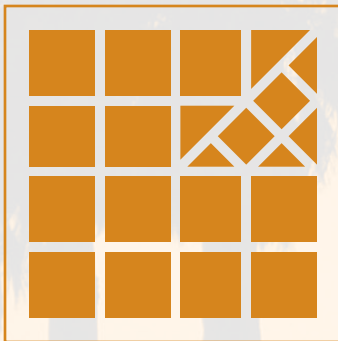


Exhibit O

Southwest Fresno Specific Plan

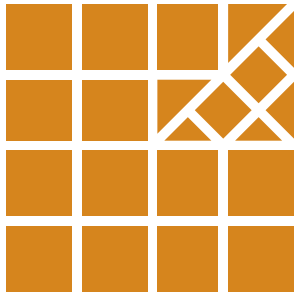
ID 23-1785: Consideration of Conditional Use Permit Application No. P23-00835, Planned Development Permit Application No. P23-02080, and related Environmental Assessment



SOUTHWEST FRESNO SPECIFIC PLAN

FINAL PLAN • ADOPTED ON OCTOBER 26, 2017

CITY OF FRESNO



SOUTHWEST FRESNO SPECIFIC PLAN

FINAL PLAN • ADOPTED ON OCTOBER 26, 2017

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1 PLAN INTRODUCTION

The Southwest Fresno Specific Plan (the Plan) marks a historic milestone for the Southwest Fresno community. Southwest Fresno has a rich history and culture and many residents have deep ties to their community and are proud to call Southwest Fresno their home. With ample land available for development and a prime location next to Fresno’s downtown, Southwest Fresno has great potential.

For many years, however, Southwest Fresno has been overlooked as a neighborhood suitable for high quality development. The residents have long advocated for equitable consideration in citywide development and the implementation of improvements that will preserve the community’s assets as well as enhance the community’s image and quality. The community’s determination and passion have fueled incremental changes and previous planning efforts, which have ultimately led to this critical specific planning process. The Plan acts as a key step for putting into motion positive change for the community, guiding future public and private development to transform Southwest Fresno into a vibrant, attractive, and valuable area.

The purpose of a Specific Plan is to develop policies, programs, regulations, and guidelines to implement the jurisdiction’s adopted General Plan. A Specific Plan effectively establishes a link between implementing policies of the General Plan and the individual development proposals in a defined area. The Plan implements the goals and policies set forth in the City of Fresno General Plan (General Plan) by building upon its concepts for the Southwest Development Area. The Plan also includes ideas and measures that have been extensively tailored and reviewed by the Southwest Fresno community and stakeholders. The Plan provides guiding principles, policies, development criteria, and implementation strategies



to coordinate private development and public improvements given the unique opportunities and characteristics of this important part of the city of Fresno.



Downtown Fresno seen from the Plan Area.



Undeveloped land make up a large amount of the Plan Area and SOI.



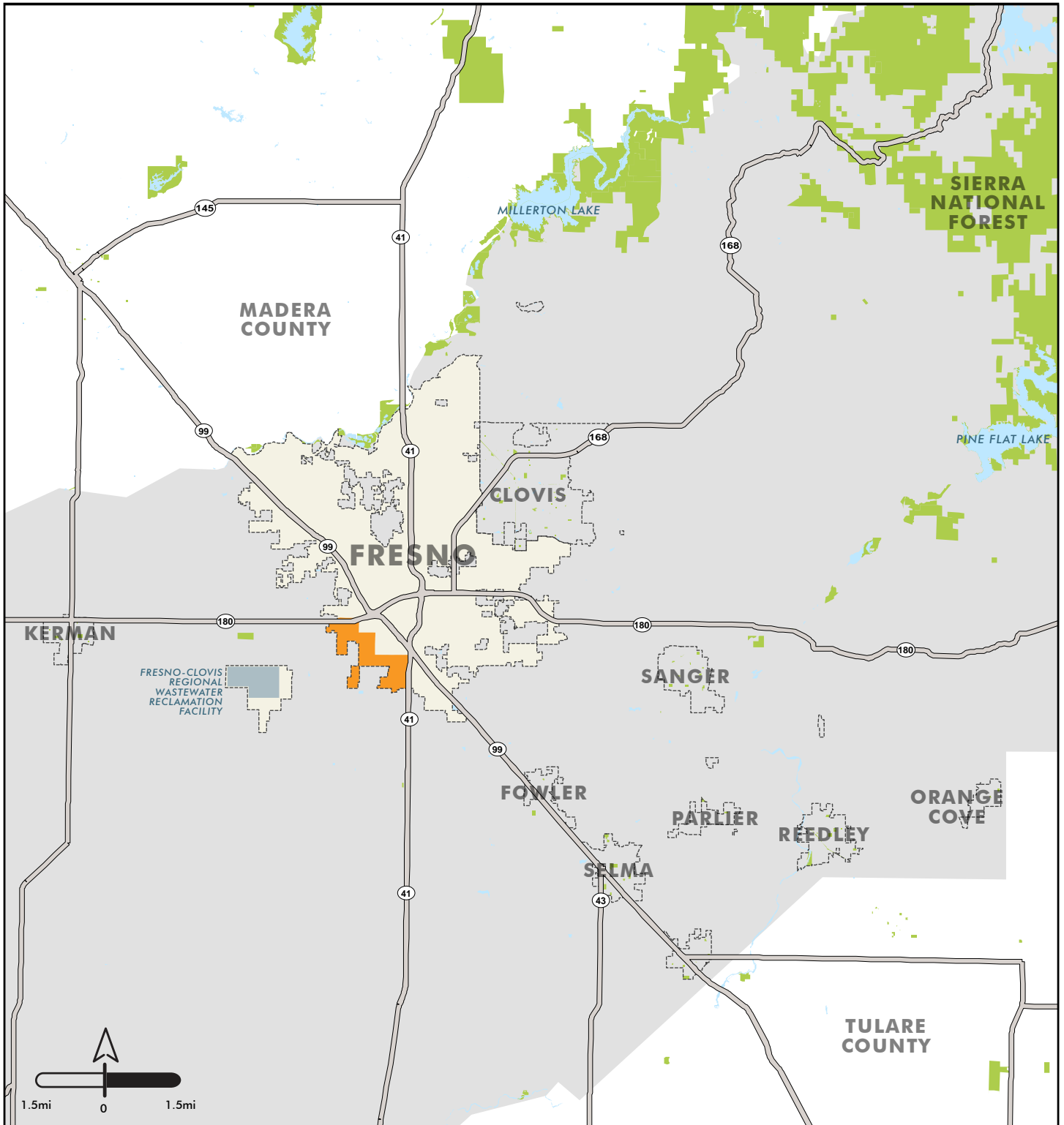
Fresno Chandler Executive Airport located just outside of the Plan Area along Whites Bridge Avenue.

A. PLAN AREA AND BOUNDARIES

The area addressed by the Plan lies within the southwestern most part of the city of Fresno, within Fresno County (see Figure 1-1). The Specific Plan Area (Plan Area) is bounded by Highway 180 in the north and by Highway 41 in the east. It does not include the Downtown Neighborhoods Community Plan Area, nor does it include the land currently in Fresno County that is considered within the Sphere of Influence (SOI) of the General Plan (see Figure 1-2). The county land in the SOI is anticipated to become part of the city of Fresno in the future. The following maps and graphics show and consider the SOI as a matter of good planning, but the scope of the project, including the Environmental Impact Report (EIR), will focus on the Plan Area only. However, as shown in Figure 1-2, there is one area in the SOI that is part of the Plan Area: the Martin Luther King Junior Boulevard (MLK) Activity Center. The MLK Activity Center was identified in the Fresno General Plan as a higher density neighborhood district that would serve the Southwest Development Area, established neighborhoods in Southwest Fresno, and areas beyond Southwest Fresno and the city. Although the MLK Activity Center is currently located on SOI land, it was included into the Plan Area because of its proximity to the Plan Area and its role in providing retail and services to the Southwest Fresno community.

Other plan areas are located within the larger Plan Area (see Figure 1-3), including:

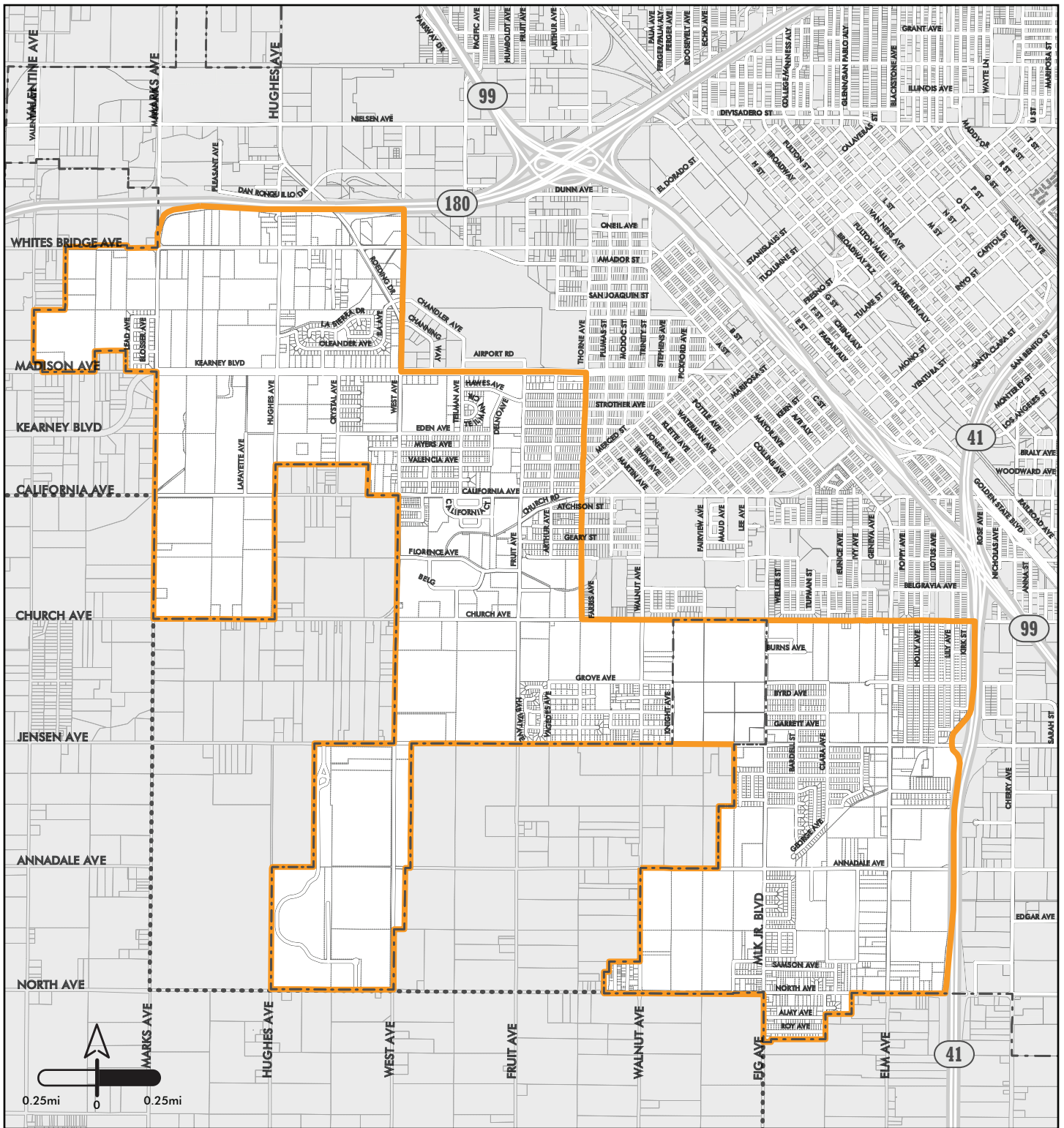
- The Highway 41 + North Corridor Complete Streets Plan, in which the plan area is bounded by Elm Avenue, Martin Luther King Jr. Boulevard/ Fig Avenue, Annadale Avenue, Roy Avenue, and Clara Avenue.
- A future planning process for the Elm Avenue Areawide Brownfields Plan falls primarily within the Plan Area.



Source: City of Fresno

FIGURE 1-1 Regional Location Map

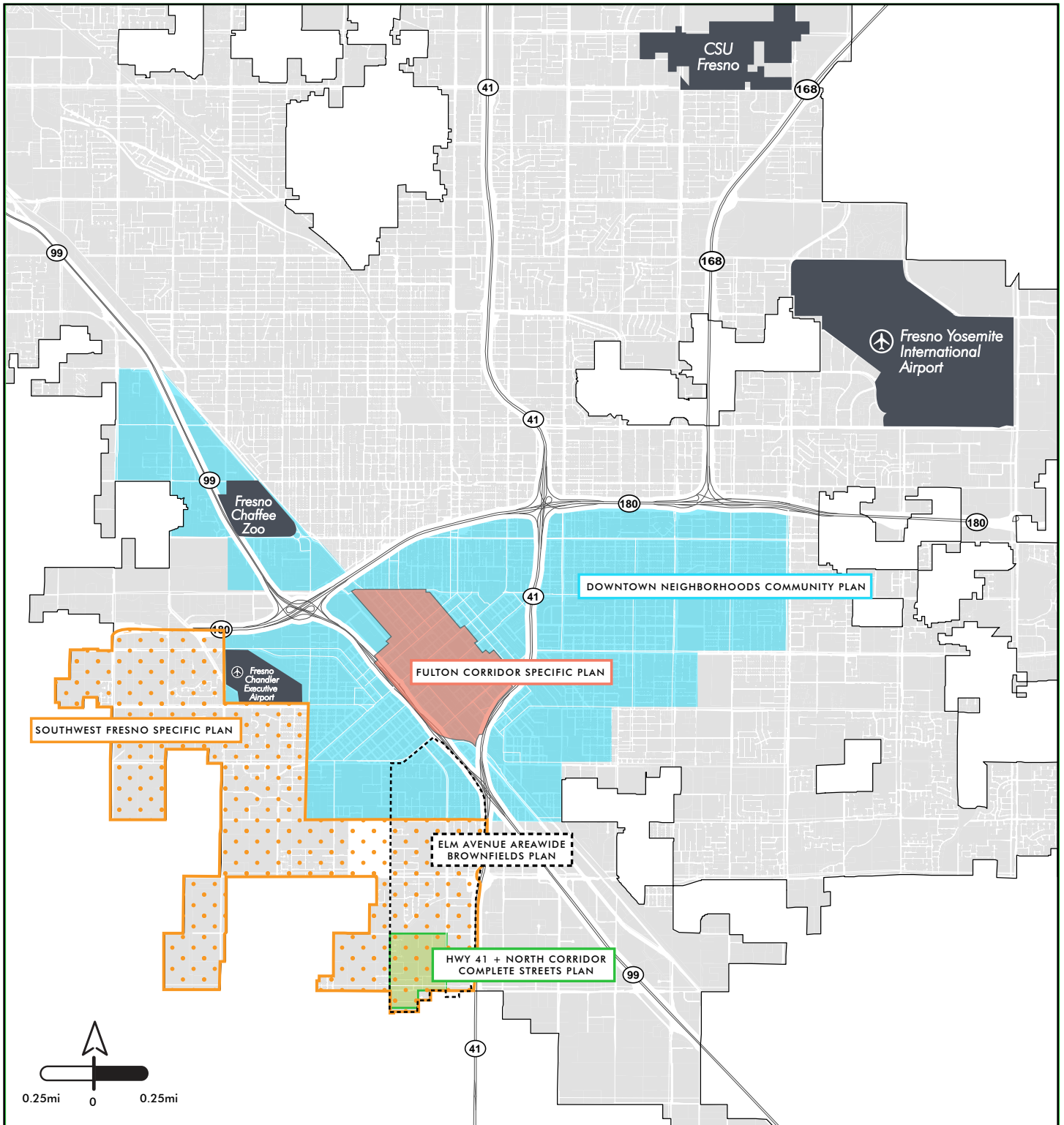
- Southwest Fresno Specific Plan Area
- City Limit
- Fresno County



Source: City of Fresno

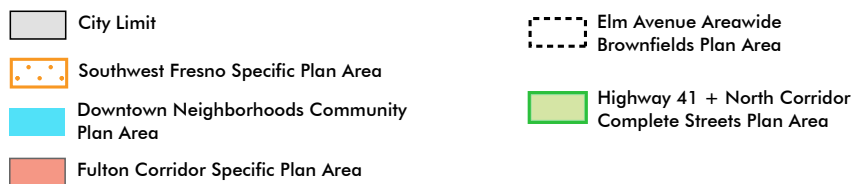
FIGURE 1-2 Plan Area Map

- Plan Area
- • • • Sphere of Influence
- - - - City Limit



Source: City of Fresno

FIGURE 1-3 Context Map





Much of Southwest Fresno is used for agricultural purposes.



Southwest Fresno's housing stock is predominantly single-family.



Industrial businesses are located in close proximity to residential neighborhoods.

B. WHY PLAN SOUTHWEST FRESNO?

Although Southwest Fresno is an area with strong community identity and character, it is one of the highest poverty and most environmentally-at-risk areas in California. It ranks poorly statewide for communities that are disproportionately burdened by multiple sources of pollution, such as air pollution, toxic sites, former landfills, and other environmental pollutants, and with population characteristics that make them more sensitive to pollution.¹ Many of these issues are related to the disinvestment that the west part of Fresno has suffered from since the early 1900s. Historically, racially discriminatory policies segregated ethnic communities to this part of Fresno. Quality development in Southwest Fresno and some other parts of Fresno was discouraged through redlining. Redlining describes the process by which financial institutions classified neighborhoods into categories from most to least desirable, with red colored areas indicating the areas that were least desirable.² As a result, west Fresno had difficulties attracting quality development, and instead, became a magnet for siting heavy industrial facilities and low-cost housing.

Initially agricultural land, Southwest Fresno has gradually transitioned with more residential, industrial, and commercial uses sprinkled throughout. Today, Southwest Fresno is made up of a patchwork of land uses that abut each other, including subdivisions, industry, and farmland. For example, many pockets of residential land uses are adjacent to vacant land, agriculture, and/or industrial uses. As a result, incompatible land uses are located near one another, including noise or odor-producing industrial facilities, land with hazardous materials, as well as along truck routes. The area within the City's SOI contains a significant amount of vacant land that is residentially designated, but the area has not yet exhibited much market demand to develop suburban neighborhoods with desired commercial and retail services.

1 CalEnviroScreen Version 3.0, Office of Environmental Health Hazard Assessment, California Environmental Protection Agency.

2 Diana Aguilera, "Rare Maps Reveal Fresno's Overlooked History of Segregation," Valley Public Radio News, October 27, 2015, <http://kvpr.org/post/rare-maps-reveal-fresnos-overlooked-history-segregation#stream/0> (accessed April 13, 2017).

OTHER PLANNING EFFORTS

This Plan serves as the first major planning effort and environmental review to focus on major issues such as land use planning, development and design, parks and open space, transportation, and utilities for the Southwest Fresno area. However, Southwest Fresno residents and stakeholders have expressed a long-time interest in improving the conditions of Southwest Fresno. Many previous planning efforts and programs have helped set the stage for the initiation of the Plan as described.

Planning-related Documents Adopted by the City

- **Southwest Fresno General Neighborhood Renewal Area Redevelopment Plan (1969).** The Southwest Fresno General Neighborhood Renewal Area Redevelopment Plan (GNRA) was adopted in 1969 and amended several times, most recently in 2010. The GNRA project area partially overlaps the Plan Area, including the areas located between the Fresno Chandler Executive Airport and Church Avenue as well as the Elm and North Avenue corridors. The purpose of the GNRA is to eliminate blight, improve economic conditions, and ensure development potential and growth within the project area.
- **Edison Community Plan (1977).** The Edison Community Plan was adopted by the Fresno City Council in 1977. The plan primarily focuses on the underutilized portion of the planning area, which is generally located to the west of Golden State Boulevard and south of West Belmont Avenue, and bounded on the north and east by large industrial concentrations and on the south and west by agricultural areas. Historically, Southwest Fresno suffered from racially discriminatory deed restrictions, which were also practiced outside the Southwest Fresno. Given its age, the Edison Community Plan may not seem as relevant. Surprisingly, some conditions in the area have not changed. Over the years, the ethnic composition has varied. Given the discrepancies between physical conditions and socio-economic development in the area, the

Edison Community Plan aimed to stimulate the long-term balanced growth of the community based on three objectives related to public facilities improvements, housing, and economic and employment development. Key areas for change include the intersection of California Avenue and Fresno Street/Walnut Avenue for a new community center area and expanded local commercial services; Elm Avenue for land use, aesthetic, and economic improvements; and the northern section of Fresno Street from the proposed community center for centralized office and professional services. Other areas recommended for change identified in the plan's elements include the intersection of B Street and Ventura Avenue for senior facilities and the intersection of B and Stanislaus Streets for more commercial services.

- **Fresno General Plan (2014).** The Fresno General Plan, adopted in 2014, establishes a vision for the city and creates a set of policies and implementation actions to achieve the community's vision. The Plan Area is identified as "Development Area 1-South (DA-1 South)" and only includes land within the city's limits, with the exception of the SOI land defined as the MLK Activity Center. DA-1 South is adjacent to established neighborhoods such as the Downtown Planning Area to the north, the South Industrial Area to the east, and adjacent to Development Area 1-West (DA-1 West) to the north. The SOI adjacent to the Plan Area is called "Growth Area 1." The General Plan envisions "complete neighborhoods," which are neighborhoods that connect housing, jobs, retail, recreation, and services, replacing the current hodgepodge of industrial, agricultural, and residential land-use patterns with neighborhood-scale development. An example of a complete neighborhood envisioned by the General Plan is located along the future California Avenue Bus Rapid Transit (BRT) corridor, anchored by a regional shopping center and community park between Church and Jensen Avenues along Martin Luther King Jr. Boulevard. In addition to the emphasis on complete neighborhoods, the City of Fresno has worked with the Building Healthy

Communities (BHC) campaign, which is led by the California Endowment and strives to provide disadvantaged communities with equitable access to resources that improve health. To support healthy community initiatives, the General Plan provides land use and urban design policies to increase access to physical exercise and fresh food.

- **Citywide Development Code Update (2015).** The City recently updated the Citywide Development Code, which addresses development in all areas of the city and serves as a vehicle that helps implement the goals, objectives, and policies of the General Plan and other operative plans. It functions as a precise guide for the physical development of the City that is in concert with the arrangement of land uses identified in the General Plan. The Citywide Development Code provides direction on eleven types of districts: Buffer District, Residential Single-Family Districts, Residential Multi-Family Districts, Mixed-Use Districts, Commercial Districts, Employment Districts, Public and Semi-Public Districts, Planned Development District, Bluff Protection Overlay District, and Expressway Area Overlay District. The Plan references the Citywide Development Code for its development regulations and design guidelines for the Plan Area.

Other Plans and Programs

While the plans and programs described below are not adopted land use plans, they reflect the desires of the Southwest Fresno community.

- **West Fresno Community Vision Plan (2003).** The West Fresno Community Vision Plan was prepared by the Local Government Commission and Fresno West Coalition for Economic Development (FWCED), which included a charrette to develop the plan. About 300 people participated in the charrette to create a shared vision for an improved quality of life in West Fresno, including ideas about a more walkable, livable, and economically viable community. The plan includes village centers with mixed uses, infill of vacant lots, blight remediation, and traffic calming.

- **California Avenue Neighborhood Plan (2003).** The California Avenue Neighborhood Plan was prepared by the Fresno Housing Authority and builds upon the 2003 West Fresno Community Vision Plan, focusing on future growth, development, and investment in West Fresno, particularly around California and Walnut Avenues. The plan's implementation recommendations are grouped into four categories: continuing community engagement, private development, public agency development, and public investment. The plan provides design guidelines for developers and recommends specific land use changes, such as introducing mixed use and higher density along California Avenue, green buffers between residential and industrial uses, and the designation of an activity center. The plan identifies four catalyst projects that would transform the neighborhood and bring private development to the area. The plan recommends specific street, streetscape, pedestrian, and bicycle improvements, as well as recreational and public facility improvements.
- **West Fresno Asset Map Project (2009).** In 2009, the City of Fresno, West Fresno Coalition for Economic Development and the California Endowment worked together to assess West Fresno's assets and create a five-year plan of action. At the end of the process, a list of 20 actions were identified, which included fast-tracking and coordinating new development, balancing affordable and market rate housing development, and increasing mixed-use, infill development, particularly on abandoned properties; attracting businesses to the area and building relationships with the existing business community; improving financial literacy and promoting higher education/training for residents; increasing funding for area schools and developing a new middle school; coordinating and promoting social and faith-based services to share resources and avoid duplication; developing a health clinic; and hosting events that promote the area's cultural diversity. Actions completed thus far include construction of Gaston Middle School and construction of a new health care facility (Clinic Sierra Vista).

- **Action and Change (2013).** Action and Change/ Acción y Cambio is a resident leadership group for Southwest Fresno that works to identify the top-most community priorities and conducts surveys to assess the existing status of these priorities, such as neighborhood safety and economic success for residents.
- **Highway 41 + North Corridor Complete Streets Plan (2015).** The City recently completed a Complete Streets Plan within the Plan Area. The effort involves improving the infrastructure in the Highway 41 and North Corridor area and addressing current conflicts between truck traffic and the area's neighborhoods. It identifies opportunities for pedestrian, bicycle, and open space amenities. The land use and circulation recommendations from the plan are integrated into the Southwest Fresno Specific Plan.

Future Planning Efforts

- **Environmental Protection Agency (EPA) Brownfields Elm Avenue Areawide Plan.** The City is commencing a planning process for Elm Avenue, which falls primarily within the Plan Area, to address three brownfield sites which can serve as catalysts for redevelopment.
- **Industrial Land Use Compatibility Study.** This assessment will address concerns about incompatible industrial and heavy commercial land uses and zoning, particularly in south Fresno neighborhoods, and their negative health and environmental impacts on the community. The goals of the project include identifying incompatible land uses and zoning with nearby residential land uses, making recommendations for rezoning and facilities which should be phased out or relocated, discussing appropriate locations for these uses, and identifying feasible mitigation measures and greening opportunities to reduce their negative impacts. The Industrial Land Use Compatibility Study has been directed to be completed within a year of the adoption of the Plan's land use map (see Chapter 3, Land Use, Section D, Policy LU-8.5).

C. COMMUNITY ENVIRONMENTAL HEALTH

This section describes the existing conditions of community health related to physical health, community design, and the natural environment in Southwest Fresno, and is in keeping with the Healthy Communities Element in the Fresno General Plan. Many of the Plan's chapters touch upon community health issues and provide recommendations for improvement; however, this section highlights how the Plan's topics such as land use, transportation, and public facilities relate to and ultimately influence the community health and well-being of Southwest Fresno residents. This section includes a snapshot of the regulatory framework, existing health conditions, key issues that impact health, and the Plan's goals and policies that can improve the health of Southwest Fresno residents.

EXISTING HEALTH CONDITIONS

Southwest Fresno residents have long experienced poorer health than other places in California. However, information documenting the health and service needs of Southwest Fresno residents is generally limited. Hospital community health needs assessments were available only for a four-county area and therefore of limited applicability to Southwest Fresno. In addition, the Fresno County Public Health Department could provide only limited data until access to the California Department of Public Health records is provided. The California Endowment's BHC Initiative had data for its project area (Central, Southeast, and Southwest Fresno), while the California Health Interview Survey (CHIS) had limited information on a zip code basis. As such, this assessment relies on a variety of sources to provide a health portrait for Southwest Fresno.

Tables 1-1 to 1-3 provide a summary of key health indicators. Generally, adults and children within Southwest Fresno experience poorer health conditions than residents of Fresno County and State of California. Adults have significantly higher rates of diabetes, asthma, fair to poor health conditions,

TABLE 1-1 Health Profile of Southwest Fresno: Current Health Conditions of Adults

	SOUTHWEST FRESNO	CITY OF FRESNO	FRESNO COUNTY	STATE OF CALIFORNIA
Diabetes: Adults Ever Diagnosed with Diabetes ¹	10.8%	8.3%	8.7%	8.4%
Health Status: Percentage of Adults 18-64 in Fair to Poor Health ¹	26.3%	22.5%	22.1%	17.9%
Obesity: Percentage of Adults 18-64 Who are Obese ¹	31.8%	28.5%	29.1%	24.8%
Asthma: Percent of Adults 18+ Diagnosed with Asthma ¹	16.7%	18.3%	17.9%	13.7%

TABLE 1-2 Health Profile of Southwest Fresno: Current Health Conditions of Children

	SOUTHWEST FRESNO	CITY OF FRESNO	FRESNO COUNTY	STATE OF CALIFORNIA
Diabetes: Percentage of Children Diagnosed with Diabetes ¹	N/A	N/A	N/A	N/A
Health Status: Percentage of Children in Fair to Poor Health ¹	N/A	7.6%	8.0%	6.0%
Overweight: Percentage of Children Ages 12-17 Who are Overweight/Obese ¹	N/A	38.1%	37.1%	32.4%
Asthma: Percent of Children Ages 0-17 Diagnosed with Asthma ¹	N/A	21.2%	19.8%	15.4%

TABLE 1-3 Health Profile of Southwest Fresno: Risk Factors

	SOUTHWEST FRESNO	CITY OF FRESNO	FRESNO COUNTY	STATE OF CALIFORNIA
Poverty: Percentage of Adults Living in Poverty ¹	34.1%	22.3%	19.9%	13.0%
Poverty: Percentage of Children Living in Poverty ¹	54.0%	38.1%	35.0%	20.9%
Smoking: Percentage of Adults Ages 18+ Who Currently Smoke ¹	16.6%	16.3%	15.5%	13.8%
Smoking Among Children: Percentage of Children Who Currently Smoke ¹	N/A	N/A	N/A	N/A
Adults: Percentage of Adults Ages 18-64 Who are Not Insured ¹	27.1%	22.3%	22.4%	21.4%
Children: Percentage of Children Who are Not Insured ¹	N/A	8.4%	8.5%	4.2%
Violent Crimes per 100,000 Residents ²	696	463	476	394
Property Crimes per 100,000 Residents ²	3,226	4,148	3,407	2,459
Adults Ages 18+ Who Did Not Graduate from High School or Receive a GED ³	43.7%	24.7%	26.3%	18.7%
Population Ages 16+ Who were Unemployed (2009-2013) ³	17.8%	15.7%	14.5%	11.5%

Sources for Tables 8-1 to 8-3:

1. Source: California Health Interview Survey, Neighborhood Edition.

2. Source: California Attorney General Office, 2014; City of Fresno Police Department, 2014.

3. Source: American Community Survey, 2009-2013.

"N/A" indicates data not available.

and obesity. Although relatively little data is available for youth, anecdotal evidence and limited surveys show that children also experience poorer health outcomes than their peers in the county and California.

ISSUES

The aforementioned studies provide evidence that the City and County of Fresno, and the San Joaquin Valley as a whole, are known for a number of conditions that are less conducive to health and wellness. The physical way communities are designed, the presence of environmental hazards (air, water, and soil), the availability of health care facilities and services, and other features all combine to present significant challenges to health and well-being. In Southwest Fresno, many of these environmental and social features converge, making it impractical and ineffective to isolate and focus on singular contributors to health.

Addressing the health of Southwest Fresno involves more than medical care. In fact, achieving community health must also address underlying social, economic, and environmental factors (often referred to as “upstream influences”) within communities. While some of these influences can have an immediate impact on community health (such as air pollution), other factors are long-term and shape the choices or behaviors of community members (such as accessible parks).

In response to the health concerns affecting people across the nation, many cities have developed a local healthy community program or implemented specific policies to improve health and wellbeing. Generally, a healthy community is one that offers a positive physical, social, natural, and economic environment that supports the health and well-being of all its members and enables them to live to their fullest potential.

A comprehensive healthy community framework should include at least the following four areas, as they each directly affect community environmental health, described below and shown in Figure 1-4.

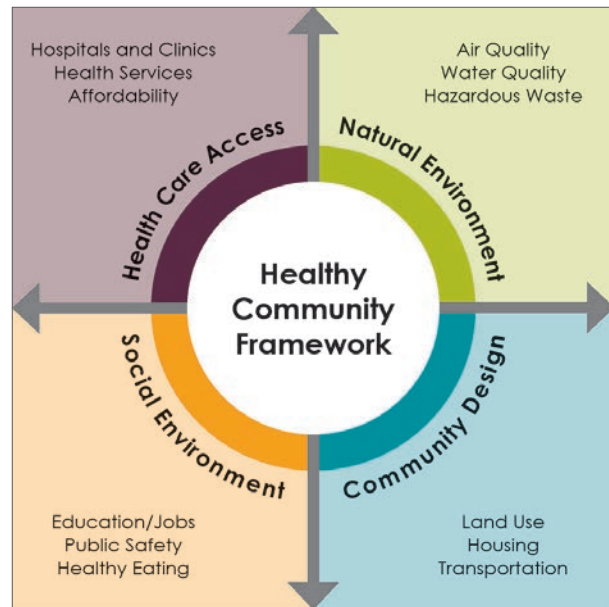


FIGURE 1-4 Healthy Community Framework

- **Natural Environment**—where clean air, clean water, and soil free from hazards provide a healthful environment for residents of all ages and the environment.
- **Community Design**—where the type, location, and quality of land uses, parks, housing, and transportation are mutually designed to support health.
- **Social Environment**—where schools, homes, workplaces, and communities support healthy choices and the underlying conditions that support health.
- **Health Care Access**—where quality health services and facilities are affordable, accessible, and culturally appropriate for residents.

The following subsections describe Southwest Fresno’s community health issues related to each of the fields above. The Plan strives to address these issues through specific goals and policies and other regulations or guidelines in its chapters, which are referenced after each sub-issue below in orange. These goals and policies below work in tandem with the Healthy Communities Element in the Fresno General Plan and are intended to help Southwest Fresno work towards becoming a healthy community.

Natural Environment

Environmental conditions are clearly linked to a community's health and well-being. This includes the levels of air pollution, water pollutants, hazardous wastes, pesticides released, waste disposal sites, and other sources of pollution. The Office of Environmental Health Hazard Assessment (OEHHA), on behalf of the California Environmental Protection Agency (CalEPA) has created the CalEnviroScreen tool. This tool is designed to help identify communities disproportionately burdened by environmental pollution.

The Plan Area ranks as one of the most polluted areas in California, scoring in the 90th to 99th percentile statewide for communities statewide that are disproportionately burdened by multiple sources of pollution and with population characteristics that make them more sensitive to pollution. Air pollution, toxic sites, former landfills, and other environmental pollutants contribute to this poor ranking. The Plan's EIR will further document environmental hazards and suggest remediation in the Plan Area. A review of City documents, "Cortese List," and available databases revealed the following concerns:

- **Air Pollution.** According to the American Lung Association, the Fresno-Madera region is one of the more polluted regions in California, and received a grade of "F" for air quality. Although improvements have been made due to regulations on diesel particulate matter and other pollutants, Southwest Fresno ranks as an area with some of the highest levels of air pollution (ozone, particulate matter, and diesel particulate matter among others) throughout California. Air pollution is particularly a concern for children, seniors, and people with poor health.
- **Toxic Emissions.** CalEnviroScreen ranks census tracts according to the level and toxicity of pollutants emitted by stationary sources (industrial sources) throughout California. US EPA uses a computer-based screening tool called Risk Screening Environmental Indicators (RSEI) that analyzes these releases to the air and models potential toxic exposures. The RSEI

does not model actual exposures to residents or sensitive receptors, only the presence of chemical releases that are considered unhealthy.

- **Groundwater Quality.** The Fresno water system is complex, with multiple sources, treatment, and delivery methods. While city drinking water meets the primary and secondary standards for municipal use, contaminants are present that must be treated or removed prior to consumption. Of the City's 272 groundwater wells, 96 wells are impacted by one contaminant plume, 33 wells are impacted by two contaminant plumes, and five wells are impacted by three contaminant plumes. Eight wells supply water to Southwest Fresno. Nitrate contamination is the most prevalent, but all eight wells meet municipal water standards as noted above. Nitrate contamination is caused by septic tanks, wineries, major farming operations, and agricultural chemical formulating plants. Several areas in Southwest Fresno remain unsewered.
- **Hazardous Sites.** In Southwest Fresno, several contaminated sites have released hazardous materials that required remediation and involvement by State and federal agencies. The Fresno Sanitary Landfill is a federal Superfund site. Hyde Park, Fresno Battery, Fresno Drum, and Commercial Electroplaters are also the sites of contamination and under remediation plans. These sites have caused significant underground water pollution requiring State and federal response. In addition, the Southwest Fresno area has had numerous leaking underground storage tanks, but cleanup activities have been completed to the vast majority of the sites.

The Plan addresses Southwest Fresno's polluted natural environment through regulating incompatible land uses in Chapter 3, Land Use.

Community Design

Southwest Fresno is a neighborhood in transition. Initially agricultural, this area is transitioning to a greater number of residential uses, and as a result, is abutting previously existing industrial and commercial uses. The area contains a significant amount of vacant residentially designated land within the City's SOI, but the area has not yet exhibited much market demand to develop typical suburban neighborhoods with desired commercial and retail services. The area is characterized by a patchwork of existing subdivisions, industry, and farmland. Significant incompatible land uses are located near one another, and truck routes bring noise and diesel emissions to adjoining neighborhoods and cause conflicts between heavy vehicles and pedestrians/cyclists.

Some community design features that lead to unhealthy outcomes are listed below:

- **Housing and Blighting Conditions.** Stable, healthy housing is a fundamental need and is known to affect the health and well-being of families and their children, including educational outcomes and respiratory health, among others. In Southwest Fresno, housing was built primarily in the 1950s and 1960s, prior to the phasing out of lead-based paint. Four zip codes (93706, 93701, 93702, and 93706) were found to have significant lead-based paint hazards. In 2009, substandard homes and code enforcement have been cited as critical issues. Finally, as part of the citywide 2015-2019 consolidated plan process, a need for effective code enforcement, including code enforcement services and code violations, was cited as a critical issue. Southwest Fresno also experiences high levels of blighting property conditions such as vacant, boarded up buildings, poorly maintained lots, and crumbling infrastructure. Blighting property conditions are often related to poor economic conditions within a community or neighborhood that lead to disinvestment, poorer social conditions and community cohesion, lack of jobs and economic opportunity, and public safety concerns that affect the health, safety, and welfare of residents or business.
- **Transportation.** Transportation for many Southwest Fresno residents is a significant challenge. Approximately one in five households do not own a car and depend on transit, walking, or bicycling to travel to work or run daily errands. However, much of the area has limited sidewalks and bicycle facilities, particularly on streets in or transitioning to undeveloped or unincorporated areas. Most collector streets also serve as truck routes, and are generally not conducive to walking or bicycling. Transit service is limited or not available. Coupled with lack of trees and other walking amenities, streets are not conducive to active transportation. While there are limited traffic accidents (e.g., about a dozen per year with the majority resulting in minor injuries), the overall condition of the transportation infrastructure and transit services are likely an impediment to active living. More information about Southwest Fresno's transportation conditions can be found in Chapter 5, Transportation.



Multi-modal street with sidewalks and a protected bike lane.



Neighborhood park as community gathering space.

- **Park and Recreational Facilities.** Southwest Fresno has significant park acreage in total. However, when the 123-acre fee-based Regional Sports Complex is excluded, the acreage of free local parks is significantly smaller. The lack of sidewalks, bicycle lanes, trees, and proximity to industry make some parks inaccessible. Several elementary schools in Southwest Fresno provide structured after-school programs that address recreational needs. In aggregate, there is still a need for parks. More information about Southwest Fresno’s parks conditions can be found in Chapter 6, Public Facilities.

In response to these conditions, the Plan addresses housing quality and blight remediation in Chapter 3, Land Use. The Plan promotes active transportation in Chapter 5, Transportation. Chapter 5, Transportation, also addresses rerouting truck traffic, promotes complete streets, and addresses pedestrian and vehicle conflicts. The Plan addresses park conditions and amenities in Chapter 6, Public Facilities. Chapter 6, Public Facilities, also addresses access to parks and their proximity to residential neighborhoods, and addresses natural landscape.

Social Environment

Lifestyle choices have an important role in healthy outcomes. These choices include the ability and means to choose healthy foods, to obtain quality

education and job training, to secure employment with living wages that allow self-sufficiency, and to feel safe within a neighborhood. The lack of any of these choices can diminish the potential for individuals and families to enjoy healthy lives. The following factors can impede healthy lifestyles:

- **Limited Food and Beverage Choices.** Poor health is often due to the inability to afford or access healthy food. Poor diet can lead to poor mental health, chronic disease, and premature death. Approximately 21 percent of Southwest Fresno adults are food insecure, which is significantly above the state average (8.4 percent) and that of Fresno County (14.7 percent). Poor diet is also in part due to poor access to healthy foods. Southwest Fresno is considered a food desert, defined as a large or isolated area in which grocery stores are absent or distant. Only one large discount grocer, supplemented by neighborhood convenience and liquor stores, serve Southwest Fresno. Although the area has a few community gardens, these gardens can only provide limited amounts of fresh food.
- **Low Education Attainment, Household Income, and Poverty.** Educational levels are a significant predictor of income and the ability to make healthier choices, including diet, exercise, medical care, and other choices that support health. In Southwest Fresno, 45 percent of residents age 25 and older have not completed high school. Only seven percent have earned a college degree. At the local school level, Edison High’s three-year average Academic Performance Index is approximately 760, which is below the state standard of 800. Several elementary schools score in the high 600s, well below the statewide standard of 800. These elementary and secondary school academic indicators indicate a need for greater academic achievement among children and youth living in Southwest Fresno. Education is often correlated with income. Higher income levels enable families to make healthy choices. These include living in safer and well-maintained housing, affording higher levels of health insurance, purchasing healthier foods,

and making other choices that promote better health and well-being. Southwest Fresno has long been a low-income area. More than one in three adults live in poverty and the median household income is \$26,711. More than 40 percent of households are estimated to depend on Cal-Fresh food subsidies. Compared to county and state averages, Southwest Fresno is considered severely disadvantaged based on household income and criteria under Senate Bill 535 for disadvantaged communities. With high unemployment rates, economic development and job opportunities remain important goals.

- **Crime and Safety.** One significant investment disincentive that community leaders point to in Southwest Fresno is the presence of crime and violence, particularly gang and drug-related crime. In 2014, Fresno recorded a crime rate of 463 violent crimes and 4,148 property crimes per 100,000 people. In Southwest Fresno, the violent crime rate was 50 percent higher (696 violent crimes per 100,000 residents) while property crime was 22 percent lower (3,226 crimes per 100,000 people) than in Fresno. Compared to the 15 other incorporated places in Fresno County, six cities in the county have violent crime rates higher than Southwest Fresno. Southwest Fresno residents also mentioned that drug possession and sales were commonplace; however, no statistics are available that would accurately represent the relative level of drug possessions and sales within the community.

In response to these social factors, Chapter 3, Land Use, addresses access to fresh, affordable, and nutritious foods. Specific development regulations contained in Chapter 4, Development Regulations, allow healthy food grocers throughout the Plan Area. Chapter 6, Public Facilities, addresses educational, vocational, and youth support. Crime Prevention through Environmental Design (CPTED) principles are contained in Chapter 4, Development Regulations, and provide guidance on property design and effective use of the built environment that can lead to a reduction in the fear and incidence of crime.



Farmers' market stands with fresh and local produce.



Community garden.



Small pop-up grocer offering local fruits, juices, and other fresh goods.

Health Care Access

Access to medical facilities and services is essential for obtaining preventive health care. Historically, Southwest Fresno residents have had few options for accessing medical facilities. The area had a shortage of services, including mental health, nursing, and primary care for its medically underserved population.

Today, the situation has changed with improvements in services, although barriers still exist to obtaining appropriate care. The following summarizes the current availability and accessibility of health care facilities and services:

- **Hospital Access.** No public hospitals are in Fresno that offer low-cost health care services to the indigent. Community Regional Medical Center, located two miles northeast from Southwest Fresno, is the closest for-profit hospital. This medical facility continues to expand in its service capacity and the range of medical services provided. However, the facility is still a private hospital facility, and not a public hospital geared for serving the needs of lower income and/or immigrant populations living in Southwest Fresno.
- **Access to Low-Cost Clinics.** Access to community health clinics has significantly improved in recent years. Southwest Fresno residents have multiple choices to access medical care: Easton Community Health Center, Elm Community Health Center (Clinic Sierra Vista), and West Fresno Community Health Center, among others. Gaston Middle School also has an on-site health clinic. These facilities have significantly improved access to preventive health care.



Community Regional Medical Center at Illinois Avenue and Clark Street in Fresno.

- **Health Organizations.** Southwest Fresno residents are served by other health and social service organizations. One such group is the West Fresno Family Resource Center. Its mission is to empower and support the community in achieving optimal health and well-being through outreach, education, engagement, counseling and advocacy, and health and social service programs. Centro La Familia and other similar service agencies serve the health and welfare needs of low income residents in Southwest Fresno.

Despite improvements in the number and breadth of health services in Southwest Fresno, the need for preventive care is still great. Southwest Fresno residents still experience high levels of preventive chronic and episodic health conditions. One in four residents and nearly half of all noncitizens lack basic health insurance. The lack of insurance is often related to delayed medical care and emergency room visits. Many residents still experience poorer health outcomes, underscoring the importance of not only providing health facilities and services, but also addressing the upstream influences of health.

Chapter 6, Public Facilities, addresses health care access.



Elm Community Health Center (Clinic Sierra Vista) provides services to Southwest Fresno residents.

D. SOUTHWEST FRESNO SPECIFIC PLAN COMMUNITY ENGAGEMENT

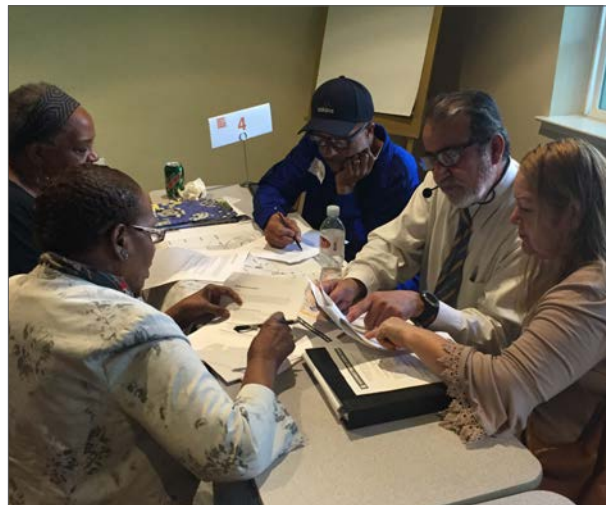
The outreach and participation for the planning process has been multifaceted and extensive. As of February 25, 2017, there have been fourteen Steering Committee meetings, approximately ten topic group meetings, and four community workshops. All meetings were open to the public and noticed accordingly in English and Spanish. The last three Steering Committee meetings and workshop have been a part of a supplementary phase of engagement. A community office was established in a vacant storefront in the Marcus Center at Martin Luther King Jr. Boulevard and California Avenue as a convenient venue for community members to meet and provide input on the Plan. The various components of the outreach process are described as follows.

STEERING COMMITTEE

A 21-member Steering Committee made up of neighborhood residents, business owners, developers, youth, and other stakeholders appointed by City Councilmember Oliver Baines at the beginning of the planning process, played a crucial advisory role for the Plan's development. Community organizations were represented on the Committee, including Habitat for Humanity, Action and Change, Leadership Counsel for Justice and Accountability, the Fresno Housing Authority, Centro Binacional para el Desarrollo Indígena Oaxaqueño, the Economic Development Corporation, Caltrans, and the Fresno Metro Black Chamber of Commerce. Washington Union School District as well as the State Center Community College District were also represented. The Committee's task was to understand the desires of the community (as expressed at the community workshops and topic group meetings) and apply their own knowledge as stakeholders to the development of the Plan's land use map. Every Steering Committee meeting was publicly noticed and attendance by community members welcomed.



The Steering Committee was represented by members from different organizations.



Steering Committee members working together in small groups.



Steering Committee and project team after the Planning Commission's approval of the Plan's land use map.

COMMUNITY WORKSHOPS

The initial phase of the planning process included three community workshops, held on September 15 and October 13, 2015, and on February 16, 2016. They were attended by approximately 125, 70, and 60 people, respectively. The tasks at the workshops were to identify the community's vision and issues and ultimately select a land use concept that would guide the development of the Plan's land use map, which forms the basis of the Plan.

TOPIC GROUPS

Topic groups were organized by Steering Committee members. Members of the public were invited to provide input on the issues that surfaced at the first community workshop. The majority of topic group meetings were held at the community office during the period between the first and third community workshops. The topic groups established were the following, and several of them met more than once:

- Housing
- Neighborhood-serving Retail
- Parks and Open Space
- Jobs and Economic Development
- Community Environmental Health
- Transportation
- Industrial Compatibility

COMMUNITY OFFICE

A community office was established in a vacant storefront in the Marcus Center at 858 E. California Avenue at Martin Luther King Jr. Boulevard and California Avenue to facilitate community input of various forms. In addition to the topic group meetings held in the office, a youth art-making workshop and a produce market event were also held.

OUTREACH METHODS

Prior to the first community workshop, a bilingual flyer was mailed to all property owners and residents in and beyond the Plan Area, including those within SOI boundary, inviting recipients to all three community workshops. Postcard reminders were mailed prior to each workshop. A webpage was established at www.fresno.gov/southwestplan, providing public access to public meeting materials such as agendas, presentations, summaries, and other important documents. An email list was created with all interested stakeholders, including all workshop attendees and anyone else who requested to be added to the list.



Community members working together to help identify preferred land uses for Southwest Fresno.



Community workshop at Gaston Middle School.



Steering Committee members facilitated conversations on different topics related to Southwest Fresno.

E. PLAN STRUCTURE AND CONTENT

The Plan is organized into the following eight chapters. A set of objectives and implementing policies are provided in each relevant chapter. The Plan's chapters are as follows:

- 1. Introduction.** This chapter defines a Specific Plan and explains its purpose, provides a brief narrative about Southwest Fresno's history and its context, explains the Specific Plan's relationship to previous and future planning efforts, and provides a summary of the planning process and outreach efforts. This chapter also describes the existing conditions of community environmental health related to physical health, community design, and the natural environment in Southwest Fresno, providing a snapshot of the regulatory framework, existing health conditions, and key issues that impact health. The community environmental health section also calls out specific chapters in the Plan that address and strive to improve these existing health issues.
- 2. Vision.** This chapter describes the visioning process that culminated into the development of the Plan's conceptual vision and land use map. Guiding principles for various topics, including housing, retail, parks and open space, jobs and economic development, transportation, and industrial compatibility, helped shape the Plan's vision.
- 3. Land Use.** This chapter describes the land uses that make up the Plan Area. It also provides the anticipated development capacity from these land uses over the 25-year horizon of the Plan for new single-family and higher-density housing units, retail, office, parks, schools, and other public facilities.
- 4. Development Regulations.** This chapter notes where zoning in the Plan Area differs from the Citywide Development Code. It provides development and design standards for the Kearney Boulevard Historic Overlay and the California Avenue Mixed-Use Corridor Overlay. It describes the objectives of three special corridors, two magnet cores, and complete neighborhood nodes. And finally, it includes a section on CPTED.
- 5. Transportation.** This chapter describes improvements for pedestrian, transit, auto, truck, and bicycle circulation throughout the area and to adjacent neighborhoods, including Downtown, the Fresno Area Express (FAX) bus terminal, and the future High-Speed Rail (HSR) station. The chapter also provides complete streets design standards that will promote walkability and livability in the Plan Area.
- 6. Public Facilities.** This chapter describes the existing context for public facilities within the Plan Area and identifies the Plan's proposed public facility improvements. Public facilities include existing parks, new parks, new K to 12 schools within complete neighborhoods, and a new community college within the MLK Activity Center.
- 7. Utilities.** This chapter summarizes utility infrastructure needs in the Plan Area for wet utilities such as water supply, wastewater, storm system, and recycled water use, as well as dry utilities such as electrical, fiber optic and gas systems.
- 8. Implementation.** The final chapter outlines a strategy to implement the Plan's vision, which includes identifying the public improvements, responsible parties, and funding sources necessary to implement the Plan. The chapter also addresses specific strategies for economic development, including homeownership, business development, education, training, and retail anchor tenant recruitment.



Topic groups met at a local community office to continue their discussions from the community workshop.



The community office acted as a space for youth to share their ideas about Southwest Fresno.



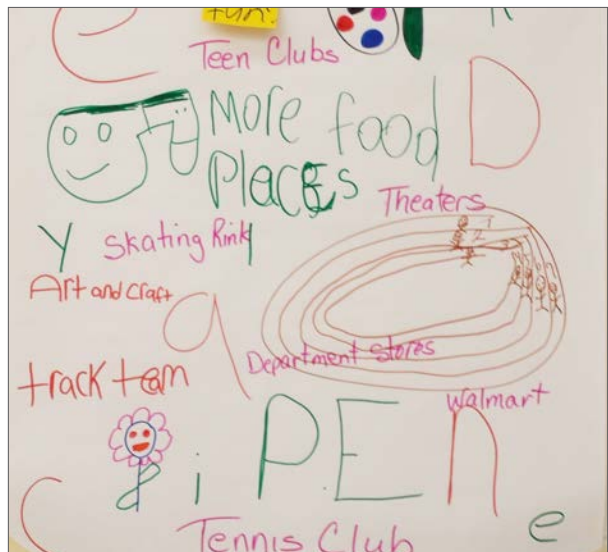
Community members sharing thoughts about the incompatibility of industrial uses in Southwest Fresno.



Art created by youth at the community office.



Ideas from topic groups were recorded on maps and worksheets.



Youth recorded down their desires for Southwest Fresno on paper.

2 VISION

A. INTRODUCTION

Southwest Fresno is an area with a great amount of potential that has yet to be tapped. The Southwest Fresno Specific Plan Area (Plan Area) is made up of large swaths of developable land and the surrounding Sphere of Influence (SOI) contains miles of green fields. The Southwest Fresno Specific Plan's (the Plan) long-term vision for Southwest Fresno imagines all of these areas to become places where people live, play, work, and learn. Southwest Fresno would become its own vibrant set of communities and be well-connected to Downtown, strengthening the overall image and livability of the city.

The vision behind the Plan was developed in collaboration with the community in Southwest Fresno and the Steering Committee. After community members shared initial input about the issues and opportunities for Southwest Fresno during the first workshop, many of the workshop attendees participated in follow-up meetings to continue their discussion on specific topics in the form of "topic groups." Through these topic group meetings, ideas and themes about each topic emerged and were refined by the Steering Committee. These themes culminated into guiding principles that were used for the development of the Plan and the Plan's land use map. The vision defines all physical-, program-, and policy-related aspects of the Plan described in this chapter and for all following chapters.





High quality single-family housing in walkable neighborhoods.



Park and landscaped open space in close proximity to housing.



Mixed-use retail.

B. GUIDING PRINCIPLES

The guiding principles below are categorized by each of the community’s initial working topic groups and were used to develop the Plan’s recommendations. The topic of “community environmental health” is an overarching theme that is relevant throughout the six topics below.

The purpose of these guiding principles is to provide the Plan direction on how it can best benefit the built environment of the community and promote physical, social, and mental wellness for Southwest Fresno.

HOUSING

- Provide a mix of high quality housing types, with an emphasis on single-family housing, that is affordable to a mix of low, moderate, and high-income households.
- Encourage new housing that is compatible with the community character and historic architecture of Southwest Fresno.
- Locate housing close to amenities such as parks, schools, transit, services, retail, and employment.

RETAIL

- Attract desired and needed retail to serve Southwest Fresno residents, such as clothing and department stores, restaurants, healthy grocers, and services.
- Discourage the expansion of potentially controversial retail establishments such as liquor stores, tobacco shops, and short-term loan shops, without consideration of unique impacts to the community and imposition of any appropriate conditions.
- Provide both large-scale, regional-serving retail and smaller-scale, neighborhood-serving retail at appropriate locations in Southwest Fresno.

PARKS AND OPEN SPACE

- Refine the standard for what is defined as “parkland” to include truly usable parks, as opposed to standards that include unusable spaces in ponding basins or parkland located on landfill or toxic sites.
- Prioritize improving existing parks with better and more amenities.
- Create parks that are safe, healthy, social, and active spaces for residents, especially families and youth, to visit.
- Locate new parks within walking distance, defined as a ½-mile radius, of all residences.

JOBS AND ECONOMIC DEVELOPMENT

- Prepare, mentor, and train Southwest Fresno residents, including youth, to become better qualified for existing and future employment within Southwest Fresno by providing appropriate services, programs, and facilities.
- Locate employment uses so that they do not conflict with residential areas, but are still conveniently accessible by various modes of transportation.
- Attract desirable employment to Southwest Fresno by locating them near retail and regional access points.
- Encourage future job opportunities to shift from unskilled, low-wage jobs to skilled, higher-education jobs.



Improvements to the public realm with pedestrian amenities.



Plazas and open space with special amenity areas.



Offices with tree-lined parking areas and internal pedestrian pathways.



Bicycle Improvements along a residential street.



Pedestrian-friendly, community-serving retail with pedestrian crossing.



Landscaped sidewalks and outdoor seating at building frontages.

TRANSPORTATION

- Accommodate both motorized and non-motorized modes of travel and people of all ages and abilities to improve mobility/transportation within Southwest Fresno.
- Locate transit on routes near residential areas and provide access to desired destinations.
- Include opportunities for recreational walking and biking.
- Provide visible, complete, safe, and regularly maintained transportation infrastructure, such as roads, crosswalks, sidewalks, and traffic lights.
- Connect to and expand access to regional transportation networks such as Bus Rapid Transit (BRT), Fresno Area Express (FAX), and High-speed Rail (HSR).

INDUSTRIAL COMPATIBILITY

- Monitor and mitigate negative impacts of industrial uses from becoming a nuisance and hazard to residents.
- Prohibit new industrial development in the Specific Plan Area through the adoption of proposed Specific Plan land use and zoning provisions and restrict the proximity of truck routes near residential areas to the maximum extent feasible.
- Locate new industrial development away from Southwest Fresno residential neighborhoods.
- Increase transparency and communication between government staff, government and elected officials, residents, and stakeholders regarding proposed industrial uses and/or improvements.

C. SPECIFIC PLAN LAND USE VISION

“The Southwest Fresno community is supported by two higher intensity cores near major highway interchanges, each with a primary magnet use. These magnet cores are ringed with smaller complete neighborhoods that support the core. Each complete neighborhood includes housing and a node with community-serving uses. Neighborhoods are linked by well-defined corridors lined with higher intensity uses.”

The guiding principles described in the previous section, Section B, helped shape the conceptual vision for the Plan and the Plan’s land use map. A conceptual vision diagram of the Plan is shown in Figure 2-1. The Plan’s land use map envisions the interplay of “complete neighborhoods,” “corridors,” and “magnet cores” to create a vibrant and desirable community that is accessible to and abundant with neighborhood amenities and services, supported by local and neighboring residents. The Plan sets aside the majority of land for single-family residential uses and locates higher density residential uses at some neighborhood nodes, near magnet uses, and along corridors. This will allow walkable access for greater numbers of residents to shopping, schools, parks, and transit, such as buses and BRT.

Additionally, the Plan envisions that the most optimal locations for large-scale, regional-serving retail are those that have good proximity, visibility, and access from the greatest number of people, while having enough distance away from other similar retail to avoid competition. In the Plan, regional retail is shown in two locations: with access from Highway 180 at Marks and Whites Bridge Avenues and from Highway 41 near Jensen Avenue and MLK Jr. Boulevard. These locations would allow new retail businesses to draw customers from areas beyond Southwest Fresno. On the other hand, smaller scale neighborhood retail shops can be more dispersed as long as they are located along well-traveled streets. In the Plan, smaller neighborhood retail locations are shown in each of the complete neighborhood nodes and along corridors with mixed use.

Larger scale employment uses such as offices, colleges, and medical facilities are concentrated in higher-intensity corridors, while opportunities for smaller scale offices are allowed along a less intensive corridor (the Mixed-Use/Jobs Corridor). While more jobs in Southwest Fresno are desirable, the businesses that provide them must be healthy, safe, and good neighbors to nearby residents to avoid potential conflicts between residents and employment uses. To assure this good neighbor policy, new employment areas would be planned and zoned Office and all previously Light Industrial, Heavy Industrial, Business Park, and Regional Business Park areas would be planned and zoned Office.

The concepts of complete neighborhoods, corridors, and magnet cores are described in further detail starting on page 2-7. Chapter 4, Development Regulations, provides guidance on how to implement these concepts.

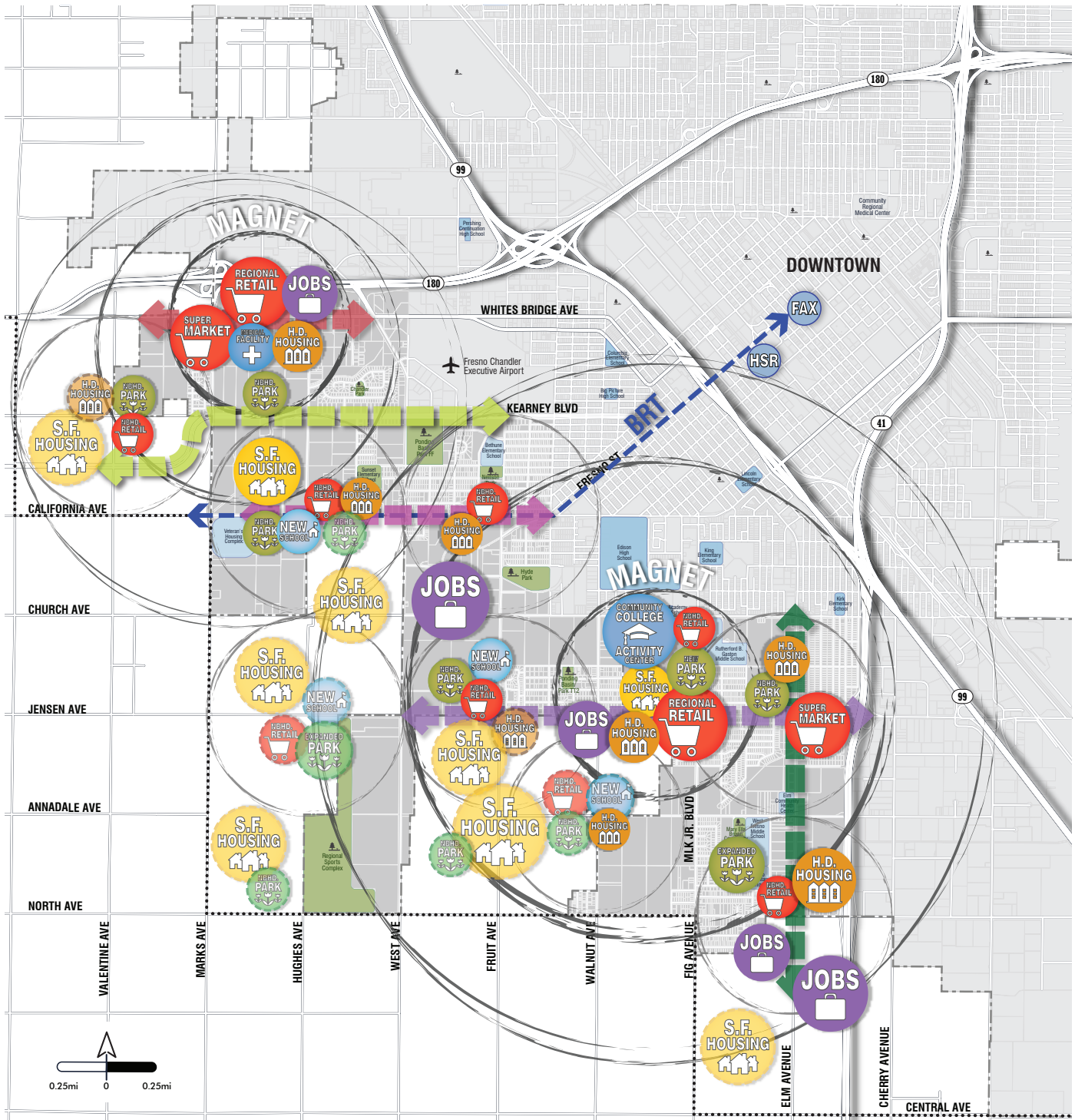


FIGURE 2-1 Conceptual Vision for Southwest Fresno

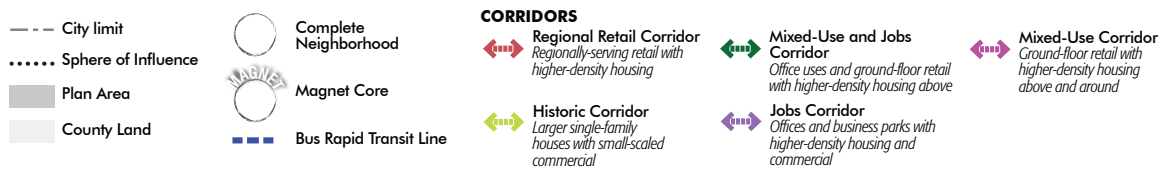


FIGURE 2-1 Conceptual Vision for Southwest Fresno

COMPLETE NEIGHBORHOODS

The concept of a complete neighborhood is adopted from the General Plan. The General Plan introduced the concept of complete neighborhoods to break away from Fresno’s typical development pattern of separating residential and retail areas, and instead, to create neighborhoods that are interconnected and self-sufficient. Complete neighborhoods foster communities that have housing, services, employment, and recreation all within walking distance (see Figure 2-2). Each complete neighborhood should uniquely reflect its community’s values and character, and serve the particular needs of its residents.

A series of small, complete neighborhoods will make up the Southwest Fresno area. Each of the complete neighborhoods should contain a center, or node, made up of community-serving uses, including retail, a range of housing types, a school, and a park. Existing or new single-family residences should surround the node and be within a reasonable walking distance of a quarter-mile of the node.



Complete neighborhoods are self-sufficient with housing and parkland nearby.

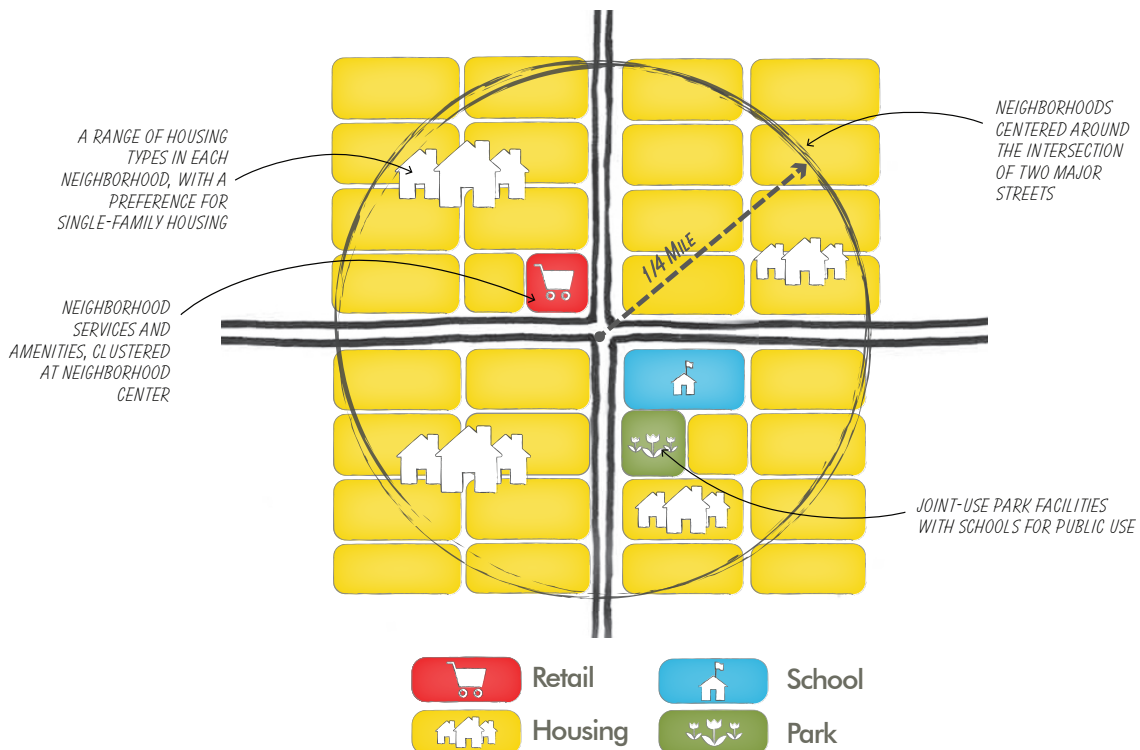


FIGURE 2-2 Conceptual Diagram of Development within a Complete Neighborhood

CORRIDORS

Corridors are key streets that are lined with higher, more intensive development and have multimodal improvements such as pedestrian, bicycle, and transit facilities (see Figure 2-3). Development located further away from the corridor would be less intensive, such as single-family housing. Due to each corridor's surrounding context and physical characteristics, not all corridors are lined with the same type of higher intensity development or have the same types of improvements. Some corridors are retail-focused, while others are employment- or residential-focused. Additionally, the Mixed-Use Corridor along the future Bus Rapid Transit (BRT) line, California Avenue, would also have BRT facilities in order to improve BRT connectivity from Southwest Fresno to Downtown.

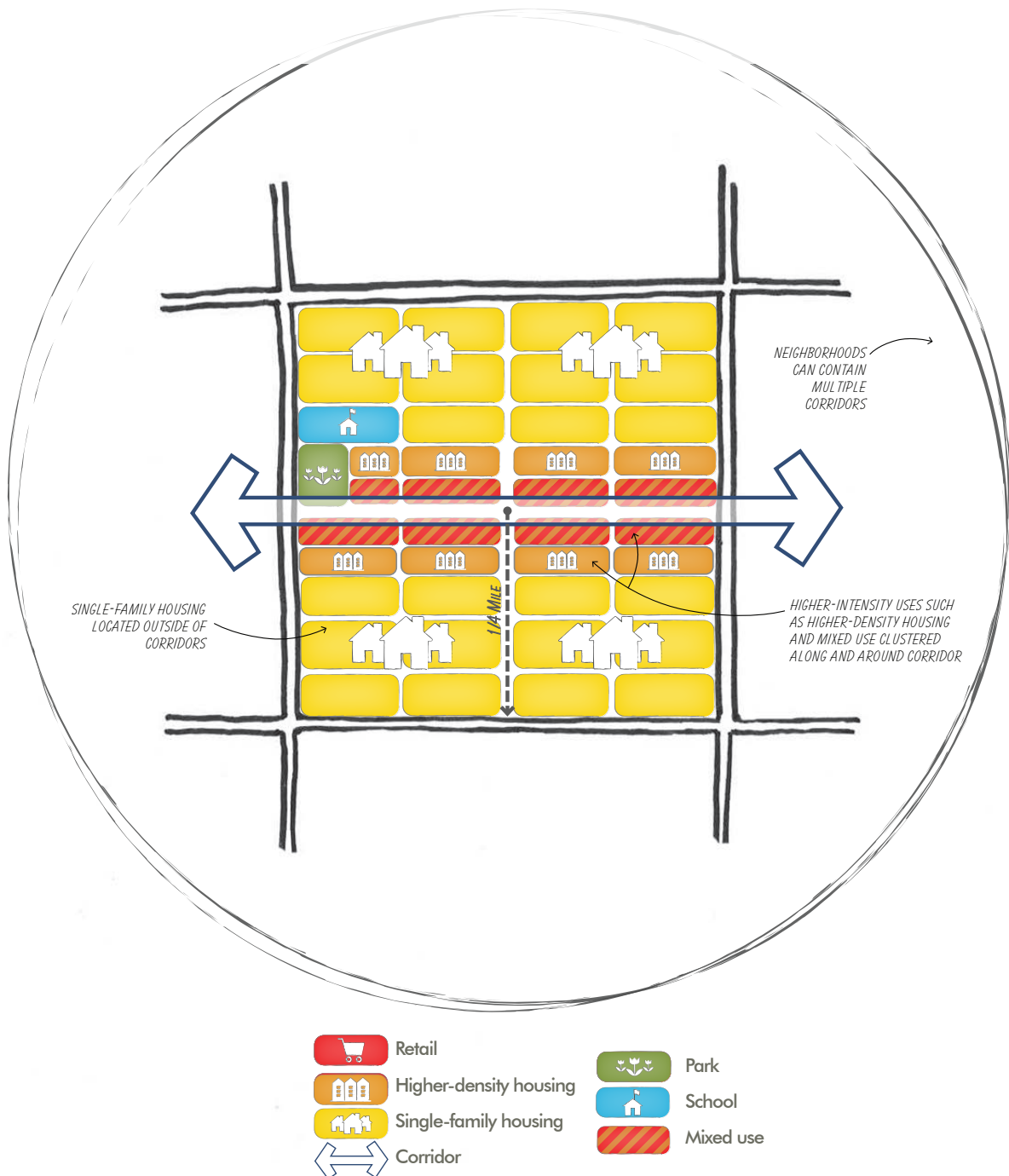


FIGURE 2-3 Conceptual Diagram of Development along a Corridor

There are several existing major corridors in Southwest Fresno that should be enhanced to become locations for vehicular access and bus service in the future so that new development along these corridors will benefit from these transportation connections. The corridors identified in the Plan each have a different emphasis based on the existing character of the street, including:

Historic Corridor

The historic Kearney Boulevard will be enhanced with landscaping and lined with larger-scale single-family residential development as well as lower-intensity office uses.

Regional Retail Corridor

This corridor will be along Whites Bridge Avenue with regional-serving, big box retail, housing, and parks.

Mixed-Use Corridor

California Avenue will become a mixed-use corridor with active ground-floor community-serving stores and services below housing or office and connected to Downtown Fresno with a future BRT line.

Jobs Corridor

This corridor will be home to office uses and housing along Jensen Avenue and connect the magnet core west of Martin Luther King Jr. Boulevard to Highway 41.

Mixed-Use/Jobs Corridor

Elm Avenue will feature community-serving shops and a diverse mix of office, jobs, housing, and commercial services and could potentially have enhanced transit service improvements in the future to connect the southern portion of the Plan Area to Downtown.



Pedestrian-oriented entries along a mixed-use corridor.



Office space along a jobs corridor.



College magnet use.



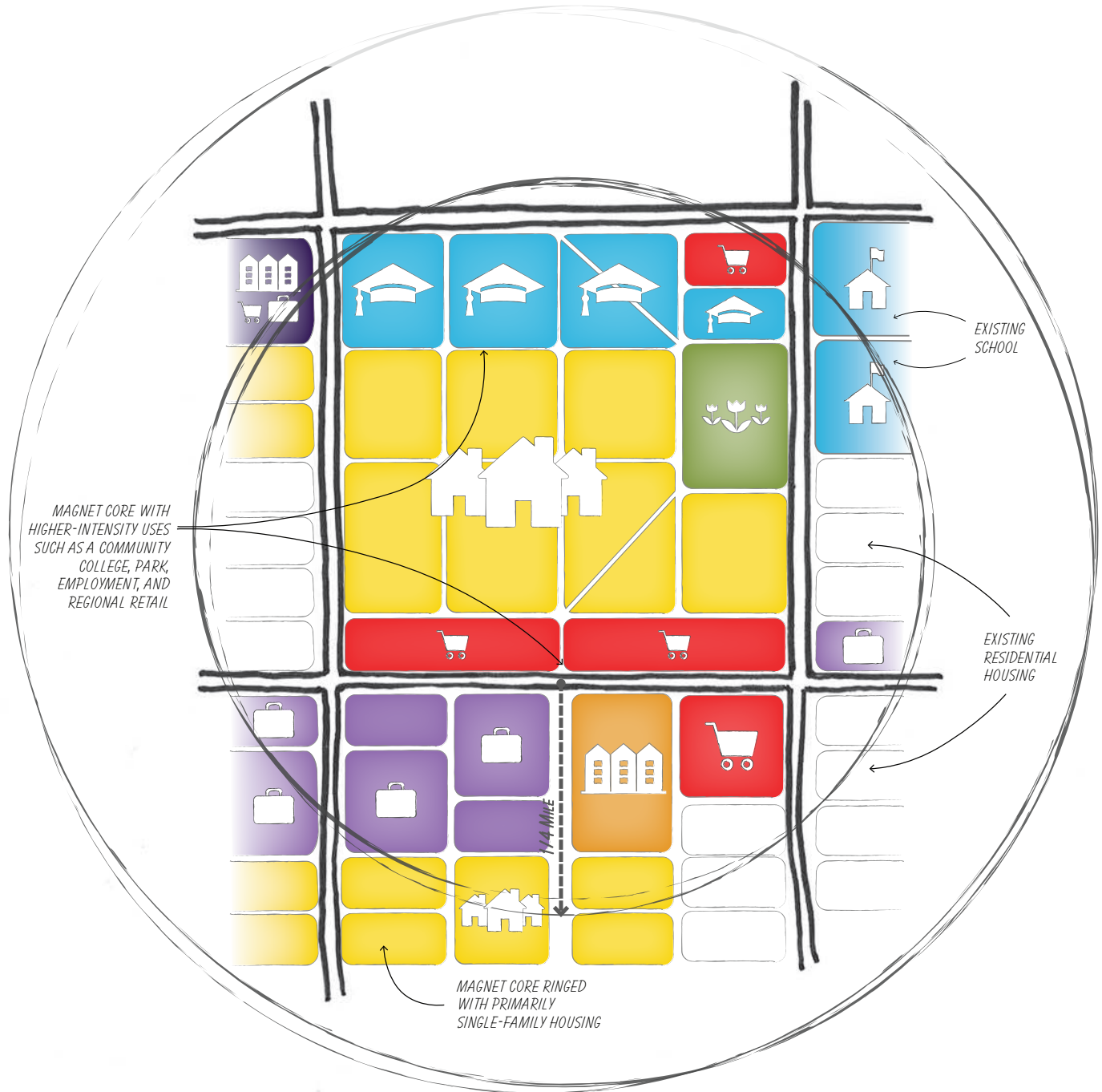
Supermarket anchor in a regional retail center.

MAGNET CORES

Magnet cores each contain a high intensity magnet use that attracts other supportive higher intensity uses. Examples of magnet uses include regional retail development, a medical facility, or a community college. Higher intensity uses such as higher-density housing, community parks, offices, and retail cluster around magnets, forming a magnet center or “core” (see Figure 2-4). The magnet core’s high intensity uses create an activity center that not only serves residents, but also attracts visitors. Development further away from the magnet core is at a lower intensity, such as single-family housing, but still surrounds the magnet core for convenient accessibility. The proposed locations for magnet cores in the Plan will serve different parts of Southwest Fresno and would be accessible to regional travelers.

The southern magnet core is proposed between Jensen and Church Avenues, west of MLK Jr. Boulevard. This area is identified as the “MLK Activity Center” in the General Plan and proposes a regional shopping center and higher density neighborhood district. The community-preferred magnet use for the MLK Activity Center is a community college campus. While it is not certain that a community college campus in Southwest Fresno will be funded and built, there has been discussion about this possibility with the State Center Community College District’s Board. Other uses could also serve as magnet uses to attract development, including large-scale retail, medical clinics, or campuses. The Plan proposes a set of flexible uses at this location to accommodate any of these uses.

The northern magnet core is located at Marks and Whites Bridge Avenues where there is both access from Highway 180 and from existing and new residential development in the western part of the Plan Area. This magnet core is anticipated to be developed with regional retail uses and medical facilities accessible to both travelers on Highway 180 and residents of the Southwest neighborhood.



- | | | | |
|---|------------------------|---|-----------|
|  | Retail |  | Park |
|  | Employment |  | School |
|  | Higher-density housing |  | College |
|  | Single-family housing |  | Mixed Use |

FIGURE 2-4 Conceptual Diagram of Development around a Magnet Core



SOUTHWEST FRESNO SPECIFIC

1 CORRIDORS & NEIGHBORHOODS

Three neighborhoods complete with housing, retail, parks, and other amenities. These large neighborhoods are linked by well-defined corridors with higher, more intensive development, and multimodal transportation improvements.



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3 LAND USE

A. INTRODUCTION

This chapter summarizes the land use elements and describes the urban form of the Southwest Fresno Specific Plan (the Plan), which reflects the Steering Committee’s and community’s preferred land use alternative for future development in the Southwest Fresno Specific Plan Area (Plan Area). The locations of the various land uses were selected and refined by the Steering Committee in order to support the type of community described in the Plan’s vision (see Chapter 2, Vision). The Plan’s land use map should be considered the physical “vision” for the area and the underlying foundation for the Southwest Fresno Specific Plan.

The Chapter is organized into the following sections:

- A. Introduction**
- B. Southwest Fresno Specific Plan Land Uses**
- C. Development Capacity Analysis**
- D. Goals and Policies**





Medium Low Density housing as single-family detached housing.



Medium Density housing includes duplexes and townhouses as well as single-family homes.



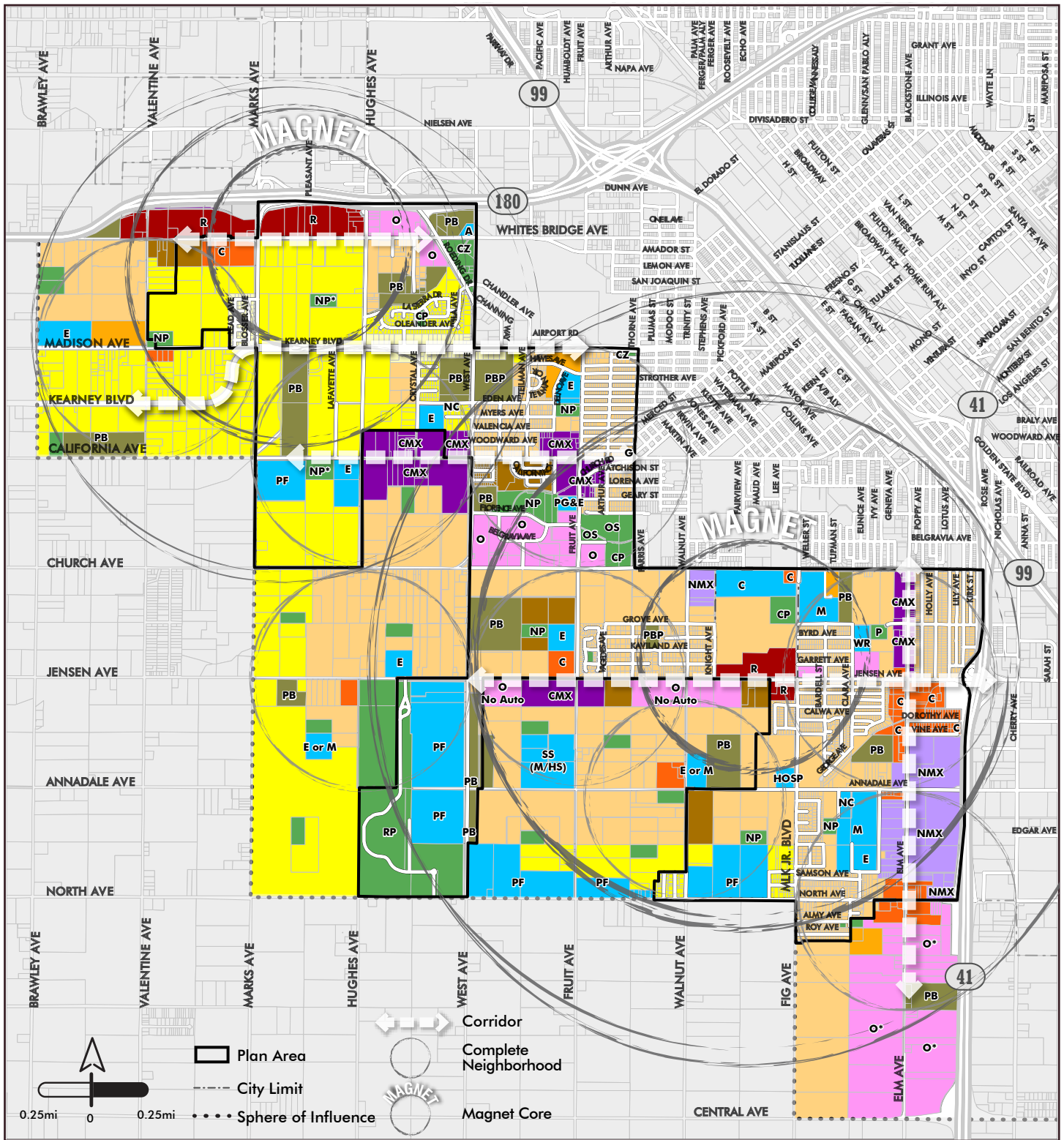
Medium High Density housing includes townhomes that can accommodate multi-generational living.

B. SOUTHWEST FRESNO SPECIFIC PLAN LAND USES

Figure 3-1 shows the overall planned land uses for the Southwest Fresno area, including the Sphere of Influence (SOI) outside of the Plan Area as well as the conceptual overlays from Chapter 2's Figure 2-1. The conceptual overlays show how the Plan's vision of corridors, magnet cores, and complete neighborhoods relates to Southwest Fresno's land uses. The land uses in the SOI that are shown Figure 3-1 are for reference and future planning purposes since the Plan only affects the land within the Plan Area. Figure 3-2 shows the Plan's land use map, which contains only lands within the Plan Area. Consistent with the Fresno General Plan (General Plan), new parks, open space, and public facilities carry dual land use designations, so if that facility is not needed, alternative private or public development consistent with zoning and development standards may be approved. These dual land use designations are shown in Figure 3-3. Uses, structures, site features, and lots that were created lawfully prior to the adoption of the Plan but do not conform subsequently to the Plan's provisions are considered "nonconforming" and may be continued indefinitely as long as the non-conforming use, structure, site feature, or lot is legal, and there is no change to the use, structures, site features, and lot. See Article 4 of the City's Citywide Development Code for more details.

LAND USE CLASSIFICATIONS

The following land uses make up the Plan Area and are categorized by residential, employment, commercial, public facilities, and open space uses. Many of the following land use classifications' descriptions, including their floor area ratio (FAR) and dwelling units per acre densities, are cited from the General Plan's land use classifications. The Plan introduces a few new land use designations that provide more specific conditions for existing land use classifications, which are described in further detail below.



Source: City of Fresno

FIGURE 3-1 Land Use Map with Conceptual Overlays, including SOI

RESIDENTIAL

- Low Density (1 - 3.5 du/ac)
- Medium Low Density (3.5 - 6 du/ac)
- Medium Density (5 - 12 du/ac)
- Medium High Density (12 - 16 du/ac)
- Urban Neighborhood (16 - 30 du/ac)

COMMERCIAL

- Community
- Regional
- General

EMPLOYMENT

- Office
 - Office Restricted
Automobile/Vehicle Sales and Services are not permitted
 - Office*
- *After 85% of the land in Fresno's "Reverse Triangle" is occupied with heavy industrial uses, light industrial uses are permitted

MIXED-USE

- Corridor/Center Mixed-Use
- Neighborhood Mixed-Use

PUBLIC FACILITIES

- Public Facility
- Elementary School
- Middle School
- Special School
- College
- PG&E Station
- Water Recharge Basin
- Airport
- Church
- Hospital
- Neighborhood Center

OPEN SPACE

- Park
- Neighborhood Park
- Neighborhood Park*
- *The exact location of the parks within the Mission Ranch development will be determined in a future planning process.
- Community Park
- Regional Park
- Open Space
- Clear Zone
- Ponding Basin
- Ponding Basin Park

Note: Dual Land Use designations for proposed public facilities and open space are shown on a supplemental map.

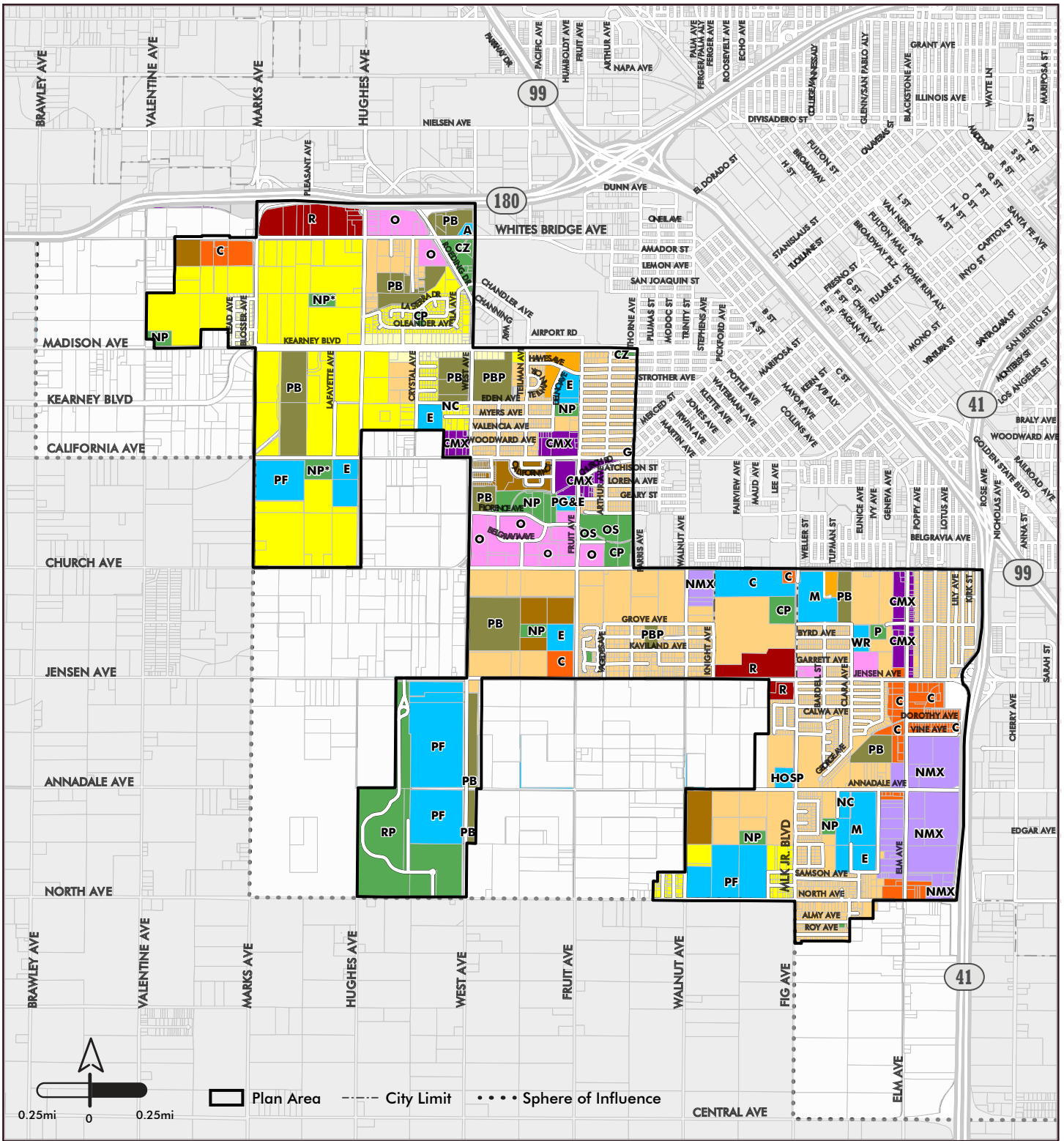
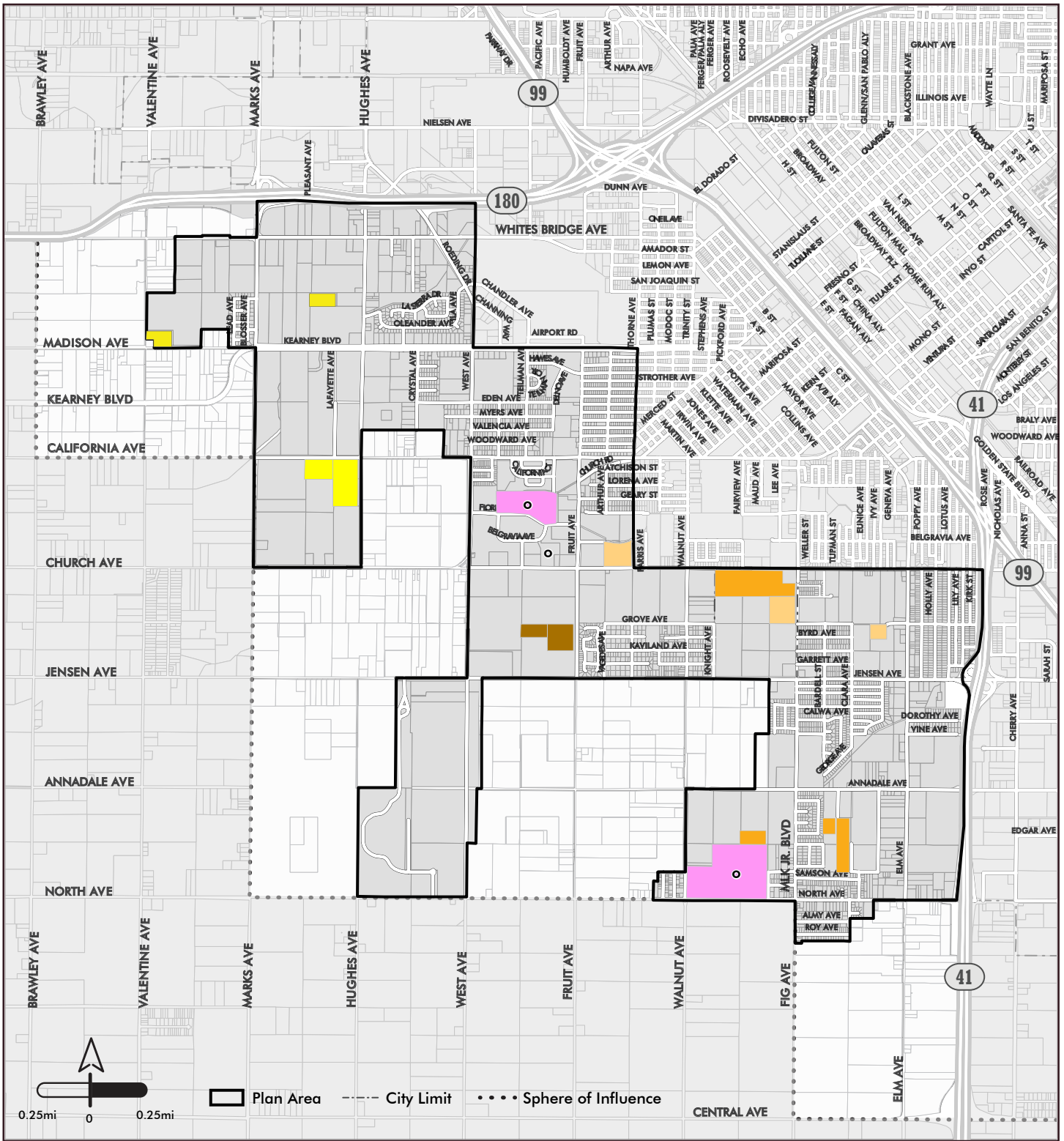


FIGURE 3-2 Land Use Map for Plan Area

Source: City of Fresno

<p>RESIDENTIAL</p> <ul style="list-style-type: none"> Low Density (1 - 3.5 du/ac) Medium Low Density (3.5 - 6 du/ac) Medium Density (5 - 12 du/ac) Medium High Density (12 - 16 du/ac) Urban Neighborhood (16 - 30 du/ac) <p>COMMERCIAL</p> <ul style="list-style-type: none"> Community Regional General 	<p>EMPLOYMENT</p> <ul style="list-style-type: none"> Office <p>MIXED-USE</p> <ul style="list-style-type: none"> Corridor/Center Mixed-Use Neighborhood Mixed-Use 	<p>PUBLIC FACILITIES</p> <ul style="list-style-type: none"> Public Facility Elementary School Middle School Church Hospital Neighborhood Center PG&E Station 	<p>OPEN SPACE</p> <ul style="list-style-type: none"> Park Neighborhood Park Neighborhood Park* <small>*The exact location of the parks within the Mission Ranch development will be determined in a future planning process.</small> Community Park Regional Park Open Space Clear Zone Ponding Basin Ponding Basin Park
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Note: Dual land use designations for proposed public facilities and open space are shown on Figure 3-3.



Source: City of Fresno

FIGURE 3-3 Dual Land Use Designation Map for Plan Area

RESIDENTIAL

- Medium Low Density (3.5 - 6 du/ac)
- Medium Density (5 - 12 du/ac)
- Medium High Density (12 - 16 du/ac)
- Urban Neighborhood (16 - 30 du/ac)

EMPLOYMENT

- Office

Residential

Residential land uses provide for a wide range of neighborhoods and housing types.



Urban Neighborhood residential creates compact development with multi-family dwellings.



The scale of Office uses can be compatible with existing residential neighborhoods.

Low Density

This designation is intended to provide for large-lot residential development. Low Density Residential allows one to 3.5 housing units per acre. The resulting land use pattern is large-lot residential in nature, such as rural residential, ranchettes, or estate homes.

Medium-low Density

The Medium Low Density designation is intended to provide for single-family detached housing with densities of 3.5 to 6 units per acre.

Medium Density

Medium Density Residential covers developments of 5 to 12 units per acre and is intended for areas with predominantly single-family residential development, but can also accommodate a mix of housing types, including small-lot starter homes, zero-lot-line developments, duplexes, and townhouses. Much of the city's established neighborhoods fall within this designation.

Medium-high Density

Medium High Density Residential is intended for neighborhoods with a mix of single-family residences, townhomes, garden apartments, and multi-family units intended to support a fine-grain, pedestrian scale. This land use accommodates densities from 12 to 16 units per acre overall.

Urban Neighborhood

Urban Neighborhood Residential covers densities from 16 to 30 units per acre, which will generally require multi-family dwellings but still allow for a mix of housing types including single-family houses. This land use is intended to provide for a compact community that includes community facilities and walkable access to parkland and commercial services; it also supports efficient, frequent transit service. Urban Neighborhood is designated for targeted areas with complementary land uses adjacently located.

Employment

Office

The Office designation is intended for administrative, financial, business, professional, medical, and public offices. This designation is mainly intended to apply to existing office uses on smaller lots, generally located on arterial roadways. This designation is also considered compatible with existing residential neighborhoods given the smaller level of noise and traffic generated compared to commercial uses. Retail uses would generally be limited to business services, food services, and convenience goods for those who work in the area. The maximum FAR is 2.0.

Office Restricted

The Office Restricted designation only exists in the SOI; it allows all of the uses allowed in the Office designation with the exception of auto/vehicle services and rentals to limit potential negative impacts related to aesthetics, noise, odor, and air quality to affect surrounding residential neighborhoods and employment areas. The maximum FAR is 2.0.

Commercial

Commercial land use designations allow a wide range of retail and service establishments intended to serve local and regional needs.

Community

Community Commercial is intended for commercial development that primarily serves local needs such as convenience shopping and small offices. Many of the city's current commercial districts fall into this designation. Specific uses allowed include medium-scale retail, office, civic and entertainment uses, supermarkets, drug stores and supporting uses. The maximum FAR is 1.0.

Regional

The Regional Commercial designation is intended to meet local and regional retail demand, such as large-scale retail, office, civic and entertainment uses; shopping malls, with large format or "big-box" retail allowed. It allows supporting uses such as gas stations, and hotels. Buildings typically have relatively large footprints. Development and



Regional Commercial development with surface parking.



Community Commercial uses are intended to serve local residents within a smaller neighborhood.

design standards will create a pedestrian orientation within centers and along major corridors. The maximum FAR is 1.0.

General

The General Commercial designation is intended for a range of retail and service uses that are not appropriate in other areas because of higher volumes of vehicle traffic and potential adverse impacts on other uses. Examples of allowable uses include: building materials, storage facilities with active storefronts, equipment rental, wholesale businesses, and specialized retail not normally found in shopping centers. The maximum FAR is 2.0.



Neighborhood Mixed-use emphasizes pedestrian-oriented commercial development.



Corridor/Center Mixed-use with ground-floor office space and multi-family housing above.

Mixed-Use

Mixed-use designations are based on commercial uses and also require a residential or office component.

Neighborhood Mixed-Use

This designation allows a minimum of 50 percent residential uses and provides for mixed-use districts of local-serving, pedestrian-oriented commercial development, such as convenience shopping and professional offices in two- to three-story buildings. Development is expected to include ground-floor neighborhood retail uses and upper-level housing or offices, with a mix of small-lot single-family houses, townhomes, and multi-family dwelling units on side streets, in a horizontal or vertical mixed-use orientation. The built form will have a scale and character that is consistent with pedestrian orientation, to attract and promote a walk-in clientele, with small lots made accessible by closely spaced connections for pedestrians, bicyclists, and vehicular traffic; these connections will provide convenient access from residences to commercial space. Automobile-oriented uses are not permitted. Residential densities range between 12 and 16 units per acre and the maximum FAR is 1.5.

Corridor/Center Mixed-Use

The Corridor/Center Mixed-Use designation is higher intensity than Neighborhood Mixed-Use, and is intended to allow for horizontal and vertical mixed-use development in multiple story buildings along key circulation corridors where height and density can be easily accommodated. Ground-floor retail and upper-floor residential or offices are the primary uses, with personal and business services and public and institutional space as supportive uses. Development will facilitate the transformation of existing transportation corridors into active, highly walkable areas with broad, pedestrian-friendly sidewalks, trees, landscaping, and local-serving uses with new buildings that step down in relationship to the scale and character of adjacent neighborhoods. This designation will largely apply along major roadways, at targeted locations between regional Activity Centers as defined in the General Plan. Residential densities range between 16 and 30 units per acre with a minimum 40 percent residential uses, and the maximum FAR is 1.5.

Public Facilities

This designation applies to public facilities, such as City Hall, county buildings, schools, colleges, the municipal airports, and hospitals. It also includes public facilities, such as fire and police stations, City-operated recycling centers, and sewage treatment plants. The following public facility land uses are within the Plan Area: Public Facility (General), K to 12 Schools (such as Elementary, Middle, and Special Schools), Airport, Church, Hospital, Neighborhood Center, PG&E Station, Water Recharge Basin, and College.

Open Space

The Open Space designation applies to open space areas, such as parks, golf courses, ponding basins, riparian corridors, and the clear zone around airports. The following open space land uses are within the Plan Area: Park (General), Neighborhood Park, Community Park, Regional Park, Clear Zone, Ponding Basin, and Ponding Basin Park. Of these, Parks, Neighborhood Parks, Community Parks, Regional Parks, and Ponding Basin Parks are considered parkland space for purposes of General Plan goals. Further explanation about the parkland definition can be found in Chapter 6, Public Facilities.

The Clear Zone land use designation is for land that is within close proximity to the airport and is limited to use of ten people per acre. Any potential development within the Clear Zone could conflict with flight sightlines and movements. The Southwest Fresno area contains a number of ponding basins, which are used to collect and reuse stormwater. The Ponding Basin Park land use designation is for certain ponding basins that are also accessible to the public as park space. However, park access is not open year-round and only accessible during seasons where the ponding basin will not be used to collect stormwater.



Housing abutting residential open space and playgrounds.



Open Space can include neighborhood-serving open space.



Open Space can include larger community and regional parks.

C. DEVELOPMENT CAPACITY ANALYSIS

The following development capacity analysis describes the number of single-family and multi-family housing dwelling units; square feet of commercial, office, and public facility development; and park acreage anticipated in the Plan Area in the 30-year timeframe of the Plan. Development capacity numbers were calculated for the Plan based on the Plan’s land uses, using the General Plan’s dwelling units per acre and FAR capacity numbers. Table 3-1 describes only the development capacity for development within the Plan Area boundary.

TABLE 3-1 Development Capacities for the Plan Area

LAND USES	DEVELOPMENT CAPACITY
Single-family housing	4,201 dwelling units
Multi-family housing	1,626 dwelling units
<i>HOUSING TOTAL</i>	<i>5,827 dwelling units</i>
Commercial	1,377,534 square feet
Employment	767,665 square feet
Parks/Open Space	78 acres
Public Facilities	121 acres or 1,489,965 square feet

It should be noted that, like the General Plan, the development capacities in Table 3-1 are for new development and only take into account the development of parcels that have higher opportunities for development, such as parcels that are vacant, open agriculture, or rural residential (partially vacant). These opportunity sites for development are highlighted in Figure 3-4.

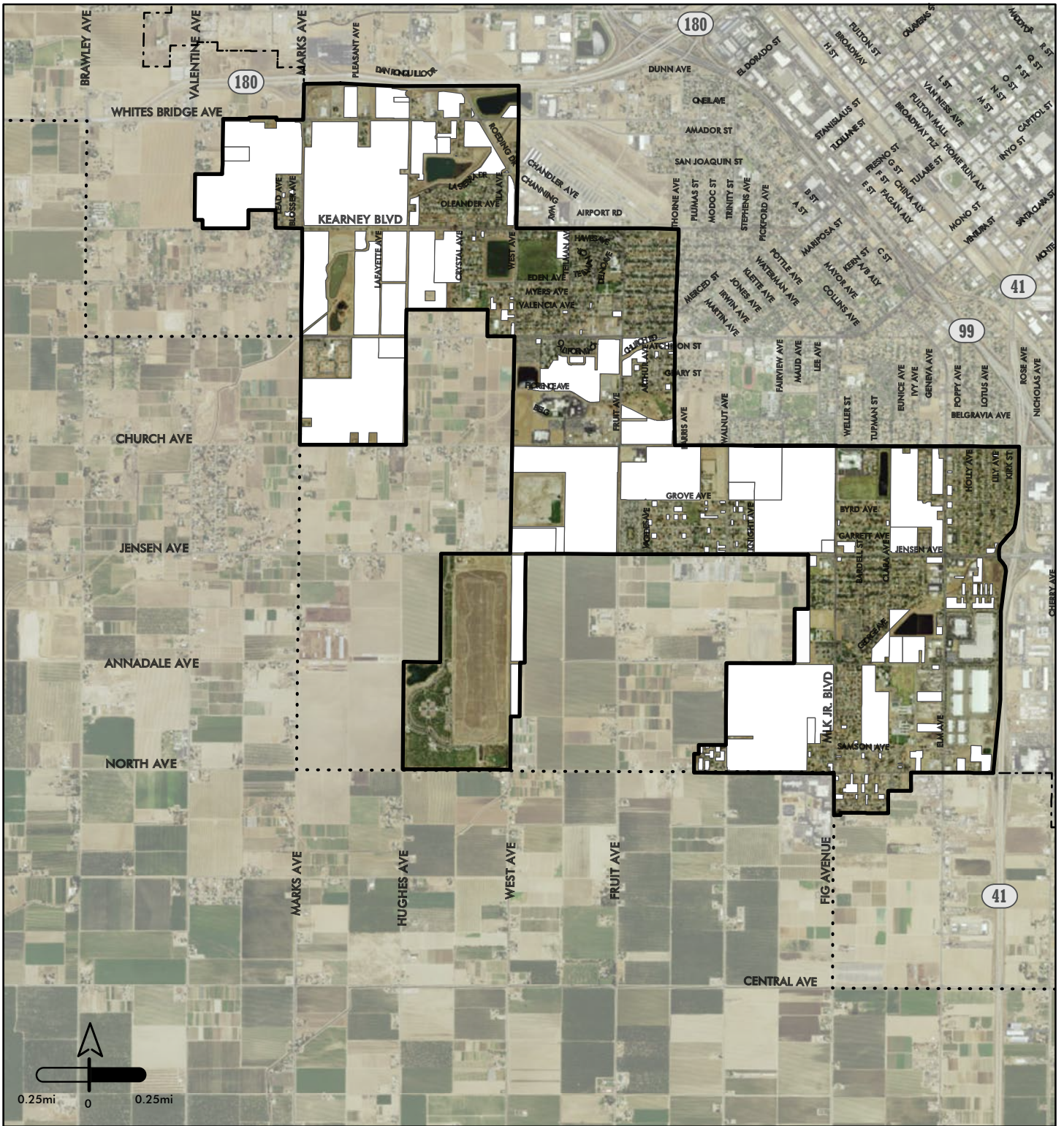
The development capacity analysis of the Plan Area is described below:

- **Housing.** The community and Steering Committee desire a shift in the ratio of single-family housing to multi-family housing from the residential land uses identified in the General Plan for Southwest Fresno. The Plan shows a larger amount of single-family

housing compared to multi-family housing when compared to the General Plan. The Plan’s ratio is 72 percent single-family housing to 28 percent multi-family housing in the Plan Area, while the ratio citywide is 62 percent single-family housing to 38 percent “other” units, including multi-family and attached single-family housing.

- **Commercial.** The amount of commercial development in the Plan Area accounts for new Corridor/Center Mixed-Use, Neighborhood Mixed-Use, Regional Commercial, and Community Commercial areas.
- **Employment.** Employment areas consist of purely Office land uses rather than a mix of Office, Industrial, and Business Park uses.
- **Parks/Open Space.** The amount of Parks/Open Space accounts for new neighborhood parks to serve complete neighborhoods and a larger park adjacent to the community college to support the MLK Activity Center magnet core.
- **Public Facilities.** The amount of public facilities accounts for new schools that would serve complete neighborhoods, a future community college in the MLK Activity Center magnet core, and a public facility buffer between residential neighborhoods and industrial uses south of North Avenue.

Although the surrounding SOI is not a part of the Plan Area, as a part of the visioning process, the SOI’s land uses were considered since the General Plan includes the SOI for its development capacity. The surrounding SOI has a large amount of development potential because it is mostly undeveloped and therefore contains a large amount of opportunity sites. The Plan’s vision includes the following amount of development in the SOI: about 9,400 housing units, with approximately 80 percent of those units as single-family housing and 20 percent as multi-family housing; a moderate amount of commercial space at about 840,000 commercial building square feet; a high amount of employment space at about 3.9 million employment building square feet; a moderate amount of parks/open space; and a moderate amount of public facilities space.



Source: City of Fresno

FIGURE 3-4 Opportunity Sites in the Plan Area and Existing Development

- Opportunity Sites
- Existing Development
- Plan Area
- Sphere of Influence
- City Limit

D. GOALS AND POLICIES

The following goals and related policies support the framework for the development of the Plan’s land uses and urban form, implementing the Plan’s vision as described in Chapter 2. The Plan’s goals and policies are intended to work in tandem with and refine those of the General Plan.

Goal LU-1 **Establish Southwest Fresno as an attractive and desirable community through the creation of activity centers that provide a variety of housing types and a compatible mix of non-residential uses such as retail, services, jobs, and recreation uses to Southwest Fresno residents and visitors.**

Policy LU-1.1 Establish two magnet cores – a southern magnet core at the MLK Activity Center and a northern magnet core at Marks and Whites Bridge Avenues – that attract a significant amount of new development and accommodate regional retail stores, educational and/or medical facilities, and a range of housing types.

Policy LU-1.2 Following the Fresno General Plan amendment to approve the Plan Area’s proposed land uses, amend the Fresno General Plan to approve the proposed land uses located outside of the Plan Area and in the SOI as shown in the Vision for Southwest Fresno for the purposes of future annexation.

Goal LU-2 **Revitalize existing key corridors in Southwest Fresno, building off the existing character and potential of the streets, to strengthen neighborhood identity and appeal, attract new development, and to connect neighborhoods and magnets.**

Policy LU-2.1 Capitalize on the Downtown High-Speed Rail (HSR) station, Fresno Area Express (FAX) transit hub, and future Bus Rapid Transit (BRT) lines to promote transit-oriented development along corridors.

Policy LU-2.2 Improve the visual appeal of corridors through streetscape improvements, new development, and the renovation of existing development.

Policy LU-2.3 Attract and encourage regional-serving, big box retail, housing and park uses along Whites Bridge Avenue to support a Regional Retail Corridor.

Policy LU-2.4 Attract and encourage low-density residential development with enhanced design and landscaping standards along Kearney Boulevard to support a Historic Corridor, while preserving the corridor’s scenic quality.

Policy LU-2.5 Attract and encourage higher-density mixed use development along California Avenue, connecting to Downtown Fresno, FAX, and HSR with a future BRT line, to support a Mixed-Use Corridor.

Policy LU-2.6 Attract and encourage office uses along Jensen Avenue, connecting the magnet core west of MLK Jr. Boulevard to Highway 41, in order to support a Jobs Corridor.

Policy LU-2.7 Attract and encourage lower-density mixed use, commercial, and office uses along Elm Avenue to support a Mixed-Use and Jobs Corridor with the potential of a future BRT line to connect the southern portion of the Specific Plan Area to Downtown.

Goal LU-3 **Create a diversity of new complete neighborhoods that are safe, healthy, self-sufficient, walkable, and interconnected and strengthen existing neighborhoods so that they become a complete neighborhood.**

- Policy LU-3.1 Encourage the development of centers, or nodes, within walking and biking distance of residents and surrounded by residences. Nodes should consist of a park, a school, and quality neighborhood retail and services.
- Policy LU-3.2 Encourage complete neighborhoods to be located at the intersections of major streets for easy access and high visibility, while ensuring safe ingress and egress (e.g., use of frontage roads). For existing neighborhoods, nodes should be created or strengthened with additional uses such as retail and/or parks. For potential new neighborhoods, nodes should be sited at a location accessible to both nearby residents in the new neighborhood and visitors from outside the neighborhood.
- Policy LU-3.3 Implement Crime Prevention Through Environmental Design (CPTED) principles and strategies in new residential, commercial, and open space development to help provide better safety and security.

Goal LU-4 **Maintain the use and character of existing residential neighborhoods, while improving the quality of housing and encouraging homeownership, and remediate Southwest Fresno’s blighting conditions to improve the community’s image, attract private investment, and create a pleasant living environment.**

- Policy LU-4.1 Encourage programs that allow Southwest Fresno residents to become homeowners.
- Policy LU-4.2 Preserve the residential nature of existing residential neighborhoods in the Plan Area.
- Policy LU-4.3 Encourage programs that help fund the rehabilitation of old and deteriorating single-family and multi-family housing stock targeting the most blighted properties and areas.
- Policy LU-4.4 Ensure minimum quality standards for rental housing and require all rental properties to comply with the City’s Rental Housing Improvement Act.
- Policy LU-4.5 Create design standards that promote high-quality, aesthetically-attractive, and architecturally-consistent building design for building improvements.
- Policy LU-4.6 Encourage prioritization of infill development within existing neighborhoods above new development in undeveloped areas.
- Policy LU-4.7 Promote and adhere to the City’s code enforcement program that requires property owners to clean up visible blight, register vacant properties, and adhere to City codes.
- Policy LU-4.8 Establish an anti-displacement strategy and an anti-displacement and relocation program to minimize and avoid the displacement of existing residents outside of the Plan Area caused by new development.

Goal LU-5 Provide a diverse range of housing types in Southwest Fresno, preserving Southwest Fresno’s character as a primarily single-family residential community while providing higher-density housing in high activity areas.

Policy LU-5.1 Encourage new residential development to be primarily single-family residences, especially in areas outside of magnet cores and corridors.

Policy LU-5.2 Encourage new multi-family condominiums and apartments to be located in various contexts such as close to neighborhood nodes, near magnet cores, and along corridors so that higher-density housing is not concentrated in a single location within Southwest Fresno.

Policy LU-5.3 Create affordable new single-family housing through the provision of smaller housing types on smaller lots.

Goal LU-6 Provide opportunities for quality retail shopping at regional and neighborhood levels.

Policy LU-6.1 Attract and encourage larger regional retail development at key locations that have good proximity, visibility, and access from the greatest number of people and neighborhood stores in neighborhood nodes and along corridors. Key locations include within the Regional Retail magnet core and College magnet core, which is also known as the MLK Activity Center.

Policy LU-6.2 Discourage the expansion and/or development of potentially controversial retail uses such as pay day loans and liquor stores.

Policy LU-6.3 Increase access to fresh, affordable, and nutritious food sources with an emphasis on attracting and encouraging small and large food retailers such as grocery stores, farmers’ markets, nutrition programs, community gardens, and food stands to provide fresh, affordable, and nutritious foods.

Policy LU-6.4 Encourage projects and programs to partner with local schools to increase healthy food choices for residents.

Goal LU-7 Promote Southwest Fresno as an employment center with a mix of employment opportunities and types for residents and commuters.

Policy LU-7.1 Promote a substantial increase in office uses to provide an environment that fosters and serves the community’s business and professional needs.

Policy LU-7.2 Encourage large-scale office and institutional uses, including educational facilities, and medical facilities, to be located where vehicles and transit have access, and where they will attract other similar uses.

Policy LU-7.3 Encourage smaller scale employment uses such as professional offices to be located in more remote locations and along corridors.

Goal LU-8 Address and mitigate West Fresno’s top ranking as most burdened by multiple sources of pollution by protecting the health and wellness of Southwest Fresno residents through regulating and reducing the negative impacts of industrial businesses and other sources of pollution.

- Policy LU-8.1 Plan and zone employment areas in Southwest Fresno for non-industrial businesses. All previously designated Light Industrial, Heavy Industrial, Business Park, and Regional Business Park land uses should be planned and zoned Office.
- Policy LU-8.2 Prioritize the “Reverse Triangle,” bounded by Jensen Avenue, Central Avenue, Highway 41, and Highway 99, as the City’s targeted area for new industrial development.
- Policy LU-8.3 When 85 percent of the “Reverse Triangle,” bounded by Jensen Avenue, Central Avenue, Highway 41, and Highway 99, is developed with Heavy Industrial uses designate parcels along the east side of Elm Avenue south of North Avenue for future Light Industrial uses, mixed with the Plan’s planned Office uses.
- Policy LU-8.4 In collaboration with the appropriate local, State, and/or federal agency, regularly enforce and evaluate performance and performance standards on the operation of existing industrial activity related to air quality, odor, noise, and vibration in order to maintain compatibility with adjacent neighborhoods and uses.
- Policy LU-8.5 Assess the compatibility of Industrial and heavy commercial land

uses with existing neighborhoods through the completion of the Industrial Land Use Compatibility Study. The study should identify and adopt long-term solutions to address the findings from the assessment. Options should include greening strategies, relocation, and amortization. As a part of the planning process for the study, the City should work with the County, community, and stakeholders, such as business owners, to relocate truck routes away from neighborhoods to the extent possible. The targeted completion date of the study is January 2019.

- Policy LU-8.6 Restrict residential development on or near toxic and/or hazardous sites without proper evaluation and mitigation as required by the California Environmental Quality Act (CEQA).
- Policy LU-8.7 Provide transparency and create a forum between government staff, government and elected officials, community members, business owners, and other stakeholders regarding existing and proposed industrial operations.

Goal LU-9 Locate higher intensity development in magnet cores and along corridors to support a vibrant and pedestrian-friendly atmosphere.

- Policy LU-9.1 Create active street frontages by providing wide sidewalks with pedestrian-scaled streetscape amenities and orienting building entrances toward the street.
- Policy LU-9.2 Encourage parking to be consolidated into parking structures and discourage large areas to be dominated by surface parking visible from the street. Screen parking lots with buildings and/or vegetation and tree planning.

Policy LU-9.3 Design storefronts and street elevations to be inviting, interesting, and varied, especially at the ground level.

Goal LU-10 Encourage development within complete neighborhoods to be convenient for residents and enhance a sense of community.

Policy LU-10.1 Provide a walkable environment within neighborhoods by slowing down traffic, providing wide sidewalks with drought-tolerant vegetation and street trees, and creating an interconnected pedestrian network.

Policy LU-10.2 Encourage buildings within neighborhoods to be compatible in scale with surrounding residential development.

Goal LU-11 Promote sustainable, or “green”, building standards for new development to help improve the overall air quality within the Plan Area. Green building standards reduce greenhouse gas emissions and energy and water consumption from buildings, promoting environmentally responsible, cost-effective, and healthier places to live and work.

Policy LU-11.1 Encourage compliance with voluntary residential and non-residential California Green Building Code (CALGreen) standards through CALGreen incentive programs.

4 DEVELOPMENT REGULATIONS

A. INTRODUCTION

This chapter describes the proposed regulations and standards for new development to achieve the Southwest Fresno Specific Plan (the Plan)'s guiding principles (described in Chapter 2, Vision) and land use policies in Chapter 3, Land Use. Throughout the planning process, the Southwest Fresno community provided guidance on the type of development they desired. These regulations support that vision. This chapter first describes the allowable land uses in each zoning district.

In addition to the use regulations, two overlays are identified to ensure compatibility with the Plan's vision and existing conditions. To support the development of special corridors, two active magnet cores, and new complete neighborhoods, the chapter outlines their objectives. Projects that strive to meet these guidelines will be favorably received during the application and permit process. Last, the chapter addresses ways to prevent crime using four key principles of environmental design.

The Chapter is organized into the following sections:

- A. Introduction**
- B. Use Regulations**
- C. Kearney Boulevard Historic Corridor Overlay**
- D. California Mixed-Use Corridor Overlay**
- E. Objectives for Special Corridors, Magnet Cores, and Complete Neighborhoods**
- F. Crime Prevention Through Environmental Design**



B. USE REGULATIONS

The following section describes the various zoning base districts that fall within the Plan Area and specifies what types of land uses are permitted in specific base districts, and which land uses are considered “conditional,” that is, only allowed if they follow a more specific set of rules. The Citywide Use Regulation categories are as follows:

- **Permitted Uses.** Those uses permitted in the base district, subject to the limitations and conditions set forth therein.
- **Uses Subject to a Conditional Use Permit.** Those uses permitted in the base district, subject to the limitations and conditions set forth therein.
- **Uses Not Permitted.** The uses expressly prohibited by the provisions of the base district.

The Use Regulations in this chapter follow the Citywide Development Code’s base districts categories and, unless otherwise specified, are unchanged.



Single-family housing.

RESIDENTIAL DISTRICTS

The Plan Area includes the following residential zoning base districts (as shown in Figure 4-1):

- Residential Single-Family, Low Density (RS-3)
- Residential Single-Family, Medium Low Density (RS-4)
- Residential Single-Family, Medium Density (RS-5)
- Residential Multi-Family, Medium High Density (RM-1)
- Residential Multi-Family, Urban Neighborhood (RM-2)

The previous chapter described the land uses allowed in each of these zones, as well as the character within each district. The zoning requirements for the RS-3, RS-4, and RS-5 districts are addressed in Article 9- Residential Single-Family Districts of the Citywide Development Code. The RM-1 and RM-2 districts are addressed in Article 10- Residential Multi-Family Districts. The Plan is recommending that some additional uses be allowed in certain zone districts. Implementation of these revisions could occur as part of a future text amendment to the Development Code. The City should consider Citywide zoning amendments to accommodate the changes in the future as part of a separate process after the Plan’s adoption. They are described as follows.



Multifamily housing.

Medium-high Density Residential (RM-1)

The Specific Plan zoning for Medium-high Density Residential use regulations differs from the base zoning in the Citywide Development Code in regard to Corner Commercial. Per the Citywide Development Code, the purpose of Corner Commercial is to “allow for the development of small-scale, neighborhood-serving commercial establishments that can provide convenient, walkable access to important amenities and that can increase the sense of community and value to the surrounding neighborhood.” It is currently Not Permitted in the Medium-High Density Residential district; the Specific Plan recommends Corner Commercial shall be a Conditional Use if it meets the following requirements:

- Not on a local street
- Sales area is 1,500 square feet or less
- Provides fresh fruits and vegetables
- Does not provide alcohol

Urban Neighborhood Residential (RM-2)

The Specific Plan zoning for Urban Neighborhood Residential use regulations differs from the base zoning in the Citywide Development Code in regard to Corner Commercial. It is currently Not Permitted in the Urban Neighborhood Residential district; the Specific Plan recommends Corner Commercial shall be a Conditional Use if it meets the following requirements:

- Not on a local street
- Sales area is 1,500 square feet or less
- Provides fresh fruits and vegetables
- Does not provide alcohol

MIXED-USE DISTRICTS

The Specific Plan Area includes the following mixed-use districts (as shown in Figure 4-1):

- Neighborhood Mixed-Use (NMX)
- Corridor/Center Mixed-Use (CMX)

The previous chapter described the land uses allowed in these two zones, as well as the character within each district. These mixed-use districts are addressed in Article 11 of the Citywide Zoning Code. However, there is one change to the use regulations in the Citywide Development Code in the Plan Area described as follows.

Corridor/Center Mixed-Use (CMX)

Specific Plan zoning for Corridor/Center Mixed-use use regulations differs from the base zoning in the Citywide Development Code in regard to Elderly and Long-term Care. The Citywide Development Code defines Elderly and Long-term Care as “establishments that provide 24-hour medical, convalescent, or chronic care to individuals who, by reason of advanced age, chronic illness, or infirmity, are unable to care for themselves, and is licensed as a skilled nursing facility by the State of California, including, but not limited to, rest homes and convalescent hospitals, but not Residential Care, Hospitals, or Clinics.” It is currently Not Permitted in the Corridor/Center Mixed-use district; the Specific Plan recommends Elderly and Long-term Care be a Conditional use.

COMMERCIAL DISTRICTS

The Specific Plan Area includes the following commercial districts (as shown in Figure 4-1):

- Commercial – Community (CC)
- Commercial – Regional (CR)

The previous chapter described the land uses allowed in these two zones, as well as the character within each district. These commercial districts are addressed in Article 12 of the Citywide Development Code.

EMPLOYMENT DISTRICTS

The Specific Plan Area includes the Office (O) employment zoning district (as shown in Figure 4-1). However, the Sphere of Influence (SOI) outside the Plan Area includes the following “specific limitations” to the employment zoning district, designated as:

- Office Restricted (O-No Auto)
- Office* (O*)

The Office district is addressed in Article 13. The previous chapter described the land uses allowed in the Office district and the specific limitations of Office Restricted within the SOI, (shown in Figure 3-1). However, there are some changes to the use regulations in the Citywide Development Code in the SOI. They are described as follows.

Office Restricted (O-No Auto) Overlay

A number of parcels along the south side of Jensen Avenue in the SOI have been identified as Office-No Auto. The Specific Plan recommends that a future amendment be considered to create an Office Restricted Overlay to be applied to specific Office parcels that restrict auto uses. The parcels designated as Office Restricted (O-No Auto) are identical to the Office zone, however have the following “specific limitations”: Automobile/Vehicle Sales and

Services are prohibited. Table 4-1 indicates “special limitations” for Office Restricted use classifications that differ from the base zoning in the Citywide Development Code.

Office* (O*)

The Office* zoning district refers to parcels within the SOI zoned as Office, located south of North Avenue and west of Highway 41, and shall allow office and light industrial uses only after 85 percent of the land in Fresno’s “Reverse Triangle” area is occupied with heavy industrial uses. Until then, the requirements described in the Office section above apply.

PUBLIC AND SEMI-PUBLIC DISTRICTS

The Specific Plan Area includes the following public zoning districts:

- Open Space (OS)
- Parks and Recreation (PR)
- Public and Institutional (PI)

The previous chapter described the land uses allowed in the Open Space, Parks and Recreation, and Public and Institutional districts, as well as the desired character in each. The Public and Semi-public districts are addressed in Article 14.

TABLE 4-1 Office Restricted (O-No Auto) Use Regulations in the Specific Plan vs. Base Zoning

USE CLASSIFICATIONS	BASE ZONING	SPECIFIC PLAN ZONING
Automobile Rentals	Permitted	Not Permitted
Automobile/Vehicle Repair, Major	Permitted	Not Permitted
Automobile/Vehicle Repair, Minor	Permitted	Not Permitted
Large Vehicle and Equipment Sales, Service and Rental	Permitted	Not Permitted
Service Station	Permitted	Not Permitted
Veterinary Services	Conditional	Permitted if indoor only
Healthy Food Grocer	Conditional	Permitted

C. KEARNEY BOULEVARD HISTORIC CORRIDOR OVERLAY

Kearney Boulevard has been described as one of the most “striking drives in all of California.”¹ The Kearney Boulevard Gateway (east of the Plan Area) marks the entrance to this notably historic corridor, and is recognized on the Local Register of Historic Resources. The Boulevard runs for 1.7 miles through the Plan Area where it is categorized as a Scenic Collector in the General Plan; it continues west and makes a dramatic s-curve in the SOI; here it is categorized as a Scenic Drive.

PURPOSE

In order to preserve and enhance Kearney Boulevard’s historic character, it requires an historic corridor overlay to ensure new residential development and streetscape treatment is respectful of its character (see Figure 4-1). When developed in 1900, the boulevard was planted with 50,000 eucalyptus and palm trees and oleander shrubs, many of which continue to define the corridor today. New development should respond to the scale of existing residential development along Kearney Boulevard. Large, single-family houses, duplexes, or triplexes are encouraged. Frontages facing Kearney Boulevard must be well-designed and use quality building materials.

USES

The Kearney Boulevard Historic Corridor Overlay includes the following abutting land uses (base zoning):

- Medium-high Density Residential (RM-1)
- Medium-low Density Residential (RS-4)
- Low Density Residential (RS-3)
- Open Space (OS)

¹ *Historic Spots in California: Fifth Edition*



Looking down the Historic Kearney Boulevard lined with oleander bushes, palm trees, and eucalyptus trees (in the distance).



The impressive tree-lined boulevard can be seen from a distance.



Single-family housing lines the frontage roads in the developed areas.

DEVELOPMENT AND DESIGN STANDARDS

All development shall respect Kearney Boulevard's status as a Historic Resource on the Local Register and as an eligible candidate for the National Register of Historic Places and in so doing shall follow any guidelines or requirements set forth by those registers. The following Development Standards apply to development within 100 feet of the property line along Kearney Boulevard in the Historic Corridor.

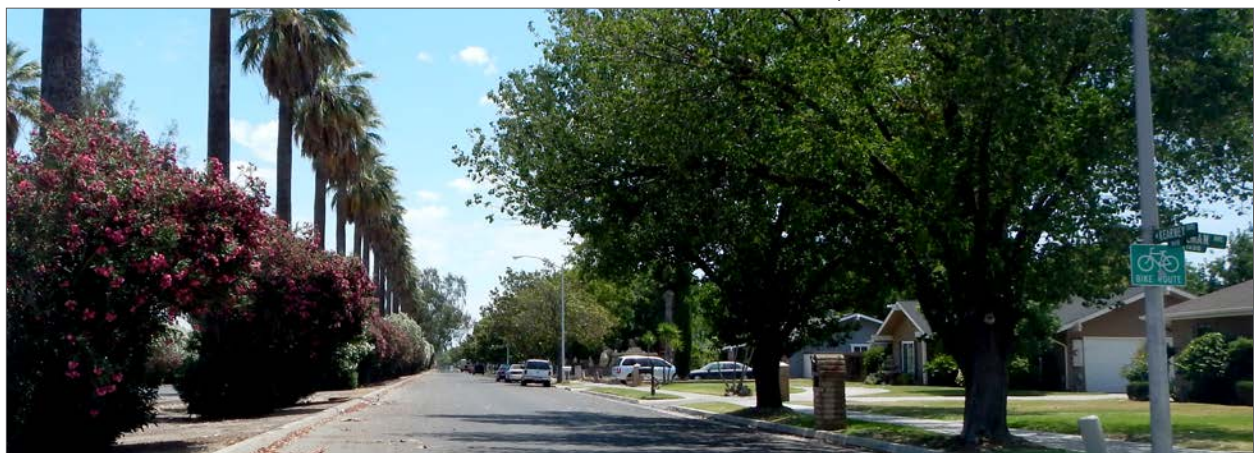
- **Street Trees and Landscaping.** In keeping with the historic character, the existing palm trees shall remain unless they are causing a health or safety threat. New development shall plant new palm trees, eucalyptus trees, and oleander bushes along Kearney Boulevard in keeping with the historic tree pattern to fill in gaps when trees and landscaping are missing along front property lines. Eucalyptus trees are not exempt from the Tree Removal Permit along this corridor.
- **Frontage Road Configuration.** All development shall continue the historic configuration of the boulevard with frontage roads on either side separated by planted side medians.
- **Building Orientation.** All new buildings shall be oriented toward the Historic Corridor

with front doors facing it.

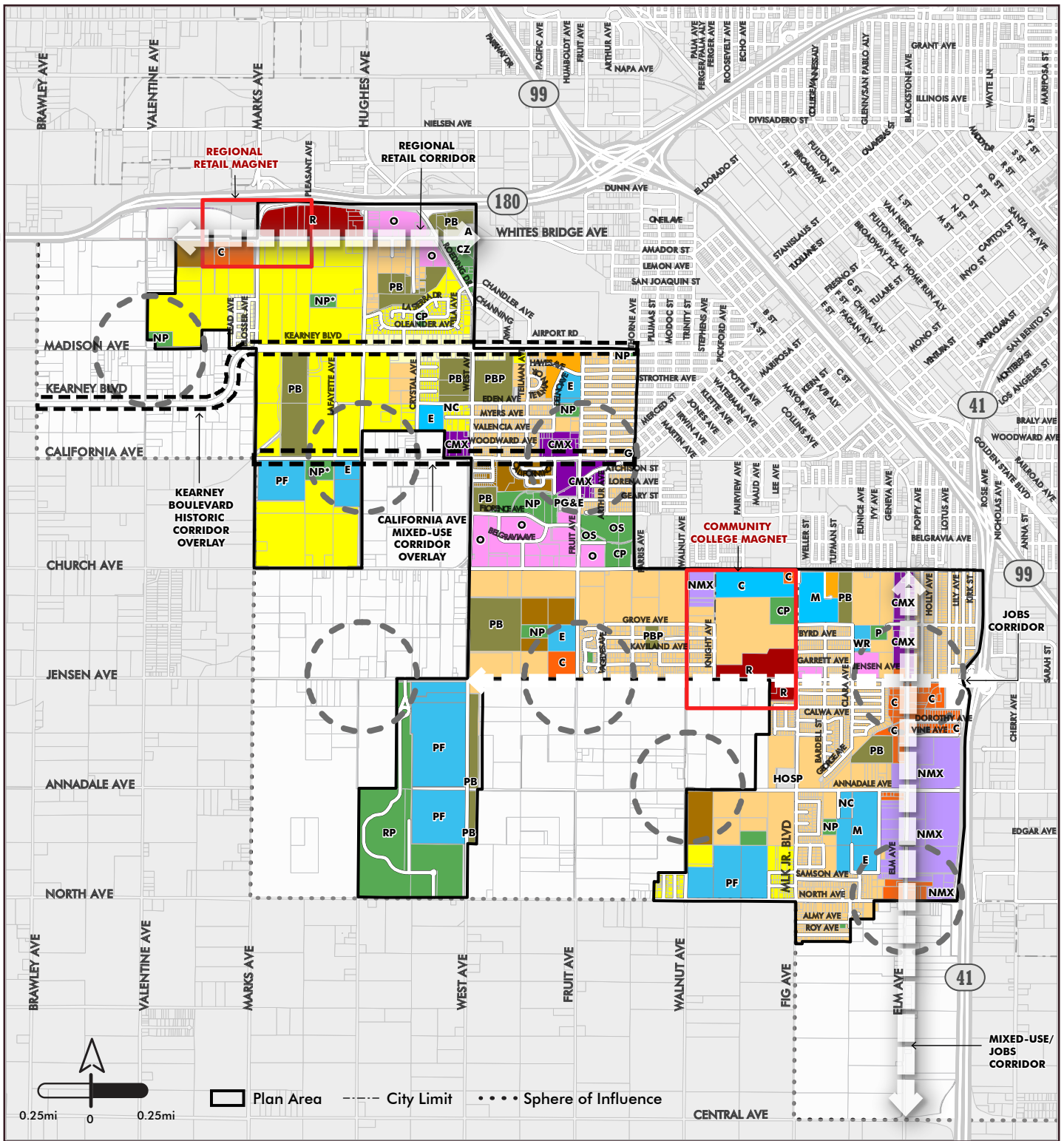
- **Front Setback.** All new buildings shall match the existing front setback of neighboring properties. If neighboring properties' permitted front setbacks vary, new building shall match the setback of the majority of buildings on the block.
- **Walls and Fences.** Front fences shall be a maximum of 3 feet in height and shall be either: 1) made of wrought iron or tubular steel and open a minimum of 80 percent (e.g., no more than 20 percent opaque) to allow for the passage of light and air; or 2) a picket fence made of wood and open a minimum of 50 percent (e.g., no more than 50 percent opaque). Walls and fences that do not meet this description are not permitted within the required front yard setback.



The boulevard's right-of-way includes frontage roads even in undeveloped areas.

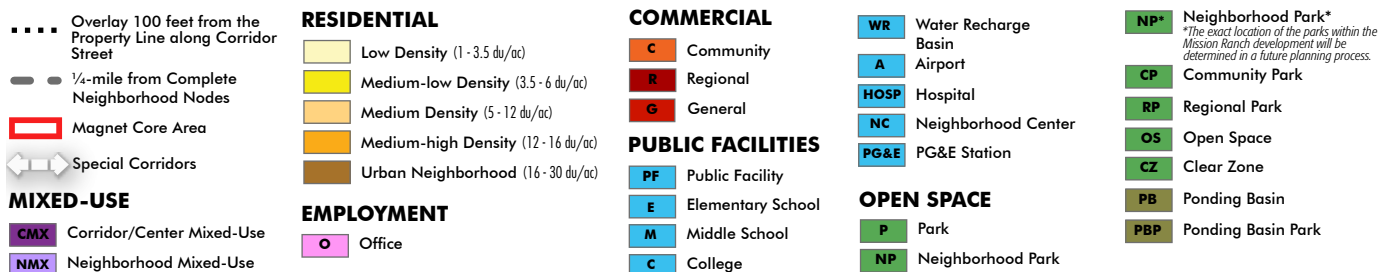


The residential neighborhoods along Historic Kearney Boulevard's frontage roads are defined by street trees, front setbacks, and large ranch-style single-family homes facing the boulevard.



Source: City of Fresno

FIGURE 4-1 Land Uses with Overlays, Special Corridors, Magnet Cores, & Neighborhood Nodes





Wide sidewalks, pedestrian-scaled lighting, and varied storefronts and building entries activate mixed-use streets.



Multifamily residential facing the street.



Single-family residential facing the street without walls.

D. CALIFORNIA AVENUE MIXED-USE CORRIDOR OVERLAY

PURPOSE

California Avenue runs east-west through the Plan Area connecting to Downtown Fresno. The mixed-use corridor overlay is intended to encourage a mix of uses along the bus rapid transit (BRT) corridor. As a transit corridor, it shall be developed with active uses that provide jobs and services; development shall create a pleasant walkable environment so people using transit can easily get from place to place.

USES

The California Avenue Mixed-Use Corridor Overlay includes the following abutting land uses (base zoning):

Corridor/Center Mixed-Use (CMX)

- Urban Neighborhood Residential (RM-2)
- Medium Density Residential (RS-5)
- Medium-low Density Residential (RS-4)
- Public and Institutional (PI)
- Parks and Recreation (PR)

DEVELOPMENT AND DESIGN STANDARDS

- **Residential Building Orientation.** Where new residential uses are built along the corridor, residences shall face the corridor.
- **Walls.** Walls are not permitted within the required front yard setback nor between residential uses and California Avenue.

E. OBJECTIVES FOR SPECIAL CORRIDORS, MAGNET CORES, AND COMPLETE NEIGHBORHOODS

As Southwest Fresno grows and introduces more types of development into the area, regulating its urban form will be an important aspect to ensuring quality development that fosters a vibrant, convenient, safe, and healthy environment. Urban form is the term used to describe the design and character of an urban environment; urban form is governed by development standards in the Citywide Development Code, including standards for building heights, spacing between buildings, whether they face the street or a parking lot, and how many doors and windows they have. Chapter 2, the Vision Chapter, introduced how the Plan Area will be developed around corridors, magnet cores, and complete neighborhoods. The following sections describe the objectives of these areas in more detail. These objectives are conceptual and are not standards or requirements.

The Complete Street Guidelines in Chapter 5 illustrate the necessary streetscape improvements to enhance the public realm of these corridors, magnet cores, and complete neighbor-

hood nodes, including sidewalks, crossings, bicycle facilities, transit, streetscape amenities, and green infrastructure. All public right-of-way guidelines are addressed in Chapter 5.

CORRIDORS

In addition to the Kearney Boulevard Historic Corridor Overlay and the California Boulevard Mixed-Use Overlay, three special corridors were identified as key streets with their own distinct character in the Vision for Southwest Fresno (Chapter 2). They are lined with higher, more concentrated development types and/or have multimodal improvements such as pedestrian, bicycle, and transit facilities. The urban form along these special corridors will be defined by the area's most intensive and tallest developments, especially in areas with mixed-use buildings. Development along these special corridors will be compact to create a dynamic, transit- and pedestrian-friendly atmosphere. Buildings and their main entrances will be oriented towards the street.

Each corridor's objective is described in the following sections; their locations are noted in Figure 4-1.

Each corridor shall be prioritized as a complete street, as described in Chapter 5's Complete Streets Design Guidelines section.



New, high-quality development will have a variety of stores, architectural features, landscaping, and lighting.



Landscaped shopping center parking lot with designated pedestrian sidewalk and lighting.



A mixed-use building with ground-floor retail facing the street, bicycle parking, and upper story balconies encourage pedestrian activity.



An office complex wraps around an open space area and includes amenities such as seating and pedestrian-scaled lighting.

Regional Retail Corridor Objective

The Regional Retail Corridor is located along Whites Bridge Avenue for almost the entire length of the Plan Area, starting five parcels east of Valentine Avenue and ending at Roeding Drive. It is the area with the greatest opportunity to create a regional retail center given its proximity to the Highway 180 and Marks Avenue interchange. Because it will be a regional draw, the Regional Retail Corridor will accommodate regional traffic and be well-signed. Given the anticipated housing and office along the corridor, the uses along the corridor will be developed to provide easy pedestrian access between developments and to the public right-of-way.

Mixed-Use/Jobs Corridor Objective

A Mixed-Use/Jobs Corridor along Elm Avenue running north-south through the Plan Area from Downtown Fresno is intended to encourage a lively mix of uses with an emphasis on employment uses. The Mixed-Use/Jobs Corridor Elm Avenue will benefit from a future BRT line or enhanced transit service connecting Downtown to the southern portion of the Plan Area, and California Avenue BRT along the way, as well as the existing Class II bike lanes along the corridor. Development will create an environment that invites pedestrian activity. In areas where residential uses are in close proximity to commercial uses, development will be designed to be compatible.

Jobs Corridors Objective

A Jobs Corridors is identified as an employment focus area along Jensen Avenue throughout the Plan Area, connecting the heart of Southwest Fresno to Highway 41. These corridors will be Southwest Fresno's employment areas and will be home to office uses, services, and non-industrial employers. Development will include Class I bike paths, as described in Chapter 5's section on Bicycles & Trails, to allow people to bike to work and access commercial services before and after work.

MAGNET CORES

As described in the Vision for Southwest Fresno (Chapter 2), magnet cores are home to high intensity uses that attract other supporting higher intensity uses. There are two magnets within the Plan Area: 1) A Regional Retail Magnet Core is centered between Whites Bridge Avenue and Highway 180; and 2) A Community College Magnet Core is centered on the parcels between Church Avenue, Walnut Avenue, Jensen Avenue, and Martin Luther King Jr. Boulevard focused on a college and associated mix of uses.

Regional Retail Magnet Core Objective

The Regional Retail Magnet Core is envisioned as Southwest Fresno’s regional retail center. Taking advantage of the proximity to the Whites Bridge Avenue exit on Highway 180, this magnet core will not only attract shoppers from Southwest Fresno, but also regional shoppers via Highway 180. It is targeted for the highest concentration of regional retail uses.

Community College Magnet Core Objective

The Community College Magnet Core is envisioned to be a hub of new activity in the area of Southwest Fresno referred to as the “MLK Activity Center.” The community has a preference to see this area become a community college campus with a mix of adjacent uses to support it, including housing and commercial. It could also be a hub for medical facilities or a combination of compatible high-activity magnet uses. This magnet core is envisioned to be similar in character to the Mixed-Use Corridor because of its mix of active land uses and pedestrian environment. The new campus, whether it is educational or medical, will be the heart of this magnet. Like the special corridors, the urban form around this magnet core will be defined by the area’s most intensive and tallest developments. Development will be compact to create a dynamic, transit village atmosphere. Buildings and their entrances will be oriented towards the street or public open spaces and be complemented by a pedestrian-friendly atmosphere.



Shopping center with entryway, pedestrian plaza, lighting, attractive materials, and signage.



A community college campus with central open space linked to pedestrian pathways, academic buildings, and the neighborhood.



A medical campus with landscaping and quality architectural features.

COMPLETE NEIGHBORHOODS OBJECTIVE

Development further away from magnet cores and corridors will consist of lower-intensity complete neighborhoods. These complete neighborhoods will have housing, services, employment, and recreation all within walking distance. Although smaller in scale, development at the heart of each complete neighborhood will still be compact to allow residents to reach commercial services and public facilities in a walkable, pedestrian-friendly environment. Rather than large retail establishments, each neighborhood will have small commercial establishments to provide services to their community.

As Southwest Fresno transitions from its agricultural and industrial roots, residential neighborhoods will be designed in a manner that supports health and wellness. It is essential to develop complete neighborhoods that include an efficient and diverse mix of residential densities, building types, and affordability. The communities will be designed to be healthy, attractive, and centered by schools, parks, and public and commercial services to provide a sense of place and provide as many services as possible within walking distance. At the heart of each neighborhood will be a cluster of commercial uses, parks, and schools located to serve the surrounding residents. These neighborhood nodes located at key intersections will be visible, accessible, and inviting to passersby traveling on foot, bike, bus, or private vehicle (see Figure 4-1).



Neighborhood-serving retail with trees, landscaping, lighting, small public plaza, and pedestrian zones will be in every complete neighborhood node.

F. CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

Urban form impacts how people interact with public spaces, affects their sense of safety and security in the public realm, and encourages or discourages how they get around, among many other behaviors. As Southwest Fresno is developed, streets, parks, and buildings should be designed using the principles of Crime Prevention through Environmental Design (CPTED). CPTED is a crime prevention philosophy based on the theory that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, as well as an improvement in the quality of life. CPTED is a process and a way of thinking about crime. It is not a program or system of ready-made solutions. CPTED emphasizes understanding and changing the physical environment in an effort to reduce crime at particular locations. CPTED is effective because of the concept of “defensible space”. This concept suggests that all space in the human environment is defensible; a guardian can take responsibility for the space and take action to defend it from non-legitimate, criminal, or unintended use. To help defend a location, there are four overlapping CPTED strategies that need to be employed: 1) Natural Surveillance, 2) Territorial Reinforcement, 3) Access Control, and 4) Maintenance. The Citywide Development Code enforces each of these strategies.



Houses looking over a neighborhood park and pedestrian crossings put more eyes on the public realm.

NATURAL SURVEILLANCE

Design buildings and open space so they are in view of residents, workers, shoppers, and passersby. Putting more eyes on the street provides natural surveillance. Place physical features, activities, and people in locations that maximize the ability to see what is occurring in a given space. Properly trim and maintain landscaping to allow for visibility. Scale lighting for the pedestrian environment. Site new fire and police stations adjacent to parks, trails, and schools.

TERRITORIAL REINFORCEMENT

Design spaces that clearly define boundaries and ownership. Define as public, private, or semi-public/semi-private. Install low decorative fencing around the semi-private outdoor patio of a business. Install proper signage that communicates the ownership of a space and the rules of its use.

ACCESS CONTROL

Design physical controls to limit physical movement to and from a space; use strategic placement of entrances, exits, fencing, landscaping, locks, and other barriers. Design well-marked pedestrian pathways through parking lots to give direction to its users, and create a safer path of travel by alerting drivers to pedestrian zones. Place bollards near the entrance of a park to prevent vehicle entry but allow pedestrian entry.

MAINTENANCE

Ensure the upkeep of an area or building over time to demonstrate that someone cares about a space, is watching, and will defend the property against crime.



Housing overlooking a neighborhood park can provide natural surveillance.



Outdoor dining, clear pedestrian zone, and well-kept sidewalk signal that this area is looked after.



Pedestrian pathways through parking areas help people feel safer walking to destinations.



5 TRANSPORTATION

A. INTRODUCTION

Since Southwest Fresno has a relatively low level of development, there is significant opportunity for future transportation improvements. Currently, Southwest Fresno's patchwork pattern of development, with residential neighborhoods separated by vacant or agricultural lands, has created a sporadic street infrastructure network. This has led to disconnected neighborhoods in the Plan Area and transportation inefficiencies. To increase mobility within the Southwest Fresno Specific Plan Area (Plan Area), transportation improvements for various modes of travel are critical to improve the convenience and facilitation of how people travel within and beyond Southwest Fresno. Improvements to the transportation network will not only help bring existing Southwest Fresno neighborhoods up to par with the rest of the city, but will also serve future anticipated development and residents in Southwest Fresno.

This chapter describes proposed improvements to the transportation network in Southwest Fresno to support all modes of travel, including transit, active forms of transportation like walking and biking, automobile, and goods movement. Considering all modes of travel for Southwest Fresno will enable a comprehensive and balanced network of streets that thoughtfully considers traffic congestion, greenhouse gas emissions, and the abilities of all users of the transportation network.

The Chapter is organized into the following sections:

- A. Introduction**
- B. Transportation Improvements**
- C. Complete Streets Design Guidelines**
- D. Goals and Policies**



B. TRANSPORTATION IMPROVEMENTS

This section describes the existing, planned, and recommended improvements to the transportation network in Southwest Fresno. Planned improvements are referenced from completed plans, including the Fresno General Plan (General Plan), the Fresno Active Transportation Plan (ATP), and the Highway 41 + North Corridor Complete Streets Plan.

PEDESTRIAN

The Plan Area has inconsistent sidewalks; they are most notably absent in undeveloped areas and on streets that transition between the City of Fresno and the unincorporated County (see Figure 5-1). Inconsistent sidewalks can limit neighborhood access and walkability. The Fresno ATP identifies one



Existing sidewalk with street trees.



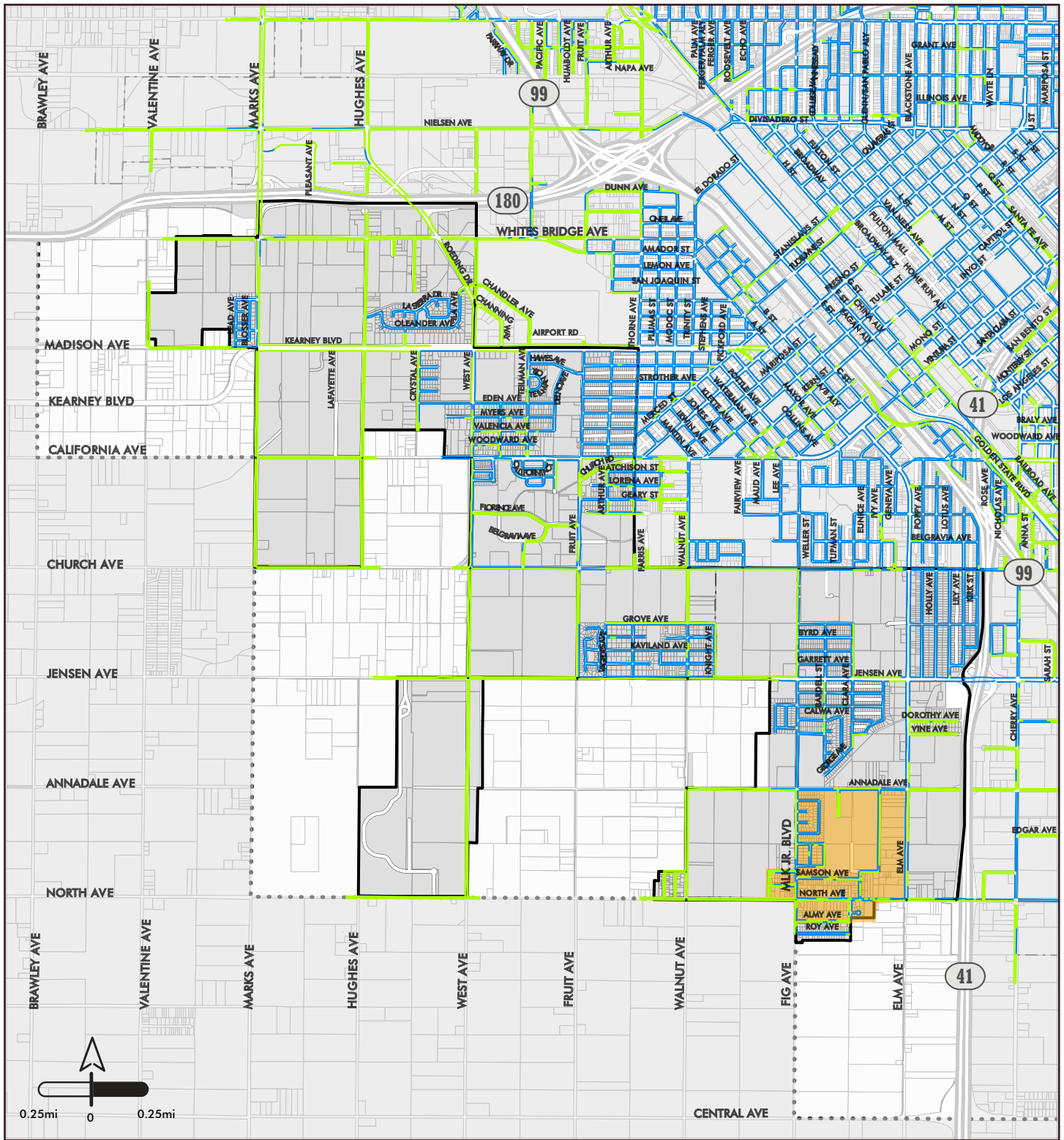
Inconsistent sidewalks in a Southwest Fresno neighborhood.

“underserved neighborhood” within the Plan Area that lacks sidewalks (see Figure 5-1). Since this area is considered a “high priority area,” the City should prioritize implementing sidewalk infrastructure and improvements in these neighborhoods to improve pedestrian travel.

The Fresno ATP also prioritizes sidewalk improvements on arterials and collectors with land uses and socioeconomic characteristics that generate higher pedestrian travel demand. Currently, there is a lack of sidewalks along the Plan’s proposed major corridors (Whites Bridge Avenue, California Avenue west of West Avenue, and Jensen Avenue), notably in areas that are undeveloped. As development occurs in areas around corridors, and within magnet cores and complete neighborhoods, continuous and wide sidewalks should be implemented accordingly to provide pedestrian access and create a pedestrian-friendly environment. These improvements are described in detail in the next section (Complete Streets Design Guidelines). Lesser pedestrian improvements (i.e. standard sidewalks) should be provided on other roadways between magnet cores and along routes with less pedestrian demand.

The recently completed Highway 41 + North Corridor Complete Streets Plan proposes several pedestrian improvements in the Plan Area’s underserved neighborhood identified in the Fresno ATP, including:

- High-visibility crosswalks at Martin Luther King Jr. Boulevard, South Clara Avenue (recently installed), and South Elm Avenue along North Avenue
- A pedestrian activated signal (i.e., pedestrian hybrid beacon) at the intersection of North and South Clara Avenues
- A temporary asphalt sidewalk on the south side of North Avenue between Martin Luther King Jr. Boulevard and South Elm Avenue
- A completed sidewalk network, particularly on North Avenue, South Clara Avenue, Martin Luther King Jr. Boulevard, South Ivy Avenue, and East Annadale Avenue



Source: City of Fresno; 2017 Fresno Active Transportation Plan

FIGURE 5-1 Existing and Planned Sidewalk Network

- Plan Area
- Existing Sidewalk
- Underserved Neighborhood/
Priority Pedestrian Area within
Plan Area
- Sphere of Influence
- Missing Sidewalk
- City Limit

In addition to sidewalk infrastructure, measures that improve the walking experience and address pedestrian accessibility and walkability should be encouraged throughout the Plan Area. These improvements may include, but are not limited to: high-visibility crosswalks, curb bulbouts, trees, and landscaping to provide shade and buffer between sidewalks and higher speed traffic, rectangular rapid flashing beacons (RRFBs), and pedestrian hybrid beacons (PHBs), where applicable (such as at uncontrolled crosswalks between signalized intersections in high pedestrian activity areas). These types of improvements are particularly important near schools, parks, and shopping areas, within magnet cores, along transit corridors, and on the high intensity corridors where pedestrian activity is greatest. In these areas, traffic calming measures should be implemented to reduce travel speeds, which will reduce collision frequency and severity. These are discussed further in the Complete Streets Design Guidelines section later in this chapter.



Existing Class II bike lane in Southwest Fresno.



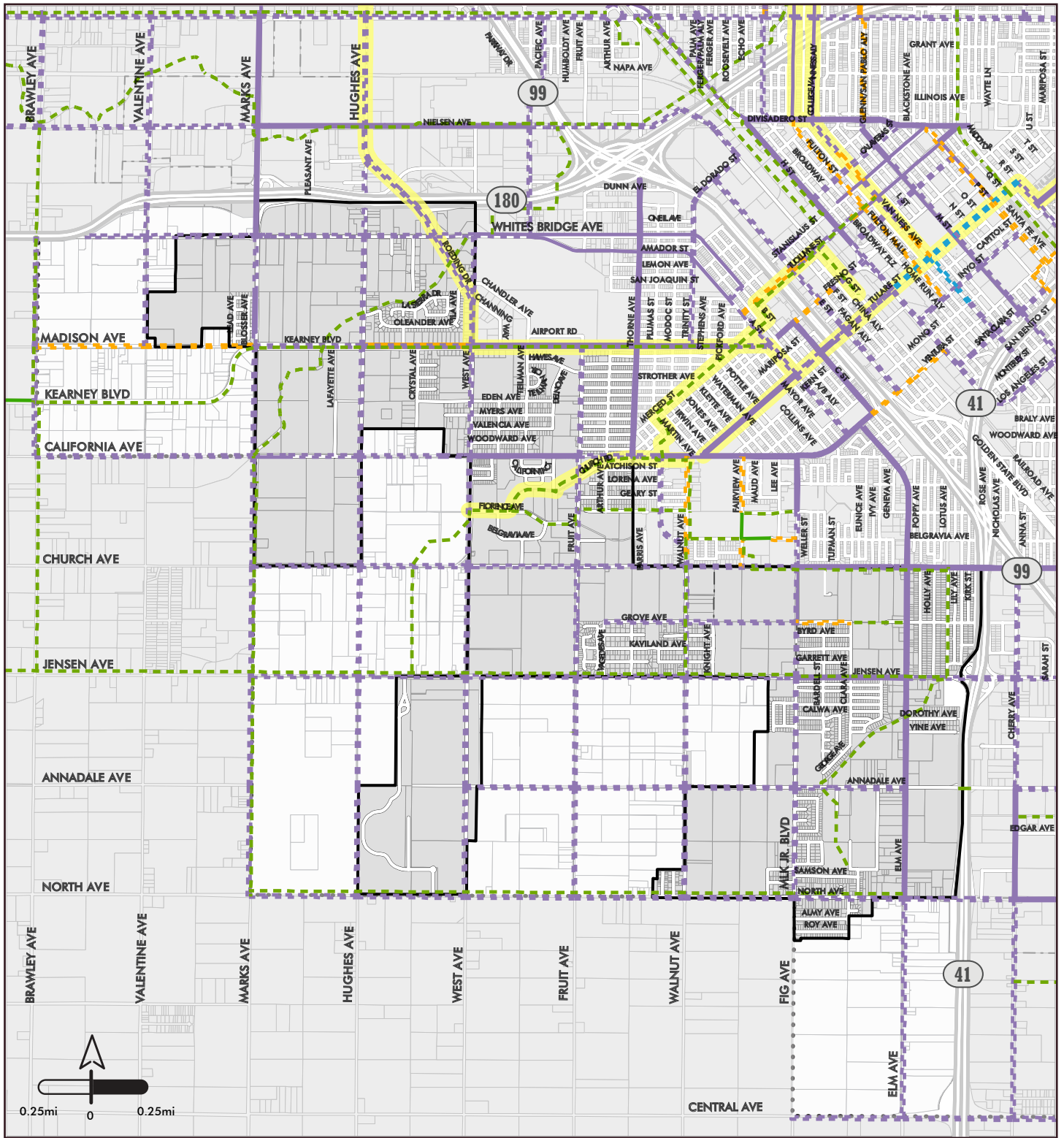
Jogger using a frontage road as a running trail along Kearney Boulevard.

BICYCLE AND TRAILS

The Plan Area has a very limited bicycle and trail network, which in turn does not support bicycling as an alternative to vehicle travel. There are a few bike lanes in the east-west direction, but they run in short segments and are often discontinuous. The Plan Area has one continuous bike lane along Elm Avenue, which connects to the bicycle network in Downtown Fresno. “Trails” as described within this Plan refer to Class I bike paths, which are multi-use pathways separated from vehicle traffic and shared between bicyclists and pedestrians. Currently, there are no existing trails within the Plan Area; just outside of the Plan Area, there is an existing trail along Kearney Boulevard west of Brawley Avenue to Kearney Park.

The Fresno ATP, which incorporates recommendations from the General Plan, recommends a bikeway system that is primarily comprised of Class II bike lanes and follows the natural grid network of arterial and collector streets within the Plan Area (see Figure 5-2). Descriptions of the different classes of bikeways can be found on page 5-24 in the Complete Streets Design Guidelines section. The provision of Class II bike lanes on every arterial within the Plan Area would create a well-connected bicycle network and provide continuous travel through complete neighborhoods, within magnet cores, and along corridors. Bicycle facilities should be prioritized along corridors and other streets that provide connections to high intensity activity areas. The Fresno ATP also indicates that planned Class II bike lanes could be considered for Class IV treatment during the project development phases. The ongoing Fresno Council of Governments’ Separated Bikeway Feasibility Study may identify additional corridors for Class IV implementation.

The recently completed Highway 41 + North Corridor Complete Streets Plan proposes buffered bike lanes on either side of the street along North Avenue, focused between Martin Luther King Jr. Boulevard and Elm Avenue (see Figure 5-3 taken from the Highway 41 + North Complete Streets Corridor Plan). Planned future right-of-way (ROW) expansion can also accommodate this improvement when the existing roadway is widened. The City is preparing an official plan line for North



Sources: City of Fresno; 2017 Fresno Active Transportation Plan; Fresno General Plan Figure MT-2 Path and Trails (2017)

FIGURE 5-2 Existing and Planned Bicycle and Trail Network



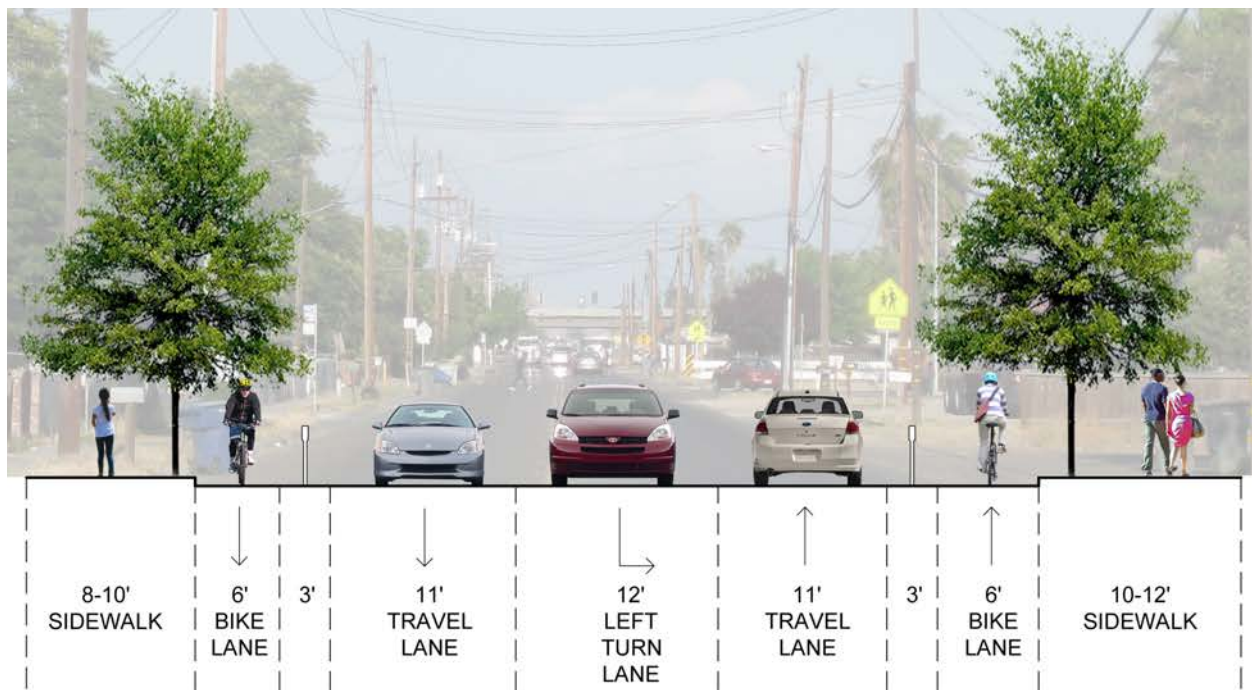
Avenue to establish the long-term ROW, which will determine which existing property lines will require assessment for potential parcel acquisition. Figure 5-3 shows planned long-term improvements for North Avenue, which includes buffered bike lanes on both sides of the street, no on-street parking, two travel lanes, a center two-way left-turn lane, and a wide sidewalk on the south side of the North Avenue. This improvement was reflected in the Fresno ATP, designating North Avenue as a Class II facility.

The proposed Class I bike paths/multi-use trails in Figure 5-2 were identified in the Fresno ATP and recently amended General Plan Path and Trails Map. These separated bikeways provide more attractive facilities for the greater population, and are particularly beneficial along major corridors and connecting magnet cores where traffic volume is anticipated to be greatest. Proposed Class I trails in the Plan Area are included along arterials, such as Marks, Church, Jensen, and North Avenues, as well as pathways along irrigation canals that travel in a diagonal direction across the Plan Area. The canal pathways provide a more scenic and low-traffic option for travel. Trails along the canals connect to the east-west and north-south trails

system to provide continuity and access to major destinations. For the trail along Jensen Avenue (the Jobs Corridor), it is recommended that the location of the separated pathway not conflict with proposed office development, associated office service activities (e.g., loading and unloading), and high intensity traffic. For example and if appropriate, the separated pathway could be a parallel pathway on private office development.

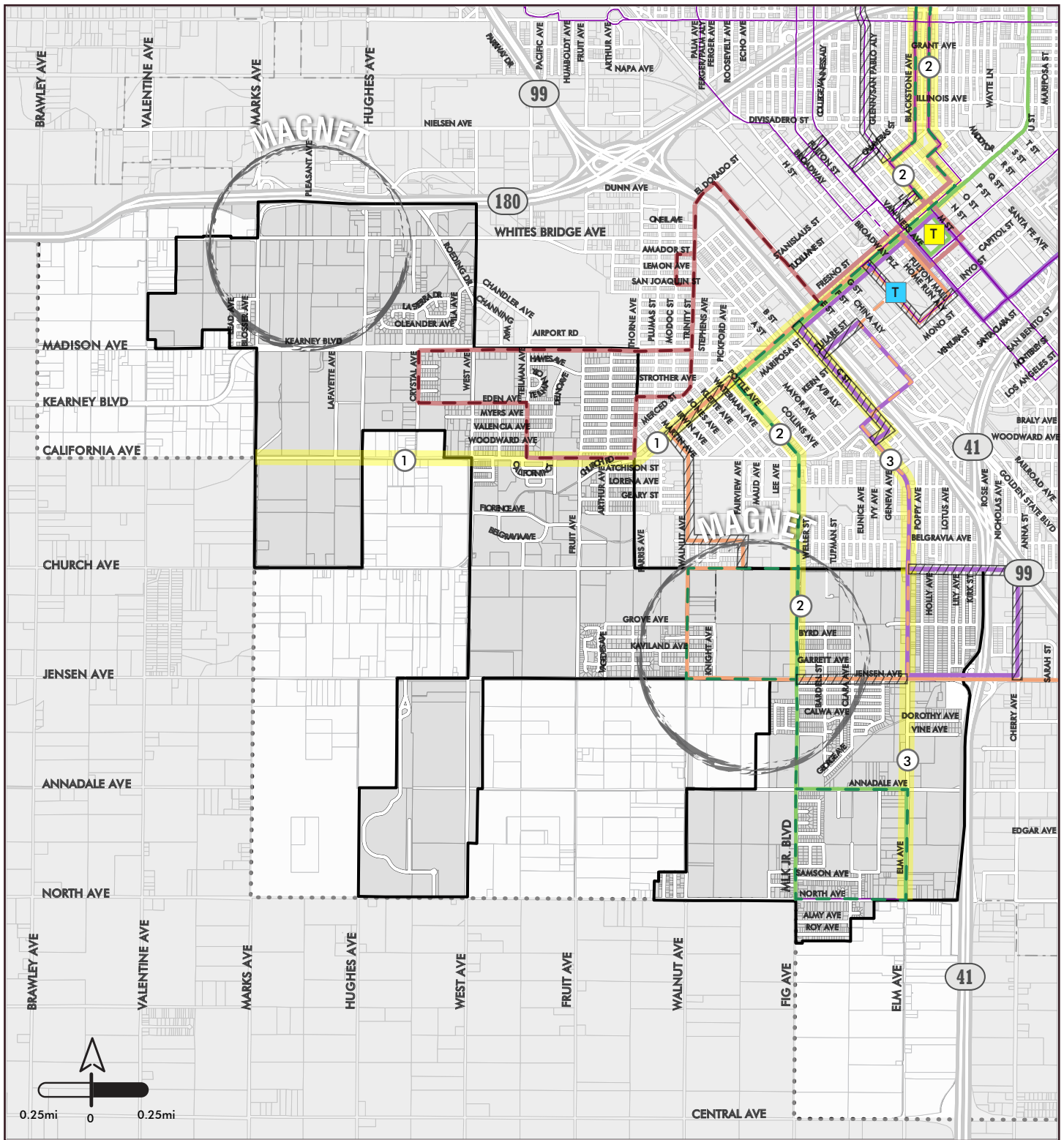
TRANSIT

Due to the Plan Area’s limited development, not all of the Plan Area is served by fixed route Fresno Area Express (FAX) bus transit. Existing transit lines are focused around existing residential neighborhoods and provide connections to Downtown (see Figure 5-4). However, there are a few residential neighborhoods that are not within walking distance of a transit line such as the neighborhood west of Marks Avenue and north Kearney Boulevard, as well as the neighborhood north of North Avenue and west of Walnut Avenue. It should also be noted that the current FAX service does not provide access to the Plan Area’s regional park, the Regional Sports Complex.



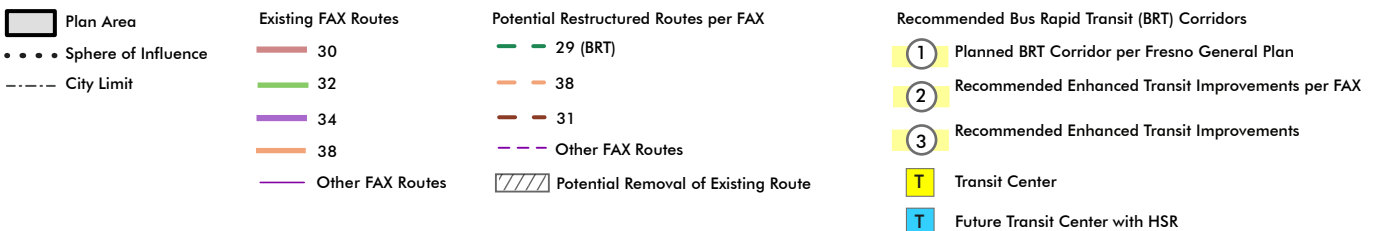
Source: 2016 Highway 41 + North Corridor Complete Streets Plan

FIGURE 5-3 North Avenue Long-term Alternative Cross Section: Class II Buffered Bike Lanes



Sources: City of Fresno; Fresno Area Express (FAX); 2015 FAX Final Service Plan Layout

FIGURE 5-4 Existing and Potential Transit Routes



The General Plan states that Bus Rapid Transit (BRT) is envisioned on California Avenue connecting Southwest Fresno with Downtown as part of the second phase of BRT implementation. As the Plan Area becomes more developed, the Plan recommends that in addition to California Avenue (the Mixed-Use Corridor), transit service should be prioritized on the other proposed high intensity corridors, which include Whites Bridge Avenue, Church Avenue, and Elm Avenue, in order to provide better access between existing and new residential areas to employment, retail, and commercial uses. The Plan recommends that enhanced transit services also be implemented along Elm Avenue to provide an improved connection for commuters between Elm Avenue's anticipated office uses to and from Downtown, the FAX bus terminal, and the High-Speed Rail (HSR) station.

Transit routes should also be considered on connecting streets between the major corridors and activity centers such as supermarkets, commercial areas, and employment areas. Additional transit routes would need to be provided and connect to magnet cores and Downtown. There could be potential for a local transit circulator connecting areas of higher density within Southwest Fresno, in addition to the existing transit service that connects Southwest Fresno's magnet cores with Downtown Fresno. There could be a potential transit center linking multiple transit routes at one or more of the magnet cores.



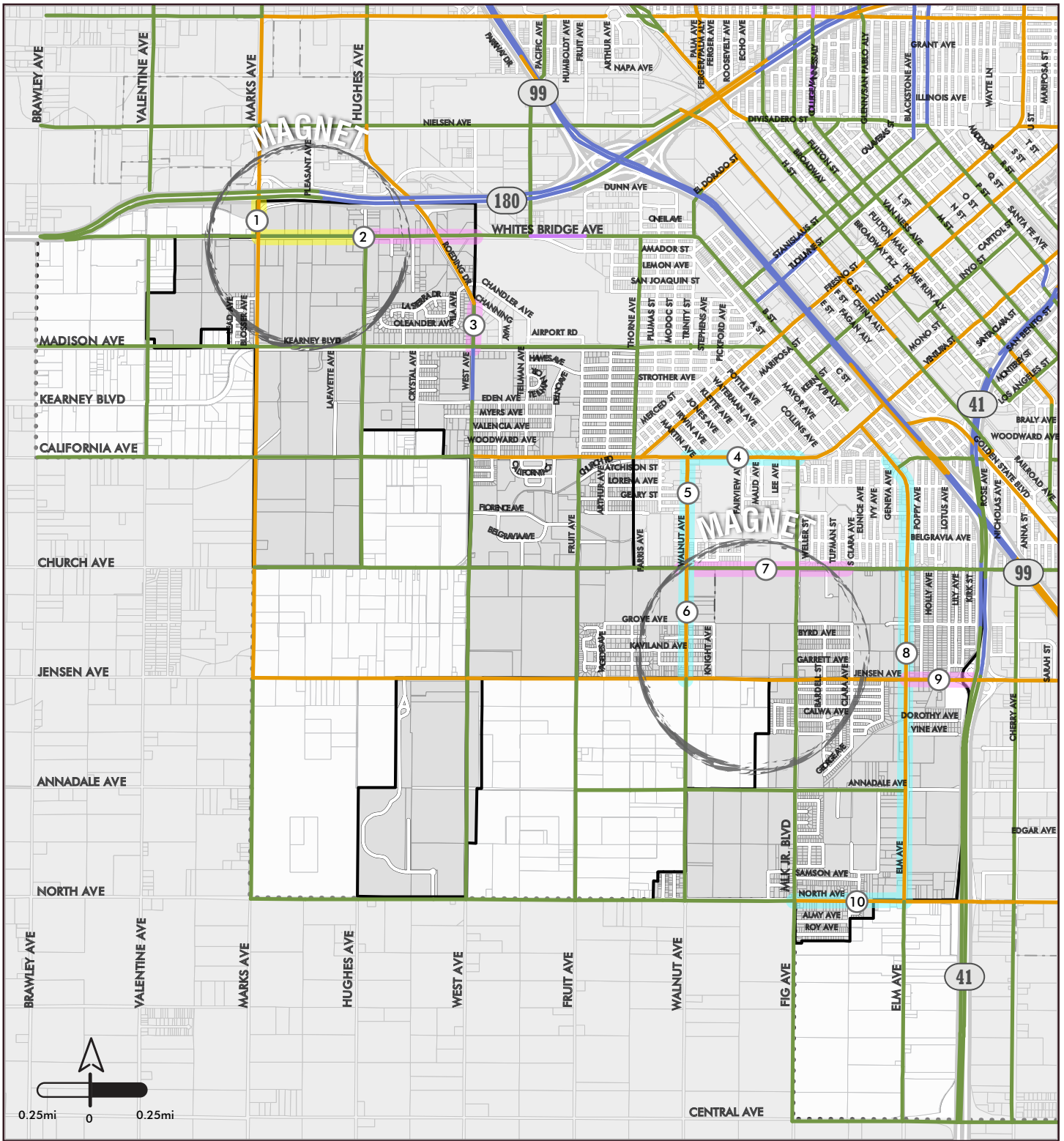
FAX transit stop with basic amenities in Southwest Fresno.

Additional service locations are established through a public process as defined by the Federal Transportation Administration under Title VI. FAX will undergo this type of planning effort in fall of 2017 to restructure routes, extend night service, and extend weekend service with the intention of adding more neighborhood-based services in areas west of Highway 99, including Southwest Fresno. FAX recently prepared a potential restructured service plan layout for better enhanced and more reliable service. Figure 5-4 shows FAX's potential routes compared to existing FAX service, which includes new BRT service along Martin Luther King Jr. Boulevard from Jensen Avenue to the northern boundary of the Plan Area. This BRT line would serve the MLK Activity Center to its west. The Plan proposes to maintain FAX service along C and Santa Clara Streets so that the recommended enhanced transit service along Elm Avenue can continue south connecting to Downtown. As the Plan Area develops, regular and rapid transit routes within Southwest Fresno should be routinely evaluated to consider whether any routes should be rerouted and/or expanded to link existing and new residential areas to existing and new commercial, employment, parks, and public facility uses.

VEHICLES

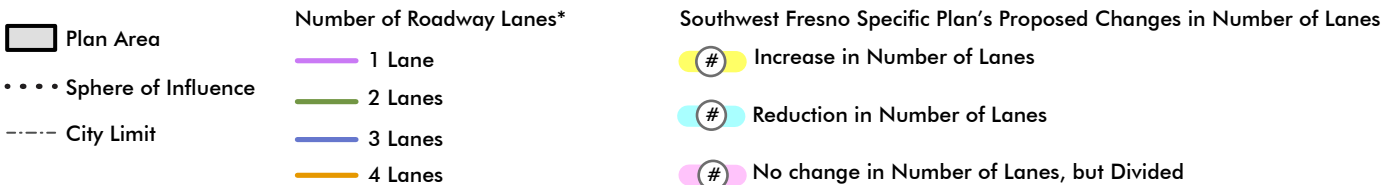
Southwest Fresno's existing low traffic volumes allow more opportunities for streets to accommodate additional traffic from future development within the current roadway ROW. There is also opportunity to potentially repurpose additional roadway ROW from existing streets, especially in undeveloped areas, to provide bicycle, pedestrian, and transit facilities.

The General Plan proposed several roadway widenings to the Plan Area's existing roadway network and the completed Highway 41 + North Corridor Complete Streets Plan also proposes roadway modifications for North Avenue from Martin Luther King Jr. Boulevard to Elm Avenue to have two travel lanes with a center turning lane. These planned roadway improvements are reflected in Figure 5-5. Based on the Fresno General Plan Master Environmental Impact Report (GP MEIR) and the Highway



Sources: City of Fresno; Fresno General Plan

FIGURE 5-5 Planned Number of Roadway Lanes



*Based on figures in Appendix H-7 of the Fresno General Plan MEIR (2014).

41 + North Corridor Complete Streets Plan, the following roadways within the Plan Area were to be widened to four lanes:

- California Avenue: Fruit Avenue to Martin Luther King Jr. Boulevard
- Jensen Avenue: Marks Avenue to Martin Luther King Jr. Boulevard
- North Avenue: Elm Avenue to SR 41
- Marks Avenue: Whites Bridge Avenue to Jensen Avenue
- Roeding Drive: Whites Bridge Avenue to Kearney Boulevard
- Walnut Avenue: California Avenue to Jensen Avenue

The Plan recommends additional or alternative improvements to the GP MEIR's planned roadway improvements to accommodate the Plan's proposed development patterns and capacity. Table 5-1 and Figure 5-5 shows the Plan's recommendations to key streets within the Plan Area, which are also described below. Note that proposed improvement numbers 4, 5, and partially 8 are located outside the Plan Area and are recommended to provide continuity with roadways in the Plan Area. These recommendations could be incorporated as future amendments to the General Plan and Downtown Neighborhoods Community Plan (DNCP).

- 1. Marks Avenue: SR 180 to Whites Bridge Avenue.** Northbound Marks Avenue already provides sufficient capacity (2 through lanes; 2 lanes onto SR 180 eastbound on-ramp). Southbound Marks Avenue may need an additional travel lane to serve future traffic demand.
- 2. Whites Bridge Avenue: Marks Avenue to Roeding Drive.** Four lanes are necessary to serve the planned Regional Retail Magnet Core between Marks and Hughes Avenues.
- 3. Roeding Drive/West Avenue: Whites Bridge Avenue to Kearney Boulevard.** Maintaining the existing 2-lane cross-section from Whites Bridge Avenue south to Kearney Boulevard would sufficiently serve traffic demand near Chandler Airport.

4. California Avenue: Walnut Avenue to Martin Luther King Jr. Boulevard. Traffic demand can be adequately served with the existing 2 lanes plus TWLTL (Two Way Left Turn Lane) cross-section. Widening to 4 lanes, as identified in the General Plan MEIR, would likely require right-of-way (ROW) acquisition.

5. Walnut Avenue: California Avenue to Church Avenue. Future traffic demand is at the upper end of the capacity for a 2-lane roadway, which indicates that a TWLTL or widening to 4 lanes may be necessary to provide sufficient capacity. However, right-of-way constraints between California Avenue and Church Avenue may preclude widening to provide a TWLTL or additional through lanes (i.e., widen to a 4-lane roadway). The General Plan MEIR identified 4 lanes along the Plumas Street alignment, curving back to Walnut Avenue just north of Church Avenue. This curve has since been removed through the DNCP (Downtown Neighborhoods Community Plan) which amended the General Plan.

6. Walnut Avenue: Church Avenue to Jensen Avenue. Traffic demand can be adequately served with 2 lanes plus TWLTL. Four lanes identified in General Plan MEIR are not necessary to serve traffic demand and would be challenging to implement between Grove Avenue and Jensen Avenue through existing neighborhood without further ROW acquisition.

7. Church Avenue: Walnut Avenue to Clara Avenue. Traffic demand is expected to be greater on Church Avenue compared to the General Plan MEIR with the addition of the proposed magnet core in the quarter-section bounded by Church Avenue, Martin Luther King Jr. Boulevard, Jensen Avenue, and Knight Avenue. Traffic demand on this segment indicates that four lanes would be necessary to avoid over-capacity conditions. However, this segment of Church Avenue would serve a Community College, Neighborhood

TABLE 5-1 Summary of Changes in Number of Lanes from Fresno GP MEIR

ID	ROADWAY	SEGMENT	NUMBER OF LANES	
			GP MEIR ¹	PROPOSED SWFSP ²
1	MARKS AVE.	SR 180 to Whites Bridge Ave.	4	6 Divided
2	WHITES BRIDGE AVE.	Marks Ave. to Roeding Dr.	2	4 Divided – Marks to Hughes 2 Divided – Hughes to Roeding
3	WEST AVE.	Channing Ave. to Kearney Blvd.	2	2 Divided – Whites Bridge to Kearney
4	CALIFORNIA AVE.	Walnut Ave. to MLK Jr. Blvd.	4	2 + TWLTL (Two Way Left Turn Lane)
5	WALNUT AVE.	California Ave. to Church Ave.	4	2 Undivided
6	WALNUT AVE.	Church Ave. to Jensen Ave.	4	2 + TWLTL
7	CHURCH AVE.	Walnut Ave. to Clara Ave.	2	2 + TWLTL
8	ELM AVE.	California Ave. to North Ave.	4	2 Divided
9	JENSEN AVE.	Elm Ave. to SR 41	4	4 Divided

Notes: ¹Based on figures in Appendix H-7 of the Fresno General Plan MEIR (2014). The General Plan MEIR did not indicate whether roadways would have a raised median, two-way left-turn lane (TWLTL), or be undivided. ²Proposed changes for the Plan are based on traffic analysis for the Plan's PEIR. Additional detailed notes are provided below. ³Although the Fresno MEIR shows this segment as 4 lanes, the more recent 41 + North Corridor Complete Streets Plan proposed this segment to have 2 lanes + TWLTL or Median instead.
 TWLTL = two-way left-turn lane
 Divided = raised median or TWLTL used to separate opposing travel directions; decision to install raised median or TWLTL should be determined based on surrounding land uses, demand for access, or need for access control.
 Undivided = no raised median or TWLTL separating opposing travel directions.

Mixed-Use, Community Commercial, and Medium-density Residential uses in the proposed MLK Activity Center Magnet Core, in addition to Gaston Middle School a short distance away. Given the nature of these uses, providing wide sidewalks, attractive bikeways, and transit facilities along this corridor in accordance with the Complete Streets Design Guidelines and policies in the Plan will encourage non-vehicular travel for this pedestrian activity center. Furthermore, the Fresno ATP shows that a Class I bike path is planned along this segment of Church Avenue to further support walking and biking. As such, it is justified for the City to accept a lower LOS for this corridor

and provide fewer travel lanes for vehicular traffic to maintain and prioritize pedestrian, bicycle, and transit modes. Improvements to Church Avenue should consider:

- Available right-of-way/curb-to-curb width for existing built-up areas
- Plans for multimodal facilities, such as bikeways, sidewalks, etc.
- Need for on-street parking to serve fronting development
- Driveway frequency and access demand (i.e., higher demand/more frequent driveways to access fronting development would make TWLTL more necessary)

8. Elm Avenue: California Avenue to North Avenue. Two lanes are sufficient to serve future traffic demand. The existing 4-lane cross-section could be repurposed to provide a more multimodal corridor, including the following possible options:

- Enhanced streetscape with wider sidewalks
- Enhanced bikeways (i.e., cycle track or buffered bike lane)
- Increased on-street parking
- Transit-only lanes to support future bus rapid transit (BRT)

These improvements would support the Corridor/Center Mixed-Use and Neighborhood Mixed-Use land use designations along the Elm Avenue corridor.

9. Jensen Avenue: Elm Avenue to SR 41.

Traffic demand on this segment indicates that six lanes would be necessary to serve traffic demand traveling to/from SR 41 at LOS D or better. However, right-of-way constraints, on-street parking demand, and balancing the mobility needs with the City's focus on supporting walking, biking, and transit to create a multimodal network would make widening to six lanes infeasible. Therefore, the Plan maintains the existing four-lane configuration.

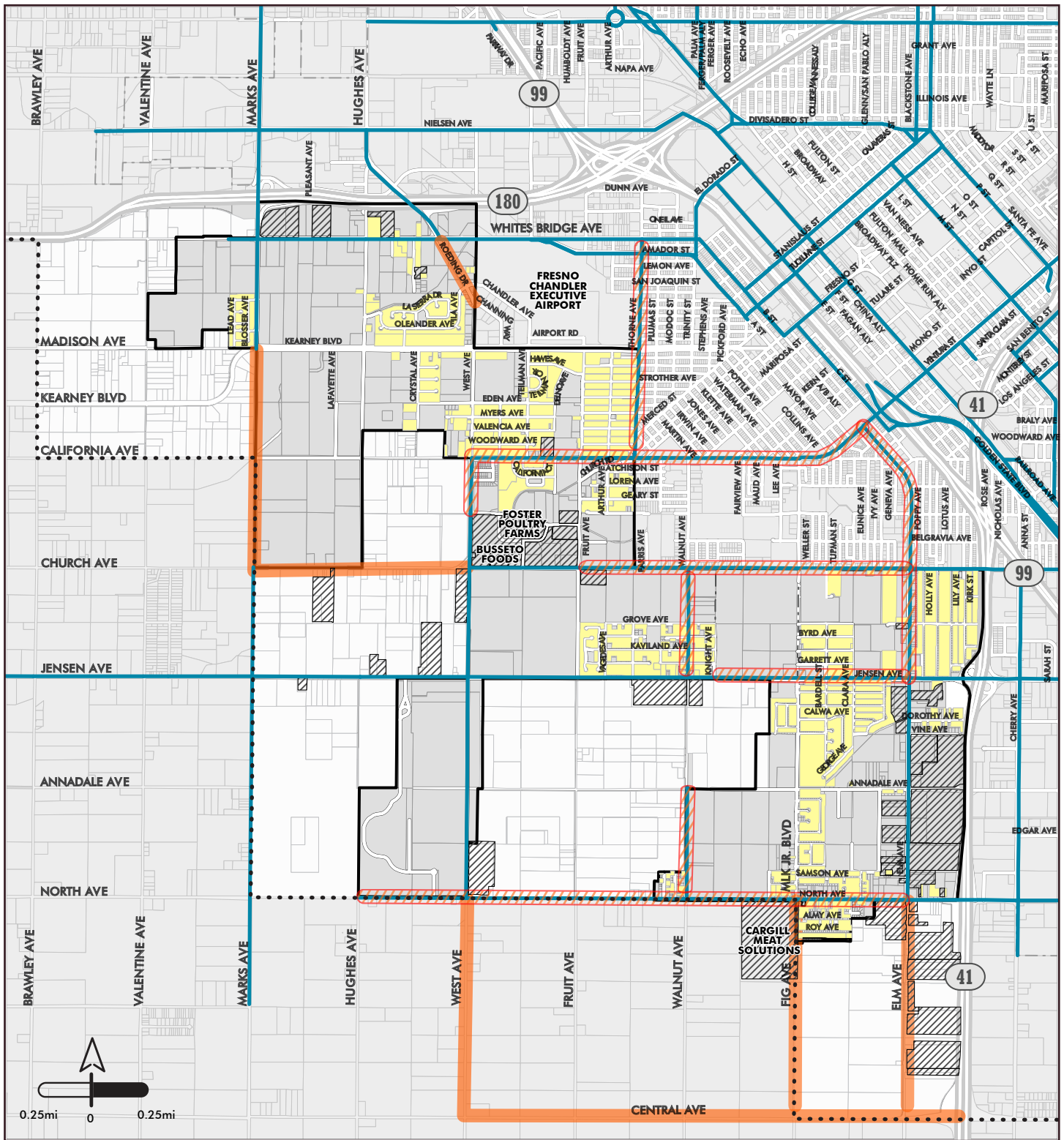
10. North Avenue: Martin Luther King Jr. Boulevard to Elm Avenue. The 41+North Corridor Complete Streets Plan changed the plan for North Avenue from a 4-lane divided roadway (in the General Plan MEIR) to a 2-lane with a TWLTL configuration. Our initial traffic analysis shows that the 2-lane with TWLTL configuration is at the upper end of the capacity for this configuration. However, due to right-of-way constraints, the Plan is proposing this scaled-down configuration.

TRUCKS

With the significant amount of industrial uses situated within Southwest Fresno, multiple truck routes pass directly through existing residential areas. The frequent truck traffic reduces comfort levels for residents, especially for pedestrians and bicyclists who share the roadway with truck drivers. Figure 5-6 shows a map of existing truck routes that pass through the Plan Area and the existing industrial uses within the Plan Area and Sphere of Influence (SOI) that these routes serve. Existing residential areas are also shown on the map to highlight the proximity of truck traffic to many existing residential neighborhoods in Southwest Fresno. Existing truck routes are located along city and county streets.

The Plan recommends the rerouting of existing truck routes that pass through large swaths of existing residential neighborhoods. These eliminated routes should be rerouted to street segments that do not or minimally intersect existing residential areas, while still providing access and service to existing industrial businesses. Recommended truck reroutes are shown in Figure 5-6 and include the following:

- The truck route on California Avenue should be eliminated to avoid existing residential areas and to provide a more pedestrian-, bicycle-, and transit-friendly environment along the Mixed-Use Corridor.
- The truck route on North Avenue should be eliminated to avoid existing residential areas. Trucks should be rerouted from Highway 41 to Central, West, and Fig Avenues. This reroute is consistent with the recommendation from the recently completed Highway 41 + North Corridor Complete Streets Plan.
- A new or rerouted truck route along Marks Avenue should be considered to provide a direct connection from State Route 180 to existing industrial uses connecting to a new extended truck route along Church Avenue; the GP MEIR plans to widen Marks Avenue to have four lanes of travel.



Source: City of Fresno

FIGURE 5-6 Existing, Planned, and Recommended Truck Routes

- Plan Area
- Existing Industrial Land Uses Served by Truck Routes in Southwest Fresno
- Existing Residential Land Use in Plan Area
- Sphere of Influence
- City Limit
- Existing Truck Route
- Recommended Elimination of Existing Truck Route
- Recommended New Truck Route

- The truck routes along Jensen Avenue between Knight and Elm Avenues and along Church Avenue between Fruit and Elm Avenues should be eliminated to avoid passing through multiple residential neighborhoods and schools. The parallel truck route along Central Avenues should be used as an alternative. Jensen and Church Avenues east of Elm Avenue should remain truck routes so that trucks can access Highway 41 and the industrial areas in the “reverse triangle” between Highways 41 and 99. Jensen Avenue west of Knight Avenue should remain a truck route to service existing industrial and future office uses south of Jensen Avenue.
- The existing truck route along Elm Avenue north of Jensen Avenue to Ventura Street should be eliminated to avoid passing through residential neighborhoods. Highway 41 and the parallel truck route along Cherry Avenue should be used as an alternative to access industrial areas in the “Reverse Triangle” and industrial uses in Downtown. The existing truck route south of Jensen Avenue should remain to service existing industrial uses along Elm Avenue south of Jensen Avenue.
- The existing truck route along Elm Avenue should be extended south to Central Avenue to serve existing industrial uses and provide better connectivity between Elm Avenue and the recommended Central Avenue truck route.
- A new truck route along Roeding Drive from Whites Bridge Avenue to Channing Way should be considered to provide truck service access to the Fresno Chandler Executive Airport. The GP MEIR plans to widen Roeding Drive to have four lanes of travel. Establishment of this truck route is necessary for Fresno Chandler Executive Airport and the surrounding businesses.
- North-south truck routes that connect to recommended eliminated truck routes, such as Thorne Avenue, Walnut Avenue, and West Avenue from California Avenue to Florence Avenue, should also be eliminated.

The recommended rerouting of truck traffic should be thoroughly discussed between existing industrial business stakeholders, existing residents, potentially affected agencies such as County of Fresno and Caltrans, and the City’s traffic engineers. The recommended streets that would accommodate new truck traffic should be evaluated to determine whether the roadway’s current pavement condition can withstand truck traffic over time and whether the roadway’s width can accommodate truck movement.

If it is determined that new truck routes cannot accommodate these factors, the City should prioritize the recommended street(s) for the needed improvements or should determine sufficient alternative routes that are agreeable among existing residents, industrial stakeholders, and agency stakeholders. Since this Plan proposes to eliminate some existing truck routes, the City should reconsider any future planned truck routes that extend or connect to these eliminated truck routes.



Truck traffic through Southwest Fresno.

C. COMPLETE STREETS DESIGN GUIDELINES

The following Complete Streets Design Guidelines aim to create a high-quality pedestrian and bicycle environment while accommodating vehicle access needs. They provide direction for the envisioned character of streets. Implementation of these Complete Streets Design Guidelines should be prioritized along streets within magnet cores

and complete neighborhoods, and along special corridors specified in Chapter 2, Vision, and Chapter 4, Development Regulations: (1) Regional Retail Corridor, (2) Mixed-Use Corridor, (3) Jobs Corridor, and (4) Mixed-Use/Jobs Corridor. Streets other than these should have a lower priority for complete streets implementation. These guidelines may be implemented differently along streets, due to varying street dimensions, adjacent land use, and modal priorities. For example, if a corridor is planned for BRT, complete streets improvements should focus on transit mobility and pedestrian access; on the other hand, if a corridor will act as a key bicycle route, complete streets improvements should prioritize bicycle facilities. The guidelines are compatible with the streetscape enhancement standards contained in the Citywide Development Code. All improvements will need to be reviewed and approved by City of Fresno Public Works.

They are categorized into the following categories:

- Pedestrian
- Streetscape Amenities
- Green Infrastructure
- Bicycle
- Transit



Sidewalk with street trees in curb zone.



Street with Class II bicycle facilities and a high-visibility crosswalk.



Bulbout with streetscape amenities and furnishings.

PEDESTRIAN

Sidewalks

Wherever possible, existing sidewalks should be widened through a public easement for pedestrian purposes on the adjacent private property to accommodate a thoroughway for pedestrian traffic along with a curb and a building frontage, as illustrated in Figure 5-7. This should be accommodated as vacant parcels are developed and existing buildings are redeveloped; buildings should be set back from the back of walk to accommodate the following areas, with widths consistent with City standards. The creation of a public easement for pedestrian purposes would only occur if the land was available and would not result in a taking by the City or loss of viable property.

- **Thoroughway.** Maintain pedestrian thoroughways that are completely clear of obstructions (e.g., tree grates, planters, light poles, etc.) and meet all applicable Americans with Disabilities Act (ADA) regulations. Relocate utility boxes out of pedestrian thoroughways, where feasible. For new sidewalks adjacent to residential-only projects, provide a wider thoroughway adjacent to the private parcel since a building frontage area is not necessary for residential-only frontage types.

- **Curb.** Place street furniture, including light poles, benches, and trash receptacles, in the area adjacent to the curb. Landscape strips are also appropriate in this area. Widths of landscape strips should be consistent with City standards.
- **Building Frontages.** In areas with mixed-use development, improve facades of adjacent commercial buildings with awnings and other pedestrian-scale enhancements. New commercial development should be built close to the property line, with setbacks for wider thoroughways and building frontages. Building frontages can accommodate sidewalk cafés, store entrances, retail displays, and/or landscaping. They are not needed on low-density, residential streets. Acquire public access easements on private property to expand sidewalks and useable pedestrian areas and/or add street trees and landscaping for common open space.

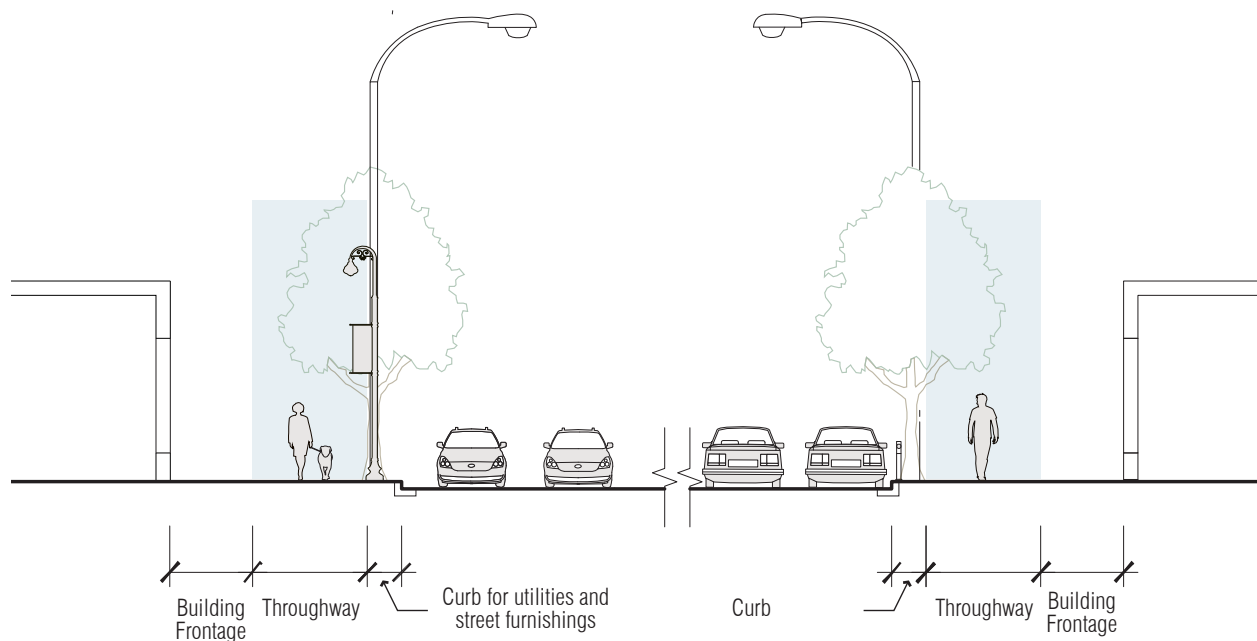


FIGURE 5-7 Building Frontage, Thoroughway, and Curb Areas on a Sidewalk

Crossings

All existing and new marked crosswalks should employ markings consistent with the California Manual on Uniform Traffic Control Devices (MUTCD). High-visibility crosswalk markings should be prioritized at uncontrolled locations. High visibility marking patterns include ladder, continental, bar pairs, and triple-four markings (see Figure 5-8). It is recommended that the lines in these patterns are spaced to avoid the wheel path of vehicles, since making this minor adjustment will increase the durability of the markings and reduce maintenance costs.

Additionally, crosswalks may employ special colors, markings, and/or materials to create a sense of place or increase visibility, as long as the crosswalk is marked consistent with the California MUTCD. Note that some textured materials may be a hindrance to people with physical disabilities (e.g., people who use in wheelchairs or are blind/visually impaired).

Stop lines should be placed 3 to 7 feet in advance of crosswalks at controlled intersections to reduce occurrences of drivers encroaching into the crosswalks. Additional space may be required to accommodate special bicycle intersection treatment, such as bike boxes.

Turning lanes and inside travel lanes may be narrowed to 10 feet, while outside travel lanes may be narrowed to 11 feet in width where feasible to facilitate the provision of curb bulbouts, and bicycle facilities.

High-visibility Crosswalk Locations

In addition to the existing marked crosswalks in the Plan Area, new high-visibility crosswalks should be considered to improve pedestrian accessibility and mobility. The following should be considered when identifying new crosswalk locations:

Signalized Intersections

- All signalized intersections along the corridor should include high-visibility crosswalks. If an intersection in the Plan Area becomes signalized in the future, high-visibility crosswalks should be provided.

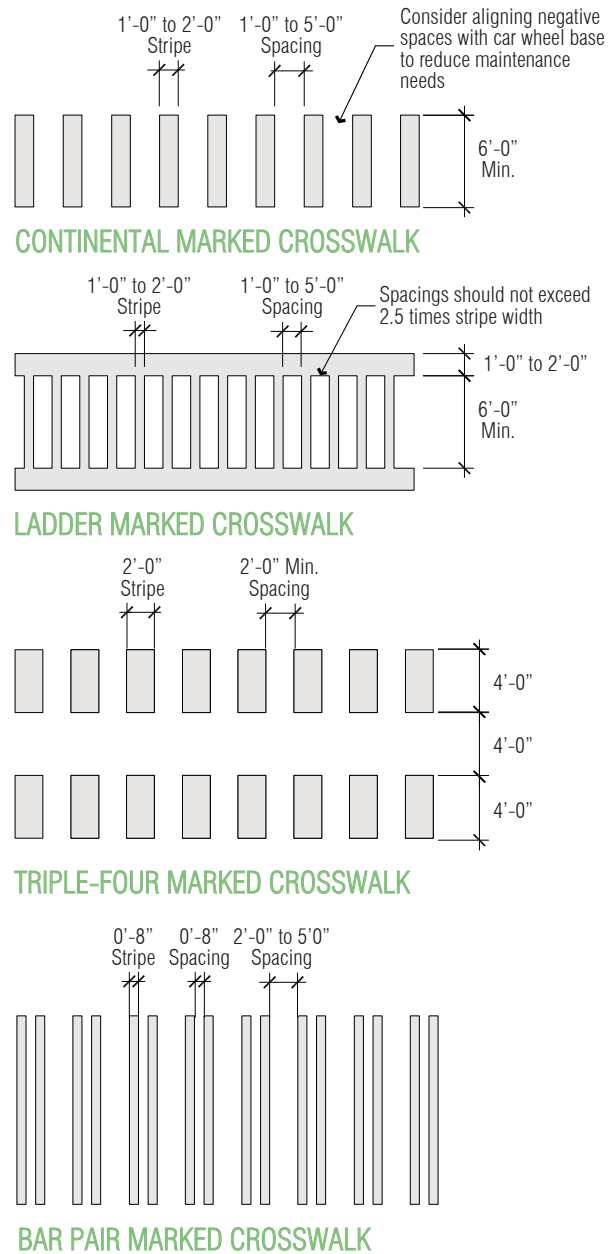


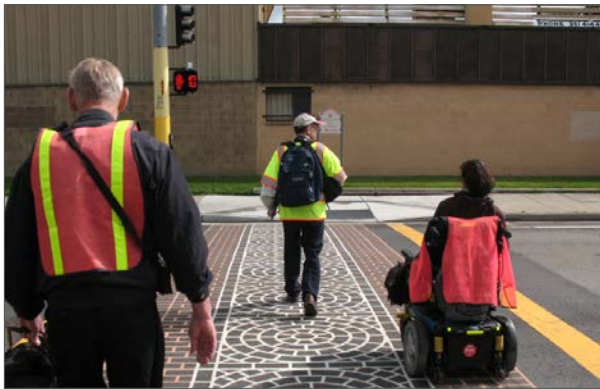
FIGURE 5-8 High-visibility Crosswalk Types



Continental marked crosswalk.



Marked crosswalk using different pavement materials.



Signalized crosswalk with decorative paving to enhance visibility and neighborhood character.



Advanced "shark teeth" yield line before a pedestrian crossing.

Uncontrolled Intersections

- At uncontrolled locations, a marked crosswalk may be considered if the following conditions exist:
 - There is sufficient pedestrian activity and demand to cross the corridor. This typically would be about 20 pedestrians per hour.
 - It is a convenient location to cross with excellent visibility.
 - Drivers are aware of the pedestrian crossing.
 - A transportation engineer determines that a marked crosswalk would provide an improved crossing over unmarked crosswalk conditions.
- Heavy and fast-moving traffic conditions may indicate that providing only a marked crosswalk at an uncontrolled location may be insufficient along the corridor. If a marked crosswalk at an uncontrolled intersection is warranted, RRFBs should be considered as a minimum improvement. PHBs should also be considered as an option to increase driver awareness of the crosswalk. At uncontrolled crosswalks (e.g., mid-block crossings), advanced yield limit lines should be provided 20 to 50 feet in advance of the crosswalk to notify drivers to slow down as they approach the upcoming crossing. These suggested improvements are subject to approval by the City of Fresno Public Works Department.
- Areas with higher levels of pedestrian activity that may be candidates for new crosswalks at uncontrolled locations include:
 - Near high-use transit stops/stations not adjacent to a signalized intersection
 - Along a walking route to a school
 - Near major activity centers such as retail, offices, schools, parks, complete neighborhood nodes, and magnet cores
- In addition, marked crosswalks at uncontrolled locations should employ California MUTCD compliant signage to increase driver awareness to the crosswalk's presence.

Additional Crossing Improvement

- **Curb Bulbouts.** Curb bulbouts should be installed on corridor intersections with crosswalks where feasible to increase pedestrian visibility and shorten crossing distances, as well as provide space for street trees, landscaping, and street furniture, such as bike racks and benches. Curb bulbouts should be closely coordinated with adjacent bicycle facility design to ensure adequate space is provided for bicyclists.

STREETSCAPE AMENITIES

- **Lighting.** Energy-efficient street light poles and pedestrian lights (e.g., solar, LED) should be consistently spaced according to City standards to provide sufficient lighting for pedestrians on the sidewalk and bicyclists in the street; they should alternate with street trees.
 - Where the sidewalk is adjacent to the street, pedestrian lights should be attached to the street light poles.
 - Where the sidewalk is separated from the street, pedestrian lights should be installed as separate units and consistently spaced according to City standards.
 - Lighting on alleys should be incorporated and coordinated with the adjacent property owners to ensure improved visibility and light pollution is avoided.
 - Up-lighting of trees in medians and on sidewalks should be considered in pedestrian-oriented areas for additional visibility and beautification purposes.
- **Themed Banners.** Banners that emphasize the identity of a corridor and/or the surrounding neighborhoods should be attached to the street light poles to unify those areas. These banners should be designed with the input of the community and neighborhood schools and organizations. The process by which designs are chosen and replaced should be established prior to the design selection. The location and content of banners shall be approved by the City's Department of Public Works.



Energy-efficient street lights.



Themed banners attached to street light poles.



Parklet acting as an extension of the sidewalk to provide more seating.



Street tree bulbout in an angled parking lane.



Landscaped median with low planting and street trees.

- **Parklets.** Parklets should be considered in areas with high-pedestrian activity and/or eating establishments to provide additional public space for gathering.
 - Parklets can take up one to two on-street parking spaces, are built at the level of the sidewalk, and offer seating, landscaping, and additional amenities by extending the street furniture/curb.
 - Parklet designs should include sustainable furnishings and plantings that are lacking on a block (e.g., seating areas on a block where there are not sufficient benches or bus stops, or landscaping on a block where there is little sidewalk space for landscaping).
 - Parklets should be designed with the neighboring business owners and users to ensure the design is compatible and desirable for the community.

GREEN INFRASTRUCTURE

- **Landscaping and Street Trees.** Plant street trees to provide shade for pedestrians on sidewalks, reduce the heat island effect, and beautify the street. Space trees at an interval distance consistent with City standards in between street lights. If trees are planted in bulb-outs or a parking lane, they should be spaced to allow for parking stalls in between. Install tree grates that are flush with the sidewalk to protect the trees' roots and are not tripping hazards.
- **Plant Selection.** All trees and landscaping should be plant drought-tolerant species that are appropriate for the site and the climate.
 - **Invasive Species.** Always avoid invasive species; California Invasive Plant Council's (CAL-IPC's) "Don't Plant a Pest" list for the Central Valley should be used as a reference.
 - **Irrigation.** Selecting native and low-water-use species will reduce the need for irrigation and increase the species probability of survival. The majority of

California native and climate-adapted plants do not like overhead water in the summer; where necessary, low volume irrigation systems should be installed with weather-based or soil-based controllers, with a rain-sensing shutoff device, and recycled water should be utilized where possible.

- **Root System.** Appropriate tree selection is important to ensure tree health and avoid damage to the surrounding hardscape with large root systems.
- **Plant Height.** Consider sightlines and groundcover/shrub heights. When planting along the roadway, consider the full maturity of the plant and provide sufficient setbacks to avoid conflict with pedestrian, bicycle, and vehicle circulation. Plants within sightlines should grow no higher than 24 inches at maturity. Crime Prevention Through Environmental Design (CPTED) principles encourage visual corridors to be maintained throughout the public realm. Groundcovers and shrubs should be maintained to remain below 36 inches, and tree canopies should be maintained to be above head height (7 feet above ground).
- **Additional Landscape Improvements.** Look for opportunities for additional planting and drought-tolerant street trees in the medians, furnishing areas of widened sidewalks, bulb-outs, and parking lanes. Partner with adjacent land owners and Tree Fresno to increase the urban canopy and beautify the area by planting trees and additional drought-tolerant landscape improvements on private property.
- **Biofiltration Features.** Rain gardens in the curb bulbouts, as well as narrow biofiltration swales along the sidewalk, are an effective way to treat stormwater runoff and reduce the heat island effect. Constructing these elements in the streetscape introduces plants to capture the stormwater pollutants and allows for the water to infiltrate through the soil and into the groundwater below, rather than flow directly into storm drains and into Fresno's rivers and streams. These areas also provide space to

plant street trees. Hardscape should be graded to drain toward these treatment areas.

- **Permeable Pavement.** Consider installing permeable paving materials, such as porous asphalt or concrete, open-grid paving systems, and infiltration trenches, to allow water to move through the surface and into the soil below to reduce stormwater runoff consistent with the California Building Code and ADA standards. For example, parking lanes may be paved with unit pavers. Utilizing permeable hardscape within the street corridor with existing storm drains will likely result in cost-savings when the storm drain system is replaced. They can also reduce the heat island effect common with traditional asphalt lots.



Landscaping as biofiltration feature.



Permeable pavers can be used in parking areas/driveways.



Class I bike path shared for both pedestrian and bicyclists.



Broken Class II green bike lane to allow vehicles to cross through.



Narrow on a street with off-street parking.



Class IV cycle track with a physical barrier providing separation from traffic.

BICYCLING

These guidelines are based on the *Caltrans Highway Design Manual (HDM)*, the California MUTCD, the American Association of State Highway and Transportation Officials (AASHTO) *Guide for the Development of Bicycle Facilities*, National Association of City Transportation Officials' (NACTO) *Urban Street Design Guide*, as well as best practices in other communities. Bikeway planning and design in California typically relies on the guidelines and design standards established by Caltrans as documented in "Chapter 1000: Bikeway Planning and Design" of the HDM. Chapter 1000 follows standards developed by AASHTO and the Federal Highway Administration (FHWA), and identifies specific design standards for various conditions. These standards provide a good framework for future implementation, but may not always be feasible given specific constraints. Bikeway design and planning standards are continually changing and expanding. Despite this, most agencies adopt the Caltrans or AASHTO standards as a minimum. Based on the California Streets and Highways Code, Caltrans currently identifies four types of bikeways, as described below.

- **Class I – Bike Paths.** Also known as shared-use paths, these are bikeways that provide a completely separated ROW and are located off the roadway for the exclusive use of bicycles and pedestrians with crossflows by motor vehicle traffic minimized. Since crossflows by motor vehicle traffic should be minimized, Class I bike paths are best implemented along waterways (such as canals or creeks) that have few cross streets, or along roadways with strict access controls that limit the number of driveways and cross streets.
- **Class II – Bike Lanes.** These lanes are demarcated in the roadway for the exclusive or semi-exclusive use of bicycles. Vehicle and pedestrian cross-flow are permitted. The striping is supported by pavement markings and signage.
 - **Buffered Bike Lanes.** Buffered bike lanes are on-street bike lane facilities with additional striping, which creates a buffer that increases the separation

between bicyclists and vehicles. The striped buffer should be a minimum of 3 feet wide, where feasible. Buffered bike lanes provide more separation than standard Class II bike lanes, but less separation than Class IV separated bikeways.

- **Green Bike Lanes.** Green colorized pavement may be used for Class II bike lanes in conflict zones along corridors to heighten driver awareness of cyclists. These conflict zones occur at intersections and bus stops. For example, a broken green bike lane would alert drivers to the presence of bicyclists when merging prior to making a right turn.
- **Class III – Bike Route.** These are bikeways that are shared with motor vehicle traffic. Bike routes are designated by signage and/or shared roadway bicycle markings, including sharrows.

- **Shared Bicycle/Vehicle Lanes (Sharrows).** Shared-lane markings, or sharrows, are a common Class III pavement marking that alerts drivers that bicyclists are sharing the road. They are best used on streets with less than 3,000 average daily traffic (ADT). Sharrows should be painted near the center of the travel lane, out of the parked vehicle “door zone” in which a driver may open their door and hit a bicyclist.

Sharrows may also be appropriate to alert drivers to the presence of bicyclists in locations where there may be insufficient pavement width for Class II bike lanes. For example, at intersections where Class II bike lane markings may stop due to the addition of a right turn lane and insufficient width for a striped Class II bike lane, sharrows could be added to facilitate bike travel through the intersection. Shared bicycle and vehicle lanes should include sharrows, special materials, and other techniques to slow vehicle traffic and integrate bicycle and vehicle improvements.

- **Class IV – Cycle Tracks or Separated Bikeways.**

These bikeways provide a ROW designated exclusively for bicycle travel on a roadway and are separated from vehicular traffic. Separated bikeways are not shared with pedestrians or motorized traffic except for brief mixing zones where necessary and at intersections. Types of separation include, but are not limited to, grade separation, flexible posts, inflexible physical barriers such as bollards, raised curbs, or a landscaped area, or on-street parking. Separated bikeways can be either one-way or two-way, accommodating a single direction of travel or both.

- The implementation of Class IV separated bikeways should consider the presence and frequency of vehicle crossflows. Where a corridor includes numerous and/or heavily trafficked cross-streets or driveways, there is an increase in vehicle-bicycle interactions, which increases the possibility of collisions. Additionally, the placement of vertical separators should consider the locations of building access points, access from parked vehicles to the sidewalk, and commercial and residential driveways/alleys. Vertical separators should not hinder access to these driveways.
- The preferred bikeway width for a separated bikeway is 7 feet to allow for passing and maintenance (i.e., street sweepers). The recommended minimum buffer width should be 3 feet.

- **Special Bicycle Intersection Markings.** Bicycle crossings should be separate from pedestrian crossings. Intersection designs should consider special improvements, such as broken bike lane extensions, shared lane markings, colorized conflict areas, and other markings to clarify bicycle crossing paths and identify conflict zones to motorists.

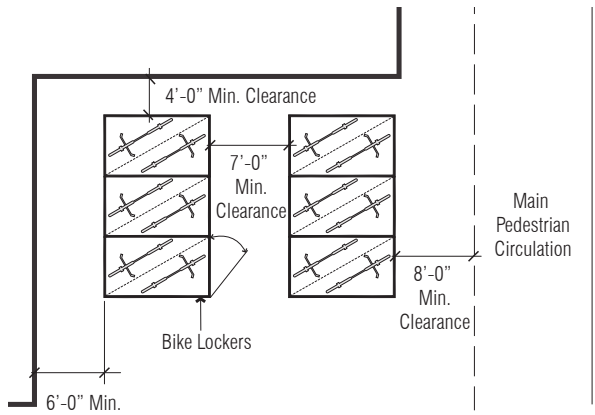


FIGURE 5-9 Bike Lockers

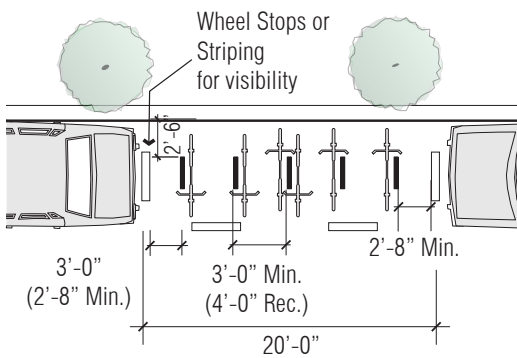


FIGURE 5-10 Bike Corral

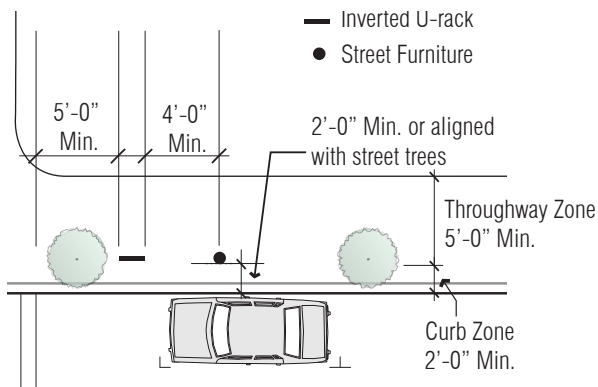


FIGURE 5-11 Bike Rack Spacing

- Bicycle-Sensitive Detection.** At traffic signals, there should be bicycle-sensitive detection at the limit line to detect bicycle traffic consistent with the California MUTCD; bicyclist push-buttons may be used to supplement the required limit line detection.
- Bicycle Parking.** Secure bicycle parking is a critical component to most bicycle trips, and thus in promoting bicycle use (see Figures 5-9 to 5-11). Bicycle racks should be visibly located at each FAX bus stop, especially at BRT stations, and near active destinations, such as shopping areas, schools, parks, and offices to promote multi-modal transportation. They should be visibly located near destinations and installed either on the sidewalk outside the throughway, such as in bulbouts, the curb, building frontages, or in plaza spaces.

TRANSIT

Transit improvements will be focused along corridors with BRT or enhanced transit service along California Avenue, Martin Luther King Jr. Boulevard, and Elm Avenue.

- Transit Integration.** Pedestrian and bicycle improvements should be integrated with transit facilities and be compliant with the ADA. Special design focus may be necessary to coordinate improvements at major bus stations, as these will be high-conflict zones between buses, vehicles, and bicyclists. For example, major bus/BRT stations could be designed as platforms adjacent to the outside travel lane, with bicyclists traveling between the platform and adjacent sidewalk. This reduces conflicts between buses and bicyclists.
- Outside Travel Lane.** The outside travel lane may be painted to denote it is a lane for bus travel. This outside travel lane should be at least 11 feet wide to accommodate buses, especially where a Class II Bike Lane or Class III Bike Route is present.

D. GOALS AND POLICIES

PEDESTRIAN NETWORK

Goal T-1 Create a well-connected pedestrian network that allows Southwest Fresnoans to comfortably walk to key destinations such as schools, parks, services, retail, and transit.

Policy T-1.1 Implement the pedestrian recommendations from the City of Fresno Active Transportation Plan (ATP), focusing on the high priority areas first.

Policy T-1.2 Prioritize sidewalk improvements, including the priority sidewalk network identified in the Fresno ATP, on streets that generate higher pedestrian travel demand, especially along corridors, around magnet uses, and within ¼-mile of complete neighborhood nodes.

Policy T-1.3 Prioritize sidewalk improvements on streets that connect to and from Downtown.

Policy T-1.4 Encourage the provision of new wide sidewalks in new development areas or widen existing sidewalks where ROW is available to provide an adequate and clear path of travel for accessibility, consistent with the California Building Code and ADA. The width of new or widened sidewalks will be determined according to the City of Fresno's Citywide Development Code.

Policy T-1.5 Fill sidewalk gaps on streets in areas where there are incomplete segments of sidewalk adjacent to existing sidewalks in order to provide a continuous walking experience, unless the area or development was intentionally planned without sidewalks. Prioritize the Plan Area's high priority area identified in the Fresno ATP.



Bike lockers and bike corral at a transit station.



Colored outside travel lane designated for buses.

Goal T-2 **Create a vibrant pedestrian experience to enhance the character and identity of Southwest Fresno, especially in commercial and employment areas.**

Policy T-2.1 Enhance streetscape by providing pedestrian amenities where sidewalk widths allow, such as benches, lighting, outdoor seating, and planters.

Policy T-2.2 Utilize banners and signage, such as wayfinding, to strengthen an area’s distinct character.

Goal T-3 **Reduce conflicts between pedestrians and drivers, especially on streets with high speeds and limited pedestrian crossings.**

Policy T-3.1 Identify intersections and/or mid-block locations to improve pedestrian crossings. Crossing improvements may include high-visibility crosswalks, bulb-outs, RRFBs or PHBs, in-pavement lights, and signage.

Policy T-3.2 Ensure that sidewalks and other facilities meet the principle of universal design and comply with the ADA standards to assure access for pedestrians and people with disabilities.

Policy T-3.3 Limit the number of driveways along sidewalks by consolidating existing driveways and minimizing new driveways.

Policy T-3.4 Provide continuous sidewalks along public streets and encourage the provision of sidewalks on both sides for all new development within the Plan Area.

Policy T-3.5 Work with Southwest Fresno public and charter schools to implement Safe Routes to School projects and programs that increase the comfort of students walking and biking to school and encourages the frequency and number of students to walk and bike to school.

BICYCLE NETWORK

Goal T-4 **Create a comprehensive, well-connected, and continuous bicycle network that provides linkages between residential areas and local and regional key destinations such as schools, parks, services, retail, and transit, so that Southwest Fresno may bicycle as a viable mode of transportation and as a means to improve health and increase physical activity.**

Policy T-4.1 Implement the bicycle recommendations from the Fresno ATP.

Policy T-4.2 Prioritize the implementation of bicycle facilities, including the priority bicycle network identified in Fresno’s ATP, that fill a gap between existing separated sections of the bikeway system, will likely serve the highest concentration of existing or potential bicyclists, and provide access to high activity areas.

Policy T-4.3 Prioritize the implementation of bicycle facilities that connect to and from Downtown.

Policy T-4.4 Ensure that all roadway widening projects in Southwest Fresno include Class II or Class IV bicycle facilities.

Policy T-4.5 Provide secure, high-quality bicycle parking per the Citywide Development Code’s Section 15-2429 on Bicycle Parking, including racks and lockers, at key locations along the bicycle network, such as transit stops, commercial businesses, offices, parks, and schools. Promote and incentivize the provision of secure bicycle parking for new multi-family residential and mixed-use residential development projects.

- Policy T-4.6 Coordinate with County of Fresno and FAX to improve regional bicycle connections.
- Policy T-4.7 Promote and incentivize the incorporation of changing/shower facilities for new non-residential development projects.

TRAIL NETWORK

Goal T-5 Create a separated, scenic, and well-connected multi-use trail network that provides Southwest Fresno's convenient access to nature and active recreational opportunities.

- Policy T-5.1 Implement the Class I bikeway recommendations from the City of Fresno Active Transportation Plan and General Plan Figure MT-2.
- Policy T-5.2 Prioritize trails that connect to and from Downtown.
- Policy T-5.3 Where feasible, design the trails to have separated paths for travel by foot and by bicycle to prevent potential conflicts.
- Policy T-5.4 Provide separation for trail users against vehicular traffic such as landscaping, railings, or grade separation.
- Policy T-5.5 Provide understory landscaping and/or tree canopy as shade where appropriate to enhance the natural character of the trail.
- Policy T-5.6 Ensure good visibility from public streets and private businesses and residences to enhance public surveillance in accordance with CPTED principles.

TRANSIT

Goal T-6 Develop the Southwest Fresno transit network into a viable transportation alternative to single-occupancy vehicles.

- Policy T-6.1 Improve the reliability, quality, and efficiency of transit service within Southwest Fresno and to regional destinations.
 - Policy T-6.2 Work with FAX and other transit providers to increase transit service, access, and connections throughout Southwest Fresno, connecting existing and future residential areas to key destinations, including schools, retail, employment, and recreation.
 - Policy T-6.3 Encourage transit ridership by all people, including students and youth, through incentive programs, education, and outreach.
 - Policy T-6.4 Provide transit options that equitably serve all residents, including those of lower incomes, of older age, and with disabilities.
- Goal T-7 Focus transit improvements along corridors that have more intensive land uses to more effectively and efficiently provide transit service and promote non-automobile access to high activity uses.**
- Policy T-7.1 Work with FAX to retain transit routes west of Highway 99, and work to enhance transit service along Elm Avenue and Martin Luther King Junior Boulevard to connect to future BRT routes and the FAX and HSR stations in Downtown when there is demand from development along those corridors.

Policy T-7.2 Provide and design transit stops and bus stop platforms such that transit travel has a higher priority than through traffic on transit corridors. Promote and incentivize the incorporation of transit features, such as platforms, canopies, and associated support structures, for new non-residential development projects.

Policy T-7.3 In order to provide service to the maximum number of riders possible, consider first and last mile solutions, which may include smaller connecting busses or complete street measures such as wider sidewalks, safer street crossings, and bicycle facilities.

VEHICLES

Goal T-8 Invest in developing, improving, and maintaining a roadway network that provides safety and adequate capacity for automobiles and for walking, bicycling, and transit mobility.

Policy T-8.1 Consider and prioritize the comfort of pedestrians, bicyclists, and transit riders when planning vehicular improvements on roadways through the implementation of complete streets improvements.

Policy T-8.2 Reduce auto use and prioritize walking, bicycling, and transit mobility over increasing vehicle travel speeds when considering roadway improvements.

Policy T-8.3 Maintain the existing roadway network and expand its capacity as necessary to ensure safe and convenient vehicular circulation; require new development to provide safe and convenient vehicular circulation and to contribute to capacity improvements on arterials and regional roadways.

Goal T-9 Prioritize low-emission vehicle transportation options to reduce criteria and toxic air pollutants in the Plan Area.

Policy T-9.1 Promote, incentivize, and pursue funding to replace public and private vehicles and fleets with zero-emission (or near-zero emission if zero-emission solutions are not feasible) technology. Diesel fleets, such as transit buses, located or operating within the Plan Area should be prioritized for replacement.

Policy T-9.2 Promote, incentivize, and pursue funding for electrical vehicle (EV) charging infrastructure throughout the Plan Area. Require EV charging infrastructure for new multi-family residential and mixed-use residential development projects.

Policy T-9.3 Promote and incentivize the provision of preferential parking for low-emitting, fuel-efficient, and carpool/van vehicles for new non-residential development projects.

TRUCKS

Goal T-10 Create a healthy environment for Southwest Fresno residents by intentionally routing truck traffic away from sensitive areas such as residential areas, parks, and schools.

Policy T-10.1 Work with existing industrial and heavy commercial businesses to identify alternative truck routes that limit negative impacts on sensitive areas while maintaining an efficient movement of goods.

- Policy T-10.2 Redesign alternative truck routes that would require potential widening of streets to allow adequate width for two-way truck traffic and turning movements as well as repair/maintain roadways to ensure satisfactory pavement conditions that can withstand truck traffic.
- Policy T-10.3 Improve conditions of existing and rerouted truck routes for pedestrians and bicyclists by implementing pedestrian and bicycle facilities such as reduced corner radii at intersections to slow turning vehicular traffic, protected signal phasing for truck left-turns, enhanced high-visibility crossings, protected bikeways, and wide sidewalks.

- Policy T-11.2 Identify streets with excessive vehicular ROW that are opportunities to implement traffic calming and other improvements to slow traffic and provide options for multi-modal travel.
- Policy T-11.3 Encourage lower vehicular travel speeds for collector and local streets in the Plan Area. This could be accomplished through traffic calming measures, narrower travel lanes, reducing the number of travel lanes, neighborhood speed watch/traffic management programs, or speed enforcement programs.

Goal T-12 Foster a healthy lifestyle in Southwest Fresno through encouraging active forms of transportation such as walking and bicycling as an alternative to motorized modes of travel.

COMPLETE STREETS

Goal T-11 Create an accessible and well-connected “complete streets” transportation network that serves community members of all ages, income groups, and abilities, and balances travel by all modes of travel such as by car, bus, bicycle, foot, or wheelchair.

- Policy T-11.1 When feasible, design new roadways and retrofit existing roadways within magnet cores, complete neighborhoods, and along special corridors to prioritize travel by walking, bicycling, and riding transit, using the complete streets design guidelines contained in this chapter. For example, if adequate or excessive vehicle traffic capacity is available, create wide sidewalks, provide pedestrian amenities, and install bicycle facilities such as separated bikeways or bike lanes, bike parking, and signage. This could be in the form of a “road diet” to transform certain corridors into multi-modal streets.

- Policy T-12.1 Prioritize the implementation of facilities that encourage walking and biking, such as sidewalks, multi-use trails, and bikeways.
- Policy T-12.2 Develop adult and youth bicycle and pedestrian education programs within Southwest Fresno that help educate the public and promote bicycling and walking.
- Policy T-12.3 Support Transportation Demand Management (TDM) programs to encourage alternative modes of travel to the single-occupancy vehicle such as transit use, car- or vanpool, rideshare, and telecommuting.

STORMWATER

Goal T-13 **Improve storm water quality through transportation infrastructure improvements.**

- Policy T-13.1 Coordinate with the Fresno Metropolitan Flood Control District (FMFCD) Master Plan to incorporate Low Impact Development (LID) storm water management techniques with curb, gutter, and sidewalk improvements.
- Policy T-13.2 Manage stormwater on-site to cleanse, diffuse, and absorb rainwater where it falls by creating rain gardens, swales, infiltration areas, and other attractive areas that bring nature and beauty into developed areas.
- Policy T-13.3 Work with FMFCD to reduce or waive development impact fees if LID development is implemented onsite.

Policy T-14.2 Monitor the conditions of roadways to ensure the repair and resurfacing of cracked and uneven roadway surfaces to provide a smooth and even surface for bicycling.

Policy T-14.3 Monitor the effectiveness of street lights to ensure they are lit brightly enough to improve visibility and enhance visibility and security.

MAINTENANCE

Goal T-14 **Ensure that Southwest Fresno's transportation infrastructure is in well-maintained conditions to provide a comfortable travel experience for pedestrians and bicyclists.**

Policy T-14.1 Perform routine street maintenance to clear debris from sidewalks, bike lanes, and roadways, including regular sweeping, pavement repairs, restriping, maintenance of traffic control devices, and landscape maintenance.

6 PUBLIC FACILITIES

A. INTRODUCTION

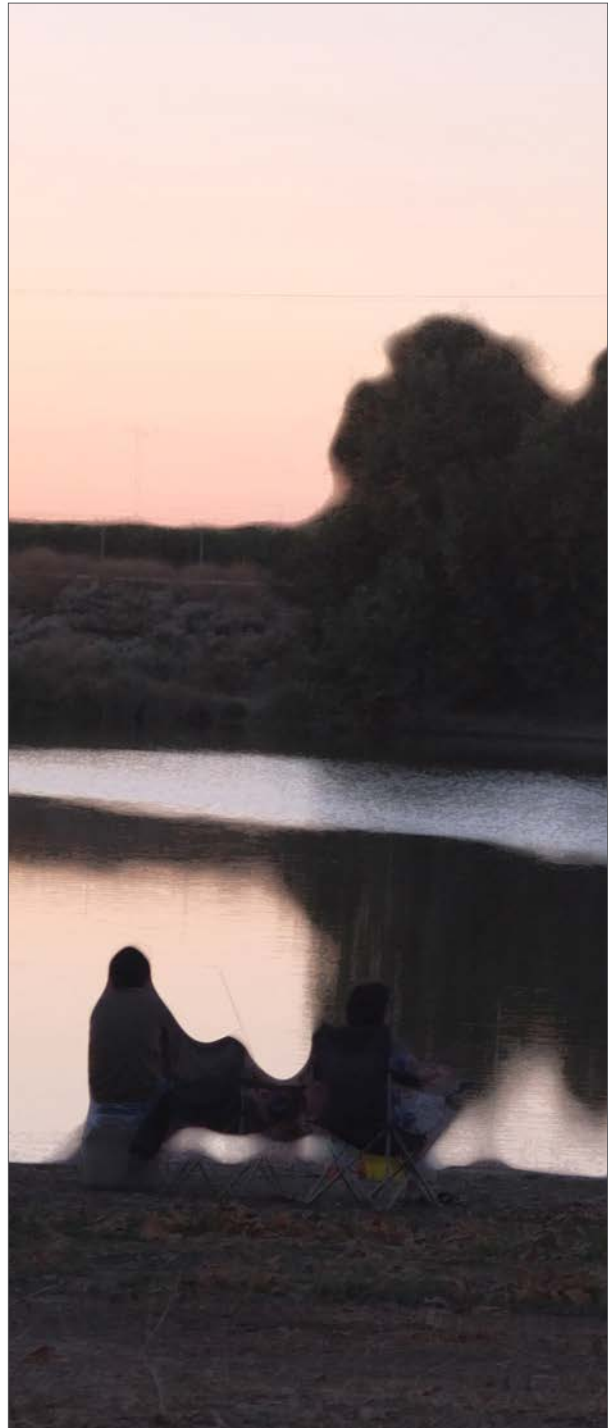
This chapter describes the public facilities in Southwest Fresno that achieve the Southwest Fresno Specific Plan’s (the Plan) vision and guiding principles (described in Chapter 2, Vision). In keeping with that vision, as well as the General Plan’s vision, Southwest Fresno is to be made up of a network of complete neighborhoods, designed to be healthy and attractive. Centered by schools, parks, and public and commercial services, these complete neighborhoods will have a sense of place and provide as many services as possible within walking distance. The Plan prioritizes the need for quality schools, parks, open space, and other public facilities in Southwest Fresno and increases land dedicated to public facilities from the General Plan.

B. PARKS AND OPEN SPACE

This section provides an inventory of existing parks and needs, states the community’s criteria for parkland, and describes proposed desired improvements to existing parks and new parks.

EXISTING PARKLAND INVENTORY

Table 6-1 provides information on the existing parks and open space within walking distance of Southwest Fresno residents, which includes all parkland less than 40 acres in size owned and/or maintained by the City of Fresno, San Joaquin River Parkway, and Fresno Metropolitan Flood Control District’s (FMFCD) ponding basin parks within the Southwest Fresno Specific Plan Area (Plan Area). Parkland over 40 acres in size is considered a regional park, such as the Regional Sports Complex, and therefore not included in this table which focuses on community,





Parks should have more trees to provide shade.



Ponding basins collect water to manage stormwater runoff.



Community park with playground structures surrounded by housing.

neighborhood, and pocket parks, correlating to the General Plan goal of 3.0 acres of parkland per 1,000 residents. In the case of FMFCD, only the portions of ponding basin parks that are usable year round are counted in this table – see discussion below.

There has been extensive discussion from the community about what types of open space meet the community’s criteria for usable parkland, which are reflected in Table 6-1. The community has expressed that there are certain types of open space designated by the General Plan that fall short of the community’s parkland criteria and should not be considered usable parkland, described below:

■ **Ponding Basins and Ponding Basin Parks.**

Some of Fresno’s ponding basins are used seasonally as parkland. The Plan Area’s ponding basins (Basin FF and Basin TT2) are retention basins, which are designed to retain and infiltrate water. The community, however, does not consider ponding basins/ponding basin parks as adequate parkland because they have limited amenities and access. The west section of Basin FF (west of West Avenue) is for recharge only and has no public access. The east section of Basin FF has a tot lot at the southeast corner, which is open to the general public year-round, but access to the rest of the basin is used as a driving range and limited to the Fresno-Greater San Joaquin Valley Junior Golf Foundation. Basin TT2’s “upper level” play area is generally closed during the winter depending on the conditions affected by the winter season’s rain.

■ **Hyde Park.** The community expressed that open space located on or close to a landfill or toxic site, such as Hyde Park, should not be counted as parkland due to concerns for the community’s environmental health and the limited uses allowed on the land.

TABLE 6-1 Existing Parkland Inventory Counted Toward the General Plan’s 3 Acres per 1,000 Residents Standard

PARK NAME	EXISTING ACREAGE	NOTES	EXISTING AMENITIES
Chandler*	2.00	Mini park surrounded on all sides by housing; located west of Chandler Airport	Barbecues, Basketball Courts, Children’s Play Structures, Picnic Tables, Drinking Fountain
CFD11_TR5549_04*	0.35	Surrounded on all sides by housing; unnamed	Benches, Walking Course
Habitat*	1.30	Surrounded on all sides by housing	None
Sunset*	0.98	Located next to the Sunset Neighborhood Center and Sunset Elementary School	Children’s Play Structures, Community Center, Computer Lab, Kitchen, Picnic Tables, Restrooms, Social Hall, Wading Pool, Parking Lot
Mary Ella Brown*	4.25	Located next to the Mary Ella Brown Community Center	Children’s Play Structures, Community Center, Computer Lab, Kitchen, Parking Lot, Restrooms, Social Hall, Swimming Pool, Wading Pool, Community Garden, Basketball Courts
Neilsen*	4.15	Neighborhood park adjacent to Fresno Park	Barbecues, Baseball/Softball Fields, Basketball Courts, Children’s Play Structures, Picnic Tables, Restrooms, Benches, Drinking Fountain
Almy Park*	0.41	New pocket park built by Habitat for Humanity	Benches, Shade Structures- Benches, Children’s Play Structures
Ponding Basin/Park FF	1.47	Owned by FMFCD; this acreage only accounts for the portion that is usable year-round	Barbecue, Benches, Shade Structure, Drinking Fountains, Picnic Tables, Picnic Shelter, Children’s Play Structures
Ponding Basin/Park TT2	4.00	Owned by the FMFCD; this acreage only accounts for the portion that is most accessible with amenities during non-rainy seasons; closed during rainy season	Benches, Canopy Structures, Play Structures
TOTAL ACREAGE	18.91 acres		
Parkland-to-Residents Ratio	1.49 acres per 1,000 residents		

Source: Acreage and list of amenities from City of Fresno.
 * Parks owned by the City of Fresno.

Table 6-1 reflects the community’s parkland criteria and does not include Hyde Park nor the full acreage for ponding basin parks, which includes portions of the ponding basin park that are used for retention, not publicly accessible, or not open year-round. The General Plan states that the City’s parkland standard is three acres per 1,000 residents for Pocket, Neighborhood, and Community parks, and two acres per 1,000 residents for Regional Parks, trails, and greenways.

Table 6-1 shows that existing parkland in Southwest Fresno equals a total of 18.91 acres, which yields a parkland-to-resident ratio of 1.49 acres per 1,000 residents. 1.49 acres per 1,000 residents is well below the General Plan’s 3 acres per 1,000 residents standard.

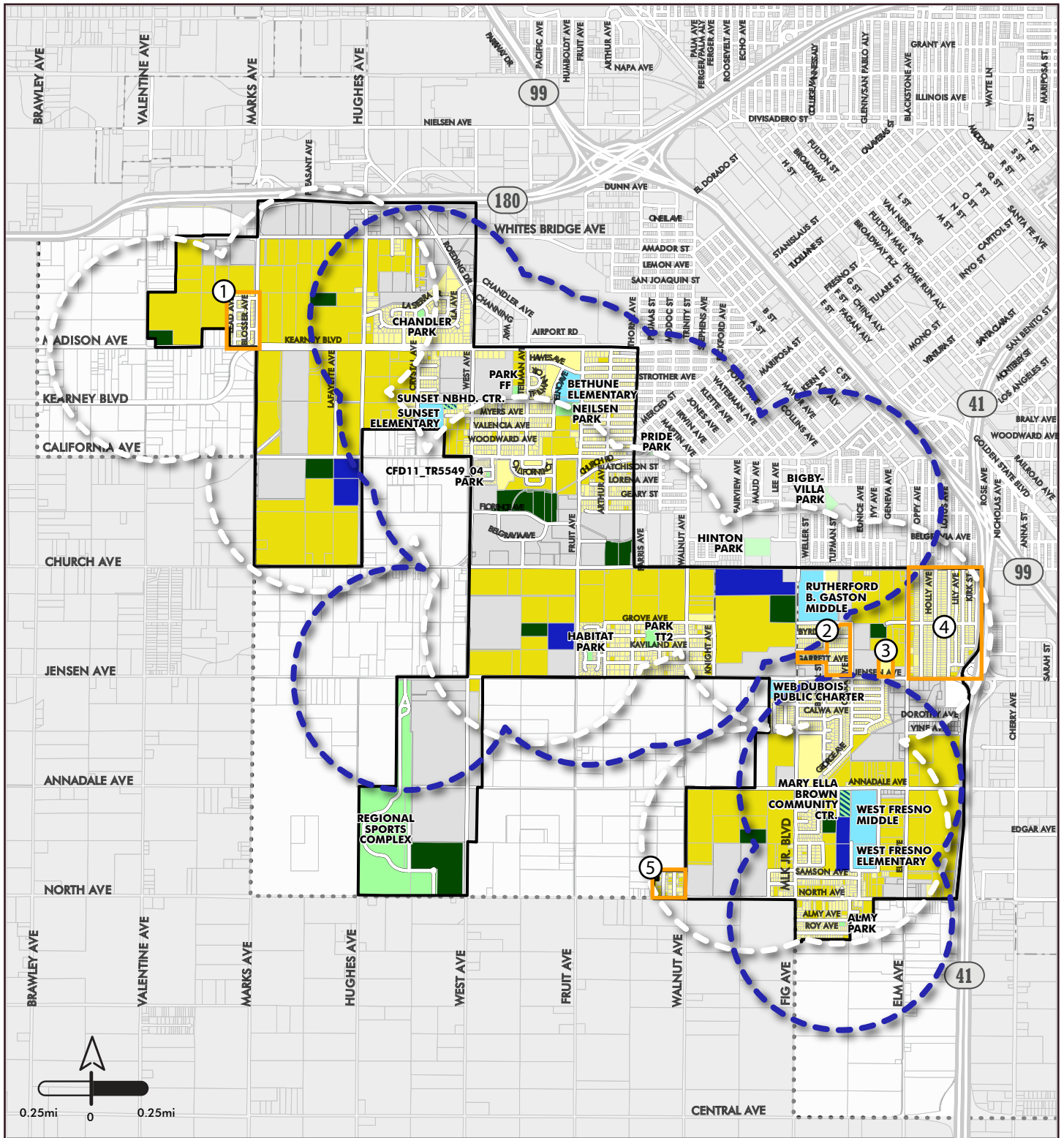
The Plan recommends providing new parkland to increase total acreage. The Plan also recommends the following actions regarding existing parks:

- **Increase access and improve amenities at ponding basin parks.** To improve the usability of ponding basin parks, the Plan recommends increasing amenities and access so that these parks can function better as parkland in order to serve nearby residents. Furthermore, parkland acreage for ponding basin parks should be limited to the upper and/or middle levels of the park that are usable as parkland; this method of counting acreage will improve the accuracy of the parkland-to-resident ratio. These acreage totals are already reflected in Table 6-1.
- **Re-designate Hyde Park’s land use from Community Park to general Open Space.** Because Hyde Park is located on a landfill, park amenities and development on the land are limited. Re-designating Hyde Park as a different type of land use will improve the accuracy of the parkland-to-resident ratio in Southwest Fresno.

- **Increase accessibility to the Regional Sports Complex.** Currently, the Regional Sports Complex is located away from existing residential neighborhoods and has limited walkable or bikeable access. As described in Chapter 5, Transportation, the Plan proposes to connect all Southwest Fresno neighborhoods to the Regional Sports Complex via new bikeways and multi-use trails. The Plan’s overall land use vision also locates new residential neighborhoods in the Sphere of Influence (SOI) within walkable distance of the Regional Sports Complex.

INCREASING WALKABILITY TO PARKS

The Plan designates locations for new parks, taking into consideration whether the park would be within walking distance to nearby residences and focusing on areas where existing residences lack convenient access to parkland. In general, new parks are located at the nodes of complete neighborhoods. Figure 6-1 shows the locations of existing and new parks relative to all types of existing and new residential uses within the Plan Area. Residential areas within the dashed blue circles are within a half-mile-radius walking distance from existing parks; residential areas within the dashed white circles are within a half-mile-radius walking distance from new parks. At full build-out, existing and new parks within the Plan Area will serve all existing and new residential areas within a half-mile walking distance. A few parcels west of Highway 41 are located just beyond the half-mile radius of proposed and existing public parks, however they are zoned Neighborhood Mixed-Use, which requires on-site open space.



Source: City of Fresno

FIGURE 6-1 Residential Areas Served by Existing and New Parks





Park with enhanced pedestrian crossing.



Pocket park in the center of a residential neighborhood.

The prioritization of creating new parks should be based on whether its location will benefit an existing residential neighborhood that currently is not within walking distance of a park. Figure 6-1 sheds light on which existing residential neighborhoods are currently not within walking distance of a park, including the following areas numbered and outlined in orange on the map: (1) the area bounded by Marks, Madison, Lead, and Chandler Avenues; (2) the area bounded by MLK Jr. Boulevard, Kaviland, Garrett, Bardell, Grove, Clara, and Jensen Avenues; (3); the area/new apartment complex along Jensen Avenue near Elm Avenue; (4) the area bounded by Highway 41, Elm, Church, and Jensen Avenues; and (5) the area bounded by the Plan Area boundary to the west, and Walnut, Samson, and North Avenues. The construction of new parks located within half-mile radius distance of these aforementioned neighborhoods should be prioritized over the construction of other new parks.

The locations of existing and new schools are also shown on the map to highlight opportunities for joint-use park space that could be accessible to the public during after-school hours. The City recently amended its joint-use agreements with the Central Unified School District and Fresno Unified School District to expand the community use of school sites in order to improve the opportunities for public and community recreational activity.

PARK IMPROVEMENTS

In addition to providing an adequate amount of parkland within the Plan Area, existing parks should be renovated and new parks should be designed so that they have appropriate amenities that are considered valuable to the community. Improvements to existing parks should be prioritized over the construction of new parks. Amenities include not only infrastructure, but also landscaping, programs, and activities. As described earlier in the chapter, the Plan proposes to also increase existing park amenities at Southwest Fresno’s ponding basin parks, which include Park FF and Park TT2. Table 6-2 provides a list of essential and recommended amenities for parks. Each park should uniquely serve its nearby community by providing opportunities for desired activities and catering to the community’s social makeup (e.g., youth, elderly, dog owners, sports players). Park infrastructure should be in good condition and

regularly maintained and cleaned. Parks should also feel safe and secure with adequate fencing and lighting as well as surveillance from enforcement officials and community members, as noted in Chapter 4, Development Regulations, under the Crime Prevention Through Environmental Design (CPTED) section.



Playground with overhead shade structure.

TABLE 6-2 Essential and Recommended Park Amenities

AMENITY TYPE	ESSENTIAL	RECOMMENDED
Infrastructure	<ul style="list-style-type: none"> ■ Restrooms ■ Water fountains ■ Lighting ■ Trash cans ■ Benches or other forms of seating 	<ul style="list-style-type: none"> ■ Playground equipment with shade structure ■ Stage for cultural performances ■ Community center for community parks and larger
Activities	<ul style="list-style-type: none"> ■ At least one of the activities in the adjacent “Recommended” column ■ Outdoor places to gather 	<p>Two or more of the following:</p> <ul style="list-style-type: none"> ■ Baseball fields ■ Basketball courts ■ Tennis courts ■ Soccer fields ■ Bike and walking trails ■ Barbecue areas ■ Skate/BMX parks ■ Off-leash dog area ■ Water feature
Landscaping	<ul style="list-style-type: none"> ■ Drought-tolerant trees for shade and vegetation 	<ul style="list-style-type: none"> ■ Canopies with benches and tables ■ Drought-friendly turf areas that can withstand heavy traffic

C. EDUCATION

This section provides an overview of the school districts, an inventory of existing schools, and describes proposed improvements to existing schools and new schools. The Plan Area is made up of three unified school districts, but predominantly Fresno Unified in the northern half and Washington Unified in the southern half (see Figure 6-2). The Central Unified School District is located to the west of the Plan Area, but overlaps a minimal number of existing residential properties within the Plan Area. Near the freeway intersection of Highway 41 and Highway 99, the school district boundaries of Fresno Unified and Washington Unified alternate in the east-west and north-south directions. It is likely that residents in this area may live in close proximity of each other, but are assigned to different school districts, and thus attend different schools.

The Plan Area consists of two elementary schools (Sunset and West Fresno), two middle schools (Rutherford B. Gaston and West Fresno), and no high schools. Rutherford B. Gaston (Gaston) Middle School was recently constructed. There are two charter schools, Bethune (elementary) and WEB Dubois (K to 12) within the Plan Area. Refer to Figure 6-1 for the locations of existing and proposed schools.

Edison High School is located outside, but very proximate to the Plan Area, and is located within two districts, but belongs to Fresno Unified School District. Washington Union High School serves the Washington Unified District, but is located outside of the Plan Area and approximately four miles south of the Plan Area's southern edge.

As described in the Community Environmental Health section in Chapter 1, Introduction, in Southwest Fresno, a large percentage of adults have not completed high school and few have earned a college degree. Edison High and several elementary schools score below Academic Performance Index's statewide standards. These academic indicators indicate a need for greater academic achievement among children and youth living in Southwest Fresno.

EDUCATIONAL IMPROVEMENTS

In the 2009 West Fresno Asset Map: Community Plan, the Southwest Fresno community identified improving financial literacy and promoting higher education/training for residents as a top priority, along with increasing funding for area schools. In 2010, the California Endowment launched its Building Healthy Communities (BHC) initiative, a 10-year strategic plan designed to improve health systems and the physical, social, economic and service structures that support healthy living and healthy behaviors in central, southeast, and southwest sectors of Fresno. BHC recognizes the importance of schools as providing anchors in the communities they serve, as well as promoting healthy behaviors and serving as gateways for resources and services. It should be noted that educational facilities are provided by entities that have a special mission and financial structure to do so, such as a school district. The City of Fresno, as a local government, does not have direct control over schools; however, the City can partner with educational institutions to work toward common goals.



Recently constructed Gaston Middle School.

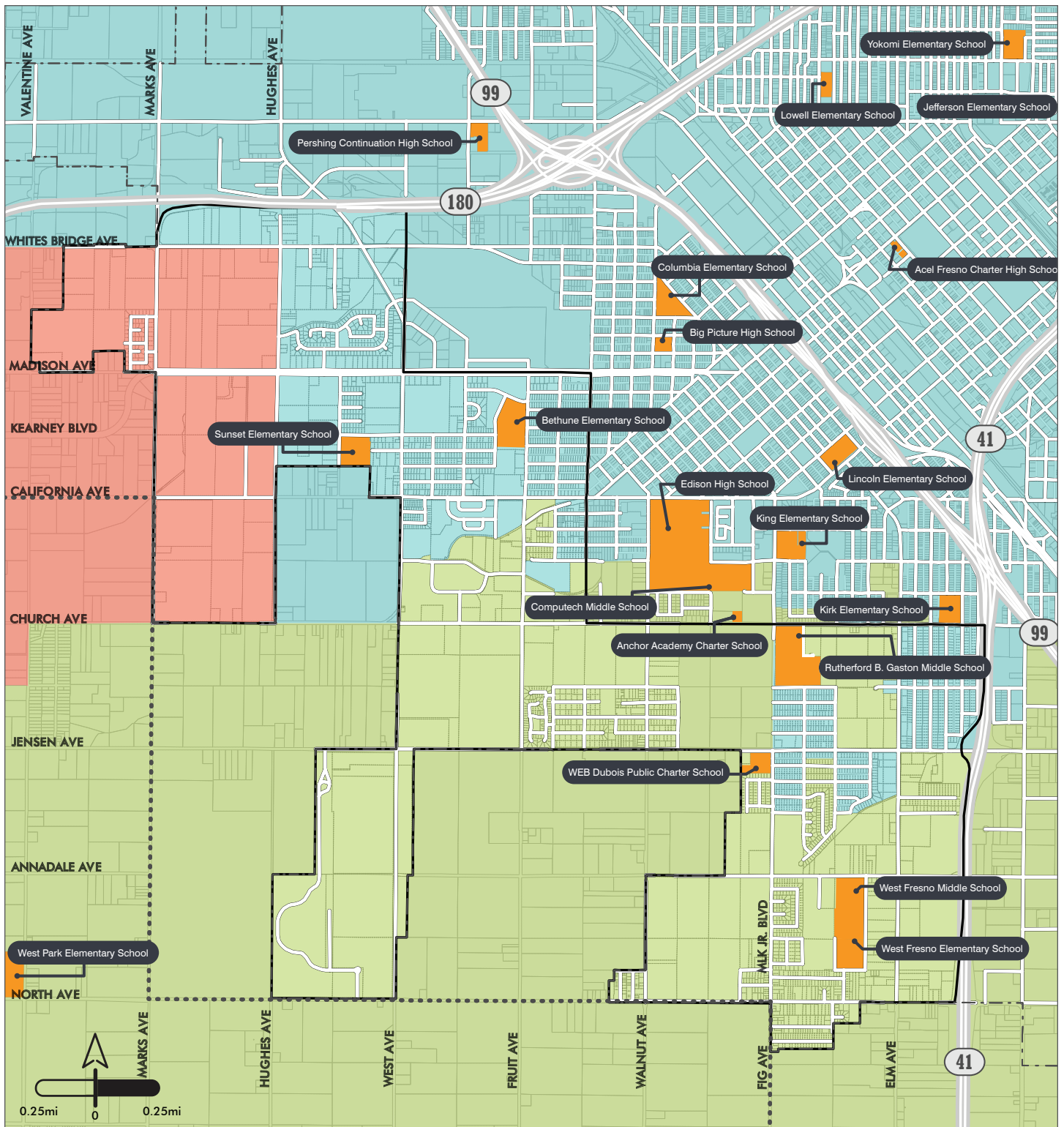
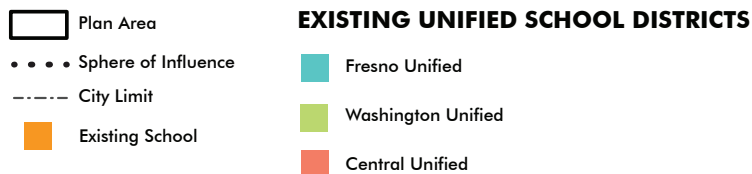


FIGURE 6-2 Schools and School Districts



K to 12 Schools

The Plan envisions each complete neighborhood with at least one or more grade schools so students can walk to school. This includes four elementary schools within the Plan Area (a total of nine in the Plan Area and SOI combined), two middle schools within the Plan Area (a total of five in the Plan Area and SOI combined), and one new middle/high school/special school within the SOI. Each school is either adjacent to or within one-eighth-mile from a nearby park.

Community College

The area identified as the “MLK Activity Center” in the Fresno General Plan (General Plan), bounded by Church Avenue, Martin Luther King Jr. Boulevard, Jensen Avenue, and Knight Avenue, is envisioned as the future home to an educational use, particularly a community college campus. While it is not certain that a community college campus will be funded and built in Southwest Fresno, the land use map proposes Public Facility- College to allow this type of development. The areas surrounding it are planned for housing, community commercial uses, mixed use, and a park in order to facilitate compatible uses.



California State University, Fresno college campus serves as a community college magnet use.

Training Centers

To offer more opportunities for residents to increase their skills and improve overall employment in Southwest Fresno, the Plan identifies locations for public facilities which can be used for training centers for young people and adults. This priority is tied to the City’s healthy community goal. When communities can obtain quality education and job training, secure employment with living wages that allow self-sufficiency, and feel safe within one’s neighborhood, they are likelier to enjoy healthy lives.

D. OTHER PUBLIC FACILITIES

Other public facilities with dedicated land area within the Plan Area include hospital/clinic, neighborhood centers, and PG&E stations. As described in the Community Environmental Health section in Chapter 1, Introduction, the choices to access medical care have improved in recent years. Medical care facilities that serve the Southwest Fresno community include Easton Community Health Center, Elm Community Health Center (Clinic Sierra Vista), West Fresno Community Health Center, and Gaston Middle School’s on-site health clinic.

E. GOALS AND POLICIES

The following goals and related polices address Parks and Open Space, Education, and other Public Facilities, and are intended to work in tandem with and refine those of the General Plan.

The 2017 Fresno Parks Master Plan, which is now being developed, identifies parks-related citywide challenges that are similar to those in Southwest Fresno and in response, contains efficiency and quality standards for Fresno parks citywide. The Fresno Parks Vision document completed in December 2016 envisions a citywide parks system that provides parks that are accessible, equitable, healthy, safe, beautifully designed, and innovative. The identified citywide challenges include poor conditions of parks; lack of accessibility; crime and safety; and lack of shade. The following Parks and Open Space goals and policies strive to address these challenges and realize the Plan’s vision.

Goal PF-1 **Improve existing parks as the highest priority to create high quality outdoor spaces that Southwest Fresno residents care about in order to foster a healthy and active community.**

Policy PF-1.1 Upgrade the amenities in existing parks, including ponding basin parks, by first improving the conditions of existing amenities and then renovating parks to provide new amenities. All parks should have well-maintained and fully accessible essential and desired amenities, including park infrastructure, activities, landscaping, and seating.

Policy PF-1.2 Provide a sense of safety and security at existing parks by addressing delinquent activities and occupation by transient populations through enforcement and community design in keeping with CPTED principles.

Policy PF-1.3 Remediate toxic sites on and/or directly adjacent to existing parkland to improve the environmental health of the community and prepare the sites for other potential uses, with the remediation of Hyde Park being a high priority. Seek funds to implement remediation.

Goal PF-2 **Increase the overall amount of usable parkland within Southwest Fresno allowing varied recreational opportunities for the entire Southwest Fresno community.**

Policy PF-2.1 Develop new parks, tot lots, and playing fields within a half-mile walking distance (a ten-minute walk) from existing and new residential areas, prioritizing existing developed neighborhoods that are deficient of such amenities and in areas along transit-priority corridors such as California Avenue, Martin Luther King Jr. Boulevard, and Elm Avenue.

Policy PF-2.2 If possible, site new parks to have maximum visibility by surrounding residences to increase “eyes on the street” and thus create natural surveillance in keeping with CPTED principles.

Policy PF-2.3 Utilize vacant and/or underutilized land for park uses. The transformation of vacant and/or underutilized land into parks can be phased over time with temporary or transitional park activity.

Policy PF-2.4 Meet the General Plan’s parkland standard for at least three acres of parkland to be provided per 1,000 residents for all parkland less than 40 acres in size owned and/or maintained by the City of Fresno, San Joaquin River Parkway, FMFCD ponding basin/parks, owned and maintained by an HOA and

	publically accessible (no gate), and where there is little likelihood that the use or access will change, while striving for five acres of parkland to be provided per 1,000 residents which includes all parkland counted toward three acres per 1,000 residents, all parkland 40 acres or greater in size, and all trails of any size. As new development occurs in the Plan Area, monitor residential population growth compared to development of new parklands to meet the three acres of parkland to be provided per 1,000 residents ratio. If the ratio is not met, explore additional ways to increase the amount of dedicated parkland in the Plan Area, including but not limited to designating additional lands for parkland development.		trail system that is integrated into the transportation network while also providing opportunities for recreation and access to nature and parks.
		Policy PF-3.3	Utilize landscaping as buffers between sensitive uses such as residential areas and schools from higher intensity development and transportation per the Citywide Development Code.
		Policy PF-3.4	Encourage the use of low water-use plant materials and water efficient landscaping initiatives for the Plan Area.
		Goal PF-4	Provide adequate access to medical facilities to support the mental and physical health of Southwest Fresnoans.
Policy PF-2.5	Promote joint-use public facilities, such as community centers, libraries, parks, school fields, playgrounds, gyms, auditoriums, and aquatic facilities, which can augment and provide a wider range of recreation activities and park amenities to the public.	Policy PF-4.1	Work with the County of Fresno Health Department and hospitals to increase siting and development of small-scale medical clinics and larger-scale medical facilities, particularly within magnet cores.
Goal PF-3	Enhance the natural landscape and character of Southwest Fresno by integrating the natural environment with the built environment.	Goal PF-5	Ensure that the amount of existing and new schools within the Plan Area adequately support the number of existing and new residents.
Policy PF-3.1	Promote tree planting on private and public property, including parks and parking lots, to increase the amount of tree canopy and enhance the aesthetic of Southwest Fresno.	Policy PF-5.1	Work with school districts and public charter schools in siting new schools for anticipated potential increases in the Southwest Fresno residential population and the resulting impacts on school capacity and enrollment. If necessary, assist the school districts with future plan amendments to add new school sites.
Policy PF-3.2	Provide a network of multi-use trails, including along the Fresno Irrigation District (FID) canal right-of-ways, to provide an off-street		

Goal PF-6 Provide public educational and training facilities that help foster the pursuit and achievement of higher education and higher skilled vocations.

Policy PF-6.1 Provide new adult and youth educational and job training programs in existing and new public facilities or institutions, such as offices and schools within the Plan Area or in close proximity, that prepare residents for medium- and high-wage jobs.

Policy PF-6.2 Support the current initiative to locate a new job training center accessible to Southwest Fresno residents.

Policy PF-6.3 Work with the State Center Community College District’s Board to fund and develop a community college campus within the Plan’s southern magnet core/MLK Activity Center.

Policy PF-6.4 Work with youth-oriented community organizations to develop programs that help nurture leadership and ambition in the youth of Southwest Fresno.

Goal PF-7 Increase opportunities for residents to improve their job skills and employment options.

Policy PF-7.1 Coordinate existing training programs with the Fresno Regional Workforce Investment Board, educational institutions, and public charter schools to identify program gaps and areas of overlap.

Policy PF-7.2 Work with local schools, community groups, and non-profits to connect students and residents to existing training programs.

Policy PF-7.3 Partner with the Workforce Investment Board, or other interested organizations, businesses, schools,

and residents to expand opportunities for youth jobs for after school and summer work, volunteer positions, and other skills development opportunities.

Policy PF-7.4 Establish a workforce policy to encourage businesses and City programs in the Plan Area to prioritize hiring Plan Area residents in the 93706 zip code, consistent with applicable laws.

Goal PF-8 Locate parks, schools, and other public facilities equitably.

Policy PF-8.1 Work with school districts and public charter schools to establish joint-use agreements to share school facilities, such as fields, playgrounds, gyms, auditoriums, and aquatic facilities, in order to provide a wider range of recreation programs and maximize the efficient use, maintenance, and supervision of public facilities.

Policy PF-8.2 Identify, where appropriate, joint-use opportunities to site parks near other City service facilities.

Policy PF-8.3 Work with hospitals and the County of Fresno Health Department to site medical clinics and medical facilities.

Goal PF-9 Support programs, leadership, and opportunities for Fresno’s youth of all ages and abilities.

Policy PF-9.1 Work with public agencies, community-based organizations, and school districts to provide afterschool programs for youth.

Policy PF-9.2 Facilitate connections to schools and community resources.

Policy PF-9.3 Involve youth directly in planning for services and programs to increase program innovation and youth ownership and interest.



7 UTILITIES

A. INTRODUCTION

Utility services in the vicinity must be enhanced to support the development of the Southwest Fresno Specific Plan Area (Plan Area). This area is a mixture of undeveloped and developed agricultural, residential, public, commercial and industrial land uses. Utility providers currently serving existing needs have plans in place to serve future needs in accordance with the Fresno General Plan (General Plan) for the area. Water and sewer services are provided by the City of Fresno; storm water drainage systems are constructed and maintained by the Fresno Metropolitan Flood Control District (FMFCD); irrigation water is supplied by the Fresno Irrigation District (FID); electricity and gas utilities are provided by Pacific Gas and Electric (PG&E); and telephone, fiber, and cable service is provided by AT&T/Comcast/Xfinity. Recycled water is anticipated in the Plan Area (see Figure 7-3). It is currently being provided just west of the Plan Area. Land use categories in the Plan Area are listed with total acreage for both existing and planned land uses in Table 7-1.

METHODOLOGY

As described in Chapter 3, Land Use, the City of Fresno assigns dual land use designations to new parks, open space, and public facilities land. Many of the dual land use designations are more intensive than the primary planned land use. To best understand and plan for future utility needs, the utilities analysis compares the Plan Area's most intensive land use designations with the General Plan's least intensive designations since this comparison will result in the greatest possible change in water usage and basin volume.



TABLE 7-1 Total Acreage by Land Use Classification for General Plan (GP) and Specific Plan (SP)

LAND USE CLASSIFICATION AND ABBREVIATION		GP (ACRES)	SP (ACRES)	AREA Δ (%)
Employment - Business Park	cbp	169.77	0.00	-100%
Commercial - Community	cc	59.85	109.82	83%
Commercial - General	cgh	0.37	0.37	0%
Corridor/Center Mixed-Use	cmx	69.12	96.29	39%
Employment - Office	co	16.11	194.26	1110%
Commercial - Regional	cr	38.20	63.53	66%
Clear Zone	cz	0.00	13.86	100%
Commercial - Highway & Auto	hwy	43.26	0.00	-100%
Industrial - Heavy	ih	36.41	0.00	-100%
Industrial - Light	il	108.49	0.00	-100%
Neighborhood Mixed-Use	nmx	0.00	136.25	100%
Open Space - Ponding Basin	obp	204.89	209.39	2%
Open Space - Park	orp	3.49	1.61	-54%
Open Space - Community Park	orpc	48.11	1.94	-96%
Open Space - Neighborhood Park	orpn	44.36	4.5	-96%
Open Space - Regional Park	orpr	246.17	134.64	-45%
Public Facilities - Airport	pa	1.95	1.95	0%
Public Facilities - College	pc	0.00	23.61	100%
Public Facilities	pf	30.03	137.39	358%
Public Facilities - Neighborhood Center	pnc	5.44	5.44	0%
Public Facilities - Church	pqch	2.05	0.00	-100%
Public Facilities - PG&E Substation	page	3.84	3.84	0%

LAND USE CLASSIFICATION AND ABBREVIATION		GP (ACRES)	SP (ACRES)	AREA Δ (%)
Public Facilities - Hospital	pqmh	5.08	5.08	0%
Public Facilities - Elementary School	pse	37.59	17.96	-52%
Public Facilities - Middle School	psm	63.66	38.94	-39%
Public Facilities - Water Recharge	pwrb	6.66	6.66	0%
Residential High Density	rh	22.05	0.00	-100%
Residential Low Density	rl	41.39	41.39	0%
Residential Medium Density	rm	828.25	873.82	6%
Residential Medium High Density	rmh	32.13	33.79	5%
Residential Medium Low Density	rml	534.56	511.80	-4%
Residential Urban Neighborhood Density	run	90.91	107.32	18%

Note: The symbol Δ indicates the delta or change compared between the General Plan and Southwest Fresno Specific Plan.

Sewer and Water Utility Analysis

Land use comparisons between the General Plan and the Southwest Fresno Specific Plan (the Plan) were used to estimate changes to planned sewer and water systems for the Plan Area. The General Plan considers existing capacity, enhancements to existing system, as well as future sewer and water systems anticipated to meet future demand; the General Plan provided the baseline for the analysis. Changes in sewer and water demand were derived from acreage changes by land use with adoption of the Plan.

Constructed utility lines are sized and planned to meet the requirements of the area at full buildout as well as other known requirements of the utility owners. Construction of utility improvements will depend on sequence and schedule of development. Each land use was given a demand value in million gallons per day (MGpd) for both sewer and water. Demand calculations per land use under the General Plan and the Plan were summed separately and compared individually and the aggregate totals were checked. These calculations were broken down for the area within the Plan Area and outside the Plan Area but within the General Plan Sphere of Influence (SOI).

Total aggregate capacity is one factor and largely determines the cost of water supply capital improvements and treatment plant capacity. In addition, spatial changes in land use and densities can have an impact on the water distribution and wastewater collection system requirements on a smaller scale. For example, single-family residences create a far different utility footprint and cost profile than an urban high density residential housing complex. These differences were captured through comparison of expected system designs for each type of land use.

Storm Drainage Impacts

Total aggregate capacity is important but for storm drainage cost determination, a far more crucial capacity is the required capacity for each storm water basin. There are currently 14 basin areas in the Plan Area and each of these areas was analyzed to determine changes from the General Plan baseline. Pivot table information based on the GIS analysis provided the acreages by flood control basin for analysis.

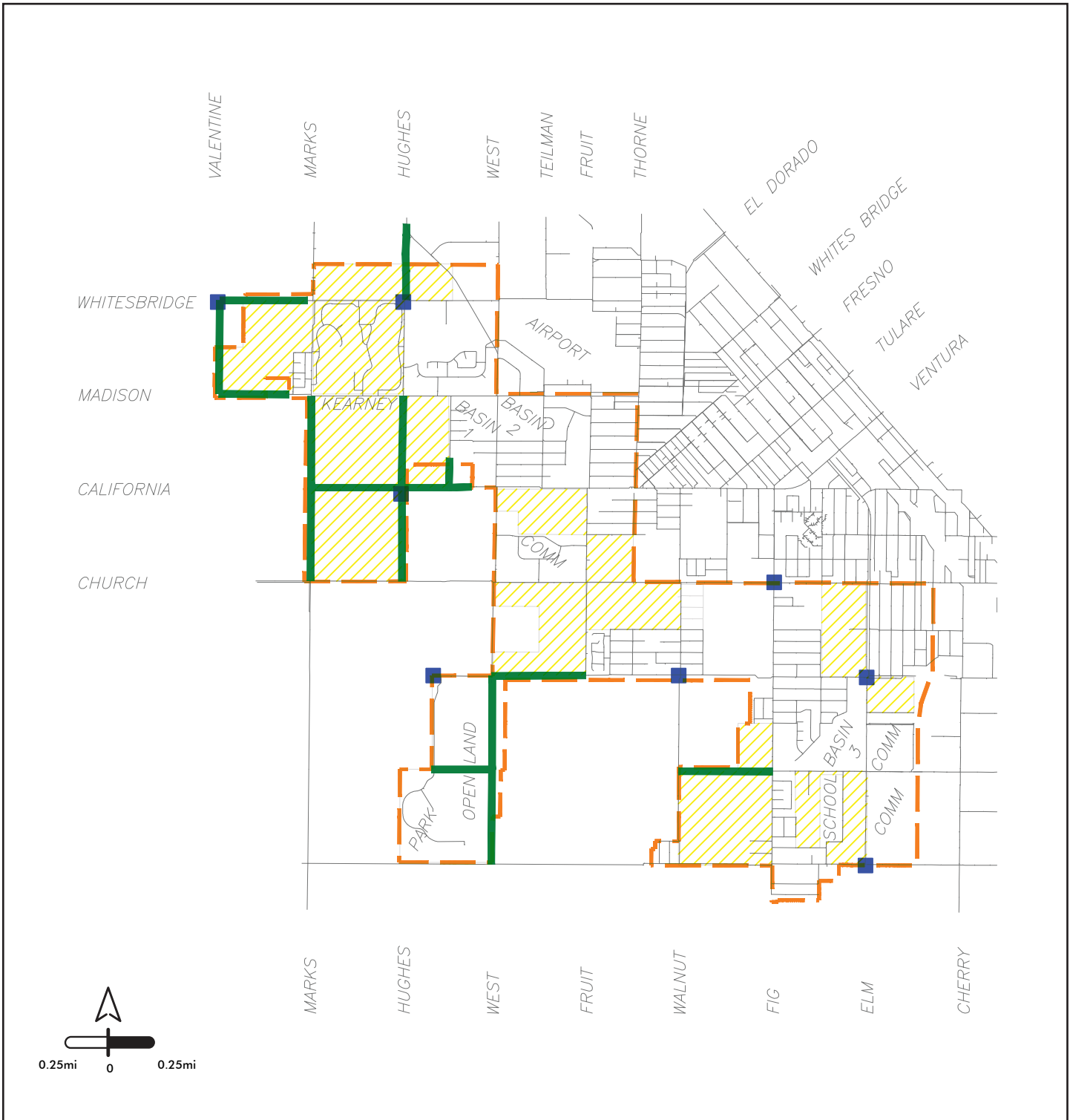
B. WET UTILITIES NEEDS ANALYSIS AND IMPROVEMENTS

WATER SUPPLY

The City of Fresno Water Department will serve the Plan Area. Two water wells in the area and six wells outside the area supply water to a pipeline distribution network of more than 47 miles varying in size from four inches to 14 inches. Current system capacity, General Plan forecast required capacity, and the Plan required capacity are 2 MGD, 7.1 MGD, and 7.4 MGD, respectively. Utilizing the General Plan as the base for comparison, the Plan requires a 5 percent increase in water demand over the General Plan buildout. Figure 7-1 illustrates the existing and proposed water systems.

The utilities are planned on expected future consumption. Future for water related capital improvements will need to comply with applicable federal, state and local requirements, including the City of Fresno Water Conservation Act. Future projects are required to consume lower than expected consumption.

New municipal wells and water delivery pipelines will be required in the Plan Area to serve new growth; these new wells and pipelines were already identified as necessary in the General Plan. Facilities will be sized to provide delivery capacity to meet water demands during peak conditions and at the same time meet fire protection needs. Peaking factors, fire flow requirements, and a system pressure range, which must be utilized in designing the facilities, are set out in the City's standard specifications. Table 7-2 compares the anticipated water usage per land use in the Plan to those in the General Plan.



Note: Street line work omitted for clarity.

FIGURE 7-1 Proposed Water Improvements

- Plan Area
- Existing Water Lines
- Proposed Water Well
- Proposed Water Lines - 12" or Greater
- Proposed Water Lines - 8"

TABLE 7-2 Comparison of General Plan (GP) and Specific Plan (SP) Anticipated Water Usage per Land Use Classification

LAND USE CLASSIFICATION AND ABBREVIATION		GP WATER USAGE (MGPD)	SP WATER USAGE (MGPD)	US-AGE Δ (%)	LAND USE CLASSIFICATION AND ABBREVIATION		GP WATER USAGE (MGPD)	SP WATER USAGE (MGPD)	US-AGE Δ (%)
Employment - Business Park	cbp	0.289	0.0	-100%	Public Facilities - PG&E Substation	page	0.007	0.007	0%
Commercial - Community	cc	0.102	0.187	83%	Public Facilities - Hospital	pqmh	0.027	0.027	0%
Commercial - General	cgh	0.001	0.001	0%	Public Facilities - Elementary School	pse	0.098	0.047	-52%
Corridor/Center Mixed-Use	cmx	0.118	0.164	39%	Public Facilities - Middle School	psm	0.166	0.101	-39%
Employment - Office	co	0.027	0.331	1110%	Public Facilities - Water Recharge	pwrb	0.000	0.000	0%
Commercial - Regional	cr	0.065	0.108	66%	Residential High Density	rh	0.079	0.000	-100%
Clear Zone	cz	0.000	0.000	0%	Residential Low Density	rl	0.066	0.066	0%
Commercial - Highway & Auto	hwy	0.000	0.000	0%	Residential Medium Density	rm	3.106	3.277	6%
Industrial - Heavy	ih	0.044	0.000	-100%	Residential Medium High Density	rmh	0.143	0.000	-100%
Industrial - Light	il	0.195	0.000	-100%	Residential Medium Low Density	rml	1.443	1.382	-4%
Neighborhood Mixed-Use	nmx	0.000	0.409	100%	Residential Urban Neighborhood Density	run	0.482	0.569	18%
Open Space - Ponding Basin	obp	0.051	0.052	2%	Total		7.063	7.411	5%
Open Space - Park	orp	0.005	0.002	-54%					
Open Space - Community Park	orpc	0.072	0.002	-96%					
Open Space - Neighborhood Park	orpn	0.067	0.007	-90%					
Open Space - Regional Park	orpr	0.369	0.202	-38%					
Public Facilities - Airport	pa	0.003	0.003	0%					
Public Facilities - College	pc	0.000	0.066	100%					
Public Facilities	pf	0.051	0.234	358%					
Public Facilities - Neighborhood Center	pnc	0.007	0.007	0%					
Public Facilities - Church	pqch	0.002	0.000	-100%					

Note: The symbol Δ indicates the delta or change compared between the General Plan and Southwest Fresno Specific Plan.

WASTEWATER

The Fresno-Clovis Regional Wastewater Reclamation Facility (RWRF) serves the Plan Area. Wastewater generated from homes and businesses in the Fresno/Clovis metro area travels through 1,500 miles of sanitary sewer lines to the facility. The RWRF is located at Jensen and Cornelia Avenues near Southwest Fresno, approximately three miles west of the Plan Area. Currently, the City of Fresno's wastewater collection in the Plan Area has over 100 miles of sewer lines ranging in size from six inches to 60 inches in diameter and four sewage lift stations. The Plan Area is currently planned to be served by four separate sewer areas. A Sanitary Sewer Feasibility Study may be required prior to development. Cost of this planning effort is not included in the cost estimates provided in this section of the report. Figure 7-2 illustrates the existing and proposed wastewater systems.

Some areas in the Plan Area utilize septic systems. New development in the Plan Area will provide outlying areas, which are not currently served with sewer collection, the opportunity to connect to the City's sewer system. Developers will be required to build, or contribute towards design and construction, of collection systems sufficient to serve the ultimate required capacity at Plan buildout.

For purposes of preparing the Plan, the existing systems and the added sewer requirements, based upon proposed land uses, have been considered. A combination gravity flow and force main system is assumed and reflected in the estimates. The current configuration utilizes four lift stations in the service area. The existing four stations will be upgraded and two additional stations have been included for this Plan. Alternative wastewater conveyance systems will also be explored. One such alternative will be a combined gravity and lift station system where the majority of the Plan Area would gravity flow to the regional treatment plant. Table 7-3 compares the anticipated wastewater generated per land use in the Plan to those in the General Plan.

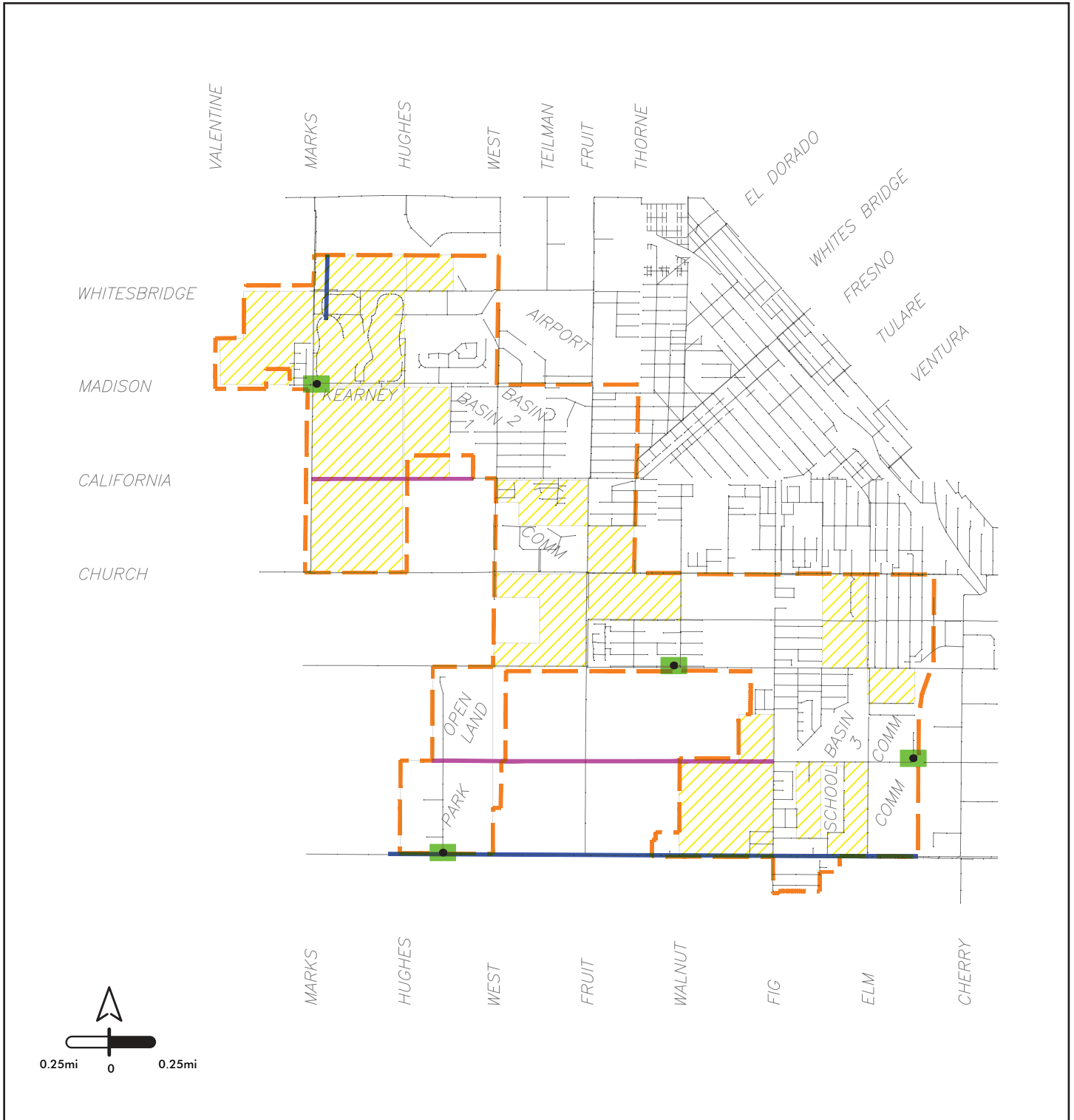
RECYCLED WATER USE

Recycled water, an important water source for the City of Fresno, is not yet utilized in the Plan Area. The Plan presents an opportunity to integrate recycled water use into the associated improvements with buildout of the City of Fresno's recycled water system. Green field installation of a distribution system at the initial development stage provides opportunity to plan optimum recycled water utilization within the Plan Area. The conceptual plans for the recycled water distribution system are shown in Figure 7-3. The recycled water plans are one area where the planned system was increased. The City park in the southwest portion of the Plan Area was not planned to be served by the recycled water system. Cost of a line to service this property has been included in the cost estimate.

STORM SYSTEM

The FMFCD serves both the existing City and County area with inlets, pipes and storage basins which provide flood control for the area. There are currently 14 drainage areas established in whole or part within the Plan Area. The drainage analysis covers 5,246 acres of the Plan Area and adjacent Sphere of Influence area. An additional area of 613 acres was studied and comprised of (1) upstream tributary areas which drain into the Plan Area and (2) additional drainage basin area downstream of the Plan Area where Plan Area water flows to basins outside the Plan Area. Figure 7-4 illustrates the existing and proposed storm water systems.

FMFCD has based planning for the 14 drainage areas using the General Plan land use classifications for each drainage area. Beyond planning, the basins have been located, sized and in most cases basin property acquisition has been completed. The Plan must be analyzed and evaluated for impacts on the aggregate area as well as for each of the 14 planned basin areas. FMFCD guidelines allow a 20 percent change in required volume before FMFCD is required to resize the basin and either enlarge or change the location of the affected basin. The analysis in Table 7-4 shows all of the 14 FMFCD drainage basins are sized sufficiently for the Plan as compared to the General Plan.



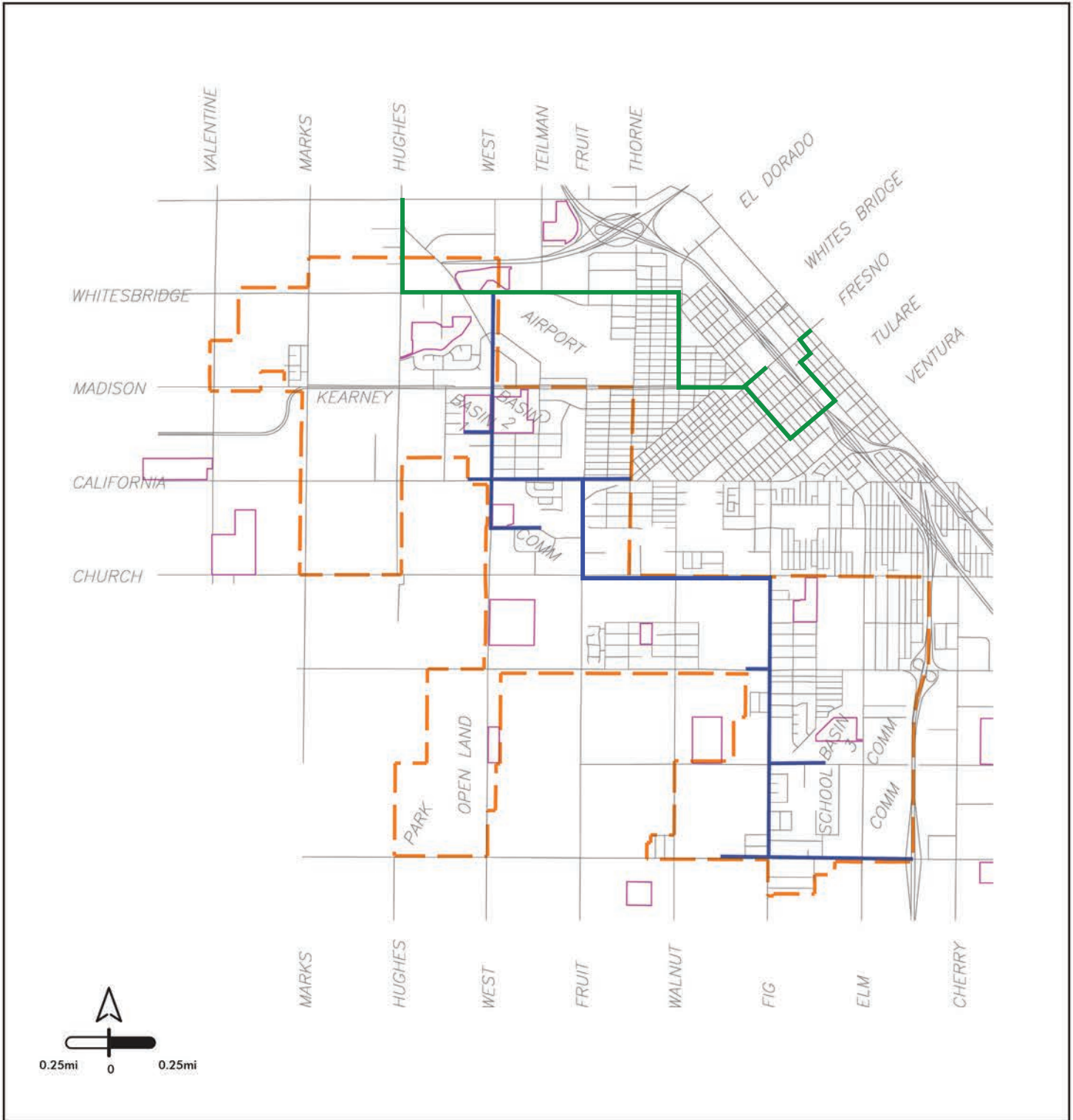
Note: Street line work omitted for clarity.

FIGURE 7-2 Proposed Wastewater Improvements

- Plan Area
- Existing Wastewater Lines
- Existing Wastewater Lift Station
- Proposed Wastewater Lines - 12" or Greater
- Proposed Sewer Capital Enhancement
- Proposed Wastewater Lines - 8"

TABLE 7-3 Comparison of General Plan (GP) and Specific Plan (SP) Anticipated Wastewater Usage per Land Use Classification

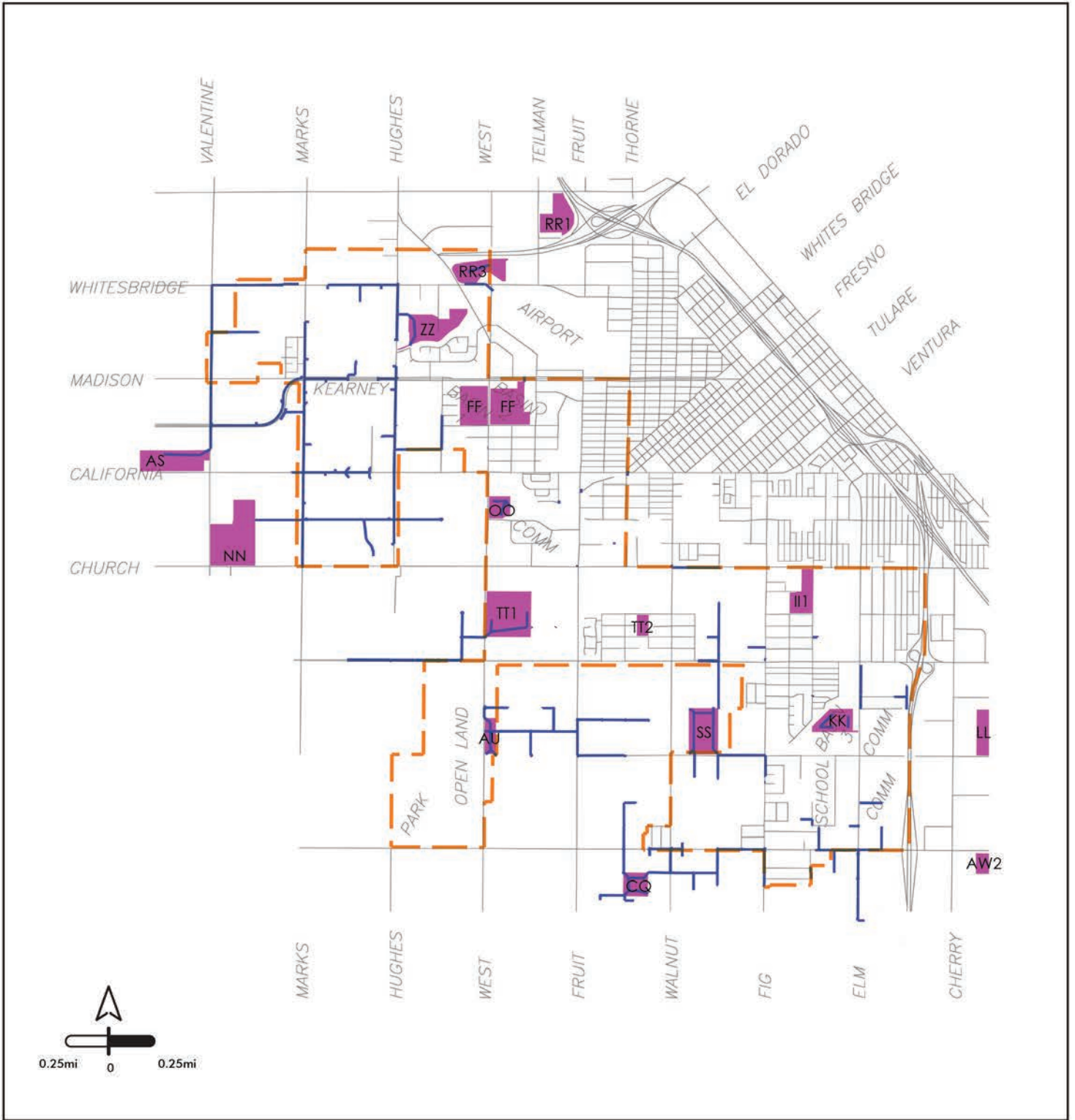
LAND USE CLASSIFICATION AND ABBREVIATION		GP WATER USAGE (MGPD)	SP WATER USAGE (MGPD)	USAGE Δ (%)	LAND USE CLASSIFICATION AND ABBREVIATION		GP WATER USAGE (MGPD)	SP WATER USAGE (MGPD)	USAGE Δ (%)
Employment - Business Park	cbp	0.136	0.000	-100%	Public Facilities - PG&E Substation	pqge	0.002	0.002	0%
Commercial - Community	cc	0.048	0.088	83%	Public Facilities - Hospital	pqmh	0.020	0.020	0%
Commercial - General	cgh	0.000	0.000	0%	Public Facilities - Elementary School	pse	0.026	0.013	-52%
Corridor/Center Mixed-Use	cmx	0.249	0.347	39%	Public Facilities - Middle School	psm	0.045	0.027	-39%
Employment - Office	co	0.016	0.195	1110%	Public Facilities - Water Recharge	pwrb	0.000	0.000	0%
Commercial - Regional	cr	0.036	0.060	66%	Residential High Density	rh	0.075	0.000	-100%
Clear Zone	cz	0.000	0.000	0%	Residential Low Density	rl	0.025	0.025	0%
Commercial - Highway & Auto	hwy	0.000	0.000	0%	Residential Medium Density	rm	0.745	0.786	6%
Industrial - Heavy	ih	0.042	0.000	-100%	Residential Medium High Density	rmh	0.090	0.095	5%
Industrial - Light	il	0.130	0.000	-100%	Residential Medium Low Density	rml	0.909	0.870	-4%
Neighborhood Mixed-Use	nmx	0.000	0.273	100%	Residential Urban Neighborhood Density	run	0.364	0.429	18%
Open Space - Ponding Basin	obp	0.051	0.052	2%	Total		3.118	3.436	10%
Open Space - Park	orp	0.001	0.000	-100%	Note: The symbol Δ indicates the delta or change compared between the General Plan and Southwest Fresno Specific Plan.				
Open Space - Community Park	orpc	0.024	0.001	-96%					
Open Space - Neighborhood Park	orpn	0.000	0.000	0%					
Open Space - Regional Park	orpr	0.369	0.229	-38%					
Public Facilities - Airport	pa	0.001	0.001	0%					
Public Facilities - College	pc	0.000	0.033	100%					
Public Facilities	pf	0.018	0.082	358%					
Public Facilities - Neighborhood Center	pnc	0.002	0.002	0%					
Public Facilities - Church	pqch	0.001	0.000	-100%					



Note: Street line work omitted for clarity.

FIGURE 7-3 Proposed Recycled Water Improvements





Note: Street line work omitted for clarity.

FIGURE 7-4 Proposed Stormwater Improvements



TABLE 7-4 Comparison of Existing and Required Drainage System Capacity by Drainage Area for General Plan (GP) and Specific Plan (SP)

DRAINAGE AREA	PROPOSED PLAN WATERSHED AREA ^a (ACRES)	GP REQUIRED BASIN VOLUME (ACRE- FEET)	SP REQUIRED BASIN VOLUME (ACRE- FEET)	Δ(%)
Basin AR	0.5	0.23	0.23	0.0%
Basin AS	637	126.06	130.79	3.8%
Basin AU	376	70.76	81.07	14.6%
Basin AV	526	178.00	148.92	-16.3%
Basin CE ^b	0	0.0	0.0%	0.0%
Basin CP	311	61.97	53.82	-13.2%
Basin CQ	220	46.76	52.25	11.8%
Basin FF	273	62.68	62.68	0.0%
Basin II1	168	39.88	41.51	4.1%
Basin KK	250	79.83	73.61	-7.8%
Basin NN	789	170.92	163.35	-4.4%
Basin OO	113	33.49	33.46	0.0%
Basin RR	12.4	1.41	1.41	0.0%
Basin SS	520	117.44	119.28	1.6%
Basin TT	563	140.39	138.85	-3.9%
Basin ZZ	225	57.59	61.34	6.5%
EXEMPT	101	43.86	43.74	-.3%
OUT OF DRAINAGE AREA	774	115.03	144.97	26.0%
Total	5,859	1,346.3	1347.3	0.1%

Note:

- a. Denotes watershed area (acres) located within Plan Area.
- b. Drainage area CE is located within the Plan Area; however, the Drainage Area has no contributing watershed within the Plan Area.

The symbol Δ indicates the delta or change compared between the General Plan and Southwest Fresno Specific Plan.

IRRIGATION

The FID currently serves portions of the Plan Area. Irrigation water is provided by six FID facilities including the Kearney Avenue Basin No. 189 and five canal and/or pipeline facilities. While no additional capacity is required with implementation of the Plan, the irrigation system remains a factor and in place for three important reasons.

1. Existing service is required throughout the development period. In-holdings and undeveloped parcels still require irrigation water.
2. Irrigation facilities serve as a water transmission function across the area. This transmission capacity will be required following full buildout of the Plan.
3. The FID irrigation system serves a dual function: A) delivery of irrigation water, and B) storm water transmission during the wet season. The irrigation facilities serve a vital role in the storm water system as that capacity for conveying irrigation water is utilized to convey storm water during the wet season.

Improvements in the irrigation system will be required with implementation of the Plan. Modifications will be required so that facilities are consistent with an urban setting. These improvement costs are not controlled nor borne by the FID, but by developers which lead in determining the cost of the associated improvements. Those costs are included in general improvement budgets such as street construction and storm water projects. This is appropriate as no primary irrigation benefit accrues to the utility owner. All work must meet FID standards and requirements for an urban setting. Whether a canal is preserved as-is, improved, or replaced with a pipeline is determined by FID. In addition, FID is an interested participant and remains the facility owner involved in planning, design, and approving improvements, but costs for these improvements are included in the development projects.

C. DRY UTILITIES NEEDS ANALYSIS AND IMPROVEMENTS

ELECTRICAL

The Plan Area is currently serviced by PG&E, who operates and maintains transmission, switching substation(s), and distribution lines to serve the Plan Area. Implementation of the Plan will require expansion of the electrical distribution and transmission related facilities; this is not a change from what was anticipated in the General Plan. In addition to adding new distribution feeds, the range of electric system improvements needed to accommodate growth may include upgrading existing substation and transmission line equipment, expanding existing substation(s) to their ultimate build-out capacity, building new substations and interconnecting transmission lines. The new development will be responsible for the costs associated with the necessary expansion and upgrading of the systems.

GAS SYSTEMS

PG&E also operates and maintains natural gas transmission and distribution lines within the project site. Implementation of the Plan will require the expansion of distribution and gas transmission and related facilities to serve the Plan Area. The new development will be responsible for the costs associated with the necessary expansion and upgrading of these systems.

D. COMMUNICATIONS

AT&T, Comcast, and Xfinity (all AT&T companies) provide telephone, fiber, and cable services to the Plan Area. Implementation of the Plan will require expansion of communications systems to serve the Plan Area. The new development will be responsible for the costs associated with the necessary expansion and upgrading of any authorized systems.

E. GOALS AND POLICIES

Goal U-1 **Maintain, and if necessary, upgrade and augment utilities to support new development within the Plan Area and protect the health, safety, and welfare of existing and new residents and businesses.**

- Policy U-1.1 Coordinate the installation and upgrading of utilities between the City and County.
- Policy U-1.2 Connect utilities, especially in previously undeveloped outlying areas, to the City’s existing utility system as a part of new development.
- Policy U-1.3 Require developers to build or contribute towards the design and construction of expanded and upgraded utilities to serve new development projects such as sewer collection systems, electric system improvements, communication systems, and natural gas transmission and distribution lines.
- Policy U-1.4 Maintain a sustainable, safe and effective wet utilities system, including wastewater, recycled water, and irrigation, to provide a high level of wet utilities while also meeting high environmental quality standards.
- Policy U-1.5 Provide adequate sewage treatment and disposal by utilizing the City of Fresno’s regional wastewater treatment plant for all existing and new development within the Plan Area.

Policy U-1.6 Explore the opportunity to integrate recycled water use into the associated improvements with buildout of the City’s recycled water system, including the potential installation of a distribution system on green field.

Policy U-1.7 Require that all new arterial street construction include undergrounding of electrical service and communications lines.



8 IMPLEMENTATION

A. INTRODUCTION

Private property owners and developers will undertake much of the work and make most of the investment needed to realize the vision for the Southwest Fresno Specific Plan (the Plan). Chapter 3, Land Use, and Chapter 4, Development Regulations, of the Plan will guide and regulate new development to ensure that it achieves the community’s vision.

The private development, however, will require investments in public facilities and infrastructure—complete streets, water and sewer, stormwater drainage, and community parks. This chapter establishes the funding and financing strategies that the City will use to ensure that new development pays its fair share of the costs for public facilities and services. The provisions included in this chapter incorporate existing City requirements, including development impact fees and community facilities districts for development projects.

The community’s vision includes not just areas planned for new development but also the existing neighborhoods and commercial corridors. However, without development impact fees, the existing neighborhoods could be waiting a long time for their share of the City’s general fund to pay for improvements to public facilities and infrastructure. Thus, this chapter also identifies tools with which neighborhoods can help pay to get improvements sooner rather than later.

Finally, the community that residents experience is much more than streets and buildings, even though the Plan, by its nature, focuses on the built environment. Therefore, this chapter presents several economic development strategies through which residents can increase their economic security and enhance the community’s quality of life.



This chapter is organized into the following sections:

- A. Introduction**
- B. General Implementation Strategy**
- C. Funding and Financing Tools**
- D. Economic Development Strategies**
- E. Implementation Action Plan**

This chapter provides a framework for implementation. Even though parts of it provide specific details, it is still just a framework. It is fully expected that as conditions and market forces change over time, the City may adjust the details as needed to keep working toward the vision for Southwest Fresno.

B. GENERAL IMPLEMENTATION STRATEGY

PRINCIPLES

The general approach to implementing the Plan incorporates several guiding principles:

- **Development Needs to Pay Its Own Way.** The City of Fresno will not subsidize new development. Development projects will pay their fair share for public facilities and services using developer-constructed improvements, development impact fees (DIFs), community facilities districts (CFDs), or other funding and financing mechanisms.
- **The Purpose of the Specific Plan is to Attract Investment and Development.** The community wants new investment and new development: attractive neighborhoods, vibrant commercial districts, and a pleasant and appealing public realm. Development standards, DIFs, and other requirements should not be so onerous as to inhibit or discourage the new development that the community desires.
- **Public Facility and Infrastructure Improvements are Needed in Existing Neighborhoods.** The Plan should provide ways to improve the public facilities and infrastructure in existing neighborhoods and commercial areas to a similar quality as will be required for new neighborhoods and commercial areas. However, it is recognized that there are funding constraints and improvements to existing neighborhoods and commercial areas may take time.
- **Implementation Should be Coordinated with the Annual Budget Process.** To avoid being the proverbial plan on a shelf, implementation must be coordinated with the City's annual budget process. The implementation framework should be laid out by fiscal year to ensure that individual implementation actions can be programed into departmental work programs and that adequate funding can be budgeted each year.

- **Infill Development Projects Are Important to Catalyze Buildout of the Specific Plan.** The City should incentivize initial infill development projects to prove the market demand for infill projects in the plan area. Incentives could include fee waivers, support for grant applications, and shifting of some costs to assessment districts.
- **Programs and Services are as Important to the Vision as Streets and Buildings.** The implementation plan should include necessary programs and services, not just capital investments for facilities and infrastructure.
- **Ongoing Operations and Maintenance is as Important as Constructing Improvements.** The Plan needs to provide a mechanism to pay for ongoing operations and maintenance for new or improved public facilities and services.
- **Development of the Plan Does Not Require the Use of Eminent Domain.** The Plan does not contemplate the broad-spread use of eminent domain as an implementation tool as there is an abundant amount of vacant land to accommodate proposed new uses. Generally, street widenings and site acquisitions for uses such as schools can be accomplished through cooperative property acquisition where the property owner is paid fair market value. Eminent domain is only used as a last resort in situations where no agreement can be made.

INSTITUTIONAL FRAMEWORK

To oversee the implementation of the Plan, the City should establish an implementation oversight committee comprised of residents, businesses, and representatives of civic organizations in the Plan Area. At a minimum, this committee should collaborate with City staff to prepare an annual report to the Mayor and City Council on the progress of implementation and recommending subsequent implementation measures, including future capital improvements. Beyond the annual report, the City may want to consider tasking this committee with reviewing and commenting on proposed development projects. The City could also task this committee with responsibilities related to branding and marketing the Southwest Fresno community.

C. FUNDING AND FINANCING TOOLS

This section identifies the funding and financing tools that are anticipated to be used for implementing the Plan. This list is not exhaustive, and new tools may be made available by the legislature. If a new or different funding or financing tool is available at the time of implementation, the most effective tool should be used.

ESTIMATED INFRASTRUCTURE COSTS

In preparing the Plan, the costs to provide major infrastructure were estimated. Table 8-1 below provides the rough cost estimates for the Plan Area. In addition, Table 8-1 provides rough cost estimates to provide infrastructure for buildout of the adjacent areas that are within the City’s Sphere of Influence (SOI). The funding and financing tools and the implementation action plan are focused on the infrastructure and estimated costs in the Plan Area.

However, the cost for infrastructure in the adjacent SOI areas are provided for context in case future applications are filed to annex SOI areas into the city limit. Specific costs and the mechanism to pay for those costs will need to be decided on a case-by-case basis for each annexation that is filed.

NEW DEVELOPMENT

Developer-Constructed/Funded Improvements

For public facilities and infrastructure on or adjacent to a site proposed for development or new construction, the preferred method to pay for the improvements is for the developer to construct or pay for the improvement as a condition of approval.

In some cases, the development of one or more parcels in the Plan Area may require the construction of off-site infrastructure improvements, the size of which may be larger than what is needed to serve just the proposed development. In such cases, if the City does not have the funds available to pay for the additional infrastructure capacity, the property owner or developer may agree, through a development agreement, to pay for the full cost of the off-site infrastructure improvement and to be repaid as additional development occurs.

The development agreement would stipulate the terms of such repayment. If the cost of infrastructure improvements is to be repaid to a property owner, developer, or other entity that paid the upfront cost, the City may prohibit other development under the Plan until the project applicant has paid the required infrastructure cost repayment fee in accordance with the terms of the development agreement.

TABLE 8-1 Estimated Wet Infrastructure Costs

TYPE OF INFRASTRUCTURE	ESTIMATED COST (PLAN AREA)	ESTIMATED COST (SOI)
Water	\$21,611,000	\$22,289,000
Recycled Water	\$2,336,000	\$2,184,000
Storm Drain	\$13,722,000	\$6,862,000
WasteWater	\$22,951,000	\$24,711,000
General Costs	\$6,062,000	\$5,605,000
TOTAL	\$66,682,000	\$61,651,000

Development Impact Fees

Development impact fees (DIFs) are a one-time charge to new development imposed under the Mitigation Fee Act (California Government Code, Section 66000, et seq.). These fees are charged to new development to mitigate impacts resulting from the development activity, and cannot be used to fund existing deficiencies. This means that new development can only pay for part of the improvement cost for projects that benefit existing uses as well as new development and the City must find another funding source to cover the costs for the improvements that benefit the existing uses.

Impact fees must be adopted based on findings of reasonable relationships between the development paying the fee, the need for the fee, and the use of fee revenues. The City of Fresno has DIFs for police, fire, parks, and streets impacts. The implementation plan calls for the City to update the impact fees for the Plan Area based on updated infrastructure cost estimates.

The City can allow for credits and reimbursements for capital projects funded by an impact fee that are constructed privately by developers and dedicated to the City. Depending on the specific implementation guidelines of the fee program, a development project could choose to dedicate land or make certain improvements and receive a credit against the impact fee due. A “credit” is the amount counted against the developer’s fee obligation. A “reimbursement” is the amount that exceeds the developer’s fee obligation.

Because each development pays only for its fair share of a public facility or infrastructure improvement, the City may not have the necessary funding to pay for improvements until other developments are approved and constructed. If the City has funds available, it can construct the improvements and get repaid over time. If the City does not have funds available, it might be the case that a community facilities district, which can bond against future revenue, would be a better funding mechanism than a DIF.

Community Facilities District

Community facilities districts (CFDs) can fund the planning, design, purchase, construction, expansion, improvement, or rehabilitation of capital facilities, defined as having a useful life of five or more years. CFDs can also fund the provision of a variety of public services, such as public safety, parks and recreation, schools, library and cultural facilities, landscape maintenance and lighting, flood control, and site remediation.

The Mello-Roos Community Facilities Act of 1982 (Government Code Section 53311 et seq.) authorizes the establishment of CFDs. CFDs levy a special tax. This tax may be applied to the value of each property, rather than assessed based on the level of special benefit received. However, because it is a special tax, a two-thirds majority vote is required to approve the levy of the special tax. If the district has twelve or more registered voters, the election polls voters, with each having an equal vote. If there are less than twelve registered voters, the election polls property owners, with each vote weighted by acreage owned within the district boundary. Properties within the district need not necessarily be contiguous. Finally, establishing a CFD requires only a general description of the facilities, services, and costs associated with the district, not the detailed engineer’s report required for assessment districts.

CFDs may fund the construction of the following types of facilities:

- Local park, recreation, parkway, and open-space facilities
- Elementary and secondary school sites and structures
- Libraries
- Childcare facilities
- Transmission/distribution facilities for water, natural gas, telephone, electrical energy, and cable television
- Flood, storm protection, and storm drainage facilities

- Other governmental facilities the legislative body creating the district is authorized by law to contribute revenue toward, construct, own, or operate
- Work to bring public or private buildings or real property into compliance with seismic safety standards and regulations
- CFDs may also fund the following types of services:
 - Police protection services
 - Fire protection and suppression services and ambulance and paramedic services
 - Recreation program services, library services, maintenance services for elementary and secondary school sites and structures, and the operation and maintenance of museums and cultural facilities
 - Maintenance of parks, parkways, and open space
 - Flood and storm protection services including, but not limited to, the operation and maintenance of storm drainage systems and sandstorm protection systems
 - Removal or remedial action services for the cleanup of any hazardous substance released or threatened to be released into the environment

One key advantage of a CFD is that it can issue bonds, secured by the anticipated future tax revenue. This allows improvements to be constructed sooner, rather than later. They can also be beneficial to developers because they do not have to recoup the cost of the improvements from the sales price of each new house or building. In contrast, with DIFs, the developer borrows the cost of the DIFs and must reflect that cost in the sales price. Finally, unlike other types of bonds, it is the CFD and ultimately the property owners responsible for repaying the bonds. The City is not directly liable.

Enhanced Infrastructure Finance Districts

Legislation in 2015 enabled the formation of Enhanced Infrastructure Financing Districts (EIFDs). An EIFD diverts local property tax revenues (through tax-increment financing) to either pay directly for the construction of infrastructure and public facility improvements, or to issue bonds to finance those improvements. No public vote is required to establish an EIFD, but a 55 percent voter approval is required to issue bonds. However, EIFDs cannot divert property tax increment revenues from schools and can only capture tax increment from taxing jurisdictions that agree to forego their incremental property tax revenue. In the case of Southwest Fresno, the City of Fresno would need to agree to forego the increase in property tax revenue that is generated by increase in property values in the EIFD.

EIFDs can fund:

- Roads, highways and bridges
- Parking facilities
- Transit stations
- Sewage and water facilities
- Flood control and drainage projects
- Solid waste disposal
- Parks and libraries
- Child care facilities
- Brownfield restoration
- Environmental mitigation
- Military base reuse projects
- Affordable housing
- Private industrial buildings
- Transit oriented development projects
- Projects carrying out sustainable community strategies

EXISTING DEVELOPMENT

The preceding funding and financing mechanisms can technically be used for improvements in existing neighborhoods and commercial areas. However, the developer constructed/funded improvements and DIFs would only apply to new infill development projects, and CFDs and EIFDs may prove unworkable because they must be approved by voters in the district. The tools described below have more relevance for funding and financing improvements in existing neighborhoods and commercial areas.

General Fund

The most direct way to fund public facilities and infrastructure improvements in existing neighborhoods and commercial areas is through the City's general fund. However, implementation projects in Southwest Fresno must compete with demands for general fund investment in every other part of the City. Furthermore, the amount of funding that might be available through the general fund could be quite limited.

Assessment Districts

In existing neighborhoods and commercial areas, groups of property owners may desire to have public facilities and infrastructure improvements sooner rather than waiting for general fund monies to become available. Assessment districts could help finance the construction of public improvements on public property, public rights-of-way, and public easements in these areas.

The public must pay for the portions of the improvements that provide general benefit to the public at large, but real property that receives a special benefit may be assessed for the costs, proportional to the level of benefit received. Three different provisions of state law authorize assessment:

- Improvement Bond Act of 1915 (Streets and Highways Code Sections 8500 et seq.)
- Improvement Act of 1911 (Streets and Highways Code Sections 5000 et seq.)

- Municipal Improvement Act of 1913 (Streets and Highways Code Sections 10000 et seq.), which contains only provisions for establishing assessment districts

Assessment districts are intended to finance construction of physical improvements. They cannot pay for operations and maintenance or additional services. If additional improvements are desired after an assessment district is established, the entire process is required for those additional improvements.

Assessment districts may be used to finance improvements in one of two general ways: 1) the assessments may repay the City for the upfront costs of improvements and 2) the City may also issue bonds pursuant to an assessment district and use the proceeds to fund the infrastructure improvements and use the assessments to repay the bonds.

Generally, assessment districts can be used to finance these improvements:

- Local streets
- Streetlights
- Parks
- Water supply and distribution facilities
- Gas and electric power
- Landscaping
- Sidewalks
- Sanitary sewers
- Flood control and drainage improvements
- Parking facilities

The authorizing statutes referenced above set forth procedures for establishing assessment districts. Under existing State law, however, establishment of an assessment district cannot occur if a majority of the affected property owners object (weighted by the value of the proposed assessment).

Prior to holding a vote on an assessment district, the City must pay for engineering design and construction documents and bid the project out. If a majority of property owners rejects the assessment district, then the City is responsible for the

cost of developing the construction documents. Thus, establishing an assessment district usually requires a great deal of time working with property owners so that the City is relatively certain that they will not vote against establishing the district.

Contractual Assessment District

In a typical assessment district, a municipality determines the cost of public improvements and places a levy on each property in the area unless a majority of property owners object. In contrast, a contractual assessment district is completely voluntary. A contractual assessment district could be an alternative when a majority of property owners in an area do not want to pay for public facility and infrastructure improvements, but a sizeable number of them do.

A municipality establishes a contractual assessment district program, creating guidelines that identify the types of improvements, costs, and locations. If and when a property owner wants to participate, the owner can voluntarily enter into a contractual assessment. Because the program is completely voluntary and because it applies to only one property at a time, there is no voting, balloting, or engineer's report, as is required with a conventional assessment district. Typically, the program authorizes the City Manager or some other staff position to execute the contract on behalf of the City, thus eliminating the need for a public hearing.

These assessments are authorized by Contractual Assessments (part of the Improvement Act of 1911) (Streets and Highways Code Sections 5898.10 et seq.). Although this authority has existed for 100 years, this code section became better known with the passage of AB 811 (2008, Levine), which amended the code to allow contractual assessments to pay for energy efficiency and renewable energy improvements, most commonly for residential solar energy retrofits.

To establish a contractual assessment district, the City Council would first adopt a resolution indicating its intention to do so. The resolution of intention should:

- Include a statement that the City proposes to make voluntary contractual assessment financing available to property owners
- Identify the kinds of public works that may be financed
- Describe the boundaries of the area within which voluntary contractual assessments may be entered into
- Briefly describe the proposed arrangements for financing the program, including a brief description of criteria for determining the creditworthiness of a property owner

Prior to the public hearing to adopt a resolution, which establishes the contractual assessment district, the City would have to prepare a report containing:

- A map showing the boundaries of the territory within which voluntary contractual assessments are proposed to be offered
- A draft contract specifying the terms and conditions that would be agreed to by a property owner within the voluntary contractual assessment area and the City
- A statement of City policies concerning voluntary contractual assessments including:
 - Identification of types of improvements that may be financed through the use of contractual assessments
 - Identification of a City official authorized to enter into voluntary contractual assessments on behalf of the City
- A maximum aggregate dollar amount of voluntary contractual assessments
- A method for setting requests from property owners for financing through voluntary contractual assessments in priority order in the event that requests appear likely to exceed the authorization amount
- A plan for raising a capital amount required to pay for work performed pursuant to voluntary contractual assessments. The plan may include

amounts to be advanced by the public agency through funds available to it from any source. The plan may include the sale of a bond or bonds or other financing relationship.

- The plan shall include a statement of or method for determining the interest rate and time period during which contracting property owners would pay any assessment. The plan shall provide for any reserve fund or funds. The plan shall provide for the apportionment of all or any portion of the costs incidental to financing, administration, and collection of the voluntary contractual assessment program among the consenting property owners and the City.

The authorizing statute provides other requirements as well as the standards for noticing and conducting a required public hearing.

ONGOING OPERATIONS AND MAINTENANCE

Whether in new development areas or existing neighborhoods, public facility and infrastructure improvements will require ongoing operations and maintenance. Landscaping and lighting maintenance districts (LLMD) can fund the construction of certain public improvements and the operation and maintenance of public improvements. A landscaping and lighting maintenance district is one alternative to the general fund for paying those costs.

Landscaping and Lighting Maintenance District

LLMDs could be an effective way to fund the ongoing maintenance (or even the construction) of public realm improvements. LLMDs are authorized by the Landscaping and Lighting Act of 1972 (Streets and Highways Code Section 22500 et seq.).

An LLMD requires an annual assessment process for any assessments other than previously approved assessments to pay previously approved and issued debt. The annual assessment process is similar to that used to establish assessment districts.

The improvements and services provided by LLMDs include:

- Landscaping
- Statuary, fountains, and other ornamental structures
- Public lighting, including traffic signals
- Appurtenant facilities, including grading, clearing, and removal of debris; the installation or construction of curbs, gutters, walls, sidewalks, or paving; or water, irrigation, drainage, or electrical facilities
- Park or recreational improvements
- Land preparation
- Lights, playground equipment, play courts, and public restrooms
- The maintenance or servicing or both of any of the foregoing
- Acquisition of land for park, recreational, or open-space purposes
- Acquisition of existing improvements
- Acquisition or construction of any community center, municipal auditorium or hall, or similar public facility for the indoor presentation of performances, shows, stage productions, fairs, conventions, exhibitions, pageants, meetings, parties, or other group events, activities, or functions, whether those events, activities, or functions are public or private

LLMDs can be expanded over time, following a process similar to that used to establish the district. The City may condition development activity in the Plan Area on annexation into a LLMD if one is established for all or a part of the Plan Area. An LLMD may also be established to generate revenues from throughout the Plan Area to fund the operation and maintenance of a public open space in or around the Plan Area.

STATE FUNDING SOURCES

The following describes state funds that could be used for transportation-related projects. They are available from the Transportation Development Act (TDA) and from various state programs and agencies, including the California Department of Transportation (Caltrans) and the California Office of Traffic Safety (OTS).

Sustainable Transportation Planning Grant Program – Sustainable Communities

The Sustainable Transportation Planning Grant is a new program consolidating and realigning previous Caltrans funding programs. Caltrans Environmental Justice & Community-Based Transportation Planning Grants, and Transit Planning Grants merged into one program, “Sustainable Communities.” Similar to the previous programs, transportation planning projects that are intended to improve a multimodal transportation network and reduce greenhouse gas (GHG) emissions, such as complete street plans and pedestrian and bicycle safety enhancement plans, are eligible. Construction and maintenance projects are not eligible. Eligible applicants include Metropolitan Planning Organizations and Regional Transportation Planning Agencies (MPO/RTPAs), Transit Agencies, Cities, Counties, and Native American Tribal Governments. This program is funded by the Federal Transit Administration and the State Highway Account. Approximately \$8.3 million was available for the grant cycle (Fiscal Year 2015-16). At least an 11.47 percent local match is required.

More information is available at: <http://www.dot.ca.gov/hq/tpp/grants.html/>.

Office of Traffic Safety Grants

The Office of Traffic Safety (OTS) administers federal traffic safety grant funds that are apportioned to California under the National Highway Safety Act. The OTS has several priority areas for grant funding, including alcohol and other drugs, police traffic services, occupant protection, traffic records, emergency medical services, roadway safety, pedestrian and bicycle safety (including education, enforcement, and engineering), and motorcycle safety. The OTS supports a wide variety of traffic

safety programs, including pedestrian and bicycle safety programs for children; child passenger safety outreach; and support for increased law enforcement services and resources, such as safety helmet distribution, and court diversion programs for safety helmet violators. State government agencies, state colleges, and state universities, local city and county government agencies, school districts, fire departments, and public emergency services providers are eligible to apply for and receive OTS grant funding. Grants are awarded on a competitive basis.

More information is available at: http://www.ots.ca.gov/ots_and_traffic_safety/About_OTS.asp/

Environmental Enhancement and Mitigation Program

The Environmental Enhancement and Mitigation Program (EEMP) is a state fund established by Caltrans to mitigate the effects of transportation projects. It offers up to \$7 million each year for grants to local, state, and federal government agencies and to nonprofit organizations for projects to mitigate the environmental impacts caused by new or modified public transportation facilities. Eligible projects must be directly or indirectly related to the environmental impact of the modification of an existing transportation facility or construction of a new transportation facility. Typical grants range from \$200,000 to \$250,000. Up to 25 percent local matching is usually required. Grants are awarded in the categories of urban forestry, resource lands, and mitigation projects beyond the scope of the lead agency. Grants are awarded on a competitive basis.

More information is available at: http://resources.ca.gov/bonds_and_grants/eemp/.

Affordable Housing and Sustainable Communities Program

Managed by California’s Strategic Growth Council, the Affordable Housing and Sustainable Communities (AHSC) Program is intended to reduce GHG emissions by supporting infill and compact development projects that improve non-motorized transportation options and decrease reliance on auto vehicle uses. Eligible projects include 1)

transit-oriented development (TOD) projects that include affordable housing development in conjunction with transportation infrastructure, and 2) integrated connectivity projects that include one or more transit stop and would result in a significant increase in transit ridership.

As of January 2015, the program guidelines for the AHSC program are in the process of development, and the draft of the guidelines is available here: http://sgc.ca.gov/docs/Draft_AHSC_Guidelines_for_posting_082314.pdf/.

More information is available at: http://sgc.ca.gov/s_ahscprogram.php/.

Urban And Community Forestry Grants

The California Department of Forestry and Fire Protection (CAL FIRE) administers the Urban & Community Forestry Grant Program to fund urban forestry projects that focus on reducing GHG emissions, including urban tree planting, urban forest management for GHG reduction, urban wood and biomass utilization, reclamation of blighted urban lands, and green innovations projects. On-going management or maintenance activities are not eligible.

D. ECONOMIC DEVELOPMENT STRATEGIES

BUSINESS STARTUP AND BUSINESS DEVELOPMENT ASSISTANCE

Empirical evidence indicates that small businesses and young businesses are the most productive job creators.¹ This suggests that investments in existing businesses and startup businesses would be an efficient approach to expand job opportunities in the Plan Area and for Plan Area residents, to raise household incomes and build household wealth, and to help drive and sustain demand for non-residential buildings and development.

Business Assistance

The federal and State governments already fund the vast majority of investment in developing the capacity of small businesses and startup businesses through the organizations outlined in this section. Although some additional funding may be necessary, the real value that local government and community organizations provide is connecting small businesses and budding entrepreneurs with economic development service providers.

The core economic development services that assist small businesses and business startups are:

- **Creating and Updating Business Plans.** Perhaps the most overlooked, yet essential tool small and new businesses lack is a business plan. With a three- to five-year horizon, the typical business plan provides: a description of the firm and its organizational structure; a description of products and services, including lifecycle stage; an analysis of the market, market trends going forward, and competition; and strategies for product development, marketing, and sales. A current business plan is

¹ See, for example: Neumark, David, Brandon Wall, and Junfu Zhang, 2011, "Do Small Businesses Create More Jobs? New Evidence for the United States from the National Establishment Time Series", *Review of Economics and Statistics*, 93(1), 16–29; and Haltiwanger, John C., Jarmin, Ron S., and Miranda, Javier, 2010, "Who Creates Jobs? Small vs. Large vs. Young", *NBER Working Paper Series, Working Paper 16300*, National Bureau of Economic Research, Cambridge, MA.

necessary for businesses seeking financing, but they are also critical for any business seeking to grow revenues.

- **Business Management Training.** Many small business owners are experts in their product or service, but lack formal business management training and expertise. Business management training covers a range of topics, including bookkeeping and accounting, hiring and retention, workforce training, healthcare and other employee benefits, work place safety, and compliance with human resource, taxes, and other regulatory requirements.
- **Marketing and Advertising.** Large businesses have dedicated budgets and full-time staff, as well as outside consultants, for market research in order to identify and understand customers and their needs and desires. They also have dedicated budgets for paid advertising to promote their brand and their products or services. Small businesses usually lack the internal resources, but marketing and advertising are still important components for growing revenues.
- **Financing.** Whether updating current business premises, replacing machinery and equipment, or expanding, most small businesses at some point need to access financing. Small businesses often turn to banks for conventional loans or Small Business Administration (SBA)-guaranteed loans. Many of these businesses, however, can benefit from assistance in putting together the documentation needed to obtain loans. Furthermore, conventional loans, even when guaranteed by the SBA, require equity from the business. Some economic development service providers have programs to help cover the gap between the equity the business has available and that required amount, and some providers also have direct loan programs.
- **Workforce Hiring and Training.** Most businesses handle hiring and training in-house. However, the Fresno Regional Workforce Development Board (described in more detail in the Existing Economic Development Service

Providers and the Labor Force Education and Training sections of this chapter) can assist businesses with a range of hiring services. In addition, many businesses may be eligible for workforce training provided through the workforce development board when upgrading equipment and processes.

- **Mentoring.** Some businesses, and especially business startups, benefit from mentoring. Seasoned professionals and retired executives can provide insights on putting together all the pieces mentioned above, on leadership, and on big-picture strategy.
- **Local Ombudsman.** Small businesses complying with municipal and county regulations is less a matter of will and more a matter of being able to navigate City Hall. Local ombudsman services provide a single point of contact to help businesses comply with business licensing, health department permits, zoning and code enforcement compliance and other regulations administered at the municipal and county level.
- **Starting a Business.** Existing small businesses may only need the service described above one at a time. In contrast, entrepreneurs starting businesses have to accomplish all these tasks at once. In addition, startup businesses must choose and establish a business structure, register their business, select and secure a location to operate their business, and obtain required permits and licenses. Finally, new businesses face more challenges obtaining financing than do existing businesses with a financial track record.

In addition to the core business assistance services described above, there is wide variety of more targeted businesses assistance services that can assist some small businesses. Some of these other services include technology transfer, patents and trademarks, pricing practices, government procurement and contracts, and social media strategies. These additional services will probably not be applicable on a wide scale in the Plan Area, but may be valuable to some individual businesses.

Existing Economic Development Service Providers

There are several economic development service providers through which Plan Area businesses and entrepreneurs can obtain the business assistance services described in the preceding section. In general, most of the services are funded through the federal and State governments, although some programs do have fees.

■ **Fresno State Small Business Development Center.** The Fresno State Small Business Development Center (SBDC) provides one-on-one business consulting and training services for entrepreneurs in the counties of Fresno, Madera, Tulare and Kings. Fresno State SBDC is part of the UC Merced Small Business Development Center Regional Network. Fresno State SBDC assists existing businesses with being competitive in a complex marketplace and helps new entrepreneurs realize their dream of business ownership. It provides business consulting and training in the following areas: business planning and management, marketing, financial management, specialized assistance with international trade, technology transfer and commercialization, distribution and manufacturing, and business training workshops, all at no cost to small businesses. Fresno State SBDC would most likely be the primary provider of most of the services described in the Business Assistance section above. More information about Fresno State SBDC is available on its website: <http://fresnostate.edu/academics/sbdc/index.html/>.

■ **Fresno Regional Workforce Development Board.** The Fresno Regional Workforce Development Board (FRWDB) provides oversight and policy direction for the use of federal Workforce Innovation and Opportunity Act (WIOA) funds in Fresno Area. The FRWDB is a business-led body, appointed by the Fresno County Board of Supervisors. The FRWDB, whose composition is defined by the WIOA, includes 23 individuals representing business, one-stop partners, community-based organizations, local education entities,

economic development agencies, and labor. Under WOIA, the FRWDB provides services to individuals seeking employment (described in more detail in the Labor Force Education and Training section) and to businesses, through its Business Service Center. It can help businesses to attract, hire, and retain employees, specifically including:

- Securing qualified, pre-screened job candidates to meet a business' hiring specifications and goals;
- Coordinating and customizing recruitment events;
- Locating labor market information and current Fresno County employment projections; and
- Collecting information, such as wage data, for job descriptions.

The FRWDB can provide information and resources on starting a business, business expansion, layoff aversion and business transition strategies, one-on-one assistance with business questions, and more. Like the SBA (described below), the FRWDB provides a large variety of online tutorials and tools, ranging from industry specific toolkits, forms, videos, e-newsletter notifications of trainings and regulations, interactive assessments, on-line training courses and funding information. The FRWDB can work with businesses facing potential layoffs to develop transition strategies and explore avenues to avert layoffs or closures. If layoffs do occur, they can help make the situation less traumatic for employees and less costly for the business. Finally, the FRWDB can help businesses with less than 100 employees create training courses and reimburse costs under certain criteria.

The FRWDB operates its Business Services Center at 7475 N. Palm Avenue in Fresno. More information is available on the website, at <http://www.workforce-connection.com/>.

■ **Fresno Economic Development Corporation.**

The Economic Development Corporation serving Fresno County (Fresno EDC) is a nonprofit organization established to market Fresno County to and facilitate site selection for new businesses within Fresno County. Fresno EDC also assists in the retention and expansion of businesses that are already located in the area.

■ Fresno EDC collaborates with other economic development service providers, including many of those described in this chapter, to enhance the stability and growth of Fresno County's existing companies by connecting them with specific resources, information, and services. These services include, but are not limited to:

- Site selection assistance
- Workforce development, screening, and employee recruitment services
- Financing and microloan programs
- Customized training program development
- Internship program information and referrals
- Performance enhancement/skill building/skill attainment training programs
- Building contracting
- Strategic/marketing/formal succession planning
- Lucrative business tax incentive information: enterprise zone, empowerment zone, MRZ, hub zone, and foreign trade zone
- Utilities – incentives, rebates, special programs, and energy rate analysis assistance
- Assistance with city permits, zoning, and licensing; other municipal services
- Structure deterioration & blight aversion and improvement of existing infrastructure
- Research and development assistance
- Certified Public Accountant (CPA) services

Fresno EDC is a membership organization with investors from a wide variety of industries and areas of Fresno County. Their office is at 906 N Street, Suite 120, in Downtown Fresno. More information is available on the website at <http://www.fresnoedc.com/>.

■ **Mayor's Office for Economic Development.**

The City of Fresno facilitates economic development through the Mayor's Office for Economic Development. The City provides services and assistance across a variety of economic development fronts. The City's approach to economic development includes:

- Ensuring availability of land and infrastructure for industrial development
- Industrial business retention and expansion program
- Incentives for industrial development
- Targeting the food production cluster
- Marketing Fresno to potential new businesses and investors
- Establishing an export commission
- Investments in workforce development and adult education
- Buy local initiative
- Supporting and incentivizing infill and redevelopment
- Improving quality of life to attract and retain professionals to live in Fresno
- Using City-owned land for catalyst projects
- Collaborating with regional economic development partners

Several of the City's economic development services are relevant to business assistance for existing businesses in the plan and for Plan Area residents who may be interested in starting a business. More importantly, staff from the Mayor's Office for Economic Development may be the key staff for overseeing and coordinating implementation measures related to economic development.

■ **U.S. Small Business Administration.** The US Small Business Administration (SBA) is an independent agency of the federal government. Its mission is to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall national economy. The SBA is most well-known for assisting with small

business loans, but it also provides federal contract procurement assistance, management assistance, and specialized outreach to women, minorities and armed forces veterans. SBA also provides loans to victims of natural disasters and specialized advice and assistance in international trade.

Under its most common program, the SBA Advantage 7(a) loans, the SBA does not provide a loan to an eligible business. Rather, the SBA guarantees repayment of the loan, which is provided by a participating local bank. The SBA guarantee reduces the risk to the lender. The applications can be downloaded from the SBA website, but the applicant submits the application directly to the local bank, not the SBA. The SBA's district office is at 801 R Street in downtown Fresno. Loan applications forms and a wide variety of business assistance and training resources are available on the SBA website, <https://www.sba.gov/>.

- **Fresno Community Development Financial Institution.** The Fresno Community Development Financial Institution (FCDFI) is a small business loan fund that assists with the growth of businesses and jobs in underserved communities. FCDFI provides small business and micro loans from \$10,000 to \$300,000 for expanding existing businesses or starting a new business.
- The FCDFI office is at 1920 Mariposa Mall in downtown Fresno. More information and loan applications are available on its website, <https://fresnocdfi.com/>.
- **Service Core of Retired Executives.** Central Valley Service Core of Retired Executives (SCORE) fosters vibrant small business communities through mentoring and education. SCORE is a nonprofit association dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentorship. Supported by the SBA, and a network of volunteers, SCORE provides services at no charge or at very low cost. These services include:

- Volunteer mentors who share their expertise across 62 industries
- Free, confidential business mentoring in person or via email
- Free business tools, templates and tips here online
- Inexpensive or free business workshops (locally) and webinars (online 24/7) SCORE's local office is at 801 R Street in downtown Fresno. More information is available on its website at <https://centralvalley.score.org/>.

- **Fresno Chamber of Commerce.** With a membership of more than 1,400 businesses and organizations, the Fresno Chamber of Commerce is the leading voice and advocate for the business community. The Chamber promotes economic opportunity, business education and successful business relationships throughout the region.
- In addition to networking opportunities, the Chamber helps its members stay informed about business practices and changes in legislation. The Chamber also provides information about a variety of business-related topics from employer legal requirements to marketing strategies through its monthly Small Business University program.
- The Fresno Chamber of Commerce is at 2331 Fresno Street in downtown Fresno. More information is available on the Chamber's website, <http://www.fresnochamber.com/>.
- **Fresno Metro Black Chamber of Commerce.** The Fresno Metro Black Chamber of Commerce (FMBCC) facilitates and serves as an advocate for the creation, development, growth, and general welfare of the African American business community in the greater Fresno area. The FMBCC pursues its mission by:
 - Advocating on behalf of members and the general Black business community
 - Informing membership of problems affecting businesses in the greater Fresno community
 - Increasing public awareness of the black business community and the impact of the Fresno's black buying power

- Promoting black-owned businesses within the Black and mainstream community
 - Increasing the capacity of current and potential members through education and training services
- The FMBCC is located at 1444 Fulton Street in downtown Fresno. More information is available on the FMBCC website, <http://www.fmbcc.com/>.

Implementation of Business Development and Business Startup Assistance

The key to effectively providing business development and business startup assistance in the Plan Area is connecting existing businesses and residents interested in starting a business with the service providers described above. In most cases, the services are free or at a nominal cost because the State and federal government invest in the service providers. Thus, the critical role is coordination.

Although there are a variety of ways to provide coordination, the coordination of business development and business startup assistance should be accomplished through a collaboration of staff from the District 3 Councilmember’s Office and staff from the Mayor’s Office of Economic Development. The three components to this effort are:

- **Business Survey.** The first step is to survey existing businesses in the Plan Area to find out what they perceive to be the challenges and opportunities for operating a business in the area and what they believe to be their needs for business assistance. The survey should be conducted in the first year after adoption of the Plan and then repeated once every two or three years.
- The survey need not be elaborate, and there are many samples of such surveys available online. Although the survey can be conducted online, a better response rate would likely be achieved by in-person surveys. City staff should design the survey, but it could be administered by community volunteers.

- **Business Assistance Workshop.** Based on the results of the survey, a business assistance workshop can be conducted in the Plan Area. This workshop would allow the service providers described in the preceding section to meet with existing businesses and residents interested in starting a business and to talk about the types of services and programs they offer. The service providers would also have an opportunity to hear from businesses about their needs. This workshop could be repeated on an annual basis.

- **Provide Business Assistance.** Many of the business development and business startup assistance services are provided in an online or one-on-one format. However, many other services are provided in a group, classroom, or workshop format. For these services, the City should seek to facilitate the provision of these services at a location in the Plan Area. These programs would be provided on a periodic basis throughout the year.

LABOR FORCE EDUCATION AND TRAINING

Whereas the business development in Business Startup and Business Development Assistance section focuses on businesses in the Plan Area, this Labor Force Education and Training section focuses on the human capital of individuals living in the Plan Area. Improving the skills and education of resident who would like to be employed or would like to improve their earning potential can increase income, household wealth, and consumer spending in the Plan Area. The key service providers for labor force education and training include:

- **Fresno Regional Workforce Development Board.** The FRWDB provides services to individuals through two programs:
 - **Adult and Dislocated Worker Services.** Under the leadership of the Fresno Regional Workforce Development Board (Workforce Connection), adults and dislocated workers can access employment, education, and training services through a unique combination of six Workforce Connection

One-Stop Centers. The center nearest the Plan Area is located at 1900 Mariposa Mall in Downtown Fresno. The One-Stop System provides universal core services (such as universal access to informational, self-directed core services, individual assessment, job search, and employment assistance) as well as access to other programs and services available from partner agencies, including the Employment Development Department, Department of Rehabilitation, California Indian Manpower Consortium, Proteus, Inc., Fresno County Economic Opportunities Commission, Department of Employment and Temporary Assistance, State Center Community College District, Fresno Adult School, Clovis Adult School, West Hills Community College, and Fresno Housing Authority. More information is available at the FRWDB website at http://www.workforce-connection.com/jobseekers/index.cfm?pg=adult_services/.

- **Workforce Innovation and Opportunity Act (WIOA) Year-Round Youth Services.** Under the direction and oversight of the Fresno Regional Workforce Development Board Youth Council, Fresno County eligible youth, ages 14 through 21, can access services designed to increase educational options and opportunities, develop job skills, explore career options, develop leadership qualities, participate in adult and peer mentoring and counseling, and take advantage of work experiences. The location near the Plan Area where these services are available is the Fresno Economic Opportunities Commission at 1920 Mariposa Mall in Downtown Fresno. More information is available at the FRWDB website at <http://www.workforce-connection.com/youthServices/index.cfm?pg=ythindex/>.

- **Fresno Unified School District, Fresno Adult School.** Fresno Adult School offers a variety of courses and programs for adult learners. To meet the diverse learning needs of adults, courses are offered in the morning, afternoon, evenings, and weekends. The adult school offers the following programs:

- Adult basic education
- English as a second language
- Career and technical education
- High school equivalency prep
- High school diploma
- Community education

The nearest location at which these programs are provided is at the main campus at 2500 Stanislaus Street in Downtown Fresno. More information is available at the website, <http://www.fas.edu/>.

- **Central Unified School District, Central Learning Adult School Site.** The Central Learning Adult School Site offers a variety of courses and programs for adult learners. The programs are provided in the morning and evening at 2698 N. Brawley Avenue in Fresno. The programs offered include:

- Adult basic education
- English as a second language
- Career and technical education
- GED and HiSET prep
- Adult High school diploma

More information is available at the website, http://central-learning-adult-school-site.echalksites.com/home_page/.

- **State Center Community College District, Fresno City College.** Fresno City College (FCC) is a comprehensive learning community offering innovative instructional programs in anticipation of and responsive to the lifelong learning needs of our diverse population. FCC offers Associate’s Degrees, and students can earn a Certificate of Completion, or transfer to a 4-year university of their choice. In addition, FCC offers a variety of non-degree programs, including:
 - Arts, audio visual technology and communication
 - Business, finance and computer information technology
 - Education and training
 - Food service
 - Health care
 - Human services
 - Manufacturing, construction, and technology
 - Public safety, corrections and security
 - Science and technology
 - Transportation
 - Customized training

Implementation of Labor Force Education and Training

It is likely that many residents in Southwest Fresno are unaware of the employment services, education, and training programs and assistance available to them. Community organizations and the City can play a vital economic development role by acquainting residents with these services. Staff from the District 3 Councilmember’s Office could collaborate with staff from the Mayor’s Office of Economic Development to conduct an annual workshop. The workshop would provide an opportunity for the service providers described above to introduce the range of programs and services that Plan Area residents can access. This workshop should be an annual event, and it could be held in conjunction with another community event, such as a health and wellness fair.

E. IMPLEMENTATION ACTION PLAN

Tables 8-2 through 8-8 set forth the implementation action plan for the Southwest Fresno Specific Plan. The actions are organized into seven categories:

- Priority Measures
- Community Resources
- Economic Development
- Land Use
- Infrastructure
- Mobility
- Parks and Urban Greening

Under each topic there are a set of actions. The first column provides a unique identification number for each action. When a number ends with a letter (e.g., M-2A, M-2B, and M2-C) it indicates that those actions are related, and the first action needs to be completed before the second action commences. In the funding column, “General fund, redirection of existing resources” indicates that the action would likely be completed with existing budgeted resources and with in-house staff. In contrast, “General fund, \$10,000” indicates that the action would either require additional funding or that it is an action that the City would likely be contracted out.

The amounts and funding sources indicated in Tables 8-2 to 8-8’s “Funding” column are estimates only and may change as the projects are further developed. Any use of General Fund monies is subject to availability of funds and may be substituted with or augmented by other funding sources such as grant funds.

PRIORITY MEASURES

The highest implementation priority (or “#1 priority”) for the Plan is the Martin Luther King Jr. Boulevard (MLK) Activity Center Magnet Core. This #1 priority acts as the “hub of a wheel,” with other supporting implementation priorities functioning and supporting elements of the #1 priority, like the spokes of the wheel. These implementation priorities are further described in the implementation action plan: the #1 priority measures are in Table 8-2: Priority Measures and additional priority measures are labeled with a “P”. Highest priority measures are shown on Figure 8-1 and the following tables:

- **Priority-1A:** MLK Activity Center Magnet Core – Incentivize and support development of the proposed Community College Campus
- **Priority-1B:** Underground infrastructure for MLK Activity Center Magnet Core (i.e., sewer, water, storm drain)
- **Priority-1C:** New Complete Streets for Church Avenue, MLK Jr. Boulevard, and Jensen Avenue

Additional Priority Measures

1. **P-P1:** Build New Park at MLK Activity Center Magnet Core
2. **M-P1:** Trail Network
3. **P-P2A:** Parks Improvement Plan
P-P2B: Revitalize Existing Parks
4. **LU-P1:** Marks Avenue/Whites Bridge Avenue Magnet Core
5. **LU-P2:** Grocery Store or food coop at one of the Magnet Cores
6. **ED-P1/P2:** New Employment Training and Career Preparation Center and Workforce Policy
7. **CR-P1:** Create an Implementation Oversight Committee to oversee implementation of the Southwest Fresno Specific Plan
8. **M-P2/LU-P3:** Prioritize the California Ave BRT/Mixed Use corridor
9. **LU-P4:** Anti-displacement Strategy and Programs

The implementation action plan is a framework. It is fully anticipated that, over time, the City will make adjustments to this plan.

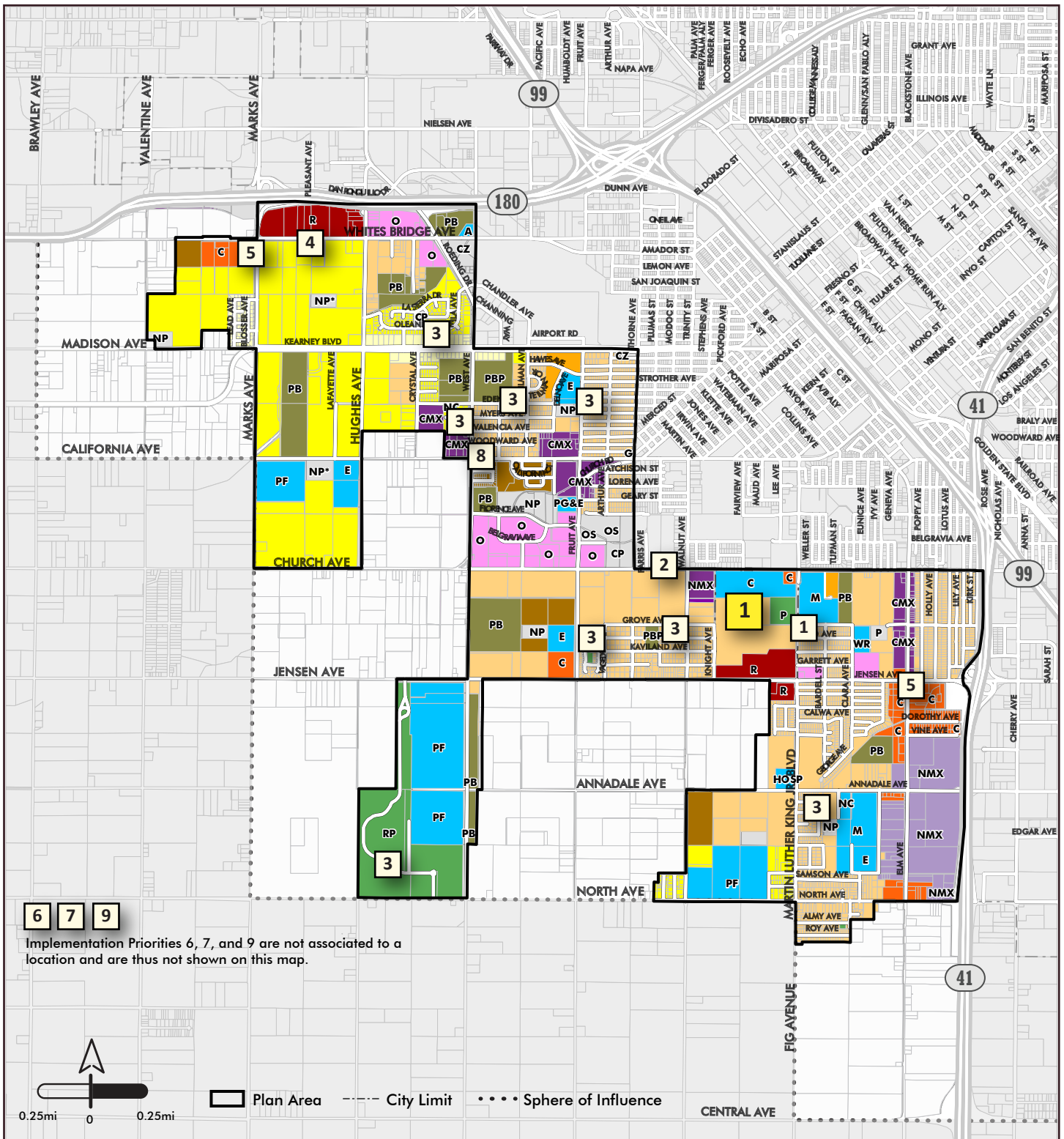


FIGURE 8-1 Implementation Priorities Overlaid on Land Use Map for Plan Area

<p>RESIDENTIAL</p> <ul style="list-style-type: none"> Low Density (1 - 3.5 du/ac) Medium Low Density (3.5 - 6 du/ac) Medium Density (5 - 12 du/ac) Medium High Density (12 - 16 du/ac) Urban Neighborhood (16 - 30 du/ac) <p>COMMERCIAL</p> <ul style="list-style-type: none"> Community Regional General 	<p>EMPLOYMENT</p> <ul style="list-style-type: none"> Office Office Restricted <small>Automobile/Vehicle Sales and Services are not permitted</small> Office* <p>MIXED-USE</p> <ul style="list-style-type: none"> Corridor/Center Mixed-Use Neighborhood Mixed-Use 	<p>PUBLIC FACILITIES</p> <ul style="list-style-type: none"> Public Facility Elementary School Middle School Special School College PG&E Station Water Recharge Basin Airport Church Hospital Neighborhood Center 	<p>OPEN SPACE</p> <ul style="list-style-type: none"> Park Neighborhood Park Neighborhood Park* <small>*The exact location of the parts within the Mission Ranch development will be determined in a future planning process.</small> Community Park Regional Park Open Space Clear Zone Ponding Basin Ponding Basin Park 	<p>IMPLEMENTATION PRIORITIES</p> <ul style="list-style-type: none"> Number 1 Priority Additional Priority Measures
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TABLE 8-2 Implementation Action Plan Matrix: Priority Measures

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Policies LU-1.1 and PF-6.3	Priority-1A	MLK Activity Center Core: Community College Campus	Advocate for State Center Community College District to fund and develop a community college campus within the Plan's southern magnet core/MLK Activity Center; Incentivize the development of the community college with the remaining Priority 1 Measures	Mayor's Office/ City Manager	FY2018 and annually thereafter until complete	Redirection of existing resources, Various sources, \$93M
Policies LU-1.1 and PF-6.3; Goal U-1	Priority-1B	MLK Activity Center Magnet Core: Infrastructure Improvements	Construct improvements serving the MLK Activity Center Magnet Core, including streets and roadways, landscaping, water, sewer, and storm drains	Public Works, Public Utilities	FY2019 through FY2024	
Policies LU-1.1 and PF-6.3; Goal T-10	Priority-1C	MLK Activity Center Magnet Core: Complete Streets Improvements	Construct complete street improvements for Church and Jensen Avenues and MLK Jr. Boulevard in the MLK Activity Center Magnet Core, including restriping; curb, gutter, sidewalk; bike lanes; street trees; lighting; and transit stops.	Public Works	FY2019 through FY2020	DIF, Grant funds, \$11.6M

TABLE 8-3 Implementation Action Plan Matrix: Community Resources

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Plan-wide	CR-P1	Implementation Oversight Committee	Establish a committee of Plan Area residents, businesses, and civic organizations to oversee implementation of the Plan.	Councilmember's Office	FY2018 and annually thereafter	General fund, redirection of existing resources
Policy PF-5.1	CR-2	Adequate School Facilities	Conduct an annual meeting with Fresno Unified, Central Unified, and Washington Unified School Districts and review development activity and projects in the entitlement process to ensure the provision of adequate school facilities	DARM	FY2019 and annually thereafter	General fund, redirection of existing resources
Policy PF-4.1	CR-3	Adequate Health Care Services	Conduct an annual meeting with the Fresno County Public Health Department and hospitals to review the need for health clinics and medical facilities to serve residents of the Plan Area	DARM	FY2019 and annual thereafter	General fund, redirection of existing resources

TABLE 8-4 Implementation Action Plan Matrix: Economic Development

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Policy PF-7	ED-P1	New Employment Training and Career Preparation Center	Work with regional economic development partners and with foundations and other funding organizations to create a new center to provide education and job training, life skills training, and employment assistance.	Councilmember's Office; Mayor's Office of Economic Development	1 to 5 years	CDBG funding, federal or State economic development grants

TABLE 8-4 (CONTINUED) Implementation Action Plan Matrix: Economic Development

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Policy PF-7	ED-P2	Local Hiring Policy	In coordination with the Implementation Oversight Committee (CR-P1) and after a public engagement process, establish a workforce policy to encourage businesses and City programs in the Plan Area to prioritize hiring Plan Area residents, consistent with applicable laws.	Councilmember's Office; Mayor's Office of Economic Development	September 2018	General fund, redirection of existing resources
Policy PF-6.1	ED-P3	Employment Skills and Training Workshop	In collaboration with education and job training partners, conduct an employment skills and training workshop to acquaint Plan Area residents with the opportunities for lifelong learning and jobs skills training	Councilmember's Office; Mayor's Office of Economic Development	FY2018 and biennially thereafter	General fund, \$10,000
N/A	ED-4A	Business Survey	Conduct a survey of existing businesses and use the results to prepare a SWOT analysis and identify assistance needs	Councilmember's Office; Mayor's Office of Economic Development	FY2018 and biennially thereafter	Redirection of existing resources
N/A	ED-4B	Business Assistance Workshop	In collaboration with economic development service providers, conduct a business assistance workshop for existing businesses and entrepreneurs interested in starting a business	Councilmember's Office; Mayor's Office of Economic Development	FY2018 and biennially thereafter	General fund, \$10,000
Policy LU-4.1	ED-5	Home Ownership Workshop	In collaboration with banks and housing organizations, conduct a workshop to acquaint Plan Area residents with programs and services to assist first-time home buyers and to assist existing homeowners facing financial hardship	Councilmember's Office; DARM; other community housing providers	FY2018 and biennially thereafter	General fund, \$10,000

TABLE 8-4 (CONTINUED) Implementation Action Plan Matrix: Economic Development

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Goal LU-1	ED-6	Development Potential Marketing	Develop marketing materials and conduct a workshop to acquaint developers, real estate brokers, and potential new businesses with development opportunities in the Plan Area	Mayor's Office of Economic Development	FY2019 and annually thereafter	Redirection of existing resources
Policy PF-6.4	ED-7	Youth Development	In collaboration with education and community organization partners, develop programs that help nurture leadership, skills, and ambition in Plan Area youth	Councilmember's Office	FY2019 and annually thereafter	General fund, \$10,000

TABLE 8-5 Implementation Action Plan Matrix: Land Use

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Policy LU-1.1	LU-P1	Marks Avenue/ Whites Bridge Avenue Magnet Core	Collaborate with property owners and stakeholders in the Marks Avenue/ Whites Bridge Avenue Magnet Core to develop and implement an action plan for: constructing infrastructure improvements; identifying and attracting a magnet use; and marketing the area and available sites to developers	Councilmember's Office; Mayor's Office of Economic Development	Commencing FY2021	General fund, redirection of existing resources for action plan Cost for ensuing activities

TABLE 8-5 (CONTINUED) Implementation Action Plan Matrix: Land Use

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Policy LU-6.3	LU-P2	Magnet Core grocery store or food co-op	Periodically review market demand for food stores in the Plan Area; develop marketing materials and descriptions of available incentives for a food store; market the magnet cores on available sites to potential grocery stores and food co-ops	Mayor's Office of Economic Development	Commencing FY2020	General fund, \$10,000 for market demand analysis; \$15,000 for marketing materials; redirection of existing resources for marketing to developers and potential food stores
Goal LU-2	LU-P3	California Avenue Bus Rapid Transit (BRT)/Mixed-Use Corridor	Create and implement a plan to incentivize mixed-use development along California Avenue	DARM	FY2021	TBD
Policy LU-4.8	LU-P4	Anti-Displacement Strategy and Programs	In coordination with a robust public process, establish an anti-displacement strategy and an anti-displacement program to minimize and avoid the displacement of existing residents out of the Plan Area. Build upon Housing Element Program 12A and align with the anti-displacement policy developed for the Transformative Climate Communities program.	DARM	FY2018, in conjunction with implementation of Program 12-A - Downtown Displacement Prevention, in the City of Fresno Housing Element	General fund, redirection of existing resources
N/A	LU-5	Citywide Development Code Amendment	Changes to zone districts proposed in Chapter 4 of the Plan to be addressed in a subsequent text amendment to the Citywide Development Code.	DARM	2018	Redirection of existing resources

TABLE 8-6 Implementation Action Plan Matrix: Infrastructure

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Policy U-1.4	I-1A	Water and Sewer Master Plan	Update the water and sewer master plan to incorporate improvements identified in the Plan	Public Utilities	FY2018	General fund, TBD
Policy U-1.4	I-1B	Construct Water and Sewer Improvements	Construct water and sewer improvements as needed pursuant to existing City standards	Public Utilities	2 to 15 years	DIF, \$163M
Policies T-12.2 and U-1.3	I-2	Construct storm drain improvements	Developers to construct necessary storm drain improvements, coordinated with the Fresno Metropolitan Flood Control District	Developers	1 to 15 years	Developer funded, \$1,211,000
Policy T-12.1	I-3	Low-Impact Development	Coordinate with the Fresno Metropolitan Flood Control District to consider potential development code amendments for Low-Impact Development (LID) storm water management techniques with curb, gutter, and sidewalk improvements	DARM in coordination with FMFCD	FY2018	General fund, redirection of existing resources

TABLE 8-7 Implementation Action Plan Matrix: Mobility

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Goal T-5	M-P1	Trail Network	Build a Class I and Class IV trail network to connect to the MLK Activity Center Magnet Core and to other locations in Southwest Fresno	Public Works	FY2018 through FY2021	Grant funds, \$5M
Goal LU-2	M-P2	California Avenue BRT/Mixed-Use Corridor	Collaborate with FAX to hasten operation of BRT along California Avenue	Mayor's Office/ City Manager	FY2019 and annually thereafter	General fund, redirection of existing resources
Policy T-1.2	M-3	Sidewalk Demonstration Project	Construct sidewalks along streets identified in the high priority area of the Fresno ATP as a priority project	Public Works	FY2018	Grant funds, \$15/square foot of new sidewalk
Policy T-8.3	M-4A	Existing Street Improvements	Program currently needed street improvements into the capital improvement plan and construct the improvements as funding becomes available	Public Works; Finance	Include in the budget for FY2019	Redirection of existing resources
Policy T-10.1	M-4B	Construct New Street Improvements	Construct complete streets improvements as needed for new development	Public Works; Developers	1 to 15 years	DIF and Developer funded
Policy T-10.1	M-5	Contractual Assessment District	Establish a contractual assessment district to fund complete street improvements in existing developed areas to complement sidewalk and streetscape improvements installed by adjacent and nearby new development	Public Works; Finance	FY2019	Redirection of existing resources because it is voluntary on the part of property owners and is not an extensive effort

TABLE 8-7 (CONTINUED) Implementation Action Plan Matrix: Mobility

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Goals T-12 and T-13	M-6	Landscape and Lighting Maintenance District (LLMD)	Engage Plan Area property owners in establishing a LLMD to fund ongoing maintenance of complete street and other public realm improvements throughout the Plan Area	Councilmember's Office; Public Works; Finance	FY2019	Redirection of existing resources. If City already has LLMDs, they could potentially be extended into the Plan Area. If not, a new LLMD could be established. Funding to establish could be repaid when district is operational.
Goal T-10	M-7A	Complete Streets Funding	In planned areas with existing development, engage property owners to establish an assessment district to construct complete street improvements in-lieu of a voluntary contractual assessment district	Councilmember's Office; Public Works; Finance	FY2020	Grant funds
Goal T-10	M-7B	Construct Complete Street Improvements	Construct complete street improvements	Public Works	In conjunction with new development, upon voluntary participation by property owners through a contractual assessment district or upon establishment of an assessment district	Developer; Assessment district
Policy T-4.1	M-8	Bicycle and Trail Network	Program bicycle and trail facilities from the Fresno ATP into the capital improvement plan and construct the facilities as funding is available	Public Works; Finance	10 years for priority network (see Fresno ATP for specifics)	Grant funds Refer to Fresno ATP, \$90/linear foot

TABLE 8-7 (CONTINUED) Implementation Action Plan Matrix: Mobility

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Policy T-6.2	M-9	Public Transit	Conduct an annual meeting with FAX to review development activity and projects in the entitlement process in order to ensure FAX transit routes adequately connect existing and future residential areas to key destinations, including schools, retail, employment, and recreation and to ensure the establishment of bus rapid transit routes along Elm Avenue and California Avenue when warranted and feasible	DARM	2018	Redirection of existing resources; would not require additional funding
Policy T-9.1	M-10A	Establish Truck Routes	Complete a comprehensive planning process to engage Fresno County, business owners, schools, and residents to confirm appropriate truck routes in Southwest Fresno as shown in the Plan. Then, adopt an ordinance establishing agreed upon routes.	Mayor / City Manager; Public Works	2018	General redirection of existing resources for ordinance
Policy T-9.1	M-10B	Truck Route Improvements	Program needed truck route improvements into the capital improvement plan and construct the improvements as funding is available and work with the County to provide improved truck routes on County land, including on Central Avenue	City and County Public Works	Include in the budget for FY2019	Capital improvement program for truck route improvements within the City's jurisdiction
Policy T-3.5	M-11A	Safe Routes to School Plan	Develop safe routes to school plans for schools serving the Plan Area:	DARM; Public Works	FY2019	General fund, \$45,000

TABLE 8-7 (CONTINUED) Implementation Action Plan Matrix: Mobility

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Policy T-3.5	M-11B	Safe Routes to School Improvements	Program safe routes to school improvements into the capital improvement plan, apply for grant funding, and construct improvements as funding is available	Public Works; DARM	Include in the budget for FY2020	Grant funds including Caltrans Active Transportation Program, Sustainable Communities Grants; Capital improvement program
Policy T-3.1	M-12	Pedestrian Activated Signal and High Visibility Crosswalks on North Avenue	Design and install a pedestrian activated signal at the intersection of North Avenue and S. Clara Street and high visibility crosswalks per the 41 & North Corridor Complete Streets Plan	Public Works	2018	Grant funds including Caltrans Active Transportation Program, Sustainable Communities Grants, Metro Planning Grants, \$130,000 to \$235,000
Policy T-9.1 and Policy T-9.2	M-13	Funding for Clean Vehicle Technology and Infrastructure	Submit proposals and applications for funding to public agencies, foundations and charitable organizations, and corporate funds to facilitate and incentivize replacing public and private fleets with zero-emission or near-zero emission vehicles and the development of electric vehicle charging infrastructure	DARM; Public Works	FY2018 and annually thereafter	Grant funds and other funding pools, including the California Clean Truck, Bus, and Off-Road Vehicle and Equipment Technology Program, light-duty equity pilots (such as EFMP Plus Up), agricultural worker vanpools, and car-sharing under SB 1275, and the Clean Vehicle Rebate Project

TABLE 8-8 Implementation Action Plan Matrix: Parks and Urban Greening

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Goal PF-2	P-P1	Build New Park at MLK Magnet Core	Construct a new park adjacent to the proposed college in the MLK Activity Center	PARCS	FY2018 through FY2019	Bond for College Development, DIF, Grant funds, \$9M
Goal PF-1	P-P2A	Parks Improvement Plan	Develop a parks improvement plan for existing parks	PARCS	FY2018 in coordination with Fresno Parks Master Plan	Redirection of existing resources
Policy PF-1.1	P-P2B	Revitalize Existing Parks	Upgrade existing parks' infrastructure, landscaping, seating, and amenities	PARCS; Public Works	10 years in coordination with the Fresno Parks Master Plan	TBD, \$200K (repair amenities) to \$2M (replace amenities) per acre of parkland
Goal PF-2	P-3	New Park Project	Construct new park at Grove Street, west of Elm Avenue to serve existing neighborhoods on either side	PARCS	FY2018	General fund, Approximately \$1.5M
Policy PF-1.3	P-4A	Parks Environmental Cleanup Plan	Develop a plan to remediate toxic sites on and/or adjacent to existing parkland	PARCS; Public Works; DARM	1 to 2 years	General fund, \$55,000
Policy PF-1.3	P-4B	Parks Environmental Cleanup	Remediate toxic sites on and/or adjacent to existing parkland and prepare the sites for other potential uses, with the remediation of Hyde Park being a high priority; seek funds to implement remediation	PARCS; Public Works	2 to 5 years	EPA Brownfield grants or other grant funds
Policy PF-1.2	P-5	Park Safety	Address delinquent activity and vagrant populations on parkland through a ranger program, increased enforcement, or additional PARCS programming	PARCS; Police Department	FY2018 and ongoing	Redirection of existing resources

TABLE 8-8 (CONTINUED) Implementation Action Plan Matrix: Parks and Urban Greening

SP GOAL/ POLICY	MEASURE NUMBER	MEASURE NAME	DESCRIPTION	RESPONSIBLE PARTY; SUPPORT PARTIES	TIME FRAME	FUNDING
Goal PF-2	P-6	New Park Master Plans	Develop a conceptual master plan for neighborhood parks in each geographic quarter-section with the first new development proposed	DARM; PARCS	Concurrent with future development proposals and Fresno Parks Master Plan	Development: DIF
Policy PF-2.1	P-7	Develop New Parks	Develop and maintain new neighborhood and community parks	PARCS; Public Works	Subsequent to future development proposals	Current Parks Impact Fees and dedications and a variety of other sources
Goal PF-3; Policy PF-3.1	P-8	Community Landscapes Plan	Develop a plan to plant trees on strategic properties in Southwest Fresno, host community education events, and plant 500 trees and provide initial tree care	DARM; Tree Fresno	2018	Community Development Block Grant; \$190,000



GLOSSARY

Annexation	The legal process of cities and towns acquiring adjacent unincorporated territory/land and thereby expanding their boundaries.
Arterial	Four- to six-lane divided (median island separation) roadways, with somewhat limited motor vehicle access to abutting properties, and with the primary purpose of moving traffic within and between neighborhoods and to and from freeways and expressways. In addition to major street intersections, appropriately designed and spaced local street intersections may allow left-turn movements to and from the arterial streets.
Average daily traffic	The average 24-hour traffic volume on a roadway. Normally, this would be periodic daily traffic volumes over several days, not adjusted for days of the week or seasons of the year.
Awning	A rooflike extension, usually over a doorway and attached to an exterior wall, that provides protection from outdoor conditions such as sun or rain.
Bicycle-sensitive detection	Device used at traffic signals to detect the presence of a bicycle and alert the traffic signal controller of bicycle crossing demand. Proper bicycle detection should accurately detect bicyclists and provide clear bicyclists how to actuate detection (e.g., what button to push, where to stand).
Biofiltration swale	A sloped channel or ditch that uses vegetation, such as grasses, to provide flow and treatment of stormwater runoff.
Bollard	A short post used to prevent traffic from entering an area.
Broken bike lane	A bike lane with dashed line striping typically used at approaches to intersections to indicate where vehicles may enter or cross a bike lane
Buffered bike lane	Bike lane that is separated from the adjacent general-purpose vehicle travel lane or parking lane by a pattern of standard longitudinal markings. The buffer area might include chevron or diagonal markings.
Build-out	The level of development characterized by full occupancy of all developable sites in a particular time horizon.
Bus Rapid Transit (BRT)	A bus-based mass transit system with specialized design, services, and infrastructure to improve system quality and remove the typical causes of delay. BRT combines the speed, reliability and amenities of rail-based rapid transit systems with the flexibility of buses.

California High-Speed Rail Authority	California State Agency responsible for planning, designing, building and operation of the first high-speed rail system in the nation, the California High-Speed Train.
Capital Improvement Program (CIP)	The multi-year scheduling of public physical improvements based on studies of fiscal resources available and the choice of specific improvements to be constructed.
Carpool/vanpool	Arrangement between people to make a regular journey in a single vehicle. Vanpools are a type of carpool designed for carrying a larger number of passengers, and is often provided by an organization for work-related transportation.
City Council	The City Council is the governing body of the City of Fresno and, except where expressly limited by the City Charter, is vested with all powers of legislation in municipal affairs. As the legislative body, the City Council is responsible for adoption of the Plan, subject to Mayoral veto or referendum, and any amendments to the Plan.
City limit	The incorporated boundaries of the City of Fresno.
City or City of Fresno (capitalized) and city or city of Fresno (non-capitalized)	Capitalized “City” refers to the municipal entity and its functions as a local government entity which is also referred to as “City of Fresno” while non-capitalized “city” refers to the geographical area or the people of Fresno which is also referred to as “city of Fresno.”
Class I Bikeway	Bike path or shared use path, which provides a completely separated right-of-way designated for the exclusive use of bicycles and pedestrians with crossflows by motorists minimized.
Class II Bikeway	Bike lanes which provide a restricted right-of-way designated for the exclusive or semiexclusive use of bicycles with through travel by motor vehicles or pedestrians prohibited, but with vehicle parking and crossflows by pedestrians and motorists permitted.
Class III Bikeway	Bike routes which provide a right-of-way on-street or off-street, designated by signs or permanent markings and shared with pedestrians and motorists.
Class IV - Cycle Track	See Class IV- separated bikeway.
Class IV - Separated Bikeway	Cycle tracks or separated bikeways, which promote active transportation and provide a right-of-way designated exclusively for bicycle travel adjacent to a roadway and which are separated from vehicular traffic. Types of separation include, but are not limited to, grade separation, flexible posts, inflexible physical barriers, or on-street parking.
Collector	Two- to four-lane undivided (opposing travel lanes not separated by a median island) roadways, with the primary function of connecting local streets and arterials and neighborhood traffic generators and providing access to abutting properties.

Colorized conflict area	Green colored pavement within a bike lane or within an extension of a bike lane may be used to call attention visually to conflict areas between bicyclists and motorists.
Community Facilities District (CFD)	A method used by local government to finance public improvements and services. A CFD is created by a sponsoring local government agency. The proposed district includes all properties that will benefit from the improvements to be constructed or the services to be provided. A CFD cannot be formed without a two-thirds majority vote of residents living within the proposed boundaries. Or, if there are fewer than 12 residents, the vote is instead conducted of current landowners. In many cases, that may be a single owner or developer. Once approved, a Special Tax Lien is placed against each property in the CFD. Property owners then pay a Special Tax each year. If the project cost is high, municipal bonds are sold by the CFD to provide the large amount of money initially needed to build the improvements or fund the services.
Community garden	A cooperatively-managed garden in an urbanized area. Community gardens can be a source of fresh produce and provide learning opportunities for community members.
Complete streets	Streets which are designed and operated to enable safe, attractive, and comfortable access and travel for all users, including motorists, pedestrians, bicyclists, children, seniors, individuals with disabilities, and users of public transportation.
Connector	Two- to three-lane undivided roadways planned to provide access to larger, well integrated neighborhoods typically 40 to 160 acres in size and generally having a range of residential densities and one or more supporting uses, such neighborhood-serving recreational open space, school, civic, quasi-public and shopping.
Corner radius	Describes the radius of a corner arc connecting two straight lines. At the intersection of roadways, the corner radius describes the radius of the arc at the corner of the intersection where two sidewalks on intersecting streets come together.
County (capitalized) and county (non-capitalized)	Non-capitalized county refers to the geographical area or the people of the county of Fresno. Capitalized County refers to the local government which is also referred to as either the County of Fresno or Fresno County.
Cross flow	Locations where travel paths cross each other. For example, the location where vehicles turn into driveways across bike lanes, bike paths, or sidewalks is a cross flow.
Curb bulbouts	Also known as "curb extensions," bulbouts are extensions of a raised curb into the street, increasing the visibility of pedestrians. Curb extensions also create shorter crossings for pedestrians and increase available space for street furniture, benches, plantings, and street trees.

Detention basin	Facilities classified according to the broad function they serve, such as storage, diversion or detention. Detention facilities are constructed to retard flood runoff and minimize the effect of floods.
Development impact fee	A fee levied on the developer of a project by a city, county, or other public agency as compensation for otherwise-unmitigated impacts the project will produce. California Government Code Section 54990 specifies that development fees shall not exceed the estimated reasonable cost of providing the service for which the fee is charged. To lawfully impose a development fee, the public agency must verify its method of calculation and document proper restrictions on use of the fund.
Drainage area	A drainage area is an area in the natural environment where rainwater runoff and stormwater naturally collects. Human activity and construction of homes have the effect of changing the size and shape of a drainage area.
Environmental Impact Report (EIR)	A document used to evaluate the potential environmental impacts of a project, evaluate reasonable alternatives to the project, and identify mitigation measures necessary to minimize the impacts. The California Environmental Quality Act (CEQA) requires that the agency with primary responsibility over the approval of a project (the lead agency) evaluate the project's potential significant impacts in an EIR.
Environmental justice	Environmental Justice refers to the fair treatment of all people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies.
Flexible/inflexible posts	Vertical delineator posts used to provide guidance to motorists. These posts may be used to separate Class IV separated bikeways from adjacent vehicle travel lanes. See Class IV- Separated Bikeway.
Floor area ratio (FAR)	The ratio between gross floor area of structures on a site and gross site area. Thus, a building with a floor area of 100,000 square feet on a 50,000 square-foot lot will have a FAR of 2.0.
Frontage	The area between the façade of a building and an abutting feature such as a sidewalk, street, beach, or waterbody.
General fund	Monies from local property and sales taxes, and other revenue sources, that pay for City of Fresno services.
General Plan	This document, including the adopted Housing Element, which is an integrated, internally consistent, comprehensive, and long-range set of goals, objectives, policies, implementation measures and diagrams for the general physical development of the city and any land outside the City's boundaries which bears relation to the City's planning.

General Plan horizon	The level of development predicted to occur by 2035, in accordance with the General Plan.
Goal	A goal is a general direction-setter. It is an ideal future end related to the public health, safety or general welfare. A goal is a general expression of community values and, therefore, may be abstract in nature and is generally not quantifiable or time-dependent.
Green bike lane	Green colored pavement may be used within a bicycle lane or within an extension of a bicycle lane to enhance the visibility of the bicycle lane or extension.
Greenhouse gases	Greenhouse gases are gases in the atmosphere that absorb and emit radiation within the thermal infrared range. This process is the fundamental cause of the greenhouse effect. Carbon dioxide, methane, and ozone are examples of greenhouse gases.
Groundcover	Plants that grow low to the ground and covers/conceals an area of bare earth.
Hardscape	Hard, solid elements in landscape design such as walkways, concrete patios, rocks, decks, and pavers.
Heat island effect	The result of an urban area being significantly warmer in temperature than its surrounding areas due to activities generated by its population such as energy usage, pollution emissions, and development.
High-visibility crosswalks	A crosswalk marking pattern that provided added visibility of the crosswalk. Includes white diagonal lines at a 45-degree angle (diagonal) or white longitudinal lanes parallel to traffic flow (continental/ladder/bar pair/double continental).
Implementation Measure	An implementation measure is an action, procedure, program or technique that carries out general plan policy.
Infill development	The process of developing vacant or under-used parcels within existing urban areas that are already largely developed.
Landscape strip	A landscaped area typically located between roadway and sidewalk
Level of Service (LOS)	A qualitative measure describing operational conditions within a traffic stream and the perception of motorists and/or passengers regarding these conditions. A level of service definition generally describes these conditions in terms of such factors as traffic volumes, speed and travel time, delays at traffic signals, freedom to maneuver, traffic interruptions, comfort, convenience, and safety.

Mitigation measure	Action taken to avoid, minimize, or eliminate environmental impacts. Mitigation includes: avoiding the impact altogether by not taking a certain action or parts of an action; minimizing impacts by limiting the degree or magnitude of the action and its implementation; rectifying the impact by repairing, rehabilitating, or restoring the affected environment; reducing or eliminating the impact over time by preservation and maintenance during the life of the action; and compensating for the impact by repairing or providing substitute resources or environments.
Multi-modal street	A street or roadway supporting more than one mode of transportation such as vehicle, bicycle, transit, and/or walking.
Multi-use trail	See Class I Bikeway.
Parklet	A small seating area or green space created as a public amenity on or alongside a roadway, typically in a former on-street parking area.
Pedestrian hybrid beacon	A special type of hybrid beacon used to warn and control traffic at an unsignalized location to assist pedestrians in crossing a street or highway at a marked crosswalk.
Pedestrian-oriented development	Development designed with an emphasis on the street sidewalk and on pedestrian access to the building, rather than an auto access and parking areas.
Performance standard	A statement representing a commitment by a public agency to attain a specified level or quality of performance through its programs and policies.
Permeable pavement/paving	A type of porous pavement material used to cover the ground, but still allow for the movement of stormwater through the surface, reducing runoff and filtering pollutants from the water.
Planning Commission	The City of Fresno Planning Commission. The Planning Commission hears, reviews, and makes recommendations to the City Council on development, land use, and environmental issues, including the General Plan, zoning and subdivision ordinances, and other land use regulations.
Policy	A policy is a specific statement that guides decision-making and indicates a commitment of the local legislative body to a particular course of action to accomplish goals and objectives.
Ponding basin (retention/detention)	See detention and/or retention basin.
Protected signal phasing	A mode of traffic control signal operation in which left or right turns are permitted to be made when a left or right green arrow signal indication is displayed. This is in contrast to permissive phasing, in which left or right turns are permitted to be made after yielding to pedestrians, if any, and/or opposing traffic, if any, during a circular green signal indication.

Public access easement	A defined area where access is granted for public use and enjoyment such as a pathway that leads to a public amenity.
Public right-of-way (ROW)	A continuous strip of land reserved for or actually occupied by a road, crosswalk, railroad, electric transmission lines, oil or gas pipeline, water line, sanitary storm sewer or other similar use, which may be an easement, fee (ownership) or other interest in land.
Rain garden	A planted area that is depressed from the ground to allow the collection of stormwater runoff from impervious surfaces.
Raised curb	An elevated edge adjacent to a street or roadway. May be used to separate a Class IV separated bikeway from adjacent travel lane. See Class IV- Separated Bikeway.
Rectangular rapid flashing beacon	A warning beacon that uses rectangular-shaped high-intensity LED-based indications that flash rapidly in a wig-wag "flickering" flash pattern, and is mounted with a pedestrian crossing warning sign at crossings across uncontrolled approaches.
Retention basin	A pond, pool, lagoon, or basin used for the storage of water runoff, which is not pumped to another location.
Ride share	See carpool/vanpool.
Road diet	A roadway reconfiguration that involves converting existing multi-lane streets into roadways with fewer vehicle travel lanes with reclaimed space allocated for other uses, such as turn lanes, bus lanes, bike lanes, sidewalks, parking, or landscaping.
Sharrows	A shared lane marking that may be used to assist bicyclists with lateral positioning in a travel lane, alert road users of the lateral location bicyclists are likely to occupy in the traveled way, encourage safe passing of bicyclists by motorists, and reduce the incidence of wrong-way bicycling.
Sightline	The line of sight of a driver when navigating a roadway.
Single-occupancy vehicle	Vehicle, typically a private automobile, with a driver with no passengers.
Specific Plan	Refers to a plan that provides detailed design and implementation tools for a specific portion of the area covered by a general plan. A Specific Plan may include all regulations, conditions, programs, and/or proposed legislation which may be necessary or convenient for the systematic implementation of any general plan element(s).

Sphere of Influence (SOI)	The ultimate service area of an incorporated city, as established by the Fresno Local Agency Formation Commission (LAFCo).
Stormwater management	A coordinated strategy to minimize the speed and volume of stormwater runoff, control water pollution, and maximize groundwater recharge.
Telecommuting	Working from home, making use of the Internet, email, and the telephone.
Traffic calming	Measures taken to deliberately slow vehicle travel speeds, reduce negative effects of motor vehicle use, alter driver behavior, and improve conditions for non-motorized users. This includes measures such as speed humps, speed tables, traffic diverters, curb extensions, chicanes, and chokers.
Transit Oriented Development (TOD)	A development or planning concept typified by the location of residential and commercial districts around a transit station or corridor with high quality service, good walkability, parking management and other design features that facilitate transit use and maximize overall accessibility.
Transportation Demand Management (TDM)	Measures to improve the movement of persons and goods through better and more efficient utilization of existing transportation systems (e.g., streets and roads, freeways and bus systems) and measures to reduce the number of single-occupant vehicles utilized for commute purposes.
Tree canopy	The upper layer of a tree made up of leaves, branches, and stems, which creates shade, greenery, and biological habitat to its surroundings.
Tree grate	A metal plate with holes that is installed flush to the ground and over a street tree's roots to allow pedestrians more space to walk and to allow water and air to pass through to the tree.
Uncontrolled crosswalk/ intersection	A crosswalk or intersection where traffic on the major street is not controlled by a traffic control device, such as a traffic signal, stop sign, or yield sign.
Use	The purpose for which a lot or structure is or may be leased, occupied, maintained under the Development Code and General Plan land use designation.
Utility box	An enclosure that contains electrical devices that serve and provide utilities such as gas and electricity.
Wayfinding	Information systems that guide people through a physical environment and enhance their understanding and experience of the space. It is particularly important in complex built environments such as urban centers, health care and educational campuses, and transportation facilities.
Yield line	A row of solid white isosceles triangles pointing toward approaching vehicles extending across all approach lanes to indicate the point at which the yield is intended or required to be made.



