

FRESNO



Fresno General Plan Update

Economic Development and Fiscal Sustainability

**PRELIMINARY
WORKSHOP
DISCUSSION
DRAFT**

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Development and Resource
Management Department

City of
FRESNO 

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Economic Development and Fiscal Sustainability Element

The Economic Development and Fiscal Sustainability chapter is one of the many Elements noted below that when combined will ultimately comprise the Draft City of Fresno General Plan Update, anticipated to be released as a comprehensive document for public review and formal comments in May-June 2013.

- Urban Form, Land Use, and Design Element
- Mobility & Transportation Element
- Parks, Open Space and Schools Element
- Healthy Communities Element
- Historic and Cultural Resources Element
- Resource Conservation and Resilience Element
- Public Utilities and Services Element
- Noise and Safety Element
- Economic Development and Fiscal Sustainability Element
- Implementation Element
- Housing Element¹



This version of the Economic Development and Fiscal Sustainability Element is a **Preliminary Workshop Discussion Draft of the City of Fresno General Plan Update**, intended for introduction to the public, with a request for public review and comments to be received via emails, letters, and oral presentations as part of a series of workshops with the Fresno Planning Commission and other community engagement meetings scheduled through July-August of 2013.

The structure of the city's economy plays an important role in the physical development of the planning area and the stability of the local tax base. This element focuses on retaining local businesses, developing a high-skilled labor force, attracting new industries, supporting the tax base and sustaining the ability to provide public services for current and future residents.

Fresno has a substantial array of opportunities to act upon for long-term economic development and job creation potential. These include its strategic geographic location within the California market, world class agriculture

¹ The City has already updated and approved the Housing Element as required by State law. Although not currently scheduled for preliminary workshop review, the Housing Element will be addressed in the Draft Fresno General Plan Update and the current version is available for public review. Technical amendments to the Housing Element needed for General Plan consistency will be addressed in the Draft Fresno General Plan Update as appropriate. The Housing Element's goals, objectives, policies and programs will be included in the General Plan, with any proposed technical amendments clearly indicated

industry, urban water resources, and climatic capability for fully capitalizing on renewable energy and energy efficiency, as well as the strategic initiatives that the Mayor already has in place. There are, however, a growing number of severe conditions and challenges that must be addressed and successfully overcome to realize Fresno’s future economic potential and ensure fiscal sustainability over the long term. These opportunities and issues represent major themes for this element such as the following:

- Responding to the city’s relatively low household income and high rates of poverty, and the related importance of education and workforce development for raising income and quality of life in the long term;
- Identifying business and industry sectors that build on Fresno’s inherent strengths, such as agricultural and food value industries, and the potential of leveraging key assets, such as such as the Downtown, California State University, Fresno, and similar institutions of higher education
- Understanding the relationship between the City’s fiscal health, capacity for action, and economic development policies in the City of Fresno General Plan Update; and
- Formulating economic development policies to spur job creation for Fresno residents.

The City of Fresno General Plan Update recognizes that solutions to current fiscal problems must be structural and long-term, as opposed to merely deferring costs or increasing debt. The policies in this element emphasize the importance and key role the City's fiscal health; the long-term viability of employment, housing, education, and civic and cultural programs in Fresno requires a vital City operation that earns the public's ongoing support.

RELATIONSHIP TO CITY OF FRESNO GENERAL PLAN UPDATE GOALS

This Element provides objectives and policies that support a wide range of City of Fresno General Plan Update goals, in particular the following:²

1. Increase opportunity, economic development, business and job creation.

Use urban form, land use, and Development Code policies to streamline permit approval, promote local educational excellence and workforce relevance, significantly increase business development and expansion, attract and retain talented people, create jobs and sustained economic growth, strategically locate employment lands and facilities, and avoid the over-saturation of a single type of housing, retail or employment.

12. Resolve existing public infrastructure and service deficiencies, make full use of existing infrastructure, and invest in improvements to increase competitiveness and promote economic growth.

Emphasize the fair and necessary costs of maintaining sustainable water, sewer, streets, and other public infrastructure and service systems in rates, fees, financing and public investments to implement the General Plan. Adequately address accumulated deferred maintenance, aging infrastructure, risks to service continuity, desired standards of service to meet quality-of-life goals, and required infrastructure to support growth, economic competitiveness and business development.

² The commentary in italics following certain goals is not part of the goal itself, but is instead advisory and informational language intended to further discussion, clarify the goal, and help guide the objectives of the General Plan.

SUMMARY OF KEY ECONOMIC FACTORS

The city and surrounding areas are expected to continue experiencing high rates of population growth over the horizon of the City of Fresno General Plan Update, although this growth is expected to be at half of the rate of the past 30 years in the region. The overall county population, including that of the city, is projected to age and become increasingly Hispanic or Latino in composition, trends that create new leadership opportunities and economic possibilities.

Fresno's population has low rates of income and educational attainment in comparison to the rest of California. Fresno has a poverty rate nearly twice as high as the State and 10 percent higher than the County of Fresno. The city also has a relatively low level of education attainment, with fewer than 6 percent of the labor force holding graduate or professional degrees, about half the statewide rate; the proportion of the labor force with bachelor's degrees is about two-thirds that of the State average; and the percentage that never graduated from high school is 20 percent higher in Fresno than in the rest of the state. These characteristics are reflected in Fresno's low median household income, which is 25 percent below the State average, and low per capita income, which is nearly 33 percent less than the State average. These linked factors impact the City's main revenues—sales tax and property tax—and are likely to limit economic development.

LABOR FORCE

Fresno's labor force as a percentage of the total population remained relatively steady over the past decade, then began slightly declining since the 2008 recession, indicating that many adults have been dropping out of the work force, or are no longer searching for work. At the same time, the city has suffered job losses and watched its unemployment rate markedly increase, which has contributed to discouragement amongst the labor force.

A contributing factor to Fresno's declining labor force appears to be the mismatch between available jobs and the skills of the available labor force. The current economic downturn has not had an equal effect on all sectors of the economy; in many cases, the sectors suffering the most losses are those that require low-skill labor—jobs that fit the educational attainment of many of Fresno's workers. A February 2011 article in the *Washington Post* reported that while Fresno's unemployment was then at 16.9 percent, “managers at the 7,000-employee Community Medical Centers say they cannot find enough qualified technicians, therapists, or even custodians willing and able to work with medical waste. The situation is much the same at Jain Irrigation, which cannot find all the workers it wants for \$15-an-hour jobs running expensive machinery that spins out precision irrigation tubing at 600 feet a minute, 24 hours a day, 7 days a week.”³

³ Fletcher, Michael. *The Washington Post*, “Why does Fresno have thousands of job openings – and high unemployment?” 2 February 2011.

One positive aspect of this trend is that the city is still adding jobs that pay living wages, are career-oriented positions, and require specialized skills or training. Ultimately, it is precisely these types of jobs that will buoy the city's long-term economic base. At the same time, much of the current workforce is not equipped for these positions, pointing to the need for significant and long-term investment in workforce training and education. California State University, Fresno, Fresno Pacific University, State Center Community College District, and the school districts can help meet these needs, but more must be done.

JOBS AND EMPLOYMENT

The growth potential for Fresno's major employment sectors is an important economic factor for programming the City of Fresno General Plan Update land uses for the capacity of the planning area or Sphere of Influence. Table ED-1 shows employment projections by industry for Fresno County. The current and future health of the real estate market to support those sectors is important, as well as the fiscal impact of those uses on the City's budgetary ability to sustain high levels of services and overall quality of life for residents. Generally, jobs in health and professional services, information technology, government and finance are relatively high-income jobs that support a growing economy. In contrast, lower skill jobs in retail and wholesale trade and hospitality services may also support the economy, but are characterized by much lower pay scales.

Agriculture remains the economic base of the San Joaquin Valley the most productive agricultural region in the country and a critical area for the nation and world's food supply. Fresno County is at the heart of this region and still sees a significant number of its jobs in the agricultural sector—both in direct farming and in related food processing, storage, and shipping. Total farm employment in Fresno County in 2008 was 48,900 jobs, or 12.5 percent of the total. While employment in this industry is projected to decrease to approximately 11.6 percent of total jobs by 2018, the sector still retains its importance and is expected to remain an important driver of related industries moving forward.

A balance of jobs across all industry sectors ensures that jobs are offered across the income spectrum and support all aspects of a healthy local economy. The strong industries identified above—government, healthcare, and others—provide a range of middle-class, living wage jobs. Other industries that generally pay high salaries and provide opportunities for career advancement are Financial Activities (3.8 percent of jobs in 2008), Information (1.2 percent) and Professional and Business Services (7.8 percent). While none of these sectors currently represents a very high percentage of total jobs, each one is projected to increase its share over the next decade, an encouraging statistic for the city. Fresno's challenge will be to continue to attract high-skilled workers—and to improve training of workers already here—to be able to meet the demands of these jobs.

Fresno still must seek to diversify its economic base into other sectors to meet job creation goals, keep revenue local, and fully serve the population. One of the primary factors for doing this, and a critical contingency in expanding

existing industries and developing new ones, is the education and skill level of the local workforce. The City of Fresno General Plan Update includes policies and implementation strategies that support expanding economic activity, but the quality and wage levels of the jobs will be related to the capacities and competencies of the workforce to meet the demands of business and industry.

OBSTACLES TO JOB CREATION

The 2010 Fresno County Employment Study documented numerous obstacles that employers identified as constraints to doing business, expanding business, and creating more jobs. 33 percent of respondents cited “market conditions” as an impediment, including a tight banking climate, low sales, and customers’ difficulty in accessing financing. Regulatory constraints were identified by 22 percent of respondents, including issues such as the permitting process, fees, difficulty attaining air quality and emissions standards, and licensing and certification requirements. 11 percent felt constrained by the cost of doing business, mentioning costs associated with taxes, workers’ compensation, healthcare, utilities, and labor. 11 percent also specifically identified labor availability and cost as a major obstacle, lending support to some of the trends described earlier surrounding the labor force. Specific issues in this category included a lack of qualified workers for technical positions, a lack of job seekers’ skills or proper training, poor basic comprehension/ education level, and overall labor costs.

TABLE ED-1: EMPLOYMENT PROJECTIONS BY INDUSTRY, FRESNO COUNTY

<i>Industry Total</i>	<i>Annual Average Employment</i>		<i>Growth</i>
	<i>2008</i>	<i>2018</i>	
Total Employment	390,500	410,100	19,600
Self-Employment	29,100	29,500	400
Unpaid Family & Private Household Workers	9,500	11,500	2,000
Total Farm	48,900	47,600	-1,300
Total Nonfarm	303,000	321,500	18,500

	<i>Percent of Total Employment</i>		<i>% Change</i>
Construction	4.6%	4.5%	0.1%
Manufacturing	6.9%	6.7%	-0.2%
Trade, Transportation, and Utilities	15.2%	15.4%	0.3%
Information	1.2%	1.3%	0.1%
Financial Activities	3.8%	3.9%	0.1%
Professional and Business Services	7.9%	8.2%	0.3%
Education Services, Health Care, and Social Assistance	10.3%	10.9%	0.6%
Leisure and Hospitality	7.2%	7.2%	-0.1%
Other Services	2.7%	2.7%	0.0%
Federal and State Government	5.3%	5.3%	0.0%
Local Government	12.7%	12.3%	-0.4%

<i>Subtotal</i>	77.6%	78.4%	0.8%
Self-Employment; Family Workers; Private Household	10.1%	10.1%	0.0%
Total Farm	12.5%	11.6%	-0.9%
<i>Subtotal</i>	22.4%	21.6%	-0.8%
TOTAL	100.0%	100.0%	

Note: Totals may not sum precisely due to rounding.

Source: California Employment Development Department, 2010

OPPORTUNITIES FOR ACTION

This City of Fresno General Plan Update seeks to improve Fresno’s overall economic competitiveness by increasing employment opportunities for residents and maintaining and improving community livability while not stifling economic recovery and prosperity. Attracting and retaining jobs and industry is one of the greatest challenges facing the city today.

PROVIDING FOR PROFESSIONAL, HIGH-PAYING JOBS

There is connection between the loss of an educated work force and our ability to sustain the economy required for sustainable land use and a healthy built environment. The lack of high-tech, professional, high-paying jobs are leading to the departure of educated people from the city. Young people often leave Fresno for higher education or career opportunities and do not necessarily come back. Recent efforts to stem this outflow and retain local talent have been successful, including Creative Fresno and FLYP (Fresno’s Leading Young Professionals).

TRADITIONAL AND EMERGING INDUSTRIES

Industries well-suited to Fresno’s location and workforce include warehousing and distribution centers, as well as agricultural services (brokering and export) and food processing facilities and other manufacturers. A recent boost in medical industries is a trend worth supporting, as is developing green industries such as solar and water technology and alternative energy.

DOWNTOWN REVITALIZATION: A POSITIVE IMPACT

Ongoing Downtown revitalization efforts have potential for a significant positive impact on the city’s economy. A healthy and vibrant Downtown boosts the economic health and quality of life in a community. Specifically, it creates jobs, incubates small businesses, reduces sprawl, protects property values, and increases the community’s options for goods and services. In the case of Fresno, it will also increase the property values of currently vacant or underutilized land, thereby increasing tax revenues. A healthy Downtown is a symbol of community pride and history.

The magnitude of growth in the Downtown is projected to account for about 31 percent of the city's office growth, 21 percent of retail growth, and 14 percent of housing unit growth within [the proposed build-out period]. This General Plan Update anticipates and supports the revitalization of the Downtown by targeting infill development in the Downtown and along the major corridors within the city. It is anticipated a subsequent community plan, such as the proposed Downtown Neighborhoods Community Plan, may further refine and implement a strategic development and regulatory plan for the Downtown consistent with this projected growth.

ROLE OF THE CITY

Overall, Fresno possesses a number of assets that make it attractive to business and industry. These include its central location in the San Joaquin Valley and access to major transportation corridors, airports, affordability, good neighborhoods, and training and educational opportunities that occur at institutions such as California State University, Fresno. The key to capitalizing on these assets is to market them effectively.

Looking ahead, the City needs to take an active role in supporting local businesses and attracting both traditional and emerging industries. Cities throughout the Valley are competing for these same employers, so Fresno needs to be aggressive in marketing itself and be accommodating to businesses, with development permitting processes that are easy to navigate, streamlined, predictable, and priced competitively with cities Fresno is competing with for desired business development and job creation. One way to attract new industry to Fresno is to identify and reserve large areas of land with highway and railroad access for industrial development and providing infrastructure to these areas; water, sewer, roads, and Information Technology (IT) capability including high speed broad band.

Priorities will be recommended for new large employment areas under the new City of Fresno General Plan Update, in areas targeted for development, as shown on the Land Use Diagram, **Figure LU-1** and identified as significant clusters of vacant land for industrial and business park development uses (See Appendix). There are 3,625 acres of vacant land in six clusters within planning area out of a total of approximately 5,000 acres of vacant industrial and business park designated land, which are being assessed as to the cost of major street and utility infrastructure improvement costs. Existing industrial areas also need to be cleaned-up, physical and technology infrastructure improved in some cases, and landscaped, so there is better "curb appeal" and productivity capabilities. This will help attract research and development and other professional industries.

The local economy needs enhanced and coordinated opportunities for economic development in order to maintain quality of life for all residents and set Fresno on a long-term path to sustainable growth and prosperity. The Mayor's 2010 outline of the Strategic Direction for the City is exemplary of an approach that identified five primary areas of focus for the City's economic development efforts.

- **Public Safety** aimed at reducing crime and property damage, maintaining fire protection, and coordination of emergency response efforts;
- **Public Space and Utilities** provision for service, operation and maintenance with long-term planning for repair and investment;
- **Effective, Efficient and Fiscally Prudent Operations** focused on establishing a fiscal sustainability policy, balancing the City budget, and improving operations which includes an update to the General Plan and Development Codes, and a five-year capital improvement plan;
- **Job Creation and Revitalization** geared towards reversing Fresno’s chronically high unemployment and poverty rates by emphasizing export-orientated business growth, local purchasing, adult education initiatives, support for high speed rail, revitalization of the Downtown, and homeless prevention. Strategies include infrastructure and land use plans that support “shovel ready” industrial land.
- **Export-Oriented / Production Economy**, supporting the city’s physical capacity and infrastructure for industry, attraction, retention and expansion. This includes:
 - Industrial district with pretreatment facilities; and
 - Infrastructure financing and other incentives.

DEFINING AN ECONOMIC DEVELOPMENT STRATEGY

A coordinated economic strategy is essential to the City’s economic development objectives. Such a strategy should include a managed program of fiscal development, strategic public improvements, and a balanced approach to land use. Instead of traditional approaches—such as providing tax breaks and other subsidies to attract businesses, which are not likely to be affordable—the City should encourage investing in workforce readiness, infrastructure development, and working with other neighboring cities. This strategy then builds on and reinforces approaches already undertaken under the Mayor’s initiatives outlined above, and capitalizes on technical assistance and grant funding provided by State and federal agencies. Possible strategy approaches in balance and linked with land use objectives that might be considered can include:

- **Sectorial targeting.** The short-term economic goal could be to increase employment by identifying and attracting sectors that can provide the largest number of jobs or have the greatest potential for future growth, building on the idea that Fresno “feeds the world” and has a nurturing culture of innovation. This means attracting labor-intensive and service-driven businesses that are compatible with the character of the community and build on the city’s agricultural base and education programs in the schools and at California State University, Fresno and at other educational institutions. Table ED-2 presents a list of criteria to further evaluate firms among targeted sectors.

TABLE ED-2: SCREENING CRITERIA FOR TARGETED INDUSTRIES

<i>Economic Characteristics</i>	<i>Business Firm Characteristics</i>
Above average wages	Provides training to workers
Employs local residents	Creates few or no negative environmental effects
Basic sector or primary engine of growth ¹	Contributes to social equity ³
Labor or service driven	Requires minimal public investment
Large investment per employee ²	

¹ Basic sector and primary growth businesses typically generate secondary uses and are export oriented. They cater to the region, rather than just the local market. For example, a company manufacturing automobiles would require suppliers and distributors (thus generating secondary businesses), while a car dealership is local serving and generates few (if any) secondary uses. Earnings generated are forwarded outside the region.

² Businesses with larger local investment tend to be more permanent.

³ This may include providing for employee health insurance, childcare, and other needs.

Source: Dyett & Bhatia, 2011.

- **Integrating the “Food Value Chain.”** Following the example of several agricultural communities elsewhere in the state, Fresno can take its industry targeting one step further to fully take advantage of its strategic advantage in agricultural-related employment by developing a strategy to more closely integrate businesses involved in food production, processing, storage, distribution, and marketing. Working with current and potential employers to identify shared needs and resources will help create a “cluster” of agricultural industry that is innovative and attractive to new businesses.
- **Investing in human capital.** Human resources development is a mid-to long-term economic development strategy because it focuses on cultivating a supply of trained workers to attract new businesses. Here too, the City can take an active role in the improvement of Fresno’s supply of skilled labor through encouraging job training, workforce development, and life-long learning. This objective includes promoting citizen involvement in the community and the education system and also attracting businesses who will help improve residents’ job skills.
- **Improving the business climate.** A good business climate allows businesses to conduct their affairs speedily while accessing quality high service and customers at low costs. Fresno can continue the practice of keeping costs competitive for doing business through policies that simplify permitting and other application procedures, reduce barriers to investment, and implement local assistance programs as needed and as resources .

- **Strengthening crime prevention efforts.** A safe environment can create a favorable impression and instill confidence for investments. Conversely, a lack of public safety may cause businesses to skip Fresno as an investment destination. The City will continue crime prevention efforts, to assure businesses that it is a desirable place in which to work and live. Neighborhood watch programs and security cameras in public places and parks are a few examples of initiatives that increase “eyes on the street” and contribute to increased public safety. Other concepts that can be considered involve neighborhood design and building design such as orientating homes, businesses, schools, etc., so that “eyes are on the street” along with other crime prevention design features.
- **Marketing.** Marketing is more than just a mere promotion of place. Marketing can define Fresno’s image and increase its visibility to potential investors and the world at large, stressing opportunities for innovation. The City can create a larger web presence and put more information on-line, since this is the most economical way of marketing short of running advertisements or directly approaching potential investors.
- **Actively engaging with multicultural communities in business and employment development.** Fresno has a tremendous resource in its richly diverse population, with many communities that all bring their own skills, unique cultural heritage, business connections, and market penetration capabilities. The City can actively strengthen and pursue relationships with these groups, connecting with established business organizations (such as the Fresno Area Hispanic Chamber of Commerce, the Black Chamber, the Asian Business Association, and others) and support the creation of new organizations for communities that are less organized.
- **Improving Quality of Life to attract professionals to live in Fresno.** There are many professors, teachers, doctors and nurses with local jobs that live in Clovis and other neighboring communities. The City might consider a program to attract a growing proportion of professional class workers to move to Fresno. This can be accomplished through measures such as ensuring there are enough housing and neighborhood choices for both mid-career and young professionals and their families, partnering with local schools to improve school quality, and ensuring there are enough retail, entertainment, and recreation facilities that cater to families. In addition, creating land use opportunities for higher intensity development types may also attract young professionals (the “creative class”) who are more attracted to active urban environments than single family neighborhoods.
- **Further developing the potential of California State University, Fresno and other institutions of higher education.** The city has an enormous asset in California State University, Fresno a prominent member of the California State University system and an educational anchor for the Central Valley. The City can strive to foster greater synergies between itself and the university in order to fully take

advantage of its presence and contribute to workforce education. Opportunities include establishment of externships and mentorship programs with City government and local businesses, coordination on employer recruitment efforts, and sharing of facilities. Other institutions the City may productively reach out to include:

- Fresno Pacific University
 - State Center Community College District
 - San Joaquin Valley College
 - University of California, San Francisco, (UCSF) Fresno Center for Medical Education and Research; and
 - United Education Institute (UEI) College
- **Developing a strategy for the City’s own real property assets.** One of the City’s firmest investments is in its own land. Using City-owned property for “catalyst projects” can be a key tool for enabling physical development of a desired type and spurring further development in the surrounding area. The City’s economic development strategy could include taking stock of, evaluating the potential of, and planning for its own real estate assets.
 - **Working regionally.** The current operating environment for cities is increasingly being impacted by the need to create cooperative processes and solutions to problems region-wide. Because cities do not exist by themselves but always in close proximity to others, many issues are best approached with a “think globally, plan regionally, act locally” mindset. This is especially so for issues that requires cooperation with other jurisdictions in the greater metropolitan area, such as traffic flow, unemployment, crime prevention, and air quality. Good practices include keeping communication lines open with peer cities, surrounding and adjacent counties, non-profits and other agencies and participating in regional economic alliances to ensure that the City’s needs and interests are adequately represented.

FISCAL SUSTAINABILITY

As the General Plan is being updated, the City is in severe financial distress, so ensuring fiscal sustainability over the long term is paramount. Despite extensive and painful cuts in staffing and service delivery, the most recent short-term financial projections have demonstrated need for definitive action, starting with consideration of a long-term set of strategies for fiscal sustainability. These strategies are intended to put in place a broad framework to accomplish several outcomes: (1) set a course to restore the City's overall financial health and credit rating; (2) achieve spending and minimum financial reserve targets; (3) ensure that new development pays its way; and (4) direct immediate actions seeking to match expenditures to revenues and identify options for long-term fiscal health.

Background

The City is at an important juncture in its efforts to control costs and maintain essential public services. Given the effects of the recent economic recession, it is increasingly difficult for the City to deliver services that are critically important to the health, safety and well-being of Fresno residents: police protection; fire protection; street and traffic system maintenance; and maintenance and operation of parks.

In fact, the largest General Fund costs are associated with employee salaries, fringe benefits (including health benefit costs), and pension and other postemployment benefit costs. Currently, essential City services are at the minimum level possible and further reductions could have an adverse impact on the overall health and safety of residents. Less-essential City programs have been eliminated or severely curtailed. Many of these changes are likely permanent for the foreseeable future. Other unsustainable cuts (deferred vehicle replacement and underfunded Risk/Liability Reserves) will require restoration very soon. Similarly, Fresno's aging utility infrastructure has suffered from deferred maintenance, and utility rates have not been kept current to help cover costs.

The City has sought opportunities to increase revenues, including adoption of Commercial Solid Waste and Commercial Recycling franchises and an increase in the PG&E gas service franchise fee, increased Building Permit fees, and has engaged in an aggressive Business License Tax audit program.

Local revenues have been weak the past 4 years and are expected to rebound very gradually in the near term, and longer term prospects are good based on the fiscal impact analysis and financial modeling done for the City of Fresno General Plan Update.

With this in mind, some strategies to consider for long-term fiscal sustainability include:

- **Eliminate Structural Imbalances to Achieve a Balanced Budget:** Updated five-year projections prepared by the City Administration show a serious imbalance between projected revenues and expenses without specific interventions, but over the longer-term fiscal balance is expected with the new City of Fresno General Plan Update.

- **Achieve Long Term Fiscal Sustainability:** A framework for fiscal sustainability can address the underlying, structural drivers of the City's financial problems. It can call for new revenue sources and support economic development that will provide fiscal benefits. It can also formalize the City's commitment to proactive management and eliminating subsidies of infrastructure and maintenance, and potentially reducing ongoing public service costs for new development in future growth areas, such as SEGA.
- **Improve the Viability of Employee Health Care Funding:** The City's obligation to fund employee health care costs at the current levels is unsustainable. Costs must be contained in a responsible and fair manner. With genuine reform of the employee health care benefits, the viability of the City Employees' Health and Welfare Trust can be ensured.
- **Improve the City's Credit Rating:** The recent poor financial health of the City has resulted in significant downgrades in the City's bond rating by all major bond rating agencies. Reports from both the City's administration and reports from the bond rating agencies concur that restoring the City's financial health will depend on the City's ability to achieve positive fund balances in its accounts, restore a long-term operating balance in the General Fund, and rebuild its emergency cash reserves to levels appropriate for a city with a budget the size of Fresno's. The City must also maintain appropriate financial reserves in Wastewater and Water Enterprise Funds to provide the necessary bond debt coverage ratios and emergency reserve for these essential utilities. Good credit ratings ensure access to debt markets at competitive rates and improve the City's ability to do lease-purchase acquisition of police and fire vehicle replacements and safety equipment.

In sum, the strategies noted in this element can be part of a viable framework for fiscal sustainability. They provide context for restructuring operations to match expenditures to available revenues, and restoring General Fund reserve fund balances. The City exists to provide core services to the public. Today, there are very few remaining service level cuts possible without the possibility of serious effects on the public health, welfare and safety.

LINK BETWEEN LAND USE AND FISCAL CONDITION OF THE CITY

The Fiscal Analysis conducted by Economic Planning Systems for the General Plan Update Alternatives Analysis (www.fresno.gov/newplan - downloads), clearly demonstrates the link between land use characteristics and the economic and fiscal well-being of the City. Land use and public policy priorities, such as those reflected in the City of Fresno General Plan Update, then have broad implications for Fresno's economic and fiscal well-being, and as such, land use and physical development decision-making needs to be understood within this broader context of interdependence with many different and related outcomes and impacts. While this has always been true, it is particularly important in these times of economic stress and transformation in California. In the face of such challenges, the major question is whether future land use planning will continue historical expansionist patterns or whether a more compact urban form,

characterized by distinct urban boundaries, infill development, and revitalization of existing urban areas takes hold.

Specifically, if the City of Fresno General Plan Update succeeds in improving Fresno's quality of life by supporting strong public safety and other municipal services, good schools, an efficient transportation system, improved air quality, diverse housing opportunities, and attractive recreational and commercial amenities, it will attract and retain residents and employers who might otherwise choose other locations in the San Joaquin Valley or beyond. An increasing population and employment base can, in turn, create a positive feed-back loop by boosting property values and household incomes, improving economic and social conditions. Achieving these quality of life factors will also boost the City's tax base and enable further investment in the type of public services and infrastructure needed to sustain economic growth and quality of life.

Of course, the City's economic and fiscal health are also affected by a variety of factors outside of its control, including the national business cycle, state and federal budget decisions, international trade, and the performance of key local industries such as agriculture and logistics. Thus, a key challenge during recessionary periods is to guard against a negative economic and fiscal spiral triggered by declining tax revenues and further exacerbated by disinvestment in critical public services and infrastructure that in turn reduces quality of life and ultimately the loss of valuable jobs and employed residents.

As part of City of Fresno General Plan Update implementation, the City must treat its land use, economic and fiscal performance as fundamental and integrally linked components that over the long run will rise and/or fall together. In other words, the City, through the City of Fresno General Plan Update, should approach, analyze, evaluate contingent and related items holistically, rather than as distinct or independent items. For example, an over-emphasis on creating additional capacity for revenue generating land uses, such as "big-box" retail, will not necessarily improve the City's long-term fiscal health if household incomes do not support growth in consumer demand or if new store sales "cannibalize" existing retail areas. Likewise, overly permissive land use or development standards will not encourage net new growth if they result in an urban landscape that is unappealing, one-dimensional, discontinuous, or neglectful of existing neighborhoods.

In this context, the City of Fresno General Plan Update focus is on improving Fresno's quality of life and related social and economic fabric through interrelated land use strategies, even if immediate budget constraints make the desired investments and municipal service standards difficult in the short-term. In the long-run, Fresno cannot win the economic and fiscal interplay by "competing for the bottom" (being a low-cost provider) or expecting a "silver bullet." A balanced and integrated approach to planning future land use and investing in municipal service and facilities that improves quality of life for existing and future residents is the best way to ensure sustainable growth and Fresno's economic and fiscal well-being.

OBJECTIVES AND POLICIES

OBJECTIVE

ED-1 Support economic development by maintaining a strong working relationship with the business community and improving the business climate for current and future businesses.

IMPLEMENTING POLICIES

- ED-1-a **Economic Development Strategy.** Consider formulating, adopting, and implementing a comprehensive economic development strategy, in collaboration with public- and private-sector entities, and update it periodically, as needed.
- ED-1-b **Monitor Trends.** Consider annual monitoring of economic trends and changes in the economic base to identify emerging industries, new market opportunities, and the performance and mix of businesses in the city so that strategies can be proactive and adjusted to market changes.
- ED-1-c **Buy Local Purchasing.** Consider establishing a “buy local” target for Public Works and other City purchasing decisions, as well as encouraging board-based education and marketing on the merits and benefits of buying local.
- ED-1-d **Strategic Land Regulation.** Consider actions to increase the amount of land that is properly zoned consistent with the General Plan and ready to be expeditiously developed, redeveloped, and/or revitalized for economic development and job creation purposes. Prioritize infill sites and districts.
- ED-1-e **Ready-to-Go Sites.** Establish a list of “ready-to-go” or “shovel-ready” sites in consultation with property owners and provide the list to interested developers and businesses seeking sites in the city.
- ED-1-f **Economic Base Profile.** Maintain a detailed description of the economic base of the city and metropolitan statistical area which identifies businesses by type of firm, number of employees, total payroll, and location, and make this database available to all interested parties for an appropriate fee that covers cost of preparation and maintenance.
- ED-1-g **Economic Development Website.** Create a one-stop web portal for the City’s economic development programs.

ED-1-h **Regional Coordination.** Work with regional economic development organizations and surrounding cities on job creation programs of mutual interest.

ED-1-i **Economic Progress Report.** Submit an economic development progress report to the City Council, as part of the annual “Status of the City of Fresno General Plan Update Report.”

OBJECTIVE

ED-2 Support local business start-ups and encourage innovation by improving access to resources and capital and helping overcome obstacles hampering economic development.

IMPLEMENTING POLICIES

ED-2-a **Technical and Financial Support.** Consider creating an Enterprise Development Program to organize provision of technical and, possibly, financial support for local start-up businesses and business expansion.

California State University, Fresno currently offers some supportive services through its University Business Center, Office of Community & Economic Development, and the Lyles Center for Innovation and Entrepreneurship. There are opportunities for the City and University to collaborate to expand these services, but financial support would be needed.

ED-2-b **Partnerships for Initial Capital.** Explore the use of public/private partnerships to aid new small businesses with initial capital costs.

Commentary: These partnerships can help attract quality companies with stable, well-paying jobs to Fresno, target new businesses, and recruit highly skilled professionals to promote a positive image and support economic growth.

ED-2-c **Revolving Loan Program.** Consider establishing and seeking private sector or grant support for a revolving Fresno-based loan program for local businesses needing temporary financial assistance.

OBJECTIVE

ED-3 Attract and recruit businesses and offer incentives for economic development.

IMPLEMENTING POLICIES

ED-3-a **Business Attraction Program.** Consider adopting and implementing programs to attract new businesses.

Commentary: This program can focus on desirable businesses and industries that:

- Possess a high growth potential, such as agricultural- and medical-related businesses, water and renewable resource technologies, regional and local-serving retail, hotel and conference facilities;
- Generate net fiscal benefits to the City through increased tax revenues;
- Provide opportunities for skill training;
- Create higher-paying and/or higher-quality jobs for local residents;
- Complement or augment existing goods and services in Fresno;
- Create less than significant impacts on the environment; and
- Require minimal public investment.

ED-3-b **Marketing to Desired Businesses and Industries.** Expand the City's marketing efforts, focusing on desired industries and businesses.

Commentary: Actions may include, but are not limited to:

- Advertise in industry publications;
- Publicize local business success stories in the City Newsletter;
- Contract with a professional marketing service if the proposed service would provide economic and fiscal benefits; and
- Prepare, update, and publish marketing materials, including an inventory of assets that Fresno offers, such as available development sites (and buildings), incentives, streamlined processing, affordable cost of living, quality of life, proximity to quality educational institutions and medical facilities, ease of access to communities throughout the Central Valley, and its multiethnic community.
- Work with California State University, Fresno, which has offered to assist, if requested through the Craig School of Business, with undergraduate and MBA student projects coordinate to help generate ideas or marketing plans.

ED-3-c **Targeted Incentives Program.** Consider creating a list of incentives as part of a package to approach the "desired list" of businesses and industries in relocating to Fresno.

Commentary: As part of this program:

- Identify quantifiable benchmarks to monitor and measure the progress of these incentives;
- Create a monitoring program to track the progress of the incentives, and
- Adjust and fine-tune the incentives as necessary to ensure they deliver the desired benefits to the city.

ED-3-d **Strategic Catalysts.** Undertake strategic initiatives to attract new retail and commercial development:

- Promote catalyst projects at key locations to stimulate private investment;
- Encourage quality retail and restaurant uses to locate near existing successes; and
- Build on synergies that could occur between complementary businesses.

Commentary: Initially the catalyst projects could be in the Downtown, the Fulton Corridor and the Mixed-Use Centers shown on the Land Use Diagram (Figure LU-1). This would help spur infill development, which is one of the goals of the City of Fresno General Plan Update.

ED-3-e **Competitive Utility Costs.** Strive to achieve and maintain price structures in Fresno for electricity, fuels, water, waste water treatment and drainage that are competitive with other regions.

ED-3-f **Strategic Infrastructure.** Strive to provide necessary major street infrastructure and utility capacities for properly zoned land consistent with the general Plan to be efficiently and effectively developed in a timely manner.

Commentary: This is particularly important for fostering reuse of infill sites.

OBJECTIVE

ED-4 Cultivate a skilled, educated, and well-trained workforce by increasing educational attainment and the relevant job skill levels in order to appeal to local and non-local businesses.

IMPLEMENTING POLICIES

ED-4-a **California State University, Fresno Partnership.** Foster a partnership between California State University, Fresno (and other educational institutions) and the business community for academic and skill training programs that meet the needs of the business community (e.g., supervisory certification programs, teacher

certification programs, healthcare professional training, and technology-oriented training).

Commentary: The University is capable of providing academic and skill training programs on an as-needed basis through its Division of Continuing and Global Education. Programs can be developed based on industry needs and may also include Continuing Professional Education credits or specialized certificates.

ED-4-b **Job Training Program Incentives.** Encourage the provision of incentives for local businesses to offer internship, mentoring and apprenticeship programs to high school and college students in partnership with California State University, Fresno and other educational institutions and major employers.

ED-4-c **Employment Development Conference.** Conduct an Employment Development Conference every two years to discuss employment training needs, collaboration opportunities, internship and apprenticeship opportunities, job and labor trends, and the educational performance of local schools, to come up with a list actions and strategies.

OBJECTIVE

ED-5 Achieve fiscal sustainability.

Commentary: Fiscal sustainability will occur when (1) core services are funded, (2) all fund balances are positive, and (3) emergency and maintenance reserves have attained at least at minimally acceptable levels. To attain this objective, the City should periodically prepare and implement mid-term actions that achieve fiscal sustainability to support this City of Fresno General Plan Update. These will complement the normal budget process and may include specific actions needed for identified problems.

IMPLEMENTING POLICIES

ED-5-a **Standards and Service Districts.** Consider establishing levels of service and development standards for necessary public infrastructure to be built and maintained with funding through capital improvement and maintenance districts.

Commentary: These districts would be established to promote economic development in specific areas of the city, consistent with the Land Use Diagram of the City of Fresno General Plan Update (Figure LU-1).

ED-5-b **Fair Share Payments.** Require new development to pay its fair share of needed community improvements through impact fees, community benefit agreements, and other mechanisms. Approve a

major development project only after making findings that all of the following conditions are met:

- No City revenue will be used to replace or provide developer funding that has or would have been committed to any mitigation project;
- The development project will fully fund public facilities and infrastructure as necessary to mitigate any impacts arising from the new development;
- The development project will pay for public facilities and infrastructure improvements in proportion to the development's impacts; and
- The development will fully fund ongoing public facility and infrastructure maintenance and public service costs.

ED-5-c **Properly Set Fees for Fee-Based Services.** Consider adopting fee structures that cover full City costs for fee-based services (e.g. staffing, legal services, noticing, and others). Take steps necessary to identify services for which fees will be adopted and the percentage of such service costs that should be covered by the fee.

Commentary: The City provides a variety of services that are established on the assumption that they will be paid for in total or in part by user fees. State and local policy dictate that such fees not exceed the fully allocated costs of these services.

ED-5-d **Periodic Impact Fee Updates.** Encourage the periodic update the City's impact fee schedule to ensure the fees are commensurate with the associated capital costs of upgraded infrastructure, facilities, and amenities.

Commentary: In the future, when the cost of providing services exceeds fee revenue, the City should identify such shortfall; when it is not possible to reduce operating costs proportionately, the City should seek fee adjustments to avoid further subsidies. In cases where the City Council wishes to subsidize fee-based services, the Council should identify the source of funding for the subsidy.

ED-5-e **Fiscal Impact Analyses.** Require fiscal impact analyses for major development proposals requiring a City of Fresno General Plan Update amendment or annexation to assess citywide impacts and to identify any burden such projects might create for the City, any school districts, and other public agencies within the City's Sphere of Influence.

ED-5-f **Fiscal Management.** Continue to implement responsible financial management practices.

Commentary: The City has adopted legislative policies for fiscal management including: Debt Management Act, Better Business Act, Labor-Management Act, and Reserve Management Act. They provide for public transparency, and when coupled with other City of Fresno General Plan Update policies, create a framework responsible fiscal management

ED-5-g **Budget for Maintenance.** Consider budget allocations for regular basic maintenance and replacement of equipment and property.

ED-5-h **Fund Shortage Notification.** Continue to provide decision-makers timely notification of cash insufficiency and actions needed to ensure fiscal sustainability.

Commentary: The City Manager should continue to provide the Mayor and Council prompt written notification of the Manager's determination that a major government or enterprise fund is likely to have insufficient cash to cover its legal or budgetary obligations at year end.

ED-5-i **Multi-Sector Public Financing Task Force.** Establish a *Multi-Sector Public Financing Strategies Task Force* to recommend revenue generation sufficient to implement the City of Fresno General Plan Update.

APPENDIX A - DEFINITION OF TERMS AND CONCEPTS - FRESNO GENERAL PLAN UPDATE, ECONOMIC DEVELOPMENT AND FISCAL SUSTAINABILITY ELEMENT

Activity Center: A type of urbanized development that can occur at multiple scales based upon its planned density, intensity, and location. They include a close proximity of buildings with mixed land uses and are typically integrated with and connected by multiple modes of transit including walking, biking and public transit, providing a single destination where people can live, work, and shop. *An umbrella definition for a variety of types of activity centers (should also be defined) such as Regional, Urban, Neighborhood, Suburban, etc. which are characterized based upon the intensity, location, and mix of uses.*

Bus Rapid Transit (BRT) and BRT Corridor priority transit routes, pedestrian activities and linkages, “high frequency transit”. Will define

City of Fresno or City: Refers to the municipal entity and its functions as a government entity. Use of the term “city” typically refers to the area, population or activities occurring within the Fresno Plan Area.

Citywide: References to “Citywide” are in relation to a characteristic, regulation or other factor that occurs within the incorporated boundaries of the City of Fresno while “citywide” may refer to occurrences within the Fresno Planning Area (FPA).

Citywide Development Code: Refers to the proposed City of Fresno Municipal Code, Chapter 15, Citywide Development Code which is proposed to be the new planning, zoning and development implementing code.

Climatized Plants: will be defined.

Community Plan: A refinement of the general plan for a component geographic area of the general plan. A community plan shall advance the provisions of the general plan to a more precise level of detail and shall contain goals, policies, maps, and standards that implement the recommendations of the general plan. A community plan shall contain those plan elements which are essential to the implementation of the general plan and may contain additional components, including specific plans, which are necessary to the development of the goals, policies, and standards for the community plan area. A community plan shall be adopted, amended, or repealed by resolution of the Council.

Community Facilities District: will define

Complete Neighborhood and “elements” of, Neighborhood, District, mixed-use urban districts, compact neighborhoods, suburban areas, transit-oriented mixed use corridors, Mixed Use Urban Corridors, activity centers, community centers, neighborhood centers, residential districts, main street, multi-modal corridors and centers, Holistic Neighborhood Planning-“Adopt development regulations that require ‘major’ new subdivisions be designed as compact pedestrian and transit-oriented communities” (UF-14-1, S-134, s-135)

Criteria pollutants: will be defined.

Density and Intensity: General description of land use characteristics where Residential Density or Density generally refers to the ratio of residential dwelling units to acre (43,560 square feet) of land which is

calculated by dividing the number of existing or proposed residential dwelling units by the area of the subject property.

Intensity generally refers to the relative magnitude of the use or activity which may occur upon a given property or area of land and is typically reflected by the ratio of building area to land area calculated as floor area ratio (i.e. the building area divided by the land area). Intensity may also be measured by other characteristics such as the rate at which the uses of a property generate demand for water consumption, demand for wastewater disposal or generates demand for travel such a private vehicle, public transportation, bicycling or walking.

Drought-Resistant Plants: will be defined.

Environmental justice: will be defined.

Flashover: will be defined.

Fresno-Clovis Metropolitan Area (FCMA) and Fresno Metropolitan Area: These terms have been used in the past to refer to one or both of the City of Fresno and the City of Clovis and the immediately surrounding environs the boundaries of which were defined by US Census Tracts. This term was widely used in the past and referred to a geographic area previously defined by the US Census Bureau. The Fresno Metropolitan Area was referred to and the boundary depicted in Exhibit 4 of the Amended and Restated Memorandum of Understanding between the County of Fresno and the City of Fresno January 6, 2003. The area included within the FMA is larger than the SOI and the FPA.

Fresno's City Limits: Refers to the incorporated boundaries of the City of Fresno.

Fresno Production-Consumption Region: will be defined.

Fresnans: Refers generally to persons living within the City of Fresno's planning area.

General Plan: Use Municipal Code Definition 12-105-G-6.1: Shall mean an integrated, internally consistent, comprehensive, and long-range set of goals and policies for the general physical development of the city and any land outside the city's boundaries which bears relation to the city's planning. The general plan shall include diagrams which identify the general locations and types of land uses that are consistent with the goals and policies of the plan. The general plan and its recommendations shall address physical, social, economic, environmental, design, and public service delivery system issues that have a bearing on the growth and change of the city. The general plan shall contain the mandatory elements prescribed by State Planning and Zoning Law (Title 7, Division 1, commencing with Section 65000, of the California Government Code), which may be combined where appropriate. The general plan may also include any other elements or address any other subjects which, in the judgment of the Council, are needed for the appropriate physical development of the city.

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.

Objective: An objective is a specified end, condition, or state that is an intermediate step toward attaining a goal. It should be achievable, and preferably measurable.

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.

Implementation Measure: An implementation measure is an action, procedure, program or technique that carries out general plan policy. (State of CA, GP Guidelines, OPR)

Green building rating system: will be defined.

Green technology: will be defined.

Greenways: Greenways is a long, narrow piece of land, where vegetation is encouraged, which is managed for public recreation and slow travel.

Groundwater: will be defined.

Growth or Urban Growth Area: Urban growth is development of properties over a period of time with uses and improvements which are intensive and urban in character. Urban growth areas are typically specifically defined geographic areas within which urban development may be managed through the application of policies and implementation measures to assure that commensurate urban public facilities and improvements are provided as necessary to accommodate the planned development.

Healthy Communities strategy: will be defined.

Healthy People: Healthy People 2020 is a 10-year agenda for improving the Nation's health. It is a multiyear process that reflects input from a diverse group of individuals and organizations. More information can be found at <http://www.healthypeople.gov/2020/default.aspx>

Higher-intensity development: will be defined.

Infill or Urban Infill Area: Infill or urban infill areas typically refers to properties and improvements which are largely vacant, underdeveloped or developed with uses and structures which are antiquated or harmful given the site's location and surrounding uses. Infill development typically refers to the reuse or redevelopment of such properties to accommodate activities which are more viable and compatible with the location and surroundings.

Infill opportunity areas and Infill Priority Zone: General or specifically defined geographic areas for which policies and implementation measures are established to promote development or planned land uses.

"Leap frog" development: will be defined.

Lighting and Landscaping District: will be defined.

Low Impact Design: will be defined.

Low-Intensity Agricultural Activities: will be defined.

Master Plan or Master Planning (S45), master public facility plan, Sub-area Master Planning for BRT transit corridors and growth areas designed (designated) by the General Plan to include urban design principles (page 3-21,S126) (page 3-22,S127 & S128 requiring Master Plans and Sub-Area Master Plans), subsequent specific or master plans, (page 3-5, S23, 24)"subsequent specific plans for identified growth areas and certain larger infill areas are subsequent projects", "precise development plan" to be allowed by Development Code (page 3-32). To be defined in glossary.

Sub-area Master Plan: Typically refers to a land use and circulation plan refinement for an area which is 160-acres or less in size and provides for a mix of land use proportionate to those identified by the Fresno General Plan Land Use Diagram and is prepared and adopted as provided by the City of Fresno's Development Code.

Mixed-Use: A development type consisting of a diversity of both residential uses and nonresidential uses, which may include but are not limited to office, retail, public, or entertainment, in a compact urban form with a strong pedestrian orientation.

Vertical Mixed-Use: A development that contains at least one multistory mixed-use building.

Horizontal Mixed-Use: An integrated mixed-use development consisting of adjacent residential and non-residential uses.

New Urbanist principles: will be defined.

Passive Water Storage: will be defined.

Parkway: will be defined.

Planning Area: Referred to as the Fresno Planning Area (FPA) which is the geographic area defined by the boundary depicted in FGP Land Use Element Figure 2. It is consistent with the expanded SOI boundary depicted by the Amended and Restated Memorandum of Understanding between the County of Fresno and the City of Fresno, January 6, 2003 with the addition of the entirety of the Fresno-Clovis Regional Wastewater Reclamation Facility. The FPA includes properties which are within the City of Fresno incorporated boundaries as well as those which are located within the unincorporated area.”

Renewable energy: will be defined.

Riparian: will be defined.

Satellite or ‘package’ treatment plants: will be defined.

Solar power: will be defined.

Special Purpose Recreation Facility: will be defined.

Specific Plan: Use Municipal Code Definition 12-105-S-20.1: shall mean a precise plan or redevelopment plan based on, and consistent with, the general plan and the community plan within which it is located, and shall contain precise land use designations, regulations, programs, and legislation that are required for the systematic implementation of the general plan and community plan.

Sphere of Influence (SOI): The City of Fresno’s SOI is defined as the geographic area within the boundaries depicted by the Fresno General Plan Land Use Diagram, Figure -, which are consistent with the boundaries as approved by the Fresno Local Agency Formation Commission (LAFCo) as of September 1, 2012. The expanded SOI boundary as identified by the Amended and Restated Memorandum of Understanding between the County of Fresno and the City of Fresno, January 6, 2003 includes the remaining portion of the 2025 Fresno General Plan’s North Growth Area which has not been included within the LAFCo approved SOI as of September 1, 2013.

Transit Village, Transit Oriented Development (TOD), TOD Activity Center, TOD Corridor & major TOD corridor, Major Corridor. Will define

Urban and urban area: Areas characteristic of, or constituting a city or more intensively developed community generally comprised of moderate and higher density residential development (i.e. three or more dwelling units per acre although urban areas often include estate sized lots ranging from one to five acres in area) together with office, retail commercial development, industrial, public and institutional uses. The intensity of such uses typically require the provision of public services and infrastructure including

water supply system, sewage collection and treatment system, roadways and other improvements for motor vehicle and non-motorized travel, public transit, and police and fire suppression safety services.

Urban Form or Urban Design: urban form and design is concerned with the location, mass, and design of various urban components and combines elements of urban planning, architecture, and landscape architecture.

Urban Use, Commercial Use, Residential Use, agri-business or agricultural business uses versus general agricultural use. Will define if necessary but these are typically generic term at a plan level but would be specifically defined in the development code.

Waste Diversion Rate: will be defined.

Zero Waste: will be defined.

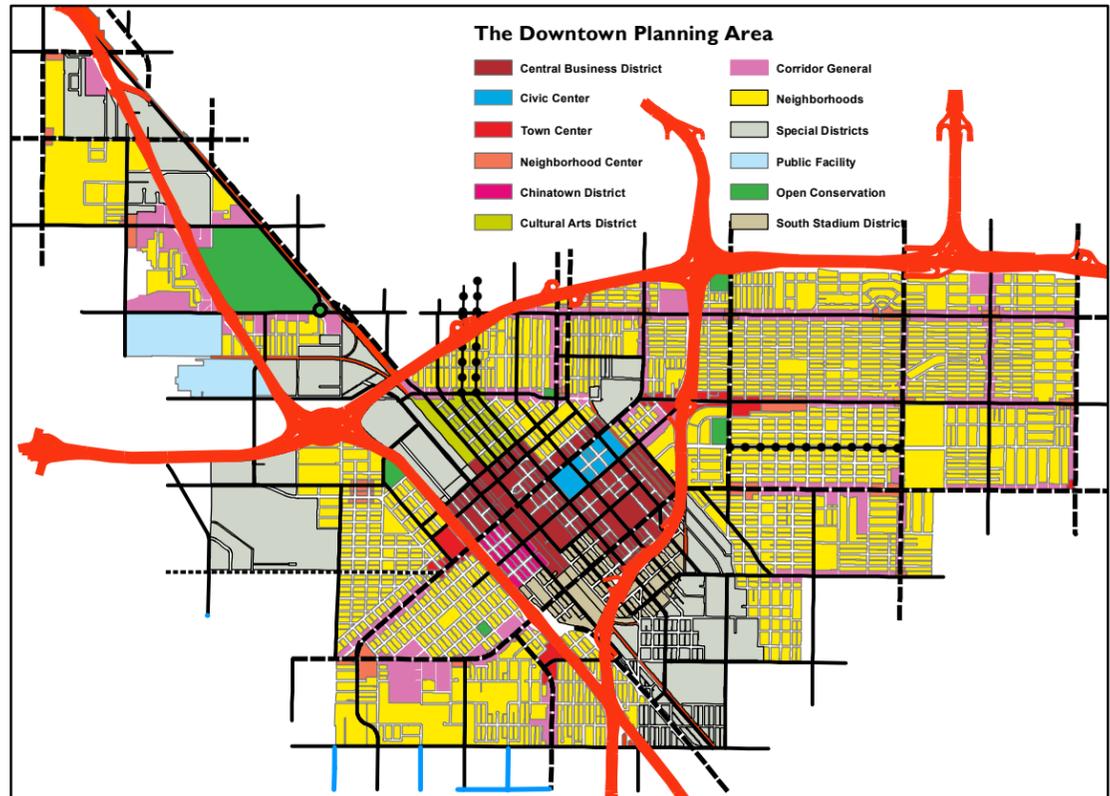
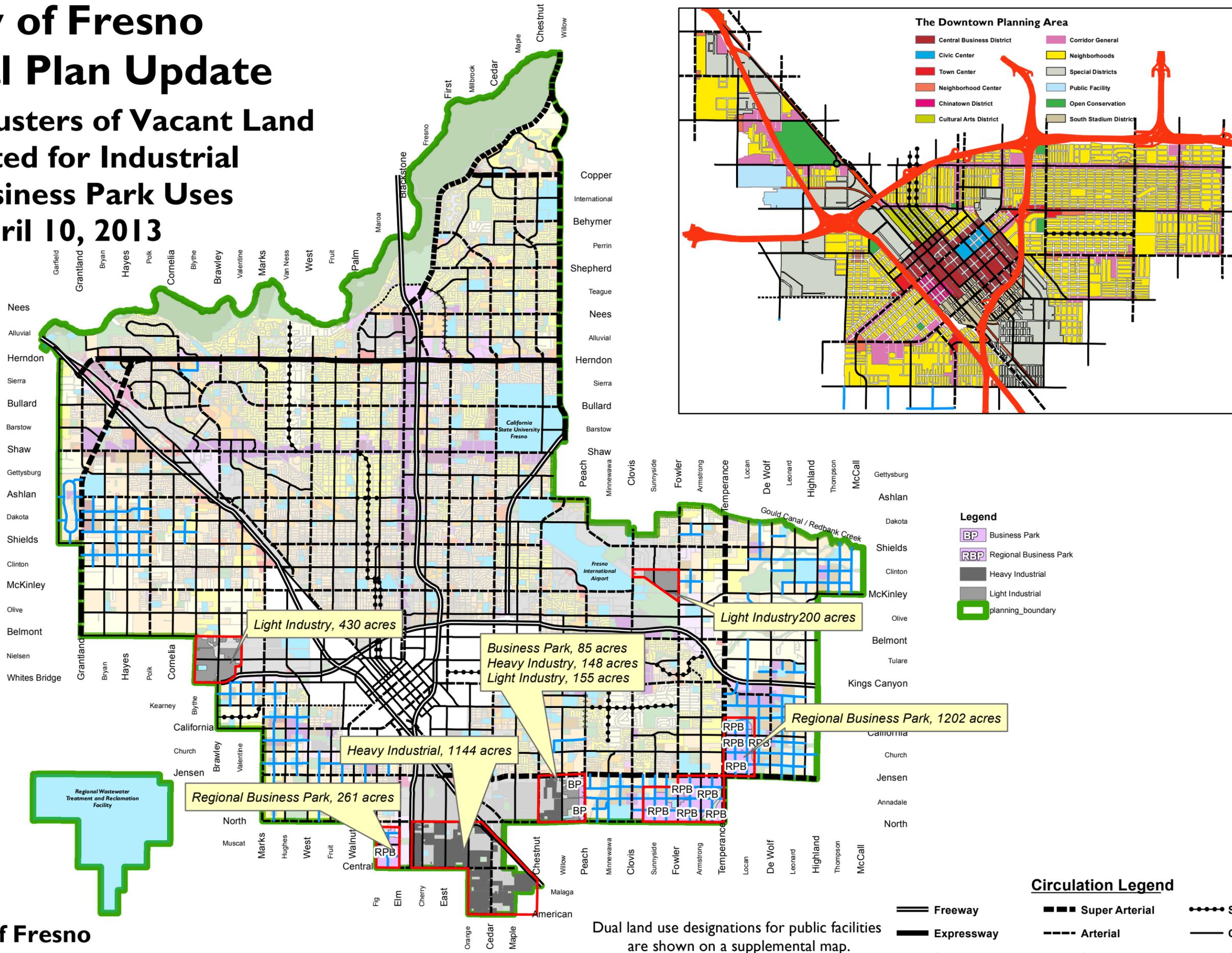
Zoning Ordinance and Zoning Regulations: Presently City of Fresno Municipal Code, Chapter 12, Articles 1,2,3, and 4.5 comprise the “Comprehensive Zoning Ordinance” and can be referred to as “Zoning Ordinance of the City of Fresno”. The present Zoning Ordinance and many other Articles of Chapter 12 will be repealed and replaced by updated Code provisions. Use of these terms should be in reference to old implementing tools to be replaced.

**APPENDIX B - LAND USE DIAGRAM and the SIGNIFICANT CLUSTERS OF
VACANT LAND DESIGNATED FOR INDUSTRIAL AND BUSINESS PARK USES
DIAGRAM - FRESNO GENERAL PLAN UPDATE, ECONOMIC DEVELOPMENT
AND FISCAL SUSTAINABILITY ELEMENT**

City of Fresno General Plan Update

Significant Clusters of Vacant Land Designated for Industrial and Business Park Uses

April 10, 2013



Dual land use designations for public facilities are shown on a supplemental map. This map shows land uses that will not change at 70% transparency.