

AUGUST 5, 2025

COUNTY OF FRESNO CEDS

BOARD OF SUPERVISORS

- ▶ JEFF MARCELL, SR. PARTNER
- ▶ ELIZABETH SCOTT, SR. CONSULTANT



AGENDA

- ▶ Introduction
- ▶ Planning Process
- ▶ Plan Overview
- ▶ Questions



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INTRODUCTION

THEORY INTO PRACTICE

Committed to **holistic thinking** and **sustainable development**.

We design strategies that will support your community's
vision for the future.



CEDS STRATEGY COMMITTEE

Alicia Aguirre*

City of Selma

Nick Audino

Newmark Pearson Commercial

Sean Brewer

City of Coalinga

Chris Brown

Fennemore Dowling Aaron

Elizabeth Cabrera

City of San Joaquin

Gino Cayanan

Noble Credit Union

Ed Dunkel

Precision Civil Engineering, Inc.

Bryn Forhan

The Forhan Company

Karen Foster

Selma Chamber of Commerce

Thomas Gaffery

City of Fowler

Cristian Gonzalez

City of Mendota

Alex Henderson

City of Kingsburg

Esmeralda Hurtado

City of Sanger

John Jansons

City of Kerman

Simran Jhutti

Fresno Council of Governments

Bernard Jimenez

County of Fresno

Mike Kissinger

Kerman Chamber of Commerce

Ray Leon

City of Huron

Cassandra Little

Fresno Metro Black Chamber of
Commerce

Jesus Martinez

CVIIC

Chad McCollum

City of Clovis

Jonathan Meza

Mendota Chamber of Commerce

Vong Mouanoutoua

Community Health System

Scott Netherton

Coalinga Chamber of Commerce

Lauren Nikkel

Fresno County EDC

Will Oliver

Fresno County EDC

Lisa Oliviera

Visit Fresno County

Nathan Olson

City of Sanger

Karen Pearson

Sanger Chamber of Commerce

Jolene Polyack*

City of Kingsburg

Julian Ramos*

Fresno County EDC

Jim Quan

Full Circle Renewables

Yvette Quiroga

County of Fresno

Bernadette Rojas

U.S. Department of Commerce,
International Trade Administration

Donald Rollin

Hidden Hills Nut Co.

Fernando Santallian

City of Selma

Charlie Schuh*

Colliers International

Deep Singh

Jakara Movement

Lisa Swartz

Kingsburg Chamber of Commerce

Erik Valencia

Reedley Chamber of Commerce

Buk Wagner

Colliers International

Pao Yang

The Fresno Center

Nicole Zieba

City of Reedley

** Denotes alternate member*



PLANNING PROCESS

PROJECT GOAL

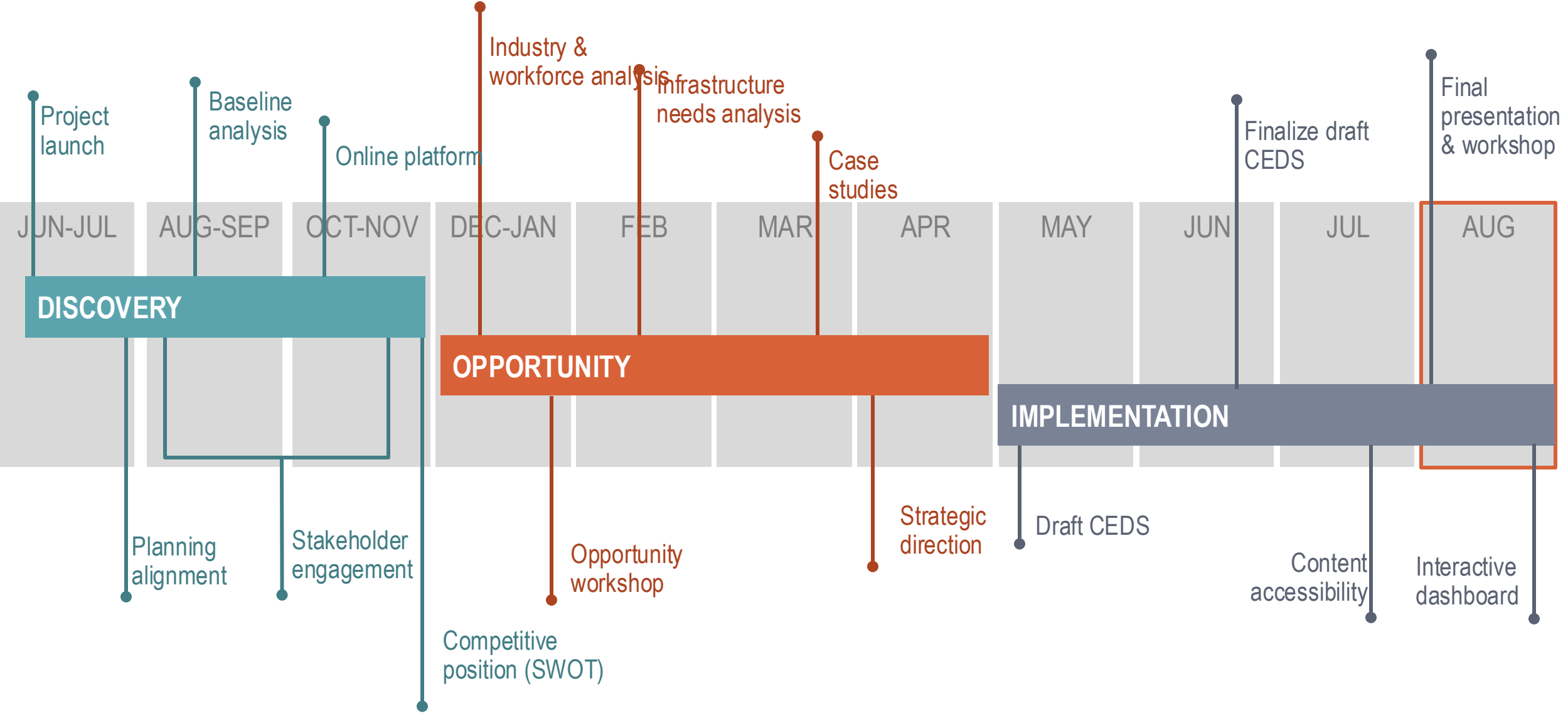
To create a fully digitally integrated Comprehensive Economic Development Strategy (CEDS) for Fresno County and its 14 incorporated cities to guide economic prosperity, resilience, and federal grant eligibility.

CEDS OVERVIEW

- ▶ A **strategy and data-driven** plan for regional economic development
- ▶ The result of a **regionally-owned planning process** designed to **build capacity** and guide the economic **prosperity** and **resiliency** of an area or region
- ▶ Considers, integrates, and **leverages other regional planning efforts**
- ▶ Required elements include a **SWOT analysis**, compiled from regional demographic and socioeconomic data, target sector analysis, and infrastructure assets
- ▶ Regions must update their CEDS at least **every 5 years** to qualify for EDA assistance
- ▶ A CEDS is a prerequisite for **EDD designation** by the EDA



PLANNING PROCESS SCHEDULE





PLAN OVERVIEW

CEDS ORGANIZATIONAL ELEMENTS

- ▶ **Summary Background**
 - ▶ Conditions Assessment (Qualitative Analysis)
 - ▶ Economic Context (Quantitative Analysis)
 - ▶ Target Industry Analysis
- ▶ **SWOT Analysis**
 - ▶ Qualitative and Quantitative
- ▶ **Strategic Direction/Action Plan**
 - ▶ Vision, Guiding Principles, Strategies, Actions
- ▶ **Evaluation Framework**
 - ▶ Baseline CEDS Metrics
 - ▶ Strategic Action Metrics



WHAT INFORMS THE STRATEGIC PLAN?



WHAT YOU TELL US

- ▶ Meetings with community leadership & staff
- ▶ Focused interviews & roundtables
- ▶ Community survey & workshop



WHAT THE DATA TELL US

- ▶ Economic assessment
- ▶ Industry analysis
- ▶ Workforce analysis



WHAT OUR EXPERIENCE TELLS US

- ▶ Strategies & initiatives
- ▶ Best practices & use cases
- ▶ Trends in economic development

STAKEHOLDER ENGAGEMENT



16

COMMUNITY MEETINGS

Caruthers area • Clovis • Coalinga • Firebaugh • Fowler • Huron • Kerman • Kingsburg • Mendota • Orange Cove • Parlier • Reedley • San Joaquin • Sanger • Selma • Shaver Lake area



24

ROUNDTABLES & INTERVIEWS

Higher Education • Workforce • Industry and Large Employers • Entrepreneurs & Start-Ups • Real Estate & Development • Economic Development partners • Agriculture industry • Broadband



40

STRATEGY COMMITTEE MEMBERS

Eight CEDS strategy committee meetings • Opportunity workshop • Project rollout presentation • Implementation workshop



200+

STAKEHOLDERS ENGAGED

Through participation in topically focused roundtables, one-on-one interviews, community meetings, and CEDS Strategy Committee workshops.



600+

SURVEY PARTICIPANTS

Community members participated in an online survey to solicit their perceptions of and vision for Fresno County.

CEDS FRAMEWORK

CEDS VISION STATEMENT

*Fresno County is a place where **opportunity** is accessible to all, **prosperity** is shared, and a **diversified economy** supports **resilient, thriving** communities.*

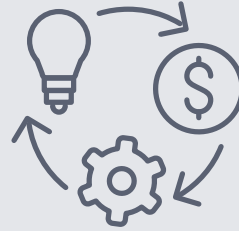
CEDS GUIDING PRINCIPLES



Balanced Growth



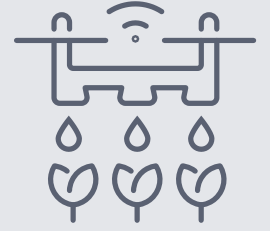
Sustainability



Innovation



Accountability

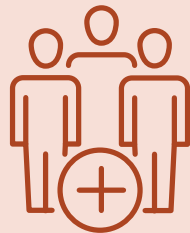


Authenticity

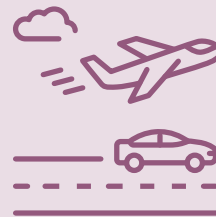
CEDS OBJECTIVES



Business Growth



Workforce Development



Infrastructure & Real Estate



Quality of Place

OBJECTIVE 1. BUSINESS GROWTH



Foster a competitive business environment that supports the expansion of existing industries, attracts new investment, and drives innovation to create a resilient and diversified economy.

1.1

BUSINESS DEVELOPMENT. Advance business growth, retention, and expansion efforts throughout Fresno County by strengthening industry support, attracting investment, and fostering a competitive economic environment.

1.2

BUSINESS RECRUITMENT. Recruit new companies to Fresno County that offer high-quality jobs and are invested in the future of the region.

1.3

CBAs. Where required, or desired by the County of Fresno, utilize community benefit agreements (CBAs) to support economic development projects while ensuring workforce, environmental, and community benefits align with county priorities.

1.4

SMALL BUSINESS. Support the growth and success of Fresno County's small businesses by improving access to resources, strengthening local networks, and fostering a business-friendly environment.

1.5

ENTREPRENEURSHIP & STARTUPS. Develop a strong entrepreneurial support ecosystem to ensure startups can grow and thrive in Fresno County.

1.6

COORDINATION & COLLABORATION. Develop strategic partnerships among businesses, educational institutions, and economic development organizations to align resources and drive economic growth.

OBJECTIVE 2. WORKFORCE DEVELOPMENT

Build a skilled and adaptable workforce to drive Fresno County's economic growth and competitiveness.



2.1

CAREER DEVELOPMENT. Provide ongoing training and opportunities for workers to advance into high quality and living wage jobs.

2.2

WORKFORCE PIPELINE. Develop a robust workforce pipeline by fostering partnerships between education, industry, and community organizations to equip the future workforce with the skills to thrive in a dynamic economy.

2.3

WORKFORCE SUPPORT. Enhance workforce stability and productivity by addressing barriers to employment and ensuring access to essential resources for local talent.

2.4

TALENT ATTRACTION & RETENTION. Develop a talent attraction campaign that emphasizes Fresno County's unique opportunities and its commitment to creating an environment that supports long-term career growth.

2.5

COLLABORATION & COORDINATION. Foster a collaborative ecosystem that brings together public, private, and nonprofit partners to align workforce development efforts, enhance industry-education connections, and ensure access to career opportunities across Fresno County.

OBJECTIVE 3. INFRASTRUCTURE & REAL ESTATE

Develop and enhance the real estate and infrastructure assets needed to support business growth and strengthen the regional economy.



3.1

COMMERCIAL SITES. Enhance the readiness and marketability of commercial sites by streamlining development processes, modernizing existing properties, and fostering mixed-use and flexible workspace solutions that support business attraction and expansion.

3.2

INDUSTRIAL SITES. Expand industrial site availability and readiness through strategic inventory development, targeted infrastructure improvements, and the repurposing of underutilized properties to attract investment and support long-term economic growth.

3.3

UTILITIES. Develop resilient infrastructure systems that ensure reliable and sustainable water, electric, and broadband services to support economic and community growth.

3.4

CONNECTIVITY. Improve regional mobility and economic access by expanding public transit, enhancing highway and rail infrastructure, and supporting the growth of Fresno Yosemite International Airport as a transportation hub.

OBJECTIVE 4. QUALITY OF PLACE

Elevate the region’s quality of place by creating vibrant, resilient communities that attract talent and visitors and support local businesses.



4.1

HOUSING. Support affordable, diverse, and sustainable housing development in Fresno County to support workforce growth, attract new residents, and drive long-term economic vitality.

4.2

DOWNTOWNS. Strengthen the vitality and development of downtowns, central business districts, and Main Streets across Fresno County.

4.3

COMMUNITY IDENTITY. Preserve and promote the authenticity of the community by supporting local culture, historic assets, and unique public spaces that strengthen identity and sense of place.

4.4

GREENSPACE. Integrate greenspaces into current and future developments to enhance recreation, connect popular destinations, and support sustainable development through parks, trails, and non-motorized corridors.

QUESTIONS?



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