Fresno County increased every year from 1997 through 2006, peaking at \$12.56 billion. However, 2009 taxable sales were down 20.7 percent from 2006 to \$9.97 billion. Since 2009, taxable sales have steadily increased, reaching \$12.62 billion in 2013.²⁹ Loss of tax revenues affects local government revenues available for services and capital improvements.

Office vacancy rates in the cities of Fresno and Clovis were at 13 percent for the fourth quarter of 2014 with nearly 2.5 million square feet of available space.³⁰ Industrial vacancy rates were at 6.8 percent for the fourth quarter of 2014 with nearly 4.4 million square feet of available space.³¹

²⁷ San Joaquin Valley Air Pollution Control District, “2009 Annual Report to the Community”

²⁸ City of Fresno, Department of Public Utilities, Water Division

²⁹ California State Board of Equalization

³⁰ Grubb & Ellis, “Office Trends Report—Fourth Quarter 2013, Fresno, CA”

³¹ Grubb & Ellis, “Industrial Trends Report—Fourth Quarter 2013, Fresno, CA”

ECONOMIC DEVELOPMENT INVESTMENT IN THE REGION

CITY OF FOWLER – THE GOLDEN STATE CORRIDOR ECONOMIC DEVELOPMENT INFRASTRUCTURE IMPROVEMENT PROGRAM

The Golden State Corridor Economic Development Infrastructure Improvements Project, financed by Measure “C”, will provide improved access to the community, including pavement, signalization, and bike trail improvements. The project includes a realignment of Golden State Boulevard through the city which will provide new commercial parcels and increase demand for commercial development.

CITY OF MENDOTA – ECONOMIC INCENTIVE ZONE OVERLAY DISTRICT (EIZ)

The City Council recently established the Economic Incentive Zone Overlay District (EIZ) along the main business corridors of Mendota. Two state highways (State Routes 180 and 33) are included as well as our main downtown district, 7th Street. The EIZ provides three main incentive categories:

- **More Flexible Development Standards** – Development standard exemptions for minor expansion (less than 35% of the current gross floor area), interior and exterior remodeling, and CEQA-exempt projects.
- **Expedited Permit Processing** – Reductions in mandated time frames for City staff to respond to applicants in order to expedite qualifying projects.
- **Reduction of Fees** – Depending on the project, a reduction of Development Impact Fees (anywhere from a 50% to 100% reduction), application fees for Site Plan Review and Conditional Use Permit (50%), and Building Permit fees (25%-100%).

This is especially necessary considering the amount of growth that has occurred, demonstrated by the continued building of homes, a new elementary school, and commercial developments, including two new businesses that will shortly commence construction on new stores in Mendota: a McDonald’s restaurant and an Autozone store.

These indicators of economic growth also have businesses looking for space within Mendota to relocate or expand their operations. Owners of prime commercial property have inquired with the City in order to seek individuals experienced in development so that they can build out and profit from their land, creating revenue opportunities that will allow the local government to reinvest in the business sector with tools like the Economic Incentive Zone.

Mendota is also making a push to increase and diversify its industrial profile within the Central Valley. Having been home to green energy industries for decades, including solar and biomass,

the City is exploring opportunities to bring solar to approximately 200 acres of land it owns near its wastewater treatment plant.

Downtown beautification has been a focus of local resources as the City is reaching out to the business community to improve the aesthetic profile of its most visible corridors. Plans to modernize and re-invent the central commercial sector of Mendota, including the addition of a park or other centralized public amenity, have fostered an increased level of community engagement with local interest groups, civic leaders, and business owners.

CITY OF PARLIER – WATER STORAGE TANK

The water tank project is a 1.25 million gallon water tank located in the City’s Industrial Park. The water tank project included construction of a ground-level, pre-stressed steel water tank, two boost pumps, water piping, electrical and control equipment. The water tank serves as a crucial part of the City’s water supply system, especially during peak hour needs, in light of the on-going problems with DBCP issues in some of the City wells. The City applied for and received an EDA Grant to help construct the water tank. The EDA Grant is structured to provide 72% of the actual construction costs on a reimbursement basis in the amount of \$990,720.00 with \$385,280.00 left to be covered by local funds. It must be said that without the assistance and support from the Economic Development Administration, this project could not have been possible.

CITY OF SAN JOAQUIN – WASTEWATER TREATMENT FACILITY

The City of San Joaquin expanded its wastewater treatment facility, doubling its capacity from 0.25 to 0.5 million gallons per day. The City was able to combine resources from the Economic Development Administration, the United States Department of Agriculture, Community Development Block Grants, the Environmental Protection Agency, and the California State Water Resources Control Board to fund the \$8.1 million expansion. The project was under budget, which allowed for upgrades to the force main and rehabilitation of the laboratory as well. These upgrades allow the City to serve more businesses with increased treatment capacity, thereby creating more jobs in the region.

FRESNO AREA HISPANIC FOUNDATION – BUSINESS INCUBATOR CONSTRUCTION

The Economic Development Administration’s investment of \$1.7 million has generated an investment of over \$500,000.00 from local partners and the community to expand Fresno Area Hispanic Foundation programs and services. Since the opening of the Downtown Business Hub, the Foundation has been able to assist over 500 individuals with technical assistance and business plan development. It has created/retained 300 jobs, and the access to capital through the lending program has generated an economic impact of over one million dollars.

STATE CENTER COMMUNITY COLLEGE DISTRICT – RURAL BUY LOCAL, SELL GLOBAL

The State Center Community College District's (SCCCD) Center for International Trade Development (CITD) is a program within SCCCDC that trains agriculture and related companies to grow their markets through successful export. The Fresno CITD was awarded over \$200,000 in EDA funding for its "Rural Buy Local, Sell Global" (RURAL) project which supports agriculture export training in rural areas of an eight-county region in the San Joaquin Valley. The project area has a large, diverse population, including large areas of rural farmland, and its economy is heavily dependent on agriculture and processed food production. Through the RURAL project, the Fresno CITD addresses the need for economic development by providing export training and assistance to small and medium sized agriculture businesses located in small communities with populations of fewer than 50,000 and unemployment in excess of 20%. By increasing the success rate of these businesses, new employment opportunities will be created. Every \$1 billion in agricultural exports support over 8,000 jobs and generates an additional 1.4 billion in economic activity according to the U.S. Department of Commerce.

ECONOMIC AND COMMUNITY DEVELOPMENT CHALLENGES AND OPPORTUNITIES

COUNTYWIDE SWOT ANALYSIS

The following is an analysis of the strengths, weaknesses, opportunities and threats (SWOT) related to human and economic assets as posed by external and internal forces impacting the regional economy. A later section, entitled Local Economic Development Profiles and Projects, illustrates each of the cities in terms of economic characteristics, development strategies and priorities.

STRENGTHS

- Centrally located along transportation routes to major metropolitan areas in California and Nevada
- Large, available workforce
- Climate conducive to diverse agriculture; the Valley produces 250 types of crops
- # 1 Agricultural producer
- Multiple higher educational institutions and facilities
- Cultural diversity
- Entrepreneurship/Innovation
- Access to recreation and tourism attractions
- Primary and specialized health care facilities and research with the only Level One Trauma Facility between Los Angeles and the Bay Area

WEAKNESSES

- Transportation infrastructure needs expansion
- Relatively high cost of business taxes relative to Nevada
- Lack of large industrial sites
- Low skills in the workforce and low levels of educational attainment
- Air quality is poor relative to competitor regions
- Water supply is variable from year to year
- Need more full-service hotels to attract business travelers and tourists
- Image of region
- Not marketing agriculture as regional strength
- Relatively high poverty levels
- High unemployment and the effects this has on families, access to education, health care and public safety
- High rates of foreclosures and bankruptcies

OPPORTUNITIES

- Potential to be self-sufficient in energy
- Expansion of workforce training programs
- Expansion of business retention programs
- Attraction of large companies
- High Speed Train development and related Heavy Maintenance Facility
- Water development
- Tourism
- Marketing agriculture as a regional strength, including agri-tourism
- Re-Branding of Fresno County
- Social media to help promote Fresno County
- Encouragement of innovation and entrepreneurship
- Positive media coverage
- University of California Medical School in the San Joaquin Valley

THREATS

- Continuation of economic downturn
- Inadequate or un-reliable water supply
- Over-regulation by government
- Negative media coverage
- Lack of venture capital funds

CEDS VISION, GOALS AND STRATEGIC INITIATIVES

The purpose of the Economic Development Strategy is to provide a framework for achieving the Vision of the County. The Strategy is based on three overarching goals:

1. Increase job creation
2. Diversify the economic base
3. Improve labor force preparedness

This section provides an outline of the supporting objectives and strategic initiatives presented in the Strategy. Goals and objectives that relate to all elements of the General Plan will supplement the economic goals and objectives presented in the Economic Development Strategy. This section sets out the initial economic goals and objectives for achieving the Vision of the Economic Development Strategy, followed by a set of business development and supporting initiatives to implement the Strategy.

VISION

The Strategy presents a vision of economic advancement for the County, its residents and its businesses that will accomplish the following:

- Provide countywide and regional leadership in economic development and coordination of economic development resources.
- Support and encourage trends in agricultural production that shift suitable land into higher-value, specialty crops that can support a more diverse processing sector with higher paying and more steady employment opportunities.
- Support accelerated development of value-added food, fiber, and other agricultural product processing firms and, whenever possible, encourage the integration of the growing, processing, packaging, research and development, and marketing sectors of the agricultural value-chain to develop jobs within Fresno County.
- Encourage the expansion of non-agricultural industries such as information processing, water, energy, agile manufacturing, logistics and distribution, and health care.
- Encourage the development and expansion of businesses serving visitors in unincorporated areas where natural amenities and resources are attractive and would not be diminished by tourist activities.
- Through its own programs and through cooperative efforts with other agencies and organizations, support efforts to improve the skills of the County's workforce needed to meet the requirements of Fresno County's new and expanding businesses.

CEDS PLAN OF ACTION

The intent of the Economic Development Strategy is to change and improve the course of business development in the County, even while building on many of the County's existing economic strengths. The main emphasis of the Strategy is to forge a new role for the County, to provide regional leadership in economic development and coordination of economic development resources.

There are many agencies and organizations involved with economic development in Fresno County. Yet the resources available are very limited in relation to the difficulty of reducing long term unemployment. The Strategy calls for the County to allocate additional staff resources to economic development and to organize, as needed, economic development action teams, composed of a wide range of implementation partners. The action teams would be charged with the responsibility of creating the initiatives necessary to provide the economic foundations for job growth and to ensure that the benefits of growth are gained by local workers through workforce development activities. The County should make every effort to leverage economic development resources through collaboration with stakeholders. The Fresno County Economic Development Corporation and the Fresno Regional Workforce Investment Board are examples of public and private sector collaboration with the County.

It is especially incumbent on the County and the cities to collaborate in supporting business growth and development. The Five Cities Economic Development Authority is a good example of such collaboration. The County and the cities must create a resource allocation system to ensure that the costs and benefits of economic development are shared appropriately. The County can assist by coordinating regional land use and infrastructure planning, supporting initiatives to develop regional solutions to economic constraints such as water supply, and cooperating with the efforts of cities and other agencies to access state and federal funds for vital projects in the County.

It is critical that the County continues its efforts in all departments to maintain a supportive business environment in its daily interaction with the business community. There is no better tool for business retention and expansion, and ultimately business attraction, than efficient, well done service delivery and satisfied customers. For example, the County's Public Works and Planning Department currently offers a comprehensive project review at very early project planning stages to discuss the unique needs of individual business development projects. The process can also involve the Department Social Services and the Agricultural Commissioner as necessary. This kind of service is representative of the customer service approach that is vital to the County's business climate.

GOALS AND STRATEGIC INITIATIVES

Goal 1: Increase Job Creation

Objective: An increase in civilian employment by an average of over 1.77 percent per year through the expansion, attraction, and development of businesses over the next 20 years.

Based on historic averages, civilian employment would need to grow by an average of 1.77 percent per year for the next 20 years in order to match numerical growth in the civilian labor force.

Strategic Initiatives	Examples of Leading Partners
Economic Development Planning and Management	
1.1.1 Allocate staff resources to economic planning within County government and to coordinating the related efforts of the cities and regional organizations.	County Administrative Office, Public Works and Planning Department
1.1.2 Maintain, monitor, and periodically update an Economic Development Strategy.	Fresno County Economic Development Corporation
1.1.3 Utilize, as needed, economic development action teams to address economic development issues.	County Departments, Cities, Regional Organizations
1.1.4 Work with the cities and regional agencies to develop a resource allocation program that efficiently and equitably distributes the cost and benefits of economic development to local government jurisdictions in the County.	County Administrative Office, Public Works and Planning, Cities
1.1.5 Cooperate with and assist the cities and economic development organizations with their efforts to foster economic development consistent with the countywide strategy.	Cities, Fresno County Economic Development Corporation, Workforce Investment Board, Department of Social Services
1.1.6 Maximize opportunities for utilization of programs to create, retain and attract jobs and stimulate the economy. (Enterprise Zone and Williamson Act)	Cities, Fresno County Economic Development Corporation, Public Works and Planning Department, Agricultural Commissioner, University of California Cooperative Extension
1.1.7 Locate value-added agricultural processing facilities in unincorporated areas that are compatible with an agricultural setting and encourage the location of new industry within cities and unincorporated communities.	Fresno County Economic Development Corporation, Public Works and Planning Department, Cities

1.1.8	Participate in regional business retention and expansion programs to ensure that County services are accessible to businesses in need.	Fresno County Economic Development Corporation
1.1.9	Coordinate the integration of capital resources into a seamless delivery system.	Financial Institutions
1.1.10	Routinely review the economic impacts of policy, budgetary, and discretionary project decisions that are deemed to have a significant impact to the local economy by including an analysis of economic and fiscal impacts in staff reports used for County decision-making bodies.	County Administrative Office
Agricultural Land Productivity		
1.2.1	Support the pursuit of adequate water supplies for municipal, industrial, and agricultural use. In addition, the County shall explore and support, where feasible, innovative new arrangements for providing additional water as well as encouraging conservation and more efficient utilization of water through cost-effective improvements in infrastructure, technology, water quality, and water reuse.	Public Works and Planning Department, Water Districts, Cities, International Center for Water Technology, Claude Laval Water and Energy Technology Incubator
1.2.2	Review the cumulative impacts of local, state, and federal regulation and policies to determine the effect upon the agricultural industry.	County Administrative Office, Farm Bureau, Nisei Farmers League, Commodity Groups, Agricultural Commissioner
1.2.3	Assist agricultural organizations and marketing cooperatives to research global and domestic markets for high value crops.	Farm Bureau, Nisei Farmers League, Commodity Groups, State Center Community College District Center for International Trade Development, Jordan School of Agriculture, Food Processing and Agriculture Industry Cluster
1.2.4	Encourage and, where appropriate, assist agricultural organizations and marketing cooperatives to develop new markets for Fresno County agricultural products.	Farm Bureau, Nisei Farmers League, State Center Community College District Center for International Trade Development, United States Department of Agriculture, United States Department of Commerce, Food Processing and Agriculture Industry Cluster

1.2.5	Support efforts of agencies and/or organizations to provide technical assistance and research to support agricultural producers and processors attempting to shift to higher value and drought resistant crops.	Lyles Center for Entrepreneurship and Innovation, Jordan School of Agriculture, Office of Community and Economic Development, Agricultural Research Service, United States Department of Agriculture, Agricultural Commissioner, University of California Cooperative Extension
1.2.6	Implement General Plan land use policies and programs to conserve agricultural land and to promote improved soil productivity.	Board of Supervisors, County Administrative Office, Public Works and Planning Department
1.2.7	Ensure that regional workforce training programs include modules that address the needs of agribusiness.	Workforce Investment Board, West Hills Community College, State Center Community College District
1.2.8	Assist agencies to access additional funds if capital deficiencies exist for agricultural producers and processors with the capital costs of shifting production modes to crops that create higher employment levels.	Fresno County Economic Development Corporation, Financial Institutions
High-Value-Added Agriculture		
1.3.1	Collaborate with research institutions and agencies to research global and domestic markets for processed foods, fiber, and agricultural products capable of production in Fresno County.	Jordan School of Agriculture, Craig School of Business, Food Processing and Agriculture Industry Cluster, United States Department of Agriculture, State Center Community College District Center for International Trade Development
1.3.2	Market Fresno County as a premier location for the production of globally-distributed food, fiber, and other agricultural products.	Agricultural Commissioner, Cities, Fresno County Economic Development Corporation
1.3.3	Encourage processing facilities that obtain raw products regionally rather than just locally, to locate in industrial parks under city jurisdiction or within existing unincorporated communities.	Public Works and Planning Department, Cities, Fresno County Economic Development Corporation, Farm Bureau, Nisei Farmers League
1.3.4	Support and encourage technology development programs with research institutions and other responsible agencies for use by industries and cities to support the expansion of agricultural industries.	Cities, International Center for Water Technology, Claude Laval Water and Energy Technology Incubator, Central Valley Business Incubator, West Hills Community College, State Center Community College District, Jordan School of Agriculture, California Agricultural Technology Institute, Agricultural Research Service, Food Processing and Agriculture Industry Cluster, Water Cluster

1.3.5 Support efforts to create and expand regional and intermodal transportation systems to support increased hauling of raw product into the County and export of finished goods nationally and globally.	Public Works and Planning Department, Council of Fresno County Governments, Fresno County Economic Development Corporation, Logistics and Distribution Cluster
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Goal 2: Diversify the Economic Base

Objective: An increase in jobs by an average of over 1.54 percent per year through the expansion, attraction, and development of businesses in targeted industries over the next 20 years.

An increase in jobs by an average of over 1.54 percent per year over the next 20 years would match the average annual percentage growth in the civilian labor force for the last 20 years.

Strategic Initiatives	Examples of Leading Partners
Non-Agricultural Industry	
2.1.1 Support the development of large scale industrial park.	Public Works and Planning Department, Fresno County Economic Development Corporation
2.1.2 Support the development of infrastructure as a key component to future economic development.	Public Works and Planning Department, Cities, Council of Fresno County Governments
2.1.3 Work with various agencies and organizations to actively market the County to non-agricultural firms.	Public Works and Planning Department, Cities, Fresno County Economic Development Corporation, Chambers of Commerce
2.1.4 Ensure that training programs and educational institutions address the skills and education needed for non-agricultural industry clusters such as information processing, water, energy, agile manufacturing, logistics and distribution, and health care.	Cities, Workforce Investment Board, California State University, Fresno, State Center Community College District, West Hills Community College District
2.1.5 Support the establishment of a University of California Medical School in the San Joaquin Valley.	Cities, Health Care Cluster
2.1.6 Provide leadership in the development of countywide telecommunications infrastructure.	Library, Information and Technology Services Department, Cities, West Hills Community College, Office of Education
2.1.7 Support the location of the high-speed rail heavy maintenance and operation facilities within Fresno County.	Board of Supervisors, Public Works and Planning Department, Cities, Council of Fresno County Governments, Fresno County Economic Development Corporation, Workforce Investment Board
2.1.8 Collaborate with Fresno Yosemite Airport and other general aviation air terminals to improve the level of air passenger and freight service to Fresno County.	Cities, Aviation Air Terminals

2.1.9	Help facilitate, where possible, the collaboration between institutions of higher learning, entrepreneurial and innovation facilities, local and regional technology firms and research and development.	West Hills Community College; State Center Community College District; California State University, Fresno; Claude Laval Water and Energy Technology Incubator; International Center for Water Technology; Lyles Center for Innovation and Entrepreneurship, Central Valley Business Incubator
2.1.10	Support efforts to enhance the cultural and recreational amenities available in the County.	Public Works and Planning Department, Cities, Convention and Visitors Bureau, Tourism Cluster, Arts and Culture Cluster
2.1.11	Support the efforts of new and existing businesses to access and maintain the highest levels of technology available for their operations.	Claude Laval Water and Energy Technology Incubator, International Center for Water Technology, Fresno County Economic Development Corporation, Center for Advanced Research and Technology, Lyles Center for Innovation and Entrepreneurship, Industry Clusters
2.1.12	Cooperate with major financial institutions, venture capital firms, and business finance agencies, to help ensure the availability of capital for non-agricultural businesses.	Fresno County Economic Development Corporation, Financial Institutions
Recreation and Tourism		
2.2.1	Actively promote the development of the San Joaquin and Kings Rivers for recreational use and as a tourist destination.	Public Works and Planning, Cities, State Parks, Tourism Cluster
2.2.2	Promote the development of the Friant-Millerton area as recreational corridor.	Public Works and Planning, Tourism Cluster
2.2.3	Encourage development of businesses serving visitors in the High Sierra and foothill areas such as Shaver Lake, Pine Flat, and Squaw Valley.	Public Works and Planning, Unincorporated Communities, Tourism Cluster
2.2.4	Support the enhancement of the County's recreational bikeways and promote the bikeway network as a component of the County's tourism program.	Public Works and Planning Department, Cities, Council of Fresno County Governments, Tourism Cluster
2.2.5	Encourage cooperative marketing by destination marketing organizations and tourism stakeholders.	Public Works and Planning Department, Cities, Convention and Visitors Bureau, Tourism Cluster
2.2.6	Coordinate and participate, when feasible, with regional transportation initiatives and future public transportation offerings.	County Administrative Office, Public Works and Planning, Cities, Council of Fresno County Governments

2.2.7	Promote additional recreation opportunities in the coast range foothills, and other areas where “gateway opportunities” exist.	Public Works and Planning, Tourism Cluster
2.2.8	Encourage tourism and related job creation through implementation of the open space and recreation goals, policies, and programs of the General Plan.	Public Works and Planning Department, Cities, Convention and Visitors Bureau, Tourism Cluster
2.2.9	Regularly evaluate and support, as appropriate, destination marketing organization programs that attract business and leisure travel to the County.	Public Works and Planning Department, Convention and Visitors Bureau, Tourism Cluster
2.2.10	Encourage heritage tourism by highlighting Fresno County’s historical and cultural resources.	Public Works and Planning Department, Convention and Visitors Bureau, Tourism Cluster
2.2.11	Promote offerings and attractions including agri-tourism marketing programs.	Public Works and Planning Department, Convention and Visitors Bureau, Tourism Cluster

Goal 3: Improve Labor Force Preparedness

Objective: Reduction in the unemployment rate to below an average of 11 percent over the next 20 years.³²

Fresno County has had an annual average unemployment rate of 12.3 percent over the last 20 years.

Strategic Initiatives	Examples of Leading Partners
3.1.1 Encourage efforts to prepare students for the 21st century global economy.	County Superintendent of Schools, Library, California State University, Fresno, Community College Districts, School Districts
3.1.2 Assist the Community College Districts and vocational centers in working with clusters and industries targeted for employment growth to develop and provide specialized training for their employees based on their specifications.	Department of Social Services, Workforce Investment Board, California State University, Fresno
3.1.3 Encourage and support programs to prepare the hard-to-serve unemployed for job readiness.	Department of Social Services, Library, Workforce Investment Board, Economic Opportunities Commission

³² It is important to note that Federal and State policies affect the calculation of unemployment rates.

REGIONAL PROJECT CRITERIA

1. Policy Criteria

- a. Consistency with CEDS goals and objectives**
- b. Consistency with applicable City/County economic strategic plan or approved community/general plan**

2. Job Creation Criteria

- a. Potential total new jobs created**
- b. Potential new jobs with higher than median wage for each potential occupation category**
- c. Potential jobs saved/retained**

3. Potential additional private sector investment

4. Potential regional economic impact

5. Fiscal Impact Criteria

- a. Potential net fiscal impact**
- b. Potential sales tax generated**
- c. Potential transient occupancy tax generated**
- d. Potential property tax generated**

6. Workforce Criteria

- a. Increases workforce skills**
- b. Increases access to workforce training**

7. Positive or minimal impact on environment

8. Positive impact on transportation access/infrastructure/affordable housing

9. Promotes sound management of physical development

10. Promotes in-fill or reuse of existing structures

12. Increases access or use of high-speed telecommunications

Source: Applied Development Economics

LOCAL ECONOMIC DEVELOPMENT PROFILES AND PROJECTS

CITY AND COMMUNITY ECONOMIC DEVELOPMENT PROFILES

The following sections illustrate each of the communities in the County in terms of economic characteristics, development strategies and priorities. The profiles identify community plans, programs and economic development projects that will result in successful business retention, expansion and attraction. A listing of each community's economic development projects begins on page 38.

CLOVIS

The City's adopted economic development strategy identifies six key target industry clusters including healthcare, agile manufacturing, information technology, tourism, water flow technology and education. Clovis has established programs that encourage retention and expansion of existing businesses, attraction of targeted new industry, and incubation of new businesses through cooperation with regional economic development agencies, workforce development agencies, private and non-profit incubators and the creation of the Research and Technology Business Park. The City's R&T Business Park has shovel ready sites with infrastructure and proper zoning to accommodate business expansion and attraction opportunities. With its abundant housing supply, excellent schools and reputation as a desirable place to live, work, learn and play, Clovis is especially well equipped to serve business site location needs.

COALINGA

Economic Development drives prosperity for the City of Coalinga. The effort attracts, expands and retains jobs and businesses to build a diversified economic base and financial stability for the City and its residents. This is accomplished through private enterprise, various public-private partnerships, grants and loans on the state and federal levels, as well as incentives provided by the City. Coalinga's Economic Development Department is a valuable resource for existing and prospective business partners. A dedicated staff assists in connecting these partners with financial support on a number of levels.

Coalinga is a full service community with a high quality of life, low crime rates, and quality housing. Coalinga also has quality schools, a library, a museum, and many recreational facilities. Other community assets include: West Hills Community College, Coalinga State Hospital, Coalinga Regional Medical Center, Coalinga Municipal Airport, Juniper Ridge Business Industrial Park and the Coalinga Chamber of Commerce.

FIREBAUGH

Firebaugh is continually undertaking activities to promote economic development. These activities include participation in the I-5 Business Development Corridor (now closed due to lack of funding), preparation of a commercial revitalization design plan and a Highway 33 beautification plan, as well as projects to increase the wastewater treatment capacity, increase the water supply, and improve the airport.

FOWLER

Fowler is a small, progressive community located approximately seven miles south of Fresno. The city is an ideal place for new businesses due to its prime central location and proximity to the Union Pacific railroad, major highways and business routes such as Highway 99, Golden State Boulevard, and Manning Avenue. Fowler is also known for its well-kept neighborhoods, attractive downtown, highly acclaimed school district, and quality affordable housing.

The City works directly with owners of industrial and commercial property to expedite projects. The City's Development Team is made up of all department heads and a client can meet as needed with the team to discuss development concerns. The City's industrial land inventory includes both existing buildings with full services as well as industrial properties that are part of City-approved industrial subdivisions. The City offers plenty of land for business expansion projects and economic development in its large industrial corridor.

Over the past few years, Fowler has been awarded more than two million dollars in economic development grants from the State of California's Community Development Block Grant (CDBG) Program. With the aid of these funds, the City has implemented a "Revolving Business Loan Program" for local business development and expansion projects. Fowler is also a member of the Five Cities Joint Powers Authority.

FRESNO

The City of Fresno has a substantial hub of infrastructure and existing business centers as a base for future business and employment growth. Fresno not only supports much of the existing value-added food processing and agricultural infrastructure industry in the County, but, along with Clovis, provides the opportunity for future diversification of the economic base into information technologies and other office-based business development. The City's preferred General Plan Alternative recommended by the Citizens Advisory Committee provides for more than 12,000 acres of industrial development and nearly 2,500 acres of business parks and office development.

HURON/ORANGE COVE/PARLIER

These three cities have successfully applied for status as an Enterprise Community and are designated as a Round 1 Champion Community. Their strategic plan includes a variety of new programs including a one-stop capital shop, a "Job Link" transit system, a new farm worker health care facility, expansion of a wastewater treatment plant as well as water system improvements, and new high schools in Orange Cove and Huron.

KERMAN

Kerman is a progressive small-town situated on the west side of Fresno County approximately twenty minutes from Fresno. Kerman is bisected by two state routes. From east to west is State Route 180 (Whitesbridge Road) with direct connection to Highway 99 and from north to south State Route 145 (Madera Avenue) with connections to Highway 99 and Interstate 5. These two roadways serve as key transportation corridors for the movement of goods, residents, and visitors. Kerman is home to two of the largest agricultural soils amendment companies in the County as well as a leading manufacturer of aerial platform lifts. Kerman's great school district and business friendly attitude make the community an excellent place to live, work and do business.

KINGSBURG

The City of Kingsburg is centrally located on Highway 99 which has over 55,000 vehicles per day. The amenities of Kingsburg include plenty of highway frontage land, four on ramps/off ramps for easy access to and from the City, three business parks, a vibrant downtown and one of the lowest crime rates in the region. The City's Open For Business incentive program is in effect until March 2018 and includes 1) a streamlined 21 day administrative approval permitting process 2) 25% reduction in the City's Capital Facilities Fees 3) 50% rebate of the City's real property taxes and sales taxes for three years. Additional financial incentives are in place for qualifying projects that add to the job base, provide sales tax dollars, or have a significant impact on the community multiplier effect.

MENDOTA

Mendota is a proactive and innovative community focused on the health and growth of its business sector led by community members representing cultural, civic and business interests. The emphasis has always been on helping businesses, property owners, and community members realize the projects they have envisioned.

This philosophy has made Mendota a thriving community with an economic base consisting of agriculture, clean energy, entrepreneurship, and education. An unprecedented period of stability, growth, and innovation has been the impetus for increased interest in commercial expansion within Mendota. The need for housing is also attracting the attention of developers, including mixed commercial-residential proposals.

REEDLEY

The City of Reedley's Community Development Department is designed to provide a single point of contact to help businesses navigate what can seem like a very complex labyrinth. The City has experience in working with clients from small- to large-size independent business start-ups to industrial, retail or office users, with an emphasis on business development, retention and expansion. The City can also provide statistical and demographic data to help businesses decide how and where to invest in Reedley.

Reedley also has a large community college which offers courses able to prepare new job seekers or academic professional for the competitive market. Everything from Agriculture- and Aviation-based to Medical- and Technology-based courses.

SAN JOAQUIN

The completion of an \$8.1 million wastewater treatment plant expansion in mid-2012 is expected to further economic expansion, stabilize current growth and assure the retention of existing jobs. The infrastructure expansion and upgrade will double the plant's capacity allowing the City to serve more businesses thereby creating more jobs in the region. San Joaquin has successfully attracted both commercial and industrial businesses to new sites in the City, and the City also considers Manning Avenue a potential economic driver as it links the City to Interstate 5 and Highway 99. Locally, Manning Avenue (Fresno County's longest straight road of over 70 miles connects Fresno to Tulare counties) traverses Highways, 41 and 33 and provides east-side cities with less congested, easy access to Northern California. With the lowest crime rate in Fresno County and a web-based security surveillance camera system accessible by law enforcement in process, San Joaquin is poised for economic growth.

SANGER

Since implementing its Economic Development Strategic Plan in 2004 Sanger has made substantial progress toward its goals of employment diversification and job creation. More than \$60 million in private investment capital has funded the construction or renovation of 1.6 million square feet of commercial and manufacturing facilities for new and expanding businesses, and annual redevelopment tax revenues have more than doubled. The new Highway 180 expressway intersecting with the new Academy expressway at Sanger will make product delivery to the California market more efficient, thereby increasing demand for commercial and manufacturing sites in the City. Shovel-ready industrial properties are available at competitive prices and terms from the Sanger Redevelopment Agency.

SELMA

Selma has an active economic development strategy and program. Team Selma is the City's one-stop economic development program where a client can meet with all of the key decision makers and gain answers to their development questions. Its approach is based strongly upon a customer service orientation to facilitate business growth with a minimum of delay and procedure. Selma has a public finance authority and an economic development corporation.

PROJECTS

Region: City of Clovis				
Project	Description	Economic Impact	Approximate Cost	Status
Swiss Colony Winery Project (3495 Clovis Avenue)	The City purchased the 16.56 acre old Swiss Colony Winery site to create a dynamic mixed use development that will provide a southern entry to the City and benefit Clovis with jobs, tax base and retail and entertainment opportunities.	The winery has long been closed down and the property used for a variety of interim uses. It has fallen into disrepair and the project has significant development hurdles to overcome before development takes place. This property, in conjunction with the adjacent 19.49 acres, provides an opportunity to eliminate blight, improve the tax base and create job opportunities through a public/private joint venture with the owners of the adjacent properties. The intent of this project is to develop a mixed use development including commercial, office, and housing to create a southern entry into the City of Clovis.	\$500,000	The City has completed the environmental work and has budgeted to clear the site in the 2015-16 fiscal year..

Region: City of Clovis (continued)

Project	Description	Economic Impact	Approximate Cost	Status
<p>Old Town Village (Southwest corner of Herndon and Clovis Avenues)</p>	<p>The City originally created a master plan for the area bounded by Herndon Avenue, Clovis Avenue and Highway 168 to work with the many property owners to create a cohesive, well-planned development. From the master plan came the Old Town Village development that, while still in development, currently includes office space, restaurants, a technical school, pharmaceutical school, and hotel.</p>	<p>The master plan was created so that an area with several property owners, obsolete lot patterns and the potential for piecemeal development could be designed with reciprocal access and parking. With the master plan design, no property owner has the benefit over another. The City's involvement has included development of the master plan, purchase of remnant property from Caltrans and assistance with off-site improvements. The expected outcome of this project, when complete, is the high quality development of strategically located property to bring jobs and increased tax base to the City.</p>	<p>Unknown</p>	<p>The City is working to market the vacant properties to developers and potential users.</p>
<p>355 Pollasky Avenue (DMV property reuse)</p>	<p>In 2008 the Department of Motor Vehicles relocated their Clovis office, vacating the City owned property. It is the City's intent to work with a private sector developer to create a mixed use in-fill development on the property.</p>	<p>This property is located in the heart of Old Town Clovis. Many cities have excellent ambiance during business hours in their respective down town areas. After 5pm, however, the setting changes. The feeling of emptiness in the streets takes over. A well-developed mixed use project that incorporates retail or commercial and residential will benefit the City and the Old Town area as well. By incorporating residential in Old Town, a more active atmosphere is expected after 5pm.</p>	<p>Unknown</p>	<p>The project is currently under development.</p>

Region: City of Clovis (continued)

Project	Description	Economic Impact	Approximate Cost	Status
Master Plan for Mixed Use Areas 17 & 18	Mixed Use Area 17 & 18 bounded by Armstrong Avenue on the west/Temperance on the east/Herndon Avenue on the south/Highway 168 on the north. The City is currently working with the property owners to create a cohesive well planned development.	The areas have 44 properties and many owners and have the potential to develop in an uncoordinated piecemeal manner. The purpose of the master plan is to create a high quality mixed use area with reciprocal access and parking. The City's involvement will include working with the property owners to create the master plan and then to market the area to prospective developers. A high quality area that includes office, commercial and residential to support the needs of the hospital, located to the east. Mixed Use Areas 17 & 18 will provide jobs and an increased tax base for the City.	Unknown	Property owners are working together with a commercial broker to market the area.
Research and Technology Business Park	In 1998, Clovis created the idea of a Research and Technology Business Park (R & T Park) and spent nearly five years planning and developing the park to provide development for technology and headquarter businesses. The City invested over \$4 million, thanks in large part to an EDA grant, state infrastructure loan, and City general fund money.	In Central California, there are many different business parks, but not technology oriented. The R&T Park offers a unique atmosphere embracing technology oriented businesses on one campus. Starting in 2004, several businesses have moved to the R & T Park. The City's expectation is that the R&T Park becomes the headquarters for advanced technology oriented businesses and is recognized among the best technology parks in California. This will ultimately increase the availability of high quality, well-paying jobs in Clovis.	Unknown	The City has been working with the brokers representing property in the area to market the RT Park for development.

Region: City of Clovis (continued)

Project	Description	Economic Impact	Approximate Cost	Status
<p>Research and Technology Business Park Expansion I (East of R&T Park)</p>	<p>The proposed Research and Technology Business Park Expansion is located in northeast Clovis, east of the existing Research and Technology Business Park. The total area is approximately 153 acres of which 93 are privately owned and 60 publicly owned.</p>	<p>The Research and Technology Business Park Expansion addresses the short supply of land available for light industrial, business park and research and technology types of development as well as addresses the availability of high quality, well-paying jobs in Clovis. It will also create a location for future business attraction and expansion opportunities that will provide jobs and an increased tax base.</p>	<p>Unknown</p>	<p>The General Plan amendment for the RT Park expansion is complete. The City is currently planning for the infrastructure to access this area.</p>
<p>Revitalization of Shaw Avenue</p>	<p>The City of Clovis completed a two-year study of Shaw Avenue to determine its condition, blight, and revitalization needs. The study found a need to work on the following items: 1) visual components (signs, banners, landscaping, logo, etc.); 2) revisiting of site plan vision; 3) establish Shaw Avenue as a destination; 4) possibility of creating a business association; 5) study traffic movement along the corridor and 6) determine opportunity sites for mixed use and intensification of use. Through a grant, the City created the Shaw Avenue Pattern Book to guide future improvements and development along the corridor.</p>	<p>Shaw Avenue has the most concentration of retail business in Clovis. City officials had noticed an increase in vacancy rates along the corridor between Highway 168 and Armstrong Avenue. To address this issue, a study and an action plan was put in place. This project will make Shaw Avenue a shopping destination and retain a healthy vacancy rate of 5 % or less.</p>	<p>Unknown</p>	<p>Staff is working with area property owners to create a Property Based Improvement District in order to implement the Shaw Avenue Pattern Book.</p>

Region: City of Clovis (continued)

Project	Description	Economic Impact	Approximate Cost	Status
City of Clovis Industrial Park	The Clovis Industrial Park is home to Pelco by Schneider, Krazan & Associates, FedEx, and a retail shopping center anchored by Costco and Winco. There are approximately 26 acres of vacant property available for development	The City expects to completely fill the Clovis Industrial Park with quality companies that provide employment while providing opportunities for expansion to local companies that need to grow.	Unknown	The City has sold vacant property in the Industrial Park and is working to attract new users.

Region: City of Clovis (continued)

Project	Description	Economic Impact	Approximate Cost	Status
Tourism Strategy	<p>The City of Clovis has been successful in attracting large and prestigious events such as the Amgen Tour of California Professional Bicycle Race and the California Interscholastic Federation State High School Track and Field Championship. Historically, Clovis has embraced the opportunity to attract large numbers of visitors to Clovis for these events as well as Big Hat Days, Friday Night Farmers Market, National Pole Vault Championships, Antique and Collectible Fairs, and the Clovis Rodeo as well as other events, attractions and activities.</p>	<p>Increasing tourist expenditures in Clovis will create an increased number of sales transactions in Clovis—not just the direct spending by the tourists, but the re-spending of those same funds too. Clearly, certain businesses will initially receive the bulk of the tourist dollar. Hotels, motels, restaurants, retail stores, tourist attractions, gasoline stations and transportation companies are among the businesses where the tourist actually hands the money to the business operator. These transactions introduce “new money” into the community. Then, the money starts circulating and will end up getting spent three more times before it leaves the community. Each round of new expenditure can bring idle resources into use, creating new production (mainly of services) and employment. This project will create the ability of the Clovis community to capture disposable money from customers who have an option to spend it elsewhere. In addition to the regular sales tax that is generated from tourist spending, local, state, and federal government will also benefit from taxes on gas, tobacco, liquor, and entertainment. As a consumer, the tourist helps pay real estate, business, and income taxes since these are paid by the businesses from the customer-generated revenues.</p>	Unknown	<p>Staff participates on the Fresno Clovis Convention and Visitor Bureau Board. The Clovis Hotel Association meets regularly to work on increasing hotel business within Clovis. Citizens involved with the Tourism Advisory Committee continue to work to raise awareness of staying in Clovis among tourists, event attendees and business travelers. Economic Development staff is intricately involved in attracting special events and working with event sponsors to increase the benefit to the City of Clovis.</p> <p>Regularly held events like Big Hat Days, Friday Night Farmers Market, National Pole Vault Championships, Antique and Collectible Fairs, and the Clovis Rodeo continue to draw out of town tourists to Clovis as well as people from around the area for day visits.</p>

Region: City of Coalinga

Project	Description	Economic Impact	Approximate Cost	Status
Solar Projects (various locations both within the City limits as well as surrounding the City within the unincorporated territory of Fresno County)	The City of Coalinga has been aggressively working with the solar industry to locate viable projects both within and surrounding the City. Coupling the City's expansion of its WWTP with a renewable energy project to both power the plant as well as put energy back onto the grid. There are several viable parcels both within the City limits and adjacent to the City in which solar energy producers can capitalize on the natural resource.	The renewable energy projects, both located within and adjacent to the City of Coalinga's Sphere of Influence (SOI), are job generators during the peak construction times and offer a handful of full time permanent positions for panel maintenance. The City has also been working with West Hills Community College on a Solar Technician Program to enhance the City's workforce to be prepared for the next wave of renewable energy projects.	Dependent on the size of the project and the scale of energy generation.	The City is continuing to entertain solar proposals at the new WWTP.
Property Acquisition and site preparation to a "shovel ready" state for future development	The Coalinga Redevelopment Agency acquired property along main thoroughfares that were blighted, and began to prepare these sites to viable shovel ready commercial sites. The City is in need of viable commercial property to develop and utilize to its fullest extent. The City is going to map the parcels for future commercial use and market the sites aggressively.	Removal of blighted structures and sites, aggregation of parcels into more functional sized plots. This will aid in job creation, sales tax revenue generation and property tax increase.	Dependent on market rates, commercial sites are now at \$8-10/sq. ft.	The City is working with the Successor Agency/Oversight Board and the City Engineer to aggregate parcels prior to their imminent sale by the Successor Agency.
Downtown Coalinga Plaza Reconstruction Street Project	The City streets have been neglected for several years and maintenance has been non-existent. The city needs to maintain its infrastructure in order to be prepared for future development and provide an aesthetically pleasing appearance to market the City as a viable place to live, raise a family and open a business. Coalinga Plaza - Cedar to Elm Full Reconstruction and Landscaping	Revitalization of the cityscape will promote development of currently vacant lots and office/retail space in the downtown area. Many of these lots have been underdeveloped since the 1983 earthquake that leveled the downtown corridor.	The City of Coalinga expects to invest approximately \$750,000.00 into the plaza which will be funded through a combination of RDA bond proceeds, measure "C", and TDA Funds.	Completed summer 2014

Region: City of Coalinga (continued)

Project	Description	Economic Impact	Approximate Cost	Status
Redevelopment Tax Allocation Bond Projects	The City recently applied for a Redevelopment Tax Allocation Bond and has programmed several projects to complete as part of the bond. Types of programmed projects include improvements to streets, infrastructure updates, property acquisitions and beautification projects.	The programmed projects will serve as a local stimulus plan to assist the revitalization and beautification efforts as well as to enhance the RDA project area. In turn, this will increase the tax increment financing an investment within the commercial and business core of the City.	TBD	The 81 unit multi-family Warthan Place Apartments Project is currently under construction and nearing completion.
Juniper Ridge Industrial Park Development	The Successor Agency currently owns approximately 30 acres (12 lots) at the industrial park zoned for heavy industrial off of Jayne Ave/SR 33. This development includes completed streets, curbs and gutters.	These are finished lots and are truly “shovel ready lots.” Development of these industrial plots will aid the City in job creation, sales tax revenue generation and property tax increase.	TBD	Due to the recent abolishment of RDA the properties are currently for sale and will be developed at market rate.

Region: City of Firebaugh

Project	Description	Economic Impact	Approximate Cost	Status
Redevelopment and Proposed Infrastructure Expansion	Provide water, sewer and storm drainage infrastructure to 40 acres of industrially zoned land near Tomatek at the intersection of Highway 33 and Bullard in Firebaugh.	Allow for creation and expansion of industrial facilities	\$1,000,000	The City is currently working on building a new well to replace a well that was put off service last year. This well will be needed to supply future water to this proposed industrial area. After the well is on line the City can begin securing funding for the water lines, sewer lines and storm drain facilities.

Region: City of Fowler

Project	Description	Economic Impact	Approximate Cost	Status
Three Crowns Industrial Park	14 acre industrial property on Valley Drive and Golden State provides 10 industrial parcels. Working with Three Crowns and individual businesses to develop property.	Provide an inviting location for industrial firms to locate	Unknown	Temperance/Valley Drive loop has been completed and 70% of the property has been developed .The Three Crowns project is a continuation of the industrial park.
New Project Development	Denny’s Restaurant; Dollar General Store; Magill Terrace Apartments; New Single Family development	Provides retail and residential support for economic development, increasing the desirability of Fowler as a place to do business.	Unknown	New retail uses complete; new residential uses in site plan and subdivision review.
Sarbat Bhala Business Resource Center	The First Punjabi and English Business Resource Center in the U.S.A	A center to support the start-up and growth of Punjabi Businesses in Central California. Forms partnerships with corporations, small business, community, and government to provide Punjabi and English speaking members with technical assistance, access to capital, and quality programs.	Unknown	Center is established and will construct a new office in Fowler.
Adventist Health/ Valley Children’s Hospital	25,000 square foot clinic and medical offices on 10th and Fresno Streets	Important medical facility for Fowler and surrounding area. Major employment and technology center.	Unknown	Site and infrastructure planning underway. Construction start in 2016.

Region: City of Fresno

Project	Description	Economic Impact	Approximate Cost	Status
<p>Expansion of manufacturing businesses on current blighted industrial parcels in the South Van Ness and South Fresno Revitalization Redevelopment Project Areas</p>	<p>Fresno City is fortunate to have a fairly large share of manufacturing as a part of its industry base. This project will allow expansion of manufacturers that are currently land-locked and unable to expand on adjacent blighted industrial parcels. The expansion will provide needed infrastructure assistance to build out and redevelop needed water, sewer, roads and telecomm infrastructure on City owned right-of-way. This infrastructure will complement the RDA's redevelopment of targeted blighted parcels that will aid in the expansion of local manufacturers in the target project areas.</p>	<p>Creation of up to an estimated 600 new, higher paying jobs, increased tax revenues and installation of new infrastructure in a blighted redevelopment project area. The project will also encourage further development of industrial parcels in the area.</p>	<p>\$5 million, including matching funds</p>	<p>While both the expansion of manufacturing businesses and support for the public market were approved implementation plans by the Agency Board, the freeze on new contracts by the State prevented both of these projects from being implemented.</p> <p>On December 29, 2011, the California Supreme Court upheld the validity of budget trailer bill ABx1 26 which California Governor Jerry Brown signed into law on June 28. This officially dissolved all California Redevelopment Agencies as of February 1, 2012. The now defunct agencies are tasked with settling any outstanding obligations and winding down all activities until all agency affairs have been reconciled. The loss of a reliable revenue stream (tax increment) means the agency is unable to provide the matching funds needed to pursue grant funds for this project. There is no expectation of reviving this project.</p>

Region: City of Fresno (continued)

Project	Description	Economic Impact	Approximate Cost	Status
Public Market in downtown Fresno	A Public Market is an open retail venue where local, independent merchants sell their products to the public. The vendors can range from local growers, local wineries, to those who make homemade salsa and jams, and even local restaurants looking to grow their business. A Public Market attracts the diverse cultures that live in an area and gives visitors the opportunity to find top quality products sold by authentic, locally owned businesses	Developing and supporting a Public Market in downtown Fresno is the ideal way to promote local industries that have contributed greatly to the wealth of our region. In addition, with the City of Fresno in the midst of revitalizing its urban core, a Public Market can serve as a central hub for the City’s downtown and establish the unique character that will define what Fresno is all about.	Unknown	While both the expansion of manufacturing businesses and support for the public market were approved implementation plans by the Agency Board, the freeze on new contracts by the State prevented both of these projects from being implemented. The now defunct Redevelopment Agency is no long in a position to assist in furthering this project.

Region: City of Huron

Project	Description	Economic Impact	Approximate Cost	Status
No projects at this time				

Region: City of Kerman

Project	Description	Economic Impact	Approximate Cost	Status
Madera Avenue Master Streetscape Plan	In 2012, the City adopted the master plan for Madera Avenue which includes specific short, mid-, and long-term recommendations to improve safety, mobility and roadway design improvements.	<ul style="list-style-type: none"> • Improve pedestrian safety • Improve vehicular travel through Kerman • Encourage new business downtown • Beautify corridor through Kerman 	\$350,000	Seeking funding to implement short and mid-term recommendations. In January 2013, the City submitted a \$120,000 SMARTwater grant to re-landscape medians in Madera Avenue to include drought tolerant plants and water efficient irrigation system.
Industrial Prospect	Kerman is one of five cities being considered for a new food processing company. The company requires up to 40 acres of land to develop its operations in two phases. The City may need to expand its wastewater treatment plant to handle and treat the volume and strength of effluent from the company.	<ul style="list-style-type: none"> • \$350 million in land, improvements, buildings and equipment • 400 plus employees • Demand for new housing for employees • Positive economic multiplier effect in the community 	\$3.0 to \$5.0 million	Kerman is one of the top five cities being considered. The company will be conducting more detailed due diligence of each city in the Spring and Summer of 2014. A final decision is expected by the end of 2014.
Solar Facility at Wastewater Treatment Plant (WWTP)	Kerman is entered in Power Purchase Agreement (PPA) with Borrego Solar to design, finance, install, and operate a 500 kW solar array to power the WWTP using solar energy.	The use of solar to power the WWTP will result in predictable energy costs over 25 years as well as potentially reduce annual electrical costs to operate the WWTP by as much as 40%.	\$2.0 million	Solar project installed and has been operational since September 2013.

Region: City of Kingsburg

Project	Description	Economic Impact	Approximate Cost	Status
Business Park Development	The City is in the process of rezoning property to provide flexibility and direction for proper parcel use. A centralized marketing program is also the next investment provided by the City.	Encourage proper development. Provide necessary amenities to Kingsburg and surrounding residents.	Dependent upon tenant location	The process is underway and expected to be completed by the end of 2015.
P3 (public private partnership) Program	The City has implemented a public/private partnership program to reinvest in downtown buildings for the improvement of building facades and alleyways.	Revitalization of downtown. Encourage downtown development and building improvements.	Up to \$5,000 matching funds for each project.	The program is underway with several applications in process.
Light Industrial Expansion	The City has experienced a renaissance of light industrial expansion, with over 50,000 of newly added square footage and another 200,000 sq. ft. proposed along the Golden State corridor.	Growth along Golden State Blvd. 100+ new jobs created.	TBD	Investment in the light industrial corridor is ongoing.
Guardian/SunMaid Annexation	The City recently completed the annexation of 430 acres of land near Golden State Boulevard and Mountain View Avenue. A large portion of land in the annexation area includes Sun Maid, Guardian Industries and Vie Del Grape processing plant.	Developable land with all infrastructure in place, added tax base	\$250,000	Complete

Region: City of Mendota

Project	Description	Economic Impact	Approximate Cost	Status
Implementation of Economic Incentive Zone (EIZ)	With the termination of Redevelopment Agencies, the need for a tool to assist businesses and developers is more important than ever. The project entails conducting marketing, outreach and implementation of the EIZ so that interested property owners and businesses can take advantage of it.	Qualifying Business Owners with property or operations on Oller Avenue (State Route 180), Derrick Avenue (State Route 33) and 7th Street can receive significant reductions on development impact, planning, and building fees, as well as more flexible development standards.	Varies due to how many will take advantage of it. Any costs to the City are expected to be made up long-term in sales and property tax revenues.	EIZ has recently been developed and approved. One business has already taken advantage of it resulting in tens of thousands of dollars saved in Development Impact Fees.
Capital Improvement Plan	Formulate the City's first comprehensive Capital Improvement Plan that budgets and schedules necessary improvements to community infrastructure and amenities.	Will bring the formation and execution of capital projects into conformance with generally accepted principles of municipal finance and provide a basis for intelligent planning of future essential infrastructure and recreation projects.	\$30,000.00	Budgeting projects planned for the next 5 to 10 years is ongoing and formulation of document to follow soon thereafter. Expected to be completed by end of Summer, 2015.
Reconstruction of Sixth Street	Complete reconstruction of an arterial street, adjacent to the main Downtown Corridor, from State Route 180 to State Route 33.	Consistent with the City's downtown beautification goals and facilitates transport along the road for the commercially-zoned properties on that street.	\$890,000.00	In the process of preliminary engineering. Construction to start in Summer of 2015. Expected to be completed Fall, 2015.
Street Rehabilitation Project	Using the City's Pavement Condition Survey, determine street portions that would most benefit from a reconstruction and perform the repairs.	Consistent with the City's beautification goals, facilitates transport through the City, and strengthens community pride.	\$150,000.00	Funds have been allocated for fiscal year 2015/16. After analysis and determination of which portions will be repaired, work will commence and be done throughout the fiscal year. Expected to be completed by the end of the 2015/16 fiscal year.

Region: City of Mendota (continued)

Project	Description	Economic Impact	Approximate Cost	Status
Oller Storm Drain Confluence Project	Creation of an underground storm drain confluence of surface storm water conveyed on streets that run parallel with the downtown 7th Street corridor, including the possible addition of a lift station and ponding basin.	Principally the decrease of flooding that breaks down roadways and hampers development in the City's commercial zones, which in recent years has become especially problematic in the City's industrial zones.	Cost estimates for this future project range from \$1.5 to \$3 million.	Currently in the process of cost and feasibility analyses, as well as procuring funding sources. Expected to be budgeted and scheduled in near future fiscal years.

Region: City of Orange Cove

Project	Description	Economic Impact	Approximate Cost	Status
Wastewater Treatment Plant Improvements (WWTP)	Construction improvements for expanding the WWTP for 1.5 mgd capacity	Expansion of the WWTP will allow capacity for increased industrial development for up to 250 jobs, by two industrial proposals	\$7,000,000	Both the water and sewer projects are being studied. We have applied for a CDBG planning grant for both water and sewer.
Water Treatment Plant Improvements	Construction of additional filtration and storage improvements for Water Plant	Expansion of the Water Treatment Plant will allow capacity for increased industrial development for up to 300 jobs	\$7,000,000	Both the water and sewer projects are being studied. We have applied for a CDBG planning grant for both water and sewer.
SolStar Technology Expansion	Renewable energy and technology companies. Require building, equipment and working capital financing.	Projections are for up to 100 jobs.	\$3,000,000	We are analyzing the benefits of a solar farm, but have not done enough research on overall payouts. We as a City are still interested in a solar project.

Region: City of Parlier

Project	Description	Economic Impact	Approximate Cost	Status
Wastewater Treatment Plant	Expand and upgrade City Wastewater Treatment Plant	Provide expanded and upgraded treatment plant that is outdated and nearing maximum capacity	\$30-\$40 Million	The expansion of the City’s wastewater treatment plant is a goal the City continues to pursue. Our staff grant writer continues to search for grant dollars for the project. The City, however, did purchase (60) acres across the street from the existing WWTP for future expansion purposes.
Civic Center	Expand Fire Station, purchase adjacent property for new City Hall and Police Headquarters	Provide full-time fire services and upgrade City Hall and Police Headquarters for centrally located public safety and City services.	\$20-\$30 Million	The City is also searching for grant funds to develop a centrally located civic center to house fire and police services and City Hall. The contract fire department and the City are searching for grant funding jointly to better our opportunities for these grants. Again, still a goal the City continues to pursue.
Youth Center	Develop a recreation center that will provide recreation, counseling, computer education and other youth programs.	Provide a safe, fun place for youth to learn, recreate and improve their lives.	\$1 million Grant/CDBG	This project has been completed and is in operation. A lease agreement was entered between the City and Youth Centers of America.

Region: City of Parlier (continued)

Project	Description	Economic Impact	Approximate Cost	Status
Technology Center Upgrade	Provide additional computing equipment as well classroom space for children and adults	Provide expanded access to technology and provide education in technology to more residents.	Unknown	The Parlier Youth Center of America, in conjunction with the City, is pursuing and filing grant applications to further upgrade the computer inventory and classroom expansion. The City has received some grant funds to complete some surveys relative to the needs of the community in regards to internet access, computer accessibility and computer training. The needs assessments, once completed, will help the City and the Parlier Youth Center of America with the needed statistics/information to help support of grant applications.
City Beautification	Plant trees and other city beautification projects.	Develop the community and make it a more inviting place for residents and businesses.	Unknown	The City applied and was awarded a grant recently to purchase and plant approximately 350 trees throughout the community. Staff is preparing to implement the grant.
Parlier Business Incubator and Training Center	The City of Parlier intends to pursue funding from Economic Development Administration for the Parlier Business Incubator and Training Center with a primary focus on Green ECO. The PBIT Center will work with Higher Education and alternate education science programs. The goal is to educate and provide new skills for students, the unemployed requiring new skills, retired military and US Veterans.	Green jobs will be a major part of the new economic, sustainable green industry. It will be essential to identify the occupations and skills that will be most in demand to support the renewable clean energy revolution. In addition to providing job training the Parlier Business Incubator and Training Center (PBIT) will provide "successful results" in startups using an incubator and Business Center's environment for new companies to grow.	TBD	Plans in development.

<p>Parlier Industrial Park</p>	<p>The City of Parlier boasts a 297-acre site for development of its business/industrial park. The first phase of this park has been developed. The park is perfectly located on Manning Avenue which is a major artery linking eastern Fresno County to state Highway 99. The city intends to pursue funding to develop the second phase of the business park, funding construction of public water and sewer infrastructure improvements and any other off-site improvements needed. The improvements will accommodate the startup of new businesses and bring more jobs to the city and region.</p>	<p>Develop infrastructure improvements in support of industrial development and job creation.</p>	<p>TBD</p>	<p>The first phase of this park has been developed with off-site infrastructure and is home to three large manufacturing companies creating over 100 jobs. The park is marketed for light and heavy industrial use with electronic assembly, food processing and warehouse distribution.</p>
<p>New Parlier Commercial Development</p>	<p>The City of Parlier owns 20 acres on South and Academy. There is a canal that runs through the property preventing the city from developing the property for commercial development. The City intends to pursue funding to underground the canal and complete the off-site infrastructure improvements needed to develop this site for commercial use bringing jobs to the city and region.</p>	<p>Develop infrastructure improvements in support of commercial development and job creation.</p>	<p>TBD</p>	<p>The City of Parlier owns 20 acres on South and Academy.</p>

Region: City of Reedley

Project	Description	Economic Impact	Approximate Cost	Status
Reedley Downtown Plan	The City in concert with the Reedley downtown businesses have undertaken the task of boosting the bringing back of our Downtown through improving urban design and expanding amenities.	The invigoration plan is being created as a mean to engage both the property owner(s) and local business(s) moving toward entrepreneurial opportunities in a level economic climate.	Unknown	A number of vested business owners have begun to initiate meeting, while the City is in the process of developing an in-house committee to support the private sectors efforts.
Reed Avenue Reconstruction Project	Reed Avenue will be reconstructed between North and South Streets. This project also includes construction of a roundabout and signal synchronization.	The proposed traffic calming and signalization will reduce air quality impacts due to delays in traffic.	\$6,300,000	This project is in the design phase and is schedule for construction to commence mid-2015.
Reedley Sports Park, Phase II	Development of a regional park includes modifications to the master plan and the future development of sport fields, walking paths and other public infrastructures.	The development of the regional park is an enhancement to the quality of life for Reedley citizens. The Sports Park also promotes regional tourism and supports local commercial businesses.	\$4,500,000	The first phase of park development is complete. The proposed modifications to the master plan are currently under advisement, with design of facility to commence.
Reed/Floral Avenue Project	Development of a 10-acre ponding basin and fire training center.	Develop a public safety facility for fire training (3-acres); ensure the public water supply through a groundwater recharge facility (10-acres), and development of a commercial use (3-acres).	\$2,225,000	The public facilities are currently being designed, with land acquisition being completed. Project will take one to two years to reach full build out.
City-wide Change of Zone Program	To reduce government red tape and financially assist Reedley land owners, the City Council has initiated the City-Wide Change of Zone Program . The program is designed to remove costly development barriers by rezoning your land to be consistent with the Reedley 2030 General Plan.	To reduce private sector entitlement application costs and streamline development applications.	\$5,087,500	The Program was initiated by City Council and the first round of applications approved by the later part of 2015.
Burgess Hotel Remodel	Remodel and improve the façade	Make the Burgess Hotel more attractive to consumers	\$93,000	Discontinued

Region: City of San Joaquin

Project	Description	Economic Impact	Approximate Cost	Status
Water Well No. 6	Construct new domestic well to provide adequate capacity during peak season.	Job Creation will provide a reliable water supply to City users.	\$750,000	No funding in place for project at present time. Waiting for a grant opportunity
Water Storage Tank	Construct new 750,000 gallon storage tank to supplement capacity of existing and proposed domestic wells. Construct new 12" water main to connect to existing facilities.	Job Creation will provide increased fire prevention abilities.	\$700,000	No funding in place for project at present time. Waiting for a grant opportunity
Citywide Water Meter Installation	Furnish and install water meters on all existing City water services, establish electronic meter reading network and upgrade City's utility billing software.	Job Creation, water conservation measures that will result in cost savings.	\$1,000,000	No funding in place for project at present time. Waiting for a grant opportunity
Water Main Replacement Project	Replace undersized and leaky water mains with larger PVC pipelines. Replace broken or non-functional water valves.	Job Creation, water conservation, reduced maintenance expense.	\$800,000	No funding in place for project at present time. Waiting for a grant opportunity

Region: City of San Joaquin (continued)

Project	Description	Economic Impact	Approximate Cost	Status
North Railroad Avenue Improvements	<p>The North Railroad Avenue improvement project will widen and reconstruct an existing narrow, deteriorated street. This street serves two existing businesses and one unused property. The unused property contains a grain elevator and warehouse building that the City has been pursuing for re-development. The existing 18-foot wide pavement is too narrow for safe vehicular travel. This project is located on Railroad Avenue between Pine Street and Sutter Avenue.</p> <p>This project will widen the pavement to 52 feet and install concrete curb and gutter along both sides for distance of about 1,700 feet. In addition, a 12 inch water main will be installed. The new pavement will be installed to current standards for the anticipated truck traffic loads.</p>	Project will create and/or retain about 20 to 40 jobs.	\$800,000	Road/pavement work not done. The 12' water main was completed with the Public Works crew handling part of the work. No funding in place for project at present time.
California Avenue Storm Drain Lift Station	Construct new lift station and relief line to adjacent irrigation ditch to address capacity issues with undersized basin.	Job Creation will prevent economic losses from flood damage caused by excessive storm flows to California Ave Basin.	\$250,000	No funding in place for project at present time. Waiting for a grant opportunity

Region: City of San Joaquin (continued)

Project	Description	Economic Impact	Approximate Cost	Status
Cherry Lane Industrial Park	<p>The Cherry Lane Industrial Park project will construct a new street to provide access to 130 acres of industrial designated land improvements, and will include sewer, water, storm drain and street improvements for a length of 1,300 feet. This project will also extend storm drain facilities to an existing onion processing plant. Currently storm water accumulates within their parking lot and must be pumped out to city facilities. By extending the storm drain line, flooding will be avoided.</p> <p>A second operating business will be aided by installing an on-site sewer debris trap. The hatchery is experiencing clogging of its sewer lateral by debris. This project will install a structure to trap the debris and prevent clogging.</p>	<p>70 construction jobs created or retained. 400 permanent jobs created.</p>	<p>\$1,400,000</p>	<p>No funding in place for project at present time. Waiting for a grant opportunity</p>

Region: City of San Joaquin (continued)

Project	Description	Economic Impact	Approximate Cost	Status
South Railroad Avenue Improvements	<p>This project will re-construct 1,000 feet of Railroad Avenue from Manning Avenue to Main Street. This section of Railroad Avenue serves the City Corporation yard and three light-industrial properties. One of those light-industrial parcels contains buildings which have been damaged by fire and are currently vacant.</p> <p>The existing pavement is in very poor condition, and is not structurally sufficient to support truck traffic. The existing concrete curb and gutter is broken and does not convey storm water properly. This project will replace the existing concrete curb and gutter with new, reinforced concrete, excavate the existing pavement and install a new structural section of asphalt and aggregate base rock. Also install new storm drains and drainage.</p>	<p>25 construction jobs created or retained. 15 permanent jobs created or retained.</p>	\$750,000	No funding in place for project at present time.

Region: City of Sanger

Project	Description	Economic Impact	Approximate Cost	Status
North Sanger Master Plan	Sanger’s northern S.O.I. encompasses approx. 1600 acres and is intersected by 2 major transportation corridors – the Highway 180 Expressway and Academy Avenue, which is Fresno County’s S.E. Transportation Corridor. A comprehensive plan for this area is needed to ensure that growth utilizes the land to its highest and best use, and that transportation, air, water, and other environmental impacts are fully recognized, while providing for public safety and maintaining the unique character of the region.	A comprehensive plan for growth that provides for affordable and market-rate housing, commercial and industrial development, public safety, and sensitivity to environmental and community concerns. This plan will facilitate orderly growth for existing and future generations.	\$250,000	This project has begun with the update of the Sanger General Plan. General Plan completion is anticipated in 2017.
Industrial Waste Line Extension	Install an industrial-size waste line from its current location in North Avenue to more than 150 acres of industrially-zoned land to the south. The line will serve new industries as far as Central Avenue to the south, Academy Avenue to the West and Newmark Avenue to the east.	The economic impact of this waste line can be tens of millions of dollars as it will enable the location of 25 or more new industries in the area.	Approximate cost will be \$2,000,000.	We have verified the number of jobs to be created in the area in anticipation of applying for an EDA grant.
Municipal Water Tank	Install a 1,000,000 gallon water storage tank on the City’s north side to improve service to existing users and enable annexation and development of new territories in the City’s northern sphere of influence.	The economic impact of this project will be in the tens of millions of dollars as it will enable the construction of two new hotels and the development of more than 100 acres of commercially-zoned lands along Academy Avenue between California Avenue and Highway 180.	The cost of this water tank project is \$2,000,000.	The status of this project is that the site has been identified and the preliminary plans have been approved.

Region: City of Selma

Project	Description	Economic Impact	Approximate Cost	Status
Selma Crossing Project	This is a phased commercial/housing project that will be built over the next 15-20 years. It will add new retail commercial, service and housing to the area, including potential mixed use and other types of housing.	Will bring thousands of jobs to the 5 cities region, creating new housing and employing people from throughout the area. Selma is a regional shopping hub.	TBD	Environmental Review, Pending Annexation
Dinuba Avenue Overpass	Because of congestion of traffic on Manning Avenue and other major arterials that connect with Freeway 99, another overpass is necessary.	Help with transportation congestion for cities on the east side of Fresno County	TBD	Preliminary
Rockwell Pond Commercial Project	This is a phased commercial project that will be built starting in 2014-15.	Will bring hundreds of jobs to the 5 cities region, creating new jobs for area residents and adding new shopping vendors to the area.	TBD	Environmental document approved, In Process of LAFCO approval
Highway 43 Bypass	Because of the regional traffic congestion at Highland/Floral Avenues that comes from Highway 43, it is being evaluated whether bypassing this highway west of Selma would help with traffic.	Would assist with pollution, traffic impacts that currently hamper traffic on Highway 43.	TBD	Preliminary
Manning/McCall Project	A retail commercial project that will include various businesses.	Will create additional retail commercial and service activity and create jobs.	TBD	Preliminary
Highland/Rose Project	A retail commercial project that will add new businesses.	Will create additional jobs and bring new businesses to the regional shopping area	TBD	Preliminary
3000 Floral Project	A retail commercial project that will add new businesses.	Will create additional jobs and bring new businesses to the regional shopping area	TBD	Pending Development Plan
Dinuba Avenue Sewer Project	Will bring sewer from Golden State to Dinuba Avenue for Northern Growth	Will create new jobs, housing and businesses to the north.	\$3 million	Preliminary Design

Region: City of Selma (continued)

Project	Description	Economic Impact	Approximate Cost	Status
Golden State Corridor Project	A retail commercial project that will add new businesses.	Create Economic Development Corridor for recruitment/retention of businesses	\$46 million	Design & Construction

Aquarius Aquarium Institute

Project	Description	Economic Impact	Approximate Cost	Status
<p>Fresno Aquarium</p>	<p>An educational public Aquarium to be located along Highway 99 overlooking the San Joaquin River within the federally-designated San Joaquin River Blueway. It will contain both freshwater and saltwater exhibits focused on the connection of California’s San Joaquin Valley to the greater aquatic world.</p> <p><i>On March 30, 2009, President Barack Obama signed into law the San Joaquin River Restoration Settlement Act, the largest river restoration ever attempted in U.S. history. Fresno’s Aquarium will be a natural complement to a restored San Joaquin River – California’s second longest river and will also augment the new San Joaquin River Blueway – one of only two federally-designated Blueways in the State of California. See: http://fresnoaquarium.org/SJR_Blueway_Vision.pdf</i></p>	<p><u>Job Creation</u></p> <ul style="list-style-type: none"> • An estimated 200 construction, construction management and professional design jobs during the two-year building period, • 100 FTE permanent employees for Phase One. • Of these 100 permanent jobs, Fresno Aquarium estimates 25 will be high-wage biologists, educators and management earning \$15 and more per hour. High-quality scientific water resource research, in collaboration with local universities, will be conducted at Fresno Aquarium. • During the construction and opening of the Phase Two building, the Aquarium anticipates the number of FTE employees to grow to 300+. • According to published Economic Impact Studies for other U.S. Aquariums (Rourke, 2005, Seaman, 2006) Aquariums often rank among the largest private-sector employers in the cities and counties where they are located. <p>(cont’d)</p>	<p>PHASE ONE: \$13,000,000.00 \$5,000,000.00 raised in cash and in-kind local support.</p> <p>Seeking \$500,000.00 federal (EDA) economic development funding for required off-site (City of Fresno) mitigation improvements and for on-site driveway, parking, water well and septic system infrastructure improvements.</p> <p>PHASE TWO: \$55,000,000.00 (Cost estimate)</p> <p><u>Donations and Bricks and Mortar Grant Funding Sources</u></p> <ul style="list-style-type: none"> • The 10-acre Fresno Aquarium property is a gift to the Fresno community and the people of the State of California from the Roy and Betty Jura family, local fig growers and packers. • In 2009, Fresno Aquarium received a donation of 12 major exhibits, numerous holding tanks and life support systems from the Steinhart Aquarium, a part of the prestigious California Academy of Sciences of San Francisco. <p>(cont’d)</p>	<p>2014 Status: The ~6,000 sq. ft. basement portion of Fresno Aquarium’s Phase One building has completed its structural engineering and cost estimating. A capital campaign has been launched to raise \$730,000 for this stand-alone structure that will serve as a support/ storage building for the 12 major exhibits donated to the project by the Steinhart Aquarium. The goal is to begin construction following completion of Caltrans’ Highway 99 widening project in 2016 – 17.</p>

Aquarius Aquarium Institute (continued)

Project	Description	Economic Impact	Approximate Cost	Status
		<ul style="list-style-type: none"> Fresno Aquarium’s spending for supplies and services will generate additional jobs in other businesses, providing an estimated 500 additional jobs throughout California. <p><u>Region’s Principal Tourist Draw</u></p> <ul style="list-style-type: none"> At full build-out, Fresno Aquarium expects to be the number one tourist attraction in the area and the principal reason many people will visit Fresno. In all, about 95 percent of Aquarium visitors will come from outside Fresno County; 30 percent will be from outside California and seven percent will be international travelers - many also visiting nearby Yosemite, Kings Canyon and Sequoia National Parks. <p>Fresno Aquarium visitors will generate an additional \$1.2 million, nearly 10%, in annual local revenues from the City of Fresno Transient Occupancy Tax (TOT). Fresno Aquarium, which will be open every day of the year, will fulfill the County of Fresno’s goal of actively promoting the development of the San Joaquin and Kings Rivers for recreational use and as a tourist destination as well as the Fresno Convention and Visitor’s Bureau’s goal to promote Fresno as <i>California’s Year-Round Playground</i>.</p>	<ul style="list-style-type: none"> Fresno Aquarium is seeking federal funding to leverage its local and region investments. The project has received unanimous Fresno City Council support in 2007, 2008 and 2009 in order to open the first portion of its Phase One building debt-free. <p>Aquarius Aquarium Institute is a nonprofit 501(c)(3) organization overseen by a local board of directors.</p>	

Asian Business Institute and Resource Center

Project	Description	Economic Impact	Approximate Cost	Status
<p>Technical assistance to small businesses in the areas of certification support.</p>	<p>Technical assistance for small business owners in the area of state or federal certification support. ABIRC counsels and evaluates marketing strategies to help small businesses navigate through bids and contracting opportunities. This support will bring economic growth by job creation and money being poured into the local economy.</p>	<p>200 newly created jobs and a fiscal impact of 10 million dollars being poured back into the local economy.</p>	<p>Total cost over 5 years \$450,000 dollars.</p>	<p>Provided technical assistance and certification services to over 25 businesses. Provide counseling services and training workshops to large network of small businesses seeking information about certifications, bidding opportunities, and contracting opportunities. Workshops are hosted by ABIRC and local community partners including Caltrans and the Fresno Housing Authorities. Workshop topics include: How to Become Certified, Marketing to the Government, Section 3, and many others.</p>

California State University, Fresno

Project	Description	Economic Impact	Approximate Cost	Status
<p>San Joaquin Valley Rural Development Center (SJVRDC)</p>	<p>The SJVRDC consists of more than 40 partners committed to providing their respective expertise, services, and resources to the San Joaquin Valley’s rural communities. The SJVRDC currently provides services in the following 12 areas: business services, clean energy, economic development, finance, grant writing, health and human services, housing, nonprofit capacity, planning, project design and construction, trade development, transportation, and water infrastructure.</p> <p>The SJVRDC Director is responsible for connecting the needs of the San Joaquin Valley’s rural communities with the appropriate consortium partners. Proactive outreach is conducted to make sure each community knows that SJVRDC resources and services are available and accessible. When a service request is received, it is assessed by the Director and forwarded to SJVRDC partners for input and assistance.</p> <p>The purpose of this initiative is to connect rural communities to a wide range of indispensable expertise, services, and resources to ensure their needs are met efficiently, effectively, and affordably.</p>	<p>The SJVRDC connects rural communities in the San Joaquin Valley with resources, services and experts who help advance their projects for infrastructure improvement, community development and economic growth.</p> <p>The SJVRDC facilitates grant writing training to representatives of rural communities; enabling them to build local fund-raising capacity.</p>	<p>Director Salary: \$60,000-\$70,000/year</p> <p>Support Staff Salaries (.5 FTE): \$25,000 x (2) = \$50,000</p> <p>Outreach Travel: \$10,000/year</p> <p>Communications (website/collateral): \$10,000/year</p>	<p>The SJVRDC has provided services to over 25 rural communities since its inception in 2010.</p> <p>The SJVRDC continues to collaborate with the Small Communities Network (SCN), in providing quality services and resources to San Joaquin Valley rural communities. The SCN is designed to bring together representatives from the rural communities throughout the San Joaquin Valley. The SCN facilitates quarterly regional workshops, webinar trainings, and weekly informational e-mails to its members. The SCN serves as an optimal medium for distributing information about available SJVRDC services to the region’s rural communities.</p>

Central California School of Pharmacy

Project	Description	Economic Impact	Approximate Cost	Status
<p>Doctoral-level professional school of pharmacy</p>	<p>Three-year block program curriculum focusing on educating a workforce with roots and connections to the Central San Joaquin Valley to mitigate long-standing recruitment and retention challenges associated with Doctors of Pharmacy regionally, as pharmacist shortages have dire consequences on the health care delivery system of the Central Valley. The Central Valley includes many underserved communities with a current and growing need for pharmacists. In addition to the distinct set of issues contributing to the vacancy rates in rural pharmacy in general, (including geographic isolation; lower investment for retail pharmacies; and barriers to professional advancement), the Central Valley has nationally significant unmet health care needs. Pharmacists will play an increasingly significant role in reducing pressure on health care providers, including physicians and psychiatrists, through ambulatory and other types of direct patient care within the purview of the pharmacist’s professional responsibilities.</p>	<p>CCSP will provide a long-term response to on-going Central Valley economic development challenges in a number of ways, including hiring upwards of 34-38 full-time faculty earning over \$100,000 annually, an Academic Dean earning approximately \$250,000 annually, professional staff, including information technology specialists, administrative specialists, and other staff persons, in addition to utilizing a wide array of local businesses to meet operational, maintenance and other immediate and on-going needs associated with a business of CCSP’s expected size and scope. Most importantly, CCSP will graduate Pharm.D. candidates who will be in a position to serve their communities here in the Central Valley and earn an excellent salary in the process. These salaries will directly benefit these communities in foreseeable ways.</p>	<p>\$8,000,000 to become fully operational, although the school will be quickly self-sustaining once operational.</p>	<p>A for-profit venture whose help was requested has taken over this project. CCSP is in the process of closing down its organization.</p>

Fresno Area Hispanic Foundation

Project	Description	Economic Impact	Approximate Cost	Status
Business Incubator Construction	The renovation and expansion of the commercial building at 1444 Fulton St., Fresno, CA 93721 will serve as a business incubator for Fresno’s designated enterprise zone and the Fresno County region. The incubator will continue the work of the Fresno Area Hispanic Foundation in providing technical assistance and micro loans to entrepreneurs, and add on-site, state-of-the-art technology resources and office space to act as a catalyst for target industries such as internet web design, graphic design and custom manufacturing.	900 jobs created and \$36 million in private investment leveraged	\$3,100,000.00 total cost of the project	The Fresno Area Hispanic Foundation, Downtown Business Hub currently hosts 26 businesses that are either in their startup or expanding phase and have created 67 jobs. The Downtown Business Hub continues to provide technical assistance to businesses through workshops and one-one sessions. In addition, we provide them with resources such as, office space, conference areas, training center, internet access and a receptionist that benefits their business. This has allowed them to be better equipped with the tools necessary for their business success.

Fresno Convention and Visitors Bureau

Project	Description	Economic Impact	Approximate Cost	Status
<p>Tourism and Economic Development Projects</p>	<p>The Fresno/Clovis Convention and Visitors Bureau (FCCVB) has developed a tourism strategy through primary and secondary research in order to increase visitor spending in Fresno County. These strategies include assumption free marketing at the local, state, national and international levels. As the 5th largest city in California, with an abundance of agriculture, technology, education and various attractions, the FCCVB could substantially impact economic development through tourism. Tourism is the third largest service export in the United States, and an effort to increase international tourism at the federal level has been significant through the Travel Promotion Act. Homeland Security has made significant changes that make visa applications and issuance much easier in emerging markets like Hong Kong, China and Brazil. Mature markets such as Canada, Mexico, Germany, France and Japan are viable markets for investment. The Office of Travel and Tourism, through BRAND USA, is investing millions of dollars internationally, as is Visit California, California’s state destination marketing organization. The FCCVB has developed strategies that include:</p> <p>(cont’d)</p>	<p>For every 1% increase in Fresno County’s share of the California Tourism Spending Market over 1 billion dollars in visitors spending would be generated. This revenue is spent by the visitor directly to hotels, restaurants, attractions, retail, transportation, and as well increases local sales and TOT tax revenue. Each percent also provides an additional 13,000 jobs for our region.</p>	<p>Marketing Strategies/Campaigns: \$250,000</p> <p>International Sales Division: \$300,000</p> <p>Visitors Center: TBD</p>	<p>An application has again been submitted for federal assistance through the Market Development Cooperators Program, focusing on emerging markets that include China, India, and Brazil. The agreement requires a two dollar match for every one dollar of funding through MDCP. This funding will provide necessary resources and seed money over a three year period. With or without the grant the FCCVB is implementing the program. The grant funds would be used for additional international marketing, international tourism, and trade and technology missions. Additionally, Visit California’s International Marketing Division is partnering with the FCCVB, to assist in aligning marketing strategies and budget to create greater economic impact for Fresno County.</p> <p>The FCCVB is applying for grants to assist with Phase I, Planning and Development, and as well working with local stakeholders with two possibilities of donated land. The FCCVB continues to meet with local governing bodies regarding feasibility, taking the High Speed Railway and zoning into consideration. The outcome so far has been very positive, so the FCCVB is moving forward with grant applications.</p>

Fresno Convention and Visitors Bureau (continued)

Project	Description	Economic Impact	Approximate Cost	Status
	<p>Project 1: Implementation of an International Sales Division that would connect with the above mentioned countries to attract tourism and business. The FCCVB is aligning strategies with OTTI, ITA, and Visit California, as well as applying for federal grants in order to increase its ability to invest in these efforts. This division has two staff members; International and Domestic Leisure Travel Manager and the International Trade and Technology Manager. In November 2012 the FCCVB visited China with Visit California to create partnerships and sell Fresno County to increase visitor spending. This year the FCCVB will be focusing on bringing some of those new partners to Fresno for familiarization tours.</p> <p>Project 2: Construction of a state of the art Visitors Center to increase visitations and bring a higher profile to Fresno County at state, national and international levels. Research shows that the construction of a Visitors Center would increase visitations and capture a larger segment of the international market. The center would house and provide information regarding agriculture, technology, education, entertainment, history and provide tours in areas that research shows desirable tourism opportunities.</p>			

Kings Canyon Unified School District and the City of Reedley

Project	Description	Economic Impact	Approximate Cost	Status
<p>The Central Valley Transportation Center Project. (CVTC)</p>	<p>The state of the art Transportation Center (CVTC) will house the Kings Canyon Unified School District transportation department and its fleet of 80 school busses which also includes the white fleet of 70 service trucks and vans/SUV's. The City of Reedley's Corporation yard will also be located at this site and will include the City's garbage trucks, service trucks and other City owned fleets. The CVTC will serve neighboring communities and other school districts within the region. The goal of the CVTC is to provide alternative fuels not currently available in these communities, to offer services to all of the JPA partners, and to include work force training and assist with job placement for the emerging green economy. The core training will be in the green automotive sector and alternative fueled vehicles and will provide training for solar manufacturing, installation and general maintenance of PV Panels.</p>	<p>Both Kings Canyon Unified School District and the City of Reedley will retain their current workforce at the new site and create approximately 30 additional jobs for the new center. This project will likely train and assist in job placement of 300 jobs over a 5 year period.</p>	<p>TBD</p>	<p>Currently we are working towards rolling out our training program for our current auto technicians as we recently received \$43,000 in funding from the Employment Training Panel (ETP) to train our mechanics to work on the first fully electric school bus in the nation. The training is geared towards alternatively fueled vehicles.</p> <p>On May 9, 2012 representatives from both entities attended the AB 118 California Investment Plan for Alternative and Renewable Fuel Vehicle Technology Program to ensure the CVTC project was on the public docket, and to ensure the language identifying projects such as ours was adopted. The AB118 investment plan 2012-2013 was adopted, and included language identifying projects such as ours. Once the solicitation is open our project will be in a good position to receive such funds.</p> <p>We have continued to work on developing the blue prints and currently stand at 90% complete, we will be able to move quickly should grant funding become available such as EDA funds, our project is shovel ready as we have also completed the environmental CEQA/NEPA.</p>

West Hills Technology Institute

Project	Description	Economic Impact	Approximate Cost	Status
<p>Permanent vocational training facility for the west side of Fresno County (near Firebaugh and Mendota)</p>	<p>The main purpose of this project is to increase the job opportunities for the area residents through improved job skills and to secure companies with a skilled labor force. This program focuses on the unique needs of each particular company and establishes courses based on that need rather than focusing on any one particular industry. This employer focused model of training curriculum has been previously used by West Hills Technology Institute and has produced many positive results. Currently the WIT is working with five large-scale regional companies and has established training programs to meet their needs. This individualized training approach has already proven to be highly successful, as the WIT has trained over 1,000 adults and numerous high school students over the past six years. Many additional students could be served by increasing educational and training space.</p>	<p>The development of a permanent facility will increase and diversify the training courses that can be offered. The job workforce will improve especially in our underserved, rural areas where opportunities are not viable. Companies will be enticed to locate in these communities due to the improved skilled workforce and the overall economy will improve</p>	<p>\$7 million (currently have a \$1.5 million bond for this project)</p>	<p>Additional funding opportunities and an ideal location to build a facility continues being researched.</p>

APPENDIX A: DEFINITIONS

The California Employment Development Department, Labor Market Information division provides definitions for some of the terms used in this document:

- *Civilian Labor Force*
 - The sum of civilian employment and civilian unemployment. Civilians, as defined, are age 16 years or older, not members of the Armed Services, and are not in institutions such as prisons, mental hospitals, or nursing homes.

- *Civilian Employment*
 - All individuals who worked at least one hour for a wage or salary, or were self-employed, or were working at least 15 unpaid hours in a family business or on a family farm, during the week including the 12th of the month. Those who were on vacation, on other kinds of leave, or involved in a labor dispute, were also counted as employed.

- *Civilian Unemployment*
 - Includes those individuals who were not working but were able, available, and actively looking for work during the week including the 12th of the month. Individuals who were waiting to be recalled from a layoff and individuals waiting to report to a new job within 30 days were also considered to be unemployed.

- *Unemployment Rate*
 - The number of unemployed as a percentage of the labor force.

APPENDIX B: PER CAPITA INCOME AND UNEMPLOYMENT BY CENSUS TRACT

The following is a listing of per capita income and unemployment rates for each of Fresno County's Census Tracts as well as for the United States as a whole. Data for both the United States and each of Fresno County's Census Tracts was obtained from Tables S2301 and B19301 of the U.S. Census Bureau's 2008 – 2012 American Community Survey 5-Year Estimates.

Geographic Region	Unemployment Rate	Per Capita Income
United States	14.0%	\$20,391
Fresno County		
Census Tract 01	7.5%	\$8,340
Census Tract 02	25.3%	\$6,541
Census Tract 03	8.8%	\$10,617
Census Tract 04	14.3%	\$9,059
Census Tract 05.01	17.5%	\$8,655
Census Tract 05.02	28.8%	\$12,788
Census Tract 06	26.7%	\$8,955
Census Tract 07	20.7%	\$13,400
Census Tract 08	20.2%	\$7,336
Census Tract 09.01	19.2%	\$9,025
Census Tract 09.02	32.7%	\$7,472
Census Tract 10	21.3%	\$9,482
Census Tract 11	19.3%	\$9,612
Census Tract 12.01	18.9%	\$11,088
Census Tract 12.02	16.0%	\$11,139
Census Tract 13.01	21.2%	\$9,131
Census Tract 13.03	18.6%	\$7,842
Census Tract 13.04	20.9%	\$9,276
Census Tract 14.07	39.7%	\$10,532
Census Tract 14.08	12.7%	\$16,099
Census Tract 14.09	7.4%	\$42,470
Census Tract 14.10	16.0%	\$12,838
Census Tract 14.11	23.7%	\$17,163
Census Tract 14.12	18.1%	\$21,709
Census Tract 14.13	14.6%	\$28,427
Census Tract 14.14	12.9%	\$27,607
Census Tract 15	18.3%	\$13,636
Census Tract 16	9.9%	\$17,868
Census Tract 17	9.3%	\$18,771

Geographic Region	Unemployment Rate	Per Capita Income
Census Tract 18	12.5%	\$20,865
Census Tract 19	13.0%	\$19,086
Census Tract 20	20.4%	\$11,292
Census Tract 21	16.1%	\$16,458
Census Tract 22	20.8%	\$17,877
Census Tract 23	17.4%	\$16,072
Census Tract 24	19.3%	\$11,011
Census Tract 25.01	28.1%	\$6,607
Census Tract 25.02	12.5%	\$8,365
Census Tract 26.01	17.9%	\$9,472
Census Tract 26.02	12.0%	\$14,143
Census Tract 27.01	22.1%	\$11,210
Census Tract 27.02	15.2%	\$9,051
Census Tract 28	39.2%	\$7,641
Census Tract 29.03	21.0%	\$9,859
Census Tract 29.04	20.3%	\$15,004
Census Tract 29.05	16.0%	\$13,530
Census Tract 29.06	14.7%	\$12,001
Census Tract 30.01	18.5%	\$12,442
Census Tract 30.03	20.0%	\$11,074
Census Tract 30.04	9.6%	\$17,706
Census Tract 31.02	16.1%	\$15,597
Census Tract 31.03	13.8%	\$20,410
Census Tract 31.04	6.0%	\$23,113
Census Tract 32.01	17.9%	\$13,811
Census Tract 32.02	17.7%	\$11,230
Census Tract 33.01	17.9%	\$13,250
Census Tract 33.02	13.2%	\$13,357
Census Tract 34	23.7%	\$11,306
Census Tract 35	15.5%	\$17,780
Census Tract 36	9.3%	\$30,063
Census Tract 37.01	9.9%	\$12,198
Census Tract 37.02	17.1%	\$15,121
Census Tract 38.03	13.3%	\$22,982
Census Tract 38.04	10.4%	\$18,386
Census Tract 38.05	14.0%	\$14,230
Census Tract 38.07	24.3%	\$14,780
Census Tract 38.08	12.5%	\$15,407
Census Tract 38.09	11.8%	\$20,415
Census Tract 38.10	13.9%	\$16,504
Census Tract 39	13.1%	\$15,630

Geographic Region	Unemployment Rate	Per Capita Income
Census Tract 40.1	14.1%	\$20,306
Census Tract 40.2	6.3%	\$15,390
Census Tract 41	8.6%	\$21,433
Census Tract 42.05	15.7%	\$12,866
Census Tract 42.07	13.1%	\$19,224
Census Tract 42.08	4.9%	\$41,150
Census Tract 42.10	7.5%	\$26,863
Census Tract 42.11	8.7%	\$28,782
Census Tract 42.12	12.4%	\$24,196
Census Tract 42.13	15.7%	\$21,725
Census Tract 42.14	7.5%	\$34,470
Census Tract 42.15	9.1%	\$29,883
Census Tract 42.16	8.4%	\$23,614
Census Tract 43.01	4.0%	\$73,126
Census Tract 43.02	8.2%	\$47,725
Census Tract 43.03	11.1%	\$46,486
Census Tract 44.04	16.7%	\$13,184
Census Tract 44.05	5.4%	\$41,556
Census Tract 44.06	18.2%	\$28,908
Census Tract 44.08	17.5%	\$37,232
Census Tract 44.09	9.4%	\$33,449
Census Tract 45.03	8.2%	\$36,472
Census Tract 45.04	12.8%	\$20,308
Census Tract 45.05	28.0%	\$18,726
Census Tract 45.06	8.9%	\$49,318
Census Tract 46.01	11.6%	\$23,264
Census Tract 46.02	1.5%	\$53,076
Census Tract 47.01	10.2%	\$13,285
Census Tract 47.03	21.8%	\$14,170
Census Tract 47.04	25.1%	\$11,179
Census Tract 48.01	15.0%	\$11,533
Census Tract 48.02	14.9%	\$12,351
Census Tract 49.01	6.8%	\$13,749
Census Tract 49.02	17.1%	\$25,232
Census Tract 50	15.0%	\$23,046
Census Tract 51	23.7%	\$14,307
Census Tract 52.02	16.0%	\$11,319
Census Tract 52.03	16.8%	\$15,623
Census Tract 52.04	20.6%	\$13,934
Census Tract 53.01	12.5%	\$18,375
Census Tract 53.02	14.6%	\$17,473

Geographic Region	Unemployment Rate	Per Capita Income
Census Tract 53.04	23.1%	\$18,638
Census Tract 53.05	17.6%	\$17,812
Census Tract 54.03	18.5%	\$12,062
Census Tract 54.05	8.4%	\$27,631
Census Tract 54.06	14.4%	\$28,923
Census Tract 54.07	11.1%	\$31,112
Census Tract 54.08	11.4%	\$5,756
Census Tract 54.09	19.8%	\$17,227
Census Tract 54.10	22.9%	\$19,646
Census Tract 55.03	11.5%	\$49,845
Census Tract 55.04	6.9%	\$38,158
Census Tract 55.05	8.4%	\$41,436
Census Tract 55.07	10.0%	\$32,210
Census Tract 55.08	6.8%	\$38,413
Census Tract 55.09	17.1%	\$24,735
Census Tract 55.10	9.1%	\$31,791
Census Tract 55.12	9.3%	\$30,768
Census Tract 55.13	12.6%	\$35,880
Census Tract 55.14	7.9%	\$30,709
Census Tract 55.15	7.9%	\$56,130
Census Tract 55.16	11.0%	\$40,481
Census Tract 55.17	4.5%	\$55,438
Census Tract 55.18	7.1%	\$36,437
Census Tract 55.20	3.0%	\$43,914
Census Tract 55.22	5.0%	\$44,772
Census Tract 55.24	3.4%	\$45,840
Census Tract 55.25	16.3%	\$35,393
Census Tract 56.02	9.5%	\$17,907
Census Tract 56.05	10.8%	\$35,503
Census Tract 56.06	13.4%	\$26,682
Census Tract 56.07	25.8%	\$16,287
Census Tract 56.08	15.8%	\$21,539
Census Tract 57.01	15.8%	\$18,211
Census Tract 57.02	8.2%	\$34,388
Census Tract 57.03	12.0%	\$35,265
Census Tract 57.04	10.4%	\$20,259
Census Tract 58.01	10.0%	\$27,272
Census Tract 58.02	9.3%	\$29,973
Census Tract 58.04	8.3%	\$23,249
Census Tract 58.05	10.8%	\$30,894
Census Tract 59.04	5.9%	\$29,005

Geographic Region	Unemployment Rate	Per Capita Income
Census Tract 59.05	8.2%	\$38,292
Census Tract 59.06	9.9%	\$33,125
Census Tract 59.07	3.7%	\$28,014
Census Tract 59.09	11.5%	\$25,257
Census Tract 59.11	17.6%	\$28,906
Census Tract 59.12	3.6%	\$39,709
Census Tract 60	13.9%	\$19,476
Census Tract 61	10.8%	\$16,730
Census Tract 62.01	10.7%	\$9,483
Census Tract 62.02	13.9%	\$10,824
Census Tract 63	10.7%	\$24,338
Census Tract 64.02	10.6%	\$28,582
Census Tract 64.03	21.4%	\$22,788
Census Tract 64.04	12.0%	\$31,911
Census Tract 64.05	4.6%	\$36,793
Census Tract 65.01	24.3%	\$8,372
Census Tract 65.02	18.9%	\$10,844
Census Tract 66.02	11.1%	\$10,833
Census Tract 66.03	9.6%	\$19,947
Census Tract 66.04	15.0%	\$11,361
Census Tract 67	13.6%	\$21,696
Census Tract 68.02	8.1%	\$15,084
Census Tract 69	8.5%	\$16,605
Census Tract 70.02	13.7%	\$15,341
Census Tract 70.03	17.1%	\$17,885
Census Tract 70.04	8.6%	\$21,246
Census Tract 71	14.6%	\$9,912
Census Tract 72.01	13.0%	\$24,915
Census Tract 72.02	18.3%	\$18,851
Census Tract 73	14.4%	\$19,788
Census Tract 74	10.6%	\$18,108
Census Tract 75	10.5%	\$15,253
Census Tract 76	9.1%	\$13,131
Census Tract 77	17.8%	\$13,185
Census Tract 78.01	20.4%	\$12,868
Census Tract 78.02	12.5%	\$6,730
Census Tract 79.01	-	\$467
Census Tract 79.02	5.3%	\$13,580
Census Tract 80	8.2%	\$20,529
Census Tract 81	6.4%	\$18,854
Census Tract 82	11.8%	\$9,468

Geographic Region	Unemployment Rate	Per Capita Income
Census Tract 83.01	21.9%	\$10,282
Census Tract 83.02	27.2%	\$7,979
Census Tract 84.01	16.3%	\$12,678
Census Tract 84.02	11.4%	\$18,585
Census Tract 85.01	18.5%	\$10,905
Census Tract 85.02	20.6%	\$11,974

