



**REPORT TO THE PLANNING COMMISSION**

AGENDA ITEM NO. **VIII-A**  
 COMMISSION MEETING 1/11/12

January 11, 2012

APPROVED BY

FROM: KEITH BERGTHOLD, Assistant Director  
 Development & Resource Management Department

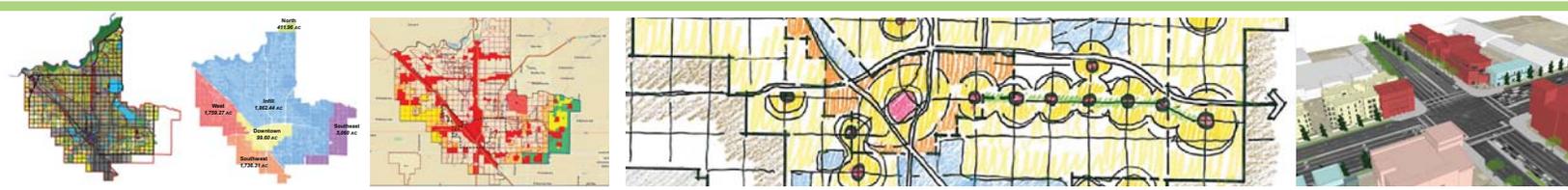
SUBJECT: Workshop on the 2035 Fresno General Plan and Code Update: Preliminary  
 Conceptual Alternatives for the GP Update

**EXECUTIVE SUMMARY**

Long Range Planning Staff and Consultants are moving through the schedule (pasted in below) of GP Update Citizen's Committee meetings and Community Workshops, presenting and discussing topical Working Papers and now the Preliminary Conceptual Alternatives described in the attached draft report – all of which, plus additional resources, documentation and power point presentations, are posted at [www.fresno.gov/newplan](http://www.fresno.gov/newplan) Staff will also provide a power point presentation and encourage a detailed question and answer session with the Commission and public at the Workshop on January 11<sup>th</sup>.

GP Citizens Committee (GPCC)	GP Community Workshop
5:30-7:30pm Room 4017 Chambers – Back up	GPCW, City Council, Planning Commission  GPCW & PC – 6:00-8:00pm
8/31-Kick Off	8/17 – Planning Commission Briefing
9/14 – Economic Development	9/7 – PC Workshop 9/15 – Orientation & Visioning @ Edison, Cafeteria 9/20 – Economic Development @ Fresno, Cafeteria
10/12 – Urban Form Pt 1 10/26 – Urban Form Pt 2	10/18 – Urban Form Pt 1 @ El Dorado, Wesley United Methodist Church, Worship Hall
11/9 – Healthy Communities 11/14 - Transportation 11/30 – Resource Conservation / Working Paper Wrap Up	11/1 – Urban Form Pt 2 @ Pinedale Elementary, Cafeteria 11/10 – Healthy Community @ Hinton Centre 11/21 – Transportation @ T C Wills Center
12/14 – Plan Alternatives Discussion	12/8 – Resource Conservation @ Ewing Elementary
1/17 - Review Planning Commission Comments	1/11 - Planning Commission - Preliminary Conceptual Alternatives 1/24 – Preliminary Conceptual Plan Alternatives @ Hoover, Cafeteria
2/8 – Preferred Plan Selection	2/22 – Preferred Plan Selection @ McLane, Cafeteria 2/16 - Council Briefing on Preferred Plan Selection
3/7 – Policy/Framework	3/28 – Policy/Framework (D&P) @ Bullard, Cafeteria
4/19 – General Plan Outline	4/4 – Planning Commission – Policy/Framework 4/25 – General Plan Outline @ Sunnyside, Cafeteria 4/26 – Council Briefing on Policy/Framework & General Plan Outline
	5/23 – Planning Commission – Draft General Plan for Introduction
	6/6 – Planning Commission – Draft General Plan for Adoption 6/21 – City Council – Draft General Plan for Introduction 6/28 – City Council - Draft General Plan Adoption

Attachments: Fresno general Plan and Development Code Update Draft Report – Alternatives: Preliminary Sketches



# Fresno General Plan and Development Code Update

## Alternatives: **PRELIMINARY SKETCHES**

**CITIZENS  
ADVISORY  
COMMITTEE  
DISCUSSION  
P A P E R**

**December 14, 2011**

**REVISED DECEMBER 22, 2011**

Development and Resource  
Management Department





The preparation of this working paper was made possible through the efforts and commitment of the Development and Resource Management Department, Long Range Planning Team and consultants Dyett & Bhatia.

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## Contents

<b>1 Introduction.....</b>	<b>2</b>
1.1 Overall Purpose of the Working Papers.....	2
1.2 Overall Purpose of the Sketch Plan Alternatives.....	2
<b>2 Imagining Fresno in 2035 .....</b>	<b>4</b>
<b>3 A City of Complete and Compact Neighborhoods .....</b>	<b>6</b>
Principles of Smart Growth.....	6
<b>4 Basic Policies Guiding the Plan Alternatives .....</b>	<b>7</b>
<b>5 Urban Form Concept Alternatives.....</b>	<b>9</b>
5.1 Summary.....	9
5.2 Concept Alternative A.....	10
5.3 Concept Alternative B.....	12
5.4 Concept Alternative C.....	14
5.5 The Concept of Nodal Development.....	16
5.6 Growth Alternatives Illustrated .....	17
5.7 Comparison of Build Out Potential .....	21
5.8 Evaluation of Sketch Plan Alternatives .....	22
<b>6 Policies and Strategies from the Working Papers that Relate to Urban Form.....</b>	<b>23</b>
6.2 Potential New Initiatives from Working Paper # 1 – Economic Development.....	23
6.3 Potential New Initiatives from Working Paper #2 – Urban Form .....	24
6.4 Potential New Initiatives from Working Paper #3 – Healthy Communities.....	29
6.5 Potential New Initiatives from Working Paper # 4 – Transportation and Mobility .....	30
6.6 Potential New Initiatives from Working Paper #5 - Resource Conservation .....	31



# 1 Introduction

## 1.1 Overall Purpose of the Working Papers

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Working Papers are designed as an early step toward identifying the City of Fresno’s existing conditions, issues, and opportunities in the context of the General Plan update. Each Working Paper details relevant themes emerging from community input. The Working Papers provide important regional, state, and even national background and context, summarize local efforts, and make policy suggestions for the 2035 Fresno General Plan. Critically, Working Papers are intended to educate, engage the public, foster informed policy discussions, but are not final products that are intended to be endorsed or adopted. Rather, they are background documents designed to facilitate conversation around issues. There may be errors or omissions in Working Papers, but these are not expected to jeopardize the purpose and ultimate goal: informed and enlightened debate about the best choices for the future of Fresno.

Five Working Papers are being developed as part of the 2035 General Plan update effort. They are:

1. Economic Development
2. Urban Form and Land Use
3. Healthy Communities
4. Transportation and Mobility
5. Resource Conservation

## 1.2 Overall Purpose of the Sketch Plan Alternatives

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### **Making the Most of Existing Conditions**

*Fresno is a city that has been building and growing since its incorporation in 1885. This period has seen Fresno grow from a population of approximately 10,000 residents to over 500,000 today. Even though Fresno’s Sphere of Influence (SOI) could grow to 870,000 by 2035 as estimated by Fresno COG (see the Map Atlas and Urban Form Working Paper), much of the city’s overall form determinant elements are in place. Even if Fresno’s population growth does not meet current estimates for 2035, which are much lower than projected four years ago by the California Department of Finance, it is prudent to evaluate future General Plan scenarios now for implied dwelling unit and employment capacities and intensities needed and alternative locations for development priorities that will demand land and other resources in order to be feasibly accommodated in a 25 year plus time horizon.*

This includes the major land use elements of Downtown, California State University Fresno, Fresno Yosemite International Airport, River Park and many industrial areas, schools and parks, as well as the major land circulation elements, including the major highways and freeways as well as the Blackstone, Kings Canyon and Shaw Avenue corridors. The adopted Sphere of Influence and the San Joaquin River form an urban growth boundary that defines the expected limits of future growth. While much of the land inside this boundary is urbanized, there remains some agricultural land. Various Fresno County islands exist within the Sphere of Influence as well, mixed randomly with incorporated land.

## City of Fresno Sketch Plan Alternatives

Considering these existing conditions, the sketch plan alternatives presented in this paper for consideration consider the existing and past urban form elements and land uses, incorporating them into the alternatives. In fact, much of the inspiration for the alternatives has come from these existing conditions, opportunities areas and proposed improvements associated with the downtown and Fulton corridor plans, as well as the proposed bus rapid transit system in planning.

In effect, the alternatives work within existing conditions in Fresno building on their opportunities and looking toward improving various neighborhoods and districts by leveraging opportunity sites and districts.

### **Some Notes on the Evolution of the Plan Alternatives**

The Sketch Plan Alternatives are purposely drawn as broad brush diagrams so as to focus attention on the larger scale decisions of how to locate future growth and how those decisions will affect the overall type of city Fresno becomes and how the city's way of life will be affected. A final decision about the preferred alternative is not expected to result from the sketch plan alternatives, but rather they are intended to stimulate discussion on the merits of differing strategies for accommodating growth into the future.

*For example, these sketch plan alternatives explore the three potentials of A) favoring growth centrally following the existing corridors; B) locating growth throughout the city with emphasis on the corridors and centers; or C) accommodating growth as it is today, with some expansion beyond the SOI to allow lower density development.*

It is envisioned that the plan alternatives will be developed and discussed in three phases with each successive phase illustrating more detail in land use in location and capacity. As the detail and impact calculations emerge, the ability to decide on the preferred alternative also comes into focus. The three phases of the alternatives development and analysis can be characterized as:

1. Sketch Plan Alternatives
2. Analyzed and Detailed Plan Alternatives with Impact Calculations
3. The Selected Plan Alternative Land Use Plan and Impact Calculations

## 2 Imagining Fresno in 2035

*Imagine you are in Fresno in 2035, having coffee with a friend and looking back over the past 25 years in your home town. Your friend and you discuss how the city has changed and what that means to a way of life that Fresno is known for.*

Fresno's population has continued to grow, establishing the city as the Valley's largest urban center. The high speed rail system is in place with a beautiful new station downtown and a large maintenance facility south of downtown.

### **A Valued Way of Life**

Visitors come to Fresno to be with family and friends, but also as the starting point for eco-trips to Yosemite and Sequoia parks. Fresno is now only an hour and a half from Silicon Valley and Los Angeles due to the construction of California's high speed rail line.

### **Access to Jobs**

Food production is still front and center as the primary industry, and Fresno State University has evolved into one of the world's great research centers on food packaging and processing innovation, farming and crop production, and water technology. Fresno is now home to a distinct society of scientific minds that work on issues of the food and water supply chain of the world. This has resulted in a high tech food industrial cluster un-matched in the United States. The high speed rail line has spurred economic prosperity through the addition of a large range of jobs in maintenance and administration, as well as the presence of creative professionals and professional service providers who operate their businesses in Fresno but may commute regularly to the L.A. basin and the Bay Area. The high speed rail access has linked Fresno's economy to Los Angeles and Silicon Valley.

### **A Vibrant Urban Core**

Downtown is now a vibrant active environment that is home to many new and native Fresnoans young and old that enjoy the ready access to culture, art, good food and entertainment. Many compare Fresno's downtown to that of Denver or Portland. As the urban core of Fresno, downtown is also home to professional services, government, health care and hospitality. Many of the old buildings have been converted to lofts/ living spaces while new, modern buildings sit side by side with these rehabilitated remnants of Fresno's past.

### **A City of "Complete" Existing Pedestrian Oriented Neighborhoods**

Fresno's existing neighborhoods have been identified and many have been "completed" with a mixed use commercial core, pedestrian and bike linkages established and a range of housing types and densities offered. Opportunity for a broad range of living experiences has become Fresno's norm, providing multiple opportunities for a variety of life styles.

### **New Walkable Neighborhood Cores Linked by Transit, Pedestrian and Bike Paths**

Blackstone, Kings Canyon and Shaw have been transformed into boulevards complete with a lush tree canopy, bike lanes and dedicated BRT bus lanes. They've become well used transit corridors that support a dramatic increase in development intensity, designed as pedestrian oriented, compact mixed use neighborhoods.

## City of Fresno Sketch Plan Alternatives

Intermittent commercial/civic cores, each with unique personality, focus the surrounding mixed use residential based neighborhoods.

### ***Planned Communities Designed as “Complete Neighborhoods”***

Further out Kings Canyon and Shaw, planned communities are built on the compact urban model as well. Also focused on active commercial/employment/civic cores, the pedestrian oriented neighborhoods making up these communities are delightful places to live, supporting the best of Fresno’s way of life. Each planned community in these growth areas is infrastructure self sufficient and connected back to urban Fresno by the active boulevards.

Fresno’s potential has been almost reached. We can’t wait to see what the next 25 years will bring.



6-1. Existing commercial megablock



6-2. Repaired urban fabric with mix of uses and civic spaces

*Existing development in Fresno that is auto-oriented and inefficient can be retrofitted to a pattern that results in vibrant, complete neighborhoods that are pedestrian-friendly*  
Galina Tachieva, *Sprawl Repair Manual*

## 3 A City of Complete and Compact Neighborhoods

### **A Satisfying Way of Life**

- An array of choices
- A vibrant urban culture
- A stimulating environment

### **Fiscal Responsibility**

- Efficient use of public infrastructure
- Efficient use of public services
- Potential for increased property value

### **Economic Prosperity**

- Direct access to employment from residential areas
- A environment to attract new and creative talent
- Protecting agricultural lands

### **Environmental Stewardship**

- Reducing air pollutants and dependence on fossil fuels
- Protecting habitat
- Efficient use of land, water and natural resources

### **A Healthy Lifestyle**

- Opportunity for walking and biking
- Access to recreation
- Access to healthcare facilities

### **PRINCIPLES OF SMART GROWTH**

- **Create a Range of Housing Opportunities and Choices**  
*Providing quality housing for people of all income levels is an integral component in any smart growth strategy.*
- **Create Walkable Neighborhoods**  
*Walkable communities are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth.*
- **Encourage Community and Stakeholder Collaboration**  
*Growth can create great places to live, work and play -- if it responds to a community's own sense of how and where it wants to grow.*
- **Foster Distinctive, Attractive Communities with a Strong Sense of Place**  
*Smart growth encourages communities to craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation.*
- **Make Development Decisions Predictable, Fair and Cost Effective**  
*For a community to be successful in implementing smart growth, it must be embraced by the private sector.*
- **Mix Land Uses**  
*Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live.*
- **Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas**  
*Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving our communities quality of life, and guiding new growth into existing communities.*
- **Provide a Variety of Transportation Choices**  
*Providing people with more choices in housing, shopping, communities, and transportation is a key aim of smart growth.*
- **Strengthen and Direct Development Towards Existing Communities**  
*Smart growth directs development towards existing communities already served by infrastructure, seeking to utilize the resources that existing neighborhoods offer, and conserve open space and irreplaceable natural resources on the urban fringe.*
- **Take Advantage of Compact Building Design**  
*Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development.*



## 4 Basic Policies Guiding the Plan Alternatives

As a means to creating and evaluating the potential sketch plan alternatives, three broad policies have been articulated. These policies address the 13 strategies proposed in Working Paper 2, Urban Form. The sketch plans incorporated these policies to varying degrees and may be evaluated on the degree to which policies such as these are guiding the future growth of Fresno.

### A. Create Compact and Complete Neighborhoods

1. Help Existing Neighborhoods Evolve into Complete Communities - All neighborhoods within the Fresno SOI shall be reviewed for their potential to evolve into compact and complete communities, with priority given to areas:
  - (a) Along designated transit corridors;
  - (b) Within or adjacent to designated activity centers;
  - (c) Where elements of neighborhood cores or centers are already in place; and
  - (d) Where support exists for the transition from traditional to compact neighborhoods.
2. Require that New Development become Compact – New subdivisions, planned developments, and growth areas of X acres or more must be designed as transit and pedestrian-oriented compact communities.
3. Customize Urban Form/Compact Community Implementation – Tailor improvements, density increases, and scale of any new facilities within existing and established neighborhoods so that the transition to a compact and complete neighborhood will complement local neighborhood character.
4. Clarify Compact Community Characteristics – A compendium of compact and complete community characteristics will be established to define primary and secondary standards/features of compact communities. This compendium includes but is not limited to: mix of uses, overall average residential density, residential density within one-half mile of transit stops, infill development features, ratio between number of residents and employment opportunities within one-half mile of transit stop, pedestrian and bicycle accessways, complete street systems, extension of the street grid, linkage to open space and recreation areas, streetscape improvements, and landscaping.
5. Establish Incentives for Compact Community Development – A schedule of incentives will be identified that relates the type of incentive to the degree of commitment to the compact and complete neighborhood program. Incentives for new development may include: assignment of dedicated project manager, expedited processing, density bonuses, parking requirement reduction, modification of development standards, alternative compliance measures, fee modifications, etc. Incentives for established neighborhoods may include: priority status for infrastructure upgrade, new street furniture, increased intra-community pedestrian linkages, enhanced transit service, prime status for public sector office relocation, and prime status for redevelopment funding (if applicable).

## City of Fresno Sketch Plan Alternatives

### **B. Enhance Connectivity Throughout Fresno**

1. Improve Connectivity In and Between Neighborhoods. Prepare detailed studies of potential connectivity *within* neighborhoods. Implementation of identified connections is directly related to the degree of difficulty associated with execution *and* to the commitment of the neighborhood to compact development as defined under A5 above. Once connectivity within neighborhoods is accomplished, a comparable linkage program will be established between neighborhoods.
2. Link open space and recreation areas. Identify, map, and categorize open space and recreational areas as regional, community, and neighborhood. Define a hierarchy of connectivity options, e.g., DG/hiking trails, paved routes, bike paths, exclusive access ways, green streets, local/arterial roads). Determine which connectivity option best links open space and recreation areas. Prioritize open space and recreation connections based on simplicity of achievement, implementing the easiest to create first, then establishing an implementation program and schedule for all others.
3. Link compact communities to open space and recreational areas. Identify potential connections between open space/recreational areas and compact communities. Using hierarchy of connectivity options (see B2 above), work with neighborhoods and compact communities to refine route and design character of the linkage. Priority for implementation is directly tied to the commitment of the neighborhood to the compact community program.
4. Link Fresno's urban development to the region's agricultural commitment. Fresno City and County have an important ongoing role in the production of agricultural resources for the United States. This commitment must be taken seriously and should be a consideration in the urbanization of Fresno. Consideration should be given to increasing density in non-farming areas to accommodate the region's growth before consuming agricultural land for development. Within developed areas, urban farming should be encouraged as well. This small scale farming may be constituted by community gardens, individual small farms and individual gardens.

### **C. Retain What Residents Value Most**

1. Reinforce Fresno's Downtown Core. Strengthen the prominence of Fresno's Downtown core for retail, service sector, and entertainment activities in all revitalization efforts, neighborhood and community enhancement, and growth area development. Limitations on the size and scale of certain retail, service sector, and entertainment uses will be developed so as to concentrate such uses in Fresno's Central Business District, in coordination with the Downtown Specific Plan. Planning and improvements regarding pedestrian, bicycle, road, and transit access will create a network that links all Fresno neighborhoods and growth areas to the Downtown.
2. Preserve historic resources and urban artifacts. Establish a comprehensive program to identify and rank in prominence important urban artifacts within the SOI, also adding local features which may not qualify for State or National listing for historic significance. Require special processing for any proposed change to urban artifacts or non-listed historic resources, comparable to Fresno's current process and procedures for the Historic Preservation Commission.

# 5 Urban Form Concept Alternatives

## 5.1 Summary

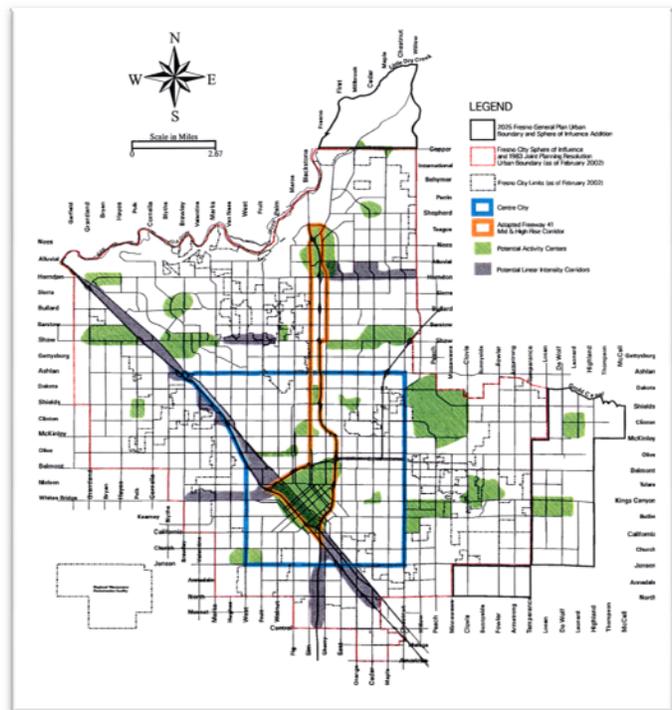
The three alternative scenarios represented herein are “broad brush” and meant to convey overall concepts of how Fresno could grow and maintain or enhance its physical environment and way of life. Subsequent more detailed plans will address the location of schools, parks, civic facilities, employment and the balance of land uses needed to support a complete city and its residents.

All three alternatives assume it is prudent to evaluate future General Plan scenarios now for housing and jobs capacities and various intensities of development in alternative locations that will demand land and other resources in order to be feasibly accommodated in a 25 year plus time horizon. Each alternative assumes an additional capacity of approximately 112,000 additional dwelling units and associated parks, schools and employment land to accommodate the growth expected through 2035. All Three alternatives propose expansion of the Sphere of Influence to the south to provide approximately 6,000 acres of industrial land to accommodate a possible High Speed Rail Maintenance Facility and other general or agriculture-based business, technology, manufacturing, processing, and related uses that would be attracted to this area with highway and rail access for export-oriented goods movement.

Alternatives A and B assume no additional growth of the current Sphere of Influence for primarily residential uses, but rather propose to provide for future growth through increased densities and mixed use in designated areas. Alternative C proposes a further expansion of the Sphere of Influence of approximately 5,400 acres to support the additional residential units while maintaining current densities and land use patterns.

All three alternatives include Downtown as the urban core of the city containing the highest densities of residential, commercial and government uses.

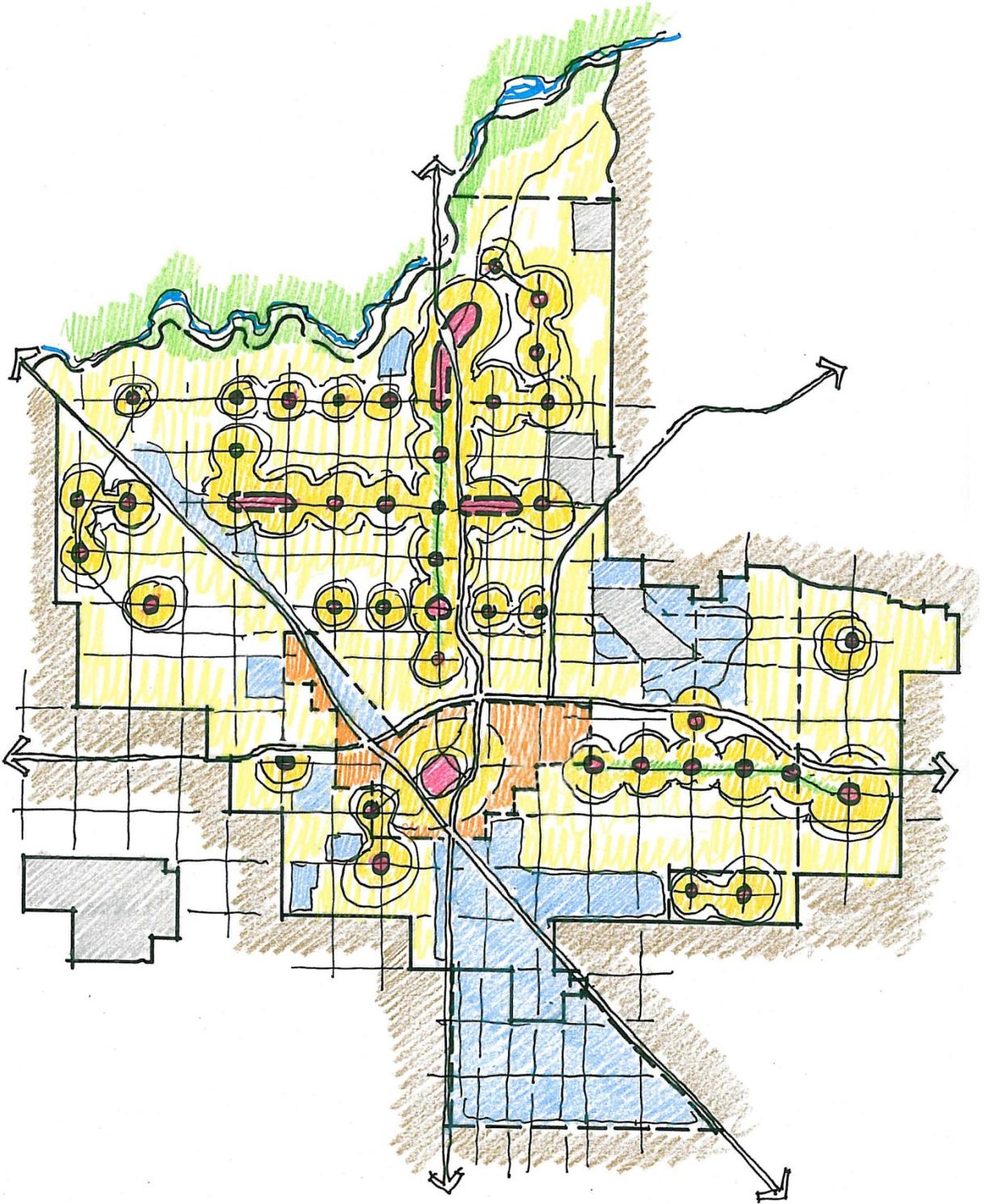
Additionally, all three alternatives will incorporate the concept of “Complete Neighborhoods”.



2025 Fresno General Plan Urban Form Map

## 5.2 Concept Alternative A

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### **Alternative A - Summary**

This alternative is conceived around the various corridors that form much of the basic mobility and urban form elements of the city outside the downtown core. Insofar as these are primary existing infrastructure and slated to become bus rapid transit routes, they can well support additional residential and commercial density. This alternative focuses density near the center of the city with lesser increases in density at the edges of the SOI.

The corridors also contain large tracts of commercially developed land, some of which are either vacant or ripe for redevelopment. This condition offers the opportunity to assemble large tracts of land, which supports the phasing of development and redevelopment into mixed-use, compact communities.

Supportive of the concept of creating neighborhood cores and compact communities as a means to achieving higher density in well connected “complete” neighborhoods, this plan locates commercial cores at intersections approximately 1 mile apart along Shaw, Blackstone and Ventura/Kings Canyon. Mixed use neighborhoods would surround these cores, integrating with the adjacent existing residential neighborhoods. Each core and the surrounding neighborhood would be unique, based on the market needs and character of the surrounding area.

*While these concepts locate the cores at 1 mile intervals, its final built form may well incorporate more or less distance between them. Each core and its surrounding neighborhood will be unique so therefore spacing may be a function of final design so long as the plan is pedestrian and transit oriented.*

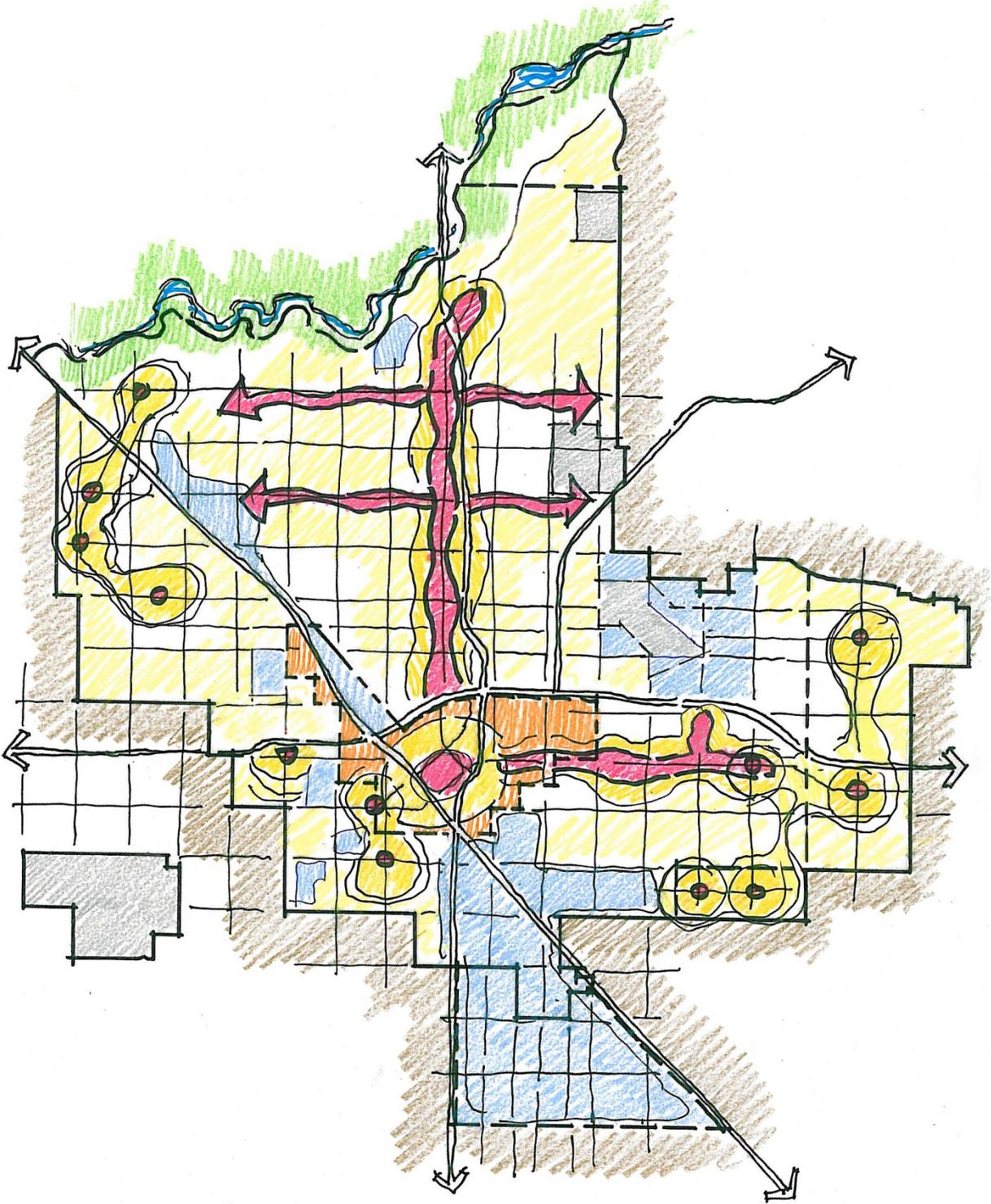
Between these cores along the corridors, higher density residential and mixed use would front the streets creating one element of the “boulevard”. The conversion of these corridors into boulevards would rely on their redevelopment into complete streets. This conversion will create not only the sense of a boulevard with intermittent urban intersections, but also provide for transit, pedestrians and bikes in a landscape environment, enhancing the urban forest as well.

Other corridors such as Shields, California and other “mile” roads will become secondary boulevards with smaller scaled cores and residential enclaves. Additional schools, parks, civic uses and employment as needed, will be located near the cores to provide easy pedestrian access and connectivity.

The east, west and north growth areas will be characterized by growth in compact communities and connected to downtown through the boulevards. With this approach, they become integrated into the overall form of the city as opposed to being isolated development.

### 5.3 Concept Alternative B

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### **Alternative B - Summary**

This alternative envisions some moderate growth along the corridors and infill, with the primary growth being accommodated in the north, east and west growth areas. Downtown is emphasized as the urban core of Fresno.

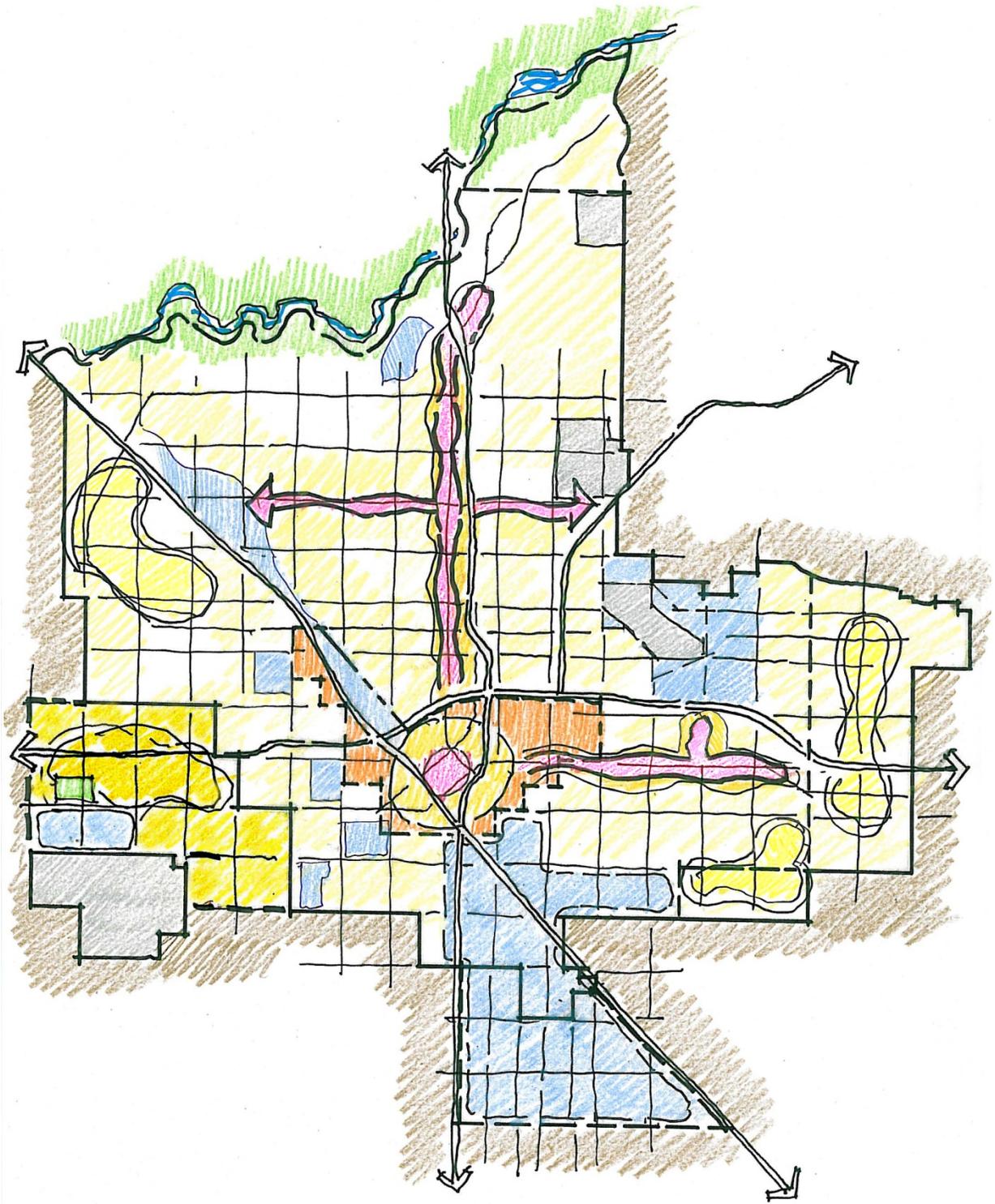
These growth areas would be developed as compact communities, self contained and self sustained. Each would have one or more mixed use cores at its center including commercial, recreation and civic uses. A mix of housing types resulting in an overall increase in density over the current trends would characterize these communities.

Schools, parks and employment uses would be located in these growth areas so as to result in balanced communities. Each community would be pedestrian oriented with trails and bike paths connecting all uses with a one mile radius.

Each community would be served by transit and linked to the downtown through the existing street system and intensity corridors. The financing of other infrastructure needs such as utilities, water, and sewer, and ongoing public services such as police, fire, and maintenance would need to be studied and a method would need to be created to insure their availability, adequacy, and fiscal sustainability.

## 5.4 Concept Alternative C

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### **Alternative C - Summary**

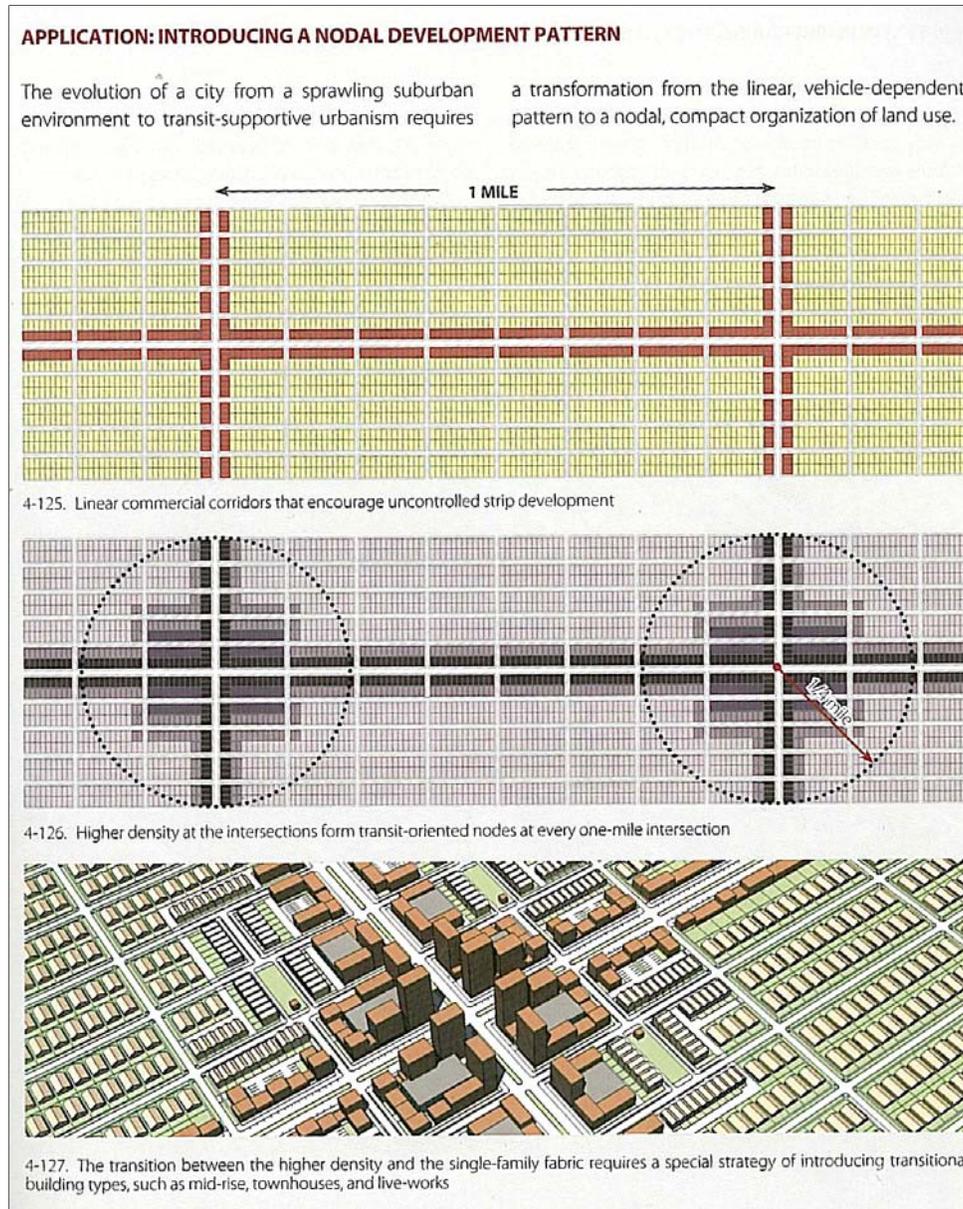
This alternative envisions growth patterns and densities in Fresno to continue through 2035. The shortage of residential land to accommodate the increase population and dwelling units will be satisfied by increasing the Sphere of Influence by approximately 5,400 acres.

The additional land envisioned would be located west of the current SOI boundary along State Route 180 to approximately Chateau Fresno. A compact community would be located near Kearny Park, integrating the park into the neighborhood and thereby creating its unique identity. Because of the waste water treatment plant to the south, substantial industrial/employment component will be part of this neighborhood North of Jensen.

Future development of the east, north and west growth areas will continue with densities and uses roughly similar to the current general plan and development code. Increases in density in the growth areas, corridors and centers will be encouraged, but not mandated.

## 5.5 The Concept of Nodal Development

All three alternatives envision a strengthening of commercial corridors in the city, with varying intensity of development occurring around identifiable areas of transition. Alternative A, however, encourages a nodal pattern of development that focuses growth within key activity centers that are spaced in 1 mile increments. These nodes or activity centers have the potential to concentrate growth in a pattern that enables walkability, supports transit and is well integrated with surrounding neighborhoods.



Galina Tachieva, *Sprawl Repair Manual*

## 5.6 Growth Alternatives Illustrated

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### Development Focused around Activity Center/ Node

Development starts at a key intersection, such as Kings Canyon and Clovis, and spreads concentrically within a ½ mile to 1 mile radius to integrate with the surrounding single-family residential neighborhoods.



**Development Focused along a Commercial Corridor**

Development occurs over time in an infill pattern, building-up commercial corridors into a continuous length of activity and intensity.



**Development Focused around Activity Centers/ Nodes and along Corridors**

Development occurs over time and in an infill pattern, but focused on activity centers/ nodes that are 1 mile apart and serve as the anchors of growth and activity along a corridor.



# City of Fresno Sketch Plan Alternatives

## Development Focused in New Growth Area

Development is pushed to outlying areas of the city in the form of new towns that are designed holistically and in a traditional neighborhood development pattern that is highly walkable, connective, and supports transit and mixed-use.



*New Town Development Example*

## 5.7 Comparison of Build Out Potential

### Urban Form Alternatives – Comparison of Build Out Potential – Residential Dwelling Units and Employment - DRAFT 12-12-11

Residential Analysis - Dwelling Unit Potential	Priority ?	Concept A Boulevard Plan	Priority ?	Concept B Growth Area Plan	Priority ?	Concept C SW - Expanded Boundary	Other Concepts & Priorities
<b>Total Dwelling Unit (DU) Capacity Goal of 112,149</b> – as per Page 5-53 Urban Form Working Paper		<b>112,149</b>		<b>112,149</b>		<b>112,149</b>	
<b>Mapped Tentative/Final Vacant Lots</b> – Current estimated 14,000 lots approved on 2,500 plus acres – (Coincidentally is the approximate existing average residential build out density of 5.6 DU/acre in SOI <sup>1</sup> )	<b>4</b>	<b>19,500</b> – (Assumes 50% of maps expire and are redesigned to yield 10 DU per acre)	<b>3</b>	<b>17,000</b> – (Assumes 50% of maps expire and are redesigned to yield 8 DU per acre)	<b>3</b>	<b>14,000</b> – (Assumes all maps build out as approved = 5.6 DU to the acre)	
<b>Remaining Unmapped Residential Capacity Needed</b>		<b>92,649</b>		<b>95,149</b>		<b>98,149</b>	
<b>Downtown /DT Neighborhoods – Per Downtown Plans - Moule and Polyzoides</b>	<b>1</b>	<b>11,000</b> (Full demand in FCSP & DNCP)	<b>1</b>	<b>11,000</b> (Full demand in FCSP & DNCP)	<b>1</b>	<b>11,000</b> (Full demand in FCSP & DNCP)	
<b>Infill</b>							
• Non-DT-Non-Growth Area Infill / 1,862 acres available	<b>3</b>	<b>9,310</b> (10 average du/ per net ac/ 50% of land available)	<b>2</b>	<b>7,448</b> (8 average du/ per net ac/ 50% of land available)	<b>2</b>	<b>5,214</b> (5.6 average du/ per net ac/ 50% of land available)	
• <b>Corridor/Center – Revitalization-Infill</b> (Tier 1 & 2 – Activity Center/Corridor Study - Partial Sub-Area Conversions – Shaw: 99 to 168 - 874 acres), Blackstone: 180 to River Park - 1,072 acres), KC: Chestnut to Clovis – 598 acres – (%) of CD+A UPLAN Model Run to be built through 2035) <sup>2</sup>	<b>2</b>	<b>15,134</b> (100% of CD+A UPLAN Model Run)	<b>?</b>	<b>3,784</b> (25% of CD+A UPLAN Model Run)	<b>?</b>	<b>1,534</b> (10% of CD+A UPLAN Model Run)	
<b>Total – Mapped, Downtown, Infill + Corridor/Center Revitalization/ % of SOI</b>		<b>54,944/49%</b>		<b>39,232 /35%</b>		<b>31,748 /28%</b>	
<b>Growth Areas – Total 8,967 acres available</b> - as per Page 5-53 Urban Form Working Paper		@ 10 Units Per Acre		@ 8.13 Units Per Acre		@ 5.6 Units Per Acre	
<b>West</b> – 1760 acres – DU/% land developed	<b>?</b>	17,600/ 100%	<b>?</b>	14,309 /100%	<b>?</b>	9,856 /100%	
<b>Southwest</b> – 1,736 acres – DU/% land developed	<b>?</b>	17,360/100%	<b>?</b>	14,114 /100%	<b>?</b>	9,722 /100%	
<b>North</b> – 411 acres – DU/% land developed	<b>?</b>	4,111/100%	<b>?</b>	3,341 /100%	<b>?</b>	2,302 /100%	
<b>Southeast</b> – 5,060 – DU/% land developed	<b>?</b>	15,873/37%	<b>?</b>	41,153/ 100%	<b>?</b>	28,336 /100%	
<b>Expanded SOI – Green Field – 5,400 acres – only in Concept C</b>		0		0		30,185 / 100%	
<b>Total Growth Area + SOI - DU / %</b>		<b>57,205/ 51%</b>		<b>72,917/ 65%</b>		<b>80,401 / 72%</b>	
<i>Note: Data used to calculate the population and number of housing units in the City of Fresno and the Fresno Sphere of Influence was downloaded from the Federal Census 2010 Web site. Data was aggregated on the Census Block level. After mapping all Census Blocks within Fresno County and attributing them with population and housing counts, staff selected the blocks that fall inside the City Limits and the Sphere of Influence, and the population and housing unit count for each selection was summed.</i>							

<sup>1</sup> 190,350 DU in SOI (based on 2010 Census) – divided by 34,077 acres of existing residential development (Map Atlas) = average of 5.6 DU /Acre.

<sup>2</sup> Fresno Activity Centers and Intensity Corridors – Moderate Growth Allocation Run & Growth Allocations Map – September 9, 2011



## 5.8 Evaluation of Sketch Plan Alternatives

### Urban Form Alternatives – Evaluation of Alternative Implications- DRAFT 12-12-11

Implications	Alternate Urban Form Plan A: <i>The Boulevard Plan</i>	Alternate Urban Form Plan B: <i>The Growth Areas Plan</i>	Alternate Urban Form Plan C: <i>The Expanded Boundary Plan</i>	Alternate Urban Form Plan D
<i>Impacts on successful downtown revitalization</i>	<i>Focus on city center, existing neighborhoods and corridors directly supports downtown as regional center</i>	<i>Focus on major transit corridors connecting growth areas with downtown supports downtown market demand and regional center status</i>	<i>Focus on the perimeter dilutes downtown market demand</i>	
<i>Impacts on successful neighborhood revitalization and “completion”</i>	<i>Focus on “Completing” existing neighborhoods and on new compact and complete ones adds choice for a variety of life styles</i>	<i>Focus on new compact self contained communities and corridors for a balanced city</i>	<i>Maintains “suburban” growth model in the form of individual subdivisions</i>	
<i>Fiscal impacts on long term municipal financial sustainability</i>	<i>Development costs more but provides long-term operational and cost savings</i>	<i>Development costs more but provides long-term operational and cost savings</i>	<i>Should rely more on private funding and assessment district formation for capital, and ongoing maintenance, and operation costs</i>	
<i>Economic development investment incentives that can be offered by the City</i>	<i>City could offer long-term infrastructure financing to be amortized by new development, thus reducing up-front private costs in priority areas</i>	<i>City could offer long-term infrastructure financing to be amortized by new development, thus reducing up-front private costs in priority areas</i>	<i>Should rely more on private funding and assessment district formation for capital, and ongoing maintenance, and operation costs</i>	
<i>Economic prosperity and job creation – location of employment centers</i>	<i>Focus on proximity of jobs and commercial services integrated with housing and transit supports more attractive and functional business environments</i>	<i>Focus on jobs-housing-transit linkages supports more attractive and functional business environments - even in growth area plans</i>	<i>Jobs-housing balance and employment adjacency is still a concern</i>	
<i>Water, energy, farmland resource consumption and long term costs</i>	<i>Compact urban environment reduces travel expenses and resource consumption</i>	<i>Somewhat less compact growth but still reduces consumption over existing</i>	<i>“Suburban” growth patterns still consume the most resources and generate the most travel miles per capita</i>	
<i>Environmental quality issues</i>	<i>Compact and transit oriented designs produce fewer travel miles equates to a reduction in emissions</i>	<i>Somewhat less compact growth but will reduce growth of impacts over time</i>	<i>“Suburban” development patterns result in continued growth of emissions impacts</i>	
<i>Impact on the ability to support a healthy community</i>	<i>Increased choices for safe and convenient walking and biking trips can improve health outcomes</i>	<i>Compact growth areas can offer increased choices for safe and convenient walking and biking trips</i>	<i>“Suburban” growth designed as predominantly reliant on auto trips for services discourages walking and biking but accessible open space provides recreation opportunities</i>	
<i>Multi-modal mobility impacts, both private and public</i>	<i>The plan is built primarily on existing street infrastructure emphasizing transit, walking and biking options</i>	<i>Existing street infrastructure is used with some new roads</i>	<i>Less density on new roads makes transit more difficult to incorporate, and increased distance to jobs and services discourages walking and biking</i>	
<i>Demand created by Fresno metro area for additional residential and commercial uses being met by unincorporated community development and development in other cities</i>	<i>All alternative scenarios for Fresno centered development are at risk because of potential new unincorporated community development</i>	<i>All alternative scenarios for Fresno centered development are at risk because of potential new unincorporated community development</i>	<i>All alternative scenarios for Fresno centered development are at risk because of potential new unincorporated community development</i>	
<i>Life style preservation and enhancement</i>	<i>Life style tops the list of goals by Fresnans. This plan offers the most variety in living environment and the growth plan most likely to result in urban amenities and choice.</i>	<i>Growth balanced between the corridors and growth areas results in more choice than currently available.</i>	<i>“Suburban” style growth results in a priority for lower density communities. The opportunity for urban amenities and choices is reduced.</i>	



## 6 Policies and Strategies from the Working Papers that Relate to Urban Form

### Using the Working Papers as a Base for the Plan Alternatives

*The following is a summary of initiatives, strategies and policies (taken directly from Working Paper #1 through Working Paper #5) that apply directly to the concept plan alternatives. These are by no means all the strategies and policies that have been suggested, but rather are those that have direct bearing on the rationale and evaluation of potential plan alternatives. These strategies and policies tend to express a city form and way of life that is considered in the development of these sketch alternatives.*

*Additional policies and policy refinements are expected as the process continues. However, these are meant to remind us all of the discussions of the past few months and could hopefully form the basis for even more specific and meaningful directives.*

### 6.2 Potential New Initiatives from Working Paper # 1 – Economic Development

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#### Strategic Decisions

- Integrating the “Food Value Chain” to take advantage of the agricultural base.
- Improving quality of life to attract professionals to live in Fresno by offering active urban environments as a life style option
- Further developing the potential of Fresno State and other institutions of higher education.

#### Potential New Policy Initiatives

##### *Attracting and Recruiting Firms*

ED-7 Create a list of incentives as part of a package to approach “target list” of businesses in relocating to Fresno.

*Potential incentives may include Redevelopment Agency loans, expedited permit review and approval, and floor area bonuses.*

ED-8 Promote the benefits that senior-serving housing bring to Fresno and, if appropriate, pursue such development in appropriate locations.

*Seniors relocating from other areas are likely to bring spendable retirement income to the Fresno area. Their spending would support not only local-serving retail and service businesses, but also the city’s medical services.*

ED-10 Providing necessary major street infrastructure and utility capacities for properly zoned land to be efficiently and effectively developed in a timely manner.

*Cultivating and Attracting a Skilled, Educated, and Well-Trained work Force*

## City of Fresno Sketch Plan Alternatives

ED-16 Conduct a survey to identify issues affecting the housing choices of non-resident professionals and skilled worker with local jobs and local factors that could help them to make Fresno their home.

### *Improving the Business Climate*

ED-17 Streamline government reviews and permitting processes for desired development in targeted areas.

ED-18 Increase the amount of land that is properly zoned and ready from a regulatory standpoint to be expeditiously developed, redeveloped, and/or revitalized for targeted economic development and job creation purposes.

ED-20 Establish a list of “ready-to-go” sites in consultation with property owners and provide the list to interested developers and businesses seeking sites in the city.

### *Maintaining the City’s Fiscal Health and Enlarging its Revenue Base*

ED-26 Develop a land use designation strategy that creates the highest value of land for future demand and improves property values.

ED-27 Require fiscal impact analyses for major development proposals requiring a General Plan amendment or annexation to assess citywide impacts and to identify any burden such projects might create for the City, the School District, and other public agencies.

## 6.3 Potential New Initiatives from Working Paper #2 – Urban Form

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### **Strategic Decisions that provide for:**

3. Subdivisions as transit and pedestrian oriented compact communities
4. Transit oriented corridors with increased density
5. Activity centers as compact communities with increased density
6. Identify and build complete streets
7. Link open space and recreation
8. Refine plans for the growth areas reinforcing the Downtown core
9. Identify neighborhoods and create neighborhood cores or centers
10. Improve connectivity in and between neighborhoods
11. Preserve historic resources and “urban artifacts”
12. Tailor densities to balance objectives
13. Incentivize mixed-use, infill and compact communities
14. Incentivize employment near residential
15. Create a strong link between the urban environment and agriculture

## Urban Design Goals (Principles)

### *City Structure*

- UD-G-1** An identifiable city structure— A city structure comprised of a vibrant, intense, and pedestrian-oriented core, and distinctive neighborhood centers and districts augmented with parks and connected by greenways and green streets.
- UD-G-2** A diversity of building types and scales—Variation to reinforce the identity of individual districts and foster a variety of options for living and working, with continuity in development scale and character and careful transitions between densities and design typologies.
- UD-G-3** A walkable and pedestrian-scaled environment—A network of streets and connections that expands circulation opportunities for pedestrians and bicyclists.
- UD-G-4** New parks—Strategically located new parks and outdoor open spaces to enhance Fresno’s livability and pedestrian orientation.
- UD-G-5** Neighborhood Preservation—Preservation of the existing small-scale residential quality of older neighborhoods.
- UD-G-6** Unique districts throughout the city.

### *Street Grid, Connections, and Views*

- UD-G-7** Expanded street grid—A pedestrian and bicycle path system with extensions that improve connectivity throughout the city.
- UD-G-8** A safe, attractive, and connected pedestrian environment—Throughout the city, but particularly in areas with high volumes of pedestrian activity.
- UD-G-9** An appealing and functional system of bridges and crossings—Crossings at major barriers (e.g. freeways and rail lines). Protected public views.

### *Skyline and Building Bulk*

- UD-G-10** A skyline with the tallest buildings concentrated in the central core—The tallest buildings at the core, with a gradual transition to lower building heights to the mid- to lower-scale development.
- UD-G-11** Sky Exposure—Building form and massing that furthers sky exposure for adjacent sidewalks and public spaces, especially in gathering places such as the core and neighborhood centers.
- UD-G-12** Uninterrupted sunlight—During designated periods on all major parks.

### *Streetscapes and Building-to-Street Interface*

- UD-G-13** Streets that support multiple functions—Streets designed for all types of users, including pedestrians, bicyclists, public transit, and automobiles.
- UD-G-14** Streets as an extension of Fresno’s open space network—Opportunities to linger, stroll, and gather.

## City of Fresno Sketch Plan Alternatives

**UD-G-15** Development along streets that offers a rich visual experience—Development that is engaging to pedestrians, is unobstructed by parking facilities, and contributes to street life, vitality, and safety.

### *Neighborhood Centers*

**UD-G-16** Focal nodes throughout the city—Neighborhood Centers that act as centers for local services and amenities, and build upon the character and identity of surrounding districts.

**UD-G-17** A walkable and connected city—Neighborhood centers and other amenities in proximity to employees and residents throughout the city.

### *Identity and Gateways*

**UD-G-18** A city identity—An identity that distinguishes Fresno for the community and its visitors.

**UD-G-19** High-quality—Design and construction that respects existing architecture, but creates new signature places.

## **Potential New Policy Initiatives for Discussion**

### *Citywide*

**UD-P-1** Strive to accentuate activity and presence at the street level, particularly along pedestrian-oriented corridors and in residential areas.

**UD-P-2** Require all new parks and open space to be accessible and available to the public through site design standards for minimum size/dimensions, visibility, and location along public rights-of-way.

**UD-P-3** Require all new development to extend the street grid or pedestrian connections wherever possible.

### *Street Grid, Connections, and Views*

**UD-P-4** Prohibit full or partial public street closures by private development. Where a street closure to vehicular traffic is necessary for public projects, access for pedestrians and bicycles should still be maintained.

**UD-P-5** Maintain and enhance an integrated pattern of streets, pedestrian paths, and bike routes through a fine-grain street grid that enables efficient movement throughout the city.

**UD-P-6** Establish a system of Pedestrian Priority Zones in regional and neighborhood centers, around schools, parks, and in other locations. While wider sidewalks, street lighting, bulbed crosswalks, and other pedestrian amenities should be employed throughout the city, they are prioritized in these locations.

**UD-P-7** Link Pedestrian Priority Zones to adjacent land uses to ensure that building frontages respect pedestrians and truck loading takes place on adjacent streets wherever possible.

**UD-P-8** Require commercial uses, such as retail, restaurants, hotel lobbies, offices, and flex space at the ground level in neighborhood centers and regional retail overlay districts.

### *Skyline and Building Bulk*

- UD-P-9** In the neighborhood centers and city parks flexibility should be provided in building massing so that sunlight is not blocked.
- UD-P-10** Promote design of buildings with light-colored finishes, especially on upper floors and along narrow corridors. Standards for building reflectivity can be established to maximize day-light on sidewalks and streets without causing glare.
- UD-P-11** Prevent bulky and monolithic buildings through:
- Vertical articulation, such as step backs at higher floors, and less floor area as heights increase to reduce the apparent bulk of buildings; and
  - Horizontal articulation, such as varied setbacks, recessions/projections, change in materials, and building transparency, especially in Pedestrian Priority Zones.
  - Mixed-use areas.
- UD-P-12** Establish standards for tower separation in centers to increase sky exposure for developments with multiple towers, and maintain separation standards for buildings taller than 100 feet.
- UD-P-13** Where large floor plates are permitted, require buildings to adhere to height, setback, and stepback standards, as required for view and sun access, but less stringent bulk standards shall be permitted.

### *Streetscapes and Building-to-Street Interface*

- UD-P-14** Minimize pavement widths (curb to curb) to the minimum necessary to ensure traffic flow and safety, to discourage speeding through neighborhood centers and residential areas, and to prioritize pedestrian and bicycle movement.
- UD-P-15** Require continuous and consistent street tree planting along all avenues and boulevards and in Neighborhood Centers.
- UD-P-16** Provide street trees City streets where feasible. Street trees shall be planted in a row along the curb, between the vehicle roadway and sidewalk, unless this is physically impossible due to constraints such as underground water or sewer lines.
- UD-P-17** Create systems of cohesive streetscape improvements in neighborhood centers.
- UD-P-18** Remove impediments to sidewalk safety and movement where possible. Large new developments shall be required to underground any adjacent existing overhead utility lines.
- UD-P-19** Use of the greenways shall be reinforced by fronting entrances to both commercial and residential development to the public pathway.
- Encourage open spaces and plazas adjacent to the greenways.
  - Encourage other public-oriented ground level uses such as workshops, lobbies, and common areas.
- UD-P-20** Require pedestrian-scaled street lighting, street furniture, and undergrounded utilities along greenways shall be required.

## City of Fresno Sketch Plan Alternatives

### *Parking*

- UD-P-21** Strive to replace large surface parking lots in centers with structured parking and incorporated into high density mixed-use developments. New or expanded large surface parking lots should not be allowed in regional centers.
- UD-P-22** Require parking in centers to be screened or concealed. Pedestrian entrances to non-residential buildings should be located on the sidewalk; any entrances from parking areas should be incidental or emergency only.
- UD-P-23** Above-grade parking structures should be wrapped with active uses.
- UD-P-24** If active uses are not feasible on the ground floor of parking garages, frontages should be architecturally attractive. This may include unique designs and materials, such as glass, articulated masonry, murals or landscaping setbacks.
- UD-P-25** Motor vehicles and interior lighting should not be visible from the exterior of parking garages.

### *Building to Street Interface*

- UD-P-26** Ground floor uses should be emphasized to facilitate pedestrian use, with standards for building frontage, fenestration, and entries.
- UD-P-27** Buildings should be designed with ground level windows and building entries along the street.
- UD-P-28** For all multifamily residential development, including high-rise, and along pedestrian-oriented streets, townhomes or other units with direct street access should be provided to promote individualization, family-friendly development, identity, and street safety.

### *Neighborhood Centers*

- UD-P-29** Foster development of neighborhood centers.
- UD-P-30** Developments adjacent to neighborhood centers, parks or plazas should create an integrated and memorable relationship of architecture and open space. Orient primary building facades and entries to these spaces and maximize visual interest.
- UD-P-31** Public space and plazas for gathering and expanded ground-floor retail activities are encouraged. These elements enhance the pedestrian realm and provide opportunities for social interaction.

### *Identity and Gateways*

- UD-P-32** Create visual gateways through streetscape design, signage, and building massing to establish identity at key entry points to the city.
- UD-P-33** Continue to invest in a citywide public art program that contributes to an awareness of the city's history and culture.
- UD-P-34** Update sign regulations to create a wayfinding system and graphic identity without dominating city and district appearance.

## 6.4 Potential New Initiatives from Working Paper #3 – Healthy Communities

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### Strategic Decisions

- Designing new development and redevelopment to promote physical activity access to fresh and healthy food, and deter crime.
- Expanding access to infrastructure and community programs that facilitate healthy living, such as parks, recreation facilities, bike paths, and community gardens.
- Providing transportation and housing options that are affordable, reliable, effective, and safe.

### Potential New Policy Initiatives

HC-4 Incorporate Crime Prevention Through Environmental Design principles and best practices into project review procedures for new development and major renovations

HC-7 Amend the zoning regulations to establish incentives for locating healthy food grocery stores at the center of neighborhoods and to increase community-wide healthy food access.

HC-13 Amend the zoning ordinance to include an Urban Gardening for non-animal agriculture and community gardens.

HC-14 Permit community gardens as land uses allowable by right on vacant residential zoned parcels through the filing of an agreement between a recognized community group and the land owner.

### *Healthy Transportation and Physical Activity*

- *Ensure a balanced transportation system featuring “complete streets” that serve pedestrians, bicyclists, and driver, and improve everyone’s access to shops, groceries, schools, parks, and other public spaces; and*
- *Increase physical recreational opportunities across neighborhoods, incomes, ages, and abilities.*

HC-16 Promote the design of complete and well-structured neighborhoods whose physical layout and land use mix enable walking to local stores and services, biking, and transit use; foster community pride; enhance neighborhood identity; ensure public safety; are family friendly; and address the needs of residents of all ages and abilities.

HC-17 Improve mobility for populations that do not have access to a car by connecting major destinations including parks, civic facilities, education institutions, employment centers, shopping, and recreation areas.

HC-18 Continue to promote alternative modes of transportation through development and maintenance of a citywide pedestrian and bicycle network.

HC-20 Improve the conditions for youth walking and bicycling in the areas surrounding school by working with the Fresno Unified School districts (9USD), Clovis USD, Central USD, Sanger USD, and Washington Union USD to implement a Safe Routes to School program. The program should identify schools and neighborhoods where the program is most needed, and engage local residents in Safe Routes workshops

HC-22 Work with school districts to promote the use of schools as community-wide facilities. Resolve issues over security, maintenance, liability, fees, and other contractual obstacles with all public school districts operating with the city. Help broker agreements between recreation organizations and school districts.

## City of Fresno Sketch Plan Alternatives

HC-24 Link park facility improvement priorities to a ranking system keyed to public health and recreational goals, and respond with options to existing neighborhood goals for pocket parks and other walkable open space amenities.

HC-28 Restrict new residential development, schools, and parks within 500 feet of a limited access freeway, in order to reduce exposure to concentrations of toxic air pollutants and noise.

## 6.5 Potential New Initiatives from Working Paper # 4 – Transportation and Mobility

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### Potential New Policy Initiatives

T-1 Provide transportation facilities based on a “Complete Streets” concept that facilitate the balanced use of all travel modes (pedestrians, bicyclists, motorists, and transit users), meeting the transportation needs of all ages and abilities and providing mobility for a variety of trip purposed.

T-2 Update the City’s Engineering and Street Design Standards to ensure that roadway and streetscape design specifications are in accordance with the Complete Streets concept and other policies in their General Plan and address the needs of through traffic, transit stops, bus turnouts, passenger loading needs, bike lanes, and short and long term parking depending on location and context.

T-4 Ensure that public right of way improvements are designed to be consistent with the character of surrounding neighborhoods.

T-7 Establish a tiered system of flexible multi-modal Level of Service (LOS) standards, with separate standards for the Core Area, Multi-Modal Corridors and the remainder of the city.

*This system should be designed to permit increased densities and mix of uses to increase transit ridership, biking, and walking, which decreases auto travel, thereby reducing air pollutions, energy consumption, and greenhouse gas emissions.*

T-14 Design and build future roadways that complement and enhance the existing network, as shown on the Circulation Diagram, to ensure that each new and existing roadway continues to function as it was intended.

T-15 Take advantage of opportunities to consolidate driveways, access points, and curb cuts along existing arterials when a change in development or a change in intensity occurs or when traffic operation or safety warrants.

T-17 Establish specific limitations on the total amount of local residential streets that could be cul-de-sacs in the City’s subdivision regulations to create a finer-grained street grid and more neighborhood connectivity.

T-19 Provide incentives for more intense development along streets and roadways where through-traffic has been diverted to freeways and there is additional capacity.

T-20 Provide incentives for infill development that would provide jobs and services closer to housing, and vice versa, in order to reduce citywide vehicle miles travelled.

T-21 Along streets with excess roadway capacity where adjacent land use is not expected to change in the foreseeable future, evaluate opportunities to reduce right of way and/or re-design streets to support non-automobile travel modes.

T-23 Cooperate with other agencies to provide connection and continuation of bicycle corridors between Fresno and Clovis, through County islands as well as surrounding areas.

T-24 Integrate the bicycle transportation system into new development and infill redevelopment in order to make travel by bicycle more convenient and feasible.

T-31 Continue to work with FCOG in developing the Sustainable communities Strategy and Regional Transportation Plan.

T-32 Provide adequate parking to accommodate demand while avoiding excessive amounts of surface parking that disrupts the urban fabric of the city.

T-33 Where appropriate, encourage multi-level parking structures adjacent to major traffic generators.

T-34 Develop flexible parking requirements for development proposals with the potential to reduce automobile trips. These could include projects that integrate transit facilities, incorporate a mix of uses with differing peak parking demand periods (e.g., residential and office), or that incorporate other Transportation Demand Management (TDM) Strategies for residents or tenants (car-sharing, etc.).

## 6.6 Potential New Initiatives from Working Paper #5 - Resource Conservation

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### Strategic Decisions

- Reducing inefficient expenditure of public money through a different land use planning and development approval process.
- Establishing land use policies and provide incentives to concentrate jobs and services in urbanized areas, to reduce overall energy use in buildings, for multimodal transportation, and to improve air quality.

### Potential New Policy Initiatives

#### *Making Efficient Use of Existing Public Infrastructure*

RC-9 Create a citywide retail development strategy to determine acceptable locations for further retail development and seek to maintain the city's competitive position in the regional marketplace, and determine how to revitalize, redevelop, or otherwise transform vacant and under-invested existing retail uses.

#### *Promote Land Uses That Conserve Resources*

RC-11 Promote mixed-use higher density infill development and support land use patterns that make more efficient use of the transportation system.

RC-12 Invest in the public infrastructure needed to allow mixed-use and denser infill development to occur in targeted locations, such as expanded water and wastewater conveyance systems.

#### *Promote Enhanced Energy Efficiency*

RC-20 Promote energy efficiency in architectural design for new construction including building orientation to take advantage of wind and sun, and site design features (such as clustering of use)