

Chapter 8: IMPLEMENTATION

A. INTRODUCTION

This chapter provides a framework for implementing the Downtown Neighborhoods Community Plan. It outlines the overall framework for implementation of the Community Plan and includes a list of Implementation Projects, which are the critical physical improvements and City-sponsored programs for prioritizing public investment in the Community Plan Area. Implementation Projects are generally one-time actions needed to mobilize and execute specific policies within the Community Plan.

While the Implementation Framework is part of the Community Plan, it is intended as a working document that can be updated more frequently than the rest of the Community Plan, as conditions change and various projects are accomplished. More specifically the Implementation Projects should be reviewed and updated on an annual basis and these projects should be integrated with each department's annual work plan and the City's Capital Improvement Plan.

B. IMPLEMENTATION APPROACH

The implementation of the Downtown Neighborhoods Community Plan is guided by the following implementation approach. The approach was developed to help the City identify ongoing priorities and modify those priorities over time. While the specific actions (the Implementation Projects listed in the following tables) will change over time, this approach should remain intact and guide the work of the City in implementing the vision of the Downtown Neighborhoods.

- **Work in an interdisciplinary way to implement the Community Plan.** The City should establish an interdisciplinary, ongoing "Working Group" comprised of staff from various City departments who have the responsibility for implementing the vision of the Downtown Neighborhoods Community Plan. This group should meet regularly over the course of each year to discuss progress on the implementation of the Community Plan.
- **Update the Implementation Projects on an annual basis.** On an annual basis, the City should review and update the list of implementation projects for the Downtown Neighborhoods Community Plan. This will ensure that the Implementation Projects are responding to changing city priorities, activities, funding opportunities and macro-economic trends.
- **Tie Implementation Projects to department work plans and the CIP.** The specific Implementation Projects for the Community Plan should be tied to and correspond with the annual work plans of individual departments as well as the City's Capital Improvement Plan (CIP). This will ensure that the vision, goals and policies identified in the Community Plan are being implemented by each department in the City of Fresno and that physical improvements in the Downtown Neighborhoods are included on the City's CIP.
- **Identify and regularly update Implementation Strategies.** The interdisciplinary Working Group should develop and update as needed a set of priorities and strategies for how the Plan should be implemented. The starting point for the Implementation Strategies should be the Plan's Vision and Guiding Principles identified in Chapter 1. These Implementation Strategies should guide how plans, programs and physical improvements are prioritized over time.
- **Focus financial resources and physical improvements in concentrated areas.** A core tenant of the implementation framework is that the City should invest its financial and staff resources and physical improvements in targeted areas of

the Downtown Neighborhoods, rather than spreading limited resources throughout the entire Community Plan Area. This will enable these areas to be stabilized and improved and the positive impacts of this change will spread to other areas of the community. The areas where initial investment should be made are those with the best potential for private market activity. The intention of this approach is to leverage limited public fund and resources by sparking additional private market activity. The early investments that should be made should be for "place-making" and infrastructure, as these will help encourage private development to locate in the area.

- **Use a variety of funding sources and monitor availability of sources over time.** Improvements to the Downtown Neighborhoods will need to come from a wide variety of funding sources, including land-based financing tools, impact fees, developer agreements, grants, private investments, and other financing mechanisms and sources. A preliminary list of types of funding can be found in the next section of this chapter. Over time, the City will need to monitor the availability of funding sources and continually look for ways to expand the amount and sources of funds available.
- **Build and maintain partnerships.** It will take more than the City alone to improve the Downtown and the Downtown Neighborhoods. Partnerships are critical, and the City will need to work collaboratively over time to implement to the success of the Downtown Neighborhoods Community Plan. As the Plan is implemented, the City should continually look for opportunities to expand existing and build new partnerships with the private sector, other government agencies and community groups.
- **Measure success over time.** The Working Group convened to oversee implementation of the Downtown Neighborhoods Community Plan should identify metrics in order to measure success over time. These metrics should address the broad range of social, economic and environmental issues facing the Downtown Neighborhoods, and the metrics should be updated regularly to identify if the Community Plan is successful.

C. FUNDING AND FINANCING TOOLS

This section provides an overview of funding and financing alternatives for the public improvements included in the Community Plan. This list should be approached as a menu of options rather than as a recommendation for any particular financing strategy. The ability for the Community Plan to utilize the potential sources described will vary depending on market conditions, funding availability, consent from property owners, and other factors. To arrive at the appropriate funding strategy, the City will have to make a series of decisions about the implementation process for each of the projects.

D. FUNDING SOURCES

A number of funding sources are available for the types of infrastructure improvements envisioned in the Downtown Neighborhood Community Plan area. Main types of sources include the following:

- **Land-based financing tools**, which leverages the value of real estate development on the site.
- **Impact fees** to fund public amenities made necessary by new development.
- **Negotiated developer agreements** between the public sector and the master developer.
- **Grants** from various federal, state, regional, and private-sector sources.

Each of these funding sources is described in more detail below.

1. Land-Based Financing Tools. In California, the most commonly used land-based financing tools include the formation of *benefit assessment districts*, *community facilities districts*, and *tax increment financing in redevelopment project areas*. These tools all depend on new real estate development to generate parcel-based taxes or property tax revenues to finance the improvements.

- A *benefit assessment district* is formed to include a geographical area in which all property owners would equally benefit from the proposed improvement. To be enacted, a benefit assessment district requires a majority vote from property owners. Once passed, owners within the district pay an additional tax or fee in the amount necessary to pay for the improvement in the desired time frame, in accordance to the property’s proportional share of the benefit. The individual property owner’s tax or fee may be lower if the district encompasses a large area or is financed over a long time period.
- *Community facilities districts* (CFD’s), commonly known as “Mello-Roos” districts, are similar to benefit assessment districts in several aspects. Like benefit assessment districts, CFD’s are formed when the property owners in a geographical area agree to impose a tax or fee on the land in order to fund infrastructure improvements. Unlike benefit assessment districts, however, CFD’s are most commonly formed in cases where the geographic area encompasses a small number of property owners who intend to subdivide the land for sale. To be enacted, CFD’s require a two-thirds vote of property owners, but this threshold is often only a nominal requirement, as in the cases where there are few owners. One provision of the Mello-Roos Community Facilities District Act is that these fees can also be proportionally subdivided and passed on to the future landowners. These fees can then be used either for pay-as-you-go financing or to pay off bonds issued against the anticipated revenue from the CFD.
- *Tax increment financing* (TIF) can be used to pay for the construction of public infrastructure improvements within the redevelopment area. TIF is administered by the Redevelopment Agency at no additional cost to the property owner or individual businesses. The property tax revenue in a redevelopment project area is frozen at its “base rate” at the time of adoption of a redevelopment project area and any additional tax revenue that exceeds the “base rate” is diverted into a separate pool of money to be used by the Redevelopment Agency to reduce blight in the project area and to finance capital improvements in the project area. Public infrastructure improvements are eligible uses of the tax increment funds.

An important consideration in the case of both CFD’s and assessment districts is that there is a limit to the amount that

Advantages and Disadvantages of Pay-As-You-Go and Debt Financing Tools

There are two way to approach infrastructure financing for a Plan Area: pay-as-you-go or debt financing. Each of these has advantages and disadvantages, shown in Table X below.

In the pay-as-you-go approach, the improvement would only be made once a sufficient amount of tax or fee revenue is gathered to fund the improvement. This contrasts with the debt financing approach, where the improvement is financed immediately by borrowing from future revenues and issuing bonds that are paid back over time through taxes or fee payments.

	Advantages	Disadvantages
Pay-As-You-Go	<ul style="list-style-type: none"> • Very little financial risk to City or district. • Money is saved since no interest is paid. 	<ul style="list-style-type: none"> • Improvement takes longer to finance. Difficult to apply to larger-scale, more costly improvements.
Debt Financing	<ul style="list-style-type: none"> • Improvements can be made immediately. • Allows for financing of larger-scale, costly improvements. 	<ul style="list-style-type: none"> • Some risk that future revenues will be insufficient to pay off debt within time frame. • Many cities and redevelopment agencies have reached their bonding capacity. • Higher cost because you must pay interest.

property owners are typically willing to contribute in annual property tax assessments. A common rule of thumb for calculating the feasibility of implementing new assessments states that total property taxes, assessments, and obligations should not exceed two percent of the property's assessed value.

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

Impact fees must be adopted based on findings of reasonable relationships between the development paying the fee, the need for the fee, and the use of fee revenues. The City of Fresno has development impact fees for fire, parks, and streets impacts. The City should update updating the impact fees for the Community Plan area based on updated infrastructure cost estimates.

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

- 3. Development Agreements.** In addition to the funding sources outlined above, there is some potential for direct contributions from developers to help pay for infrastructure needed to accommodate the anticipated development program. Structured negotiations between cities and developers are often conducted to obtain desired improvements in exchange for development rights. The extent to which a new project can contribute to the provision of infrastructure depends on a number of factors, including the anticipated prices for new housing units, construction costs, lot size and configuration, and parking ratios. All of these factors will vary depending on the final format and timing of development, and therefore the amount of public benefits that can be provided is unpredictable and will have to be negotiated.

- 4. Federal, State, and Regional Grants.** Various federal, state and regional grant programs distribute grant funds for public improvement projects. Because grant programs are typically competitive, grant funds are an unpredictable funding source. Potential grant sources include:

- Federal Transit Administration (e.g. Bus and Bus Facilities Program, Alternatives Analysis Program)
- US Department of Transportation (e.g. TIGER II)
- US Department of Housing and Urban Development (Sustainable Communities Regional Planning Grants, Community Development Block Grants)
- California High-Speed Rail Authority
- Non-profit, private sector, or institutional grant funding sources

TABLE 8.1: ADVANTAGES AND DISADVANTAGES OF LAND-BASED FINANCING TOOLS

	Advantages	Disadvantages
Benefit Assessment District	<ul style="list-style-type: none"> • Less financial risk to City or public agency; risk transferred to individual property owners. • Requires basic majority vote of property owners. • Could lead to increased tax revenue based on private reinvestment. 	<ul style="list-style-type: none"> • Individual property owners may be unwilling to absorb financing risk, especially for debt financing. • Assessment can be politically infeasible if existing property tax assessments total 2 percent of assessed value.
Community Facilities District	<ul style="list-style-type: none"> • Less financial risk to City or public agency; individual property owners take on more risk. • Because fees are passed on to end-users, developers are generally more receptive to their use. 	<ul style="list-style-type: none"> • Property owners may fear that imposing fees will dissuade buyers or reduce achievable sales prices. • Assessment can be politically infeasible if existing property tax assessments total 2 percent of assessed value.
Tax Increment Financing	<ul style="list-style-type: none"> • Improvement does not cost individual property owners additional fees or taxes. • Improvements may lead to increases in sales and property tax revenue generated by the new capital investments on private property within a redevelopment project area as well as on private property adjacent to where the new capital investments have been made. 	<ul style="list-style-type: none"> • Some risk to City if future property tax revenue falls short of projections. • Diverts future tax revenue from general fund.

E. IMPLEMENTATION PROJECTS

On the following pages is a series of tables listing Implementation Projects for the Downtown Neighborhoods Community Plan. The tables are organized by Community Plan chapter (e.g., Urban Form and Land Use). Within each table, there are a series of projects that are designed to implement the Plan's vision. Each project includes the following information:

- **Project.** This identifies the number of the project and it corresponds to the name of the chapter (e.g., UF = Urban Form and Land Use).
- **Project Name.** This is the name of the project.
- **Project Description.** This section describes the project to provide clarity on what needs to be done. For some, it's a description of a new program or ordinance that needs to be developed. For others it is a physical improvement to a part of the Downtown Neighborhoods (such as implementing traffic calming measures in a certain area).
- **Location.** This column identifies the specific subarea where the project should be applied. Some projects will apply to all subareas and these are identified as such.
- **Responsibility.** This column identifies the responsible agency or department for each project.
- **Time Frame.** The priority projects for implementing the Community Plan are categorized into a specific time frame: near term (0-3 years), mid-term (4-7 years), long-term (7 years and beyond), and ongoing.
- **Potential Funding Sources.** Potential funding sources for each program or physical improvement are identified. Many are based on the list of funding sources identified above. These Potential Funding Sources are preliminary for the Public Draft process. The project parameters and project costs will continue to be refined during the Public Review Process.

As is stated above, the list of Implementation Projects is intended to be updated more frequently than the rest of the Community Plan. Ideally, the Implementation Projects will be updated by each City department on an annual basis and these updates will integrate with each department's annual work plan and the City's CIP.

F. URBAN FORM AND LAND USE

Since the Downtown Neighborhoods were built prior to World War II, most contain all the elements of authentic neighborhoods and districts: pedestrian-scaled, walkable streets and blocks, interconnected streets, inviting public open spaces, a diverse array of building types, and easy access to jobs, services, and recreation. This traditional pattern of development encourages pedestrian activity, provides multiple traffic-diffusing routes, and provides a variety of housing choices. In addition, the public realm of beautiful streets and spacious public parks is a major factor in the continuing appeal of the center city as a desirable place to live. The timing, cost, and methods of paying for these interventions are described as follows:

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
UF-A.1	Community Benefits Agreement with Fresno Community Regional Medical Center	Establish Community Benefits Agreements with the Fresno Community Regional Medical Center to ensure that the hospital contributes to the physical improvement of the Jefferson Neighborhood.	J			
UF-A.2	Multi-Family Rental Inspection Process.	Develop and implement a multi-family inspection process or similar process to proactively address code violations – including within unit interiors – in sub-standard rental housing and motels along State Route 99 in Jane Addams. The process should be paid for by property owners. Develop a priority list of multi-family properties that are in need of demolition and reconstruction. Develop an incentive/funding program for non-profit community development corporations to redevelop blighted multi-family properties.	JA, SW, L, J, SE J			
UF-A.3	Vacant/Underutilized Land Study	Conduct a study of vacant and underutilized parcels on Abby Street, Fresno Street, Divisadero Street, and Belmont Avenue and identify priority locations for private investment.	L, J			
UF-A.4	Homeownership Program	Create a homeownership program that provides flexible terms such as rent with an option to buy, and subsidies such as “silent second” mortgages for buyers of City-renovated properties.				
UF-A.5	Parking management	Actively manage all parking through best practices that provide maximum benefit to businesses whose customers rely on a well-functioning parking system.				
UF-A.6	HSR Master Plan	Prepare a Master Plan for the area around the High Speed Rail station.				
UF-A.7	Business Licenses	Amend the FMC to require all owners of rental and commercial properties within the entire City to obtain and maintain a business license.				
JA Jane Addams Neighborhoods SW Southwest Fresno Neighborhoods L Lowell Neighborhood J Jefferson Neighborhood SE Southeast Neighborhoods DT Downtown District SVN South Van Ness Industrial District			* These Potential Funding Sources are preliminary for the Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.			

G. TRANSPORTATION

The Downtown Neighborhoods are blessed with an interconnected street network that promotes walkability and provides multiple traffic-diffusing routes. While the presence of the freeways has introduced a significant barrier between the Plan Area’s neighborhoods, they have also siphoned much of the pass-through vehicular traffic from the Plan Area’s corridors and streets. Accordingly, most streets are too wide for the number of cars they carry, and can be modified to accommodate new or more on-street parking and/or a variety of transportation modes including bicycles, buses, and streetcars. These wide streets also mean

that additional development and density can be introduced within the Plan Area without expanding the street network.

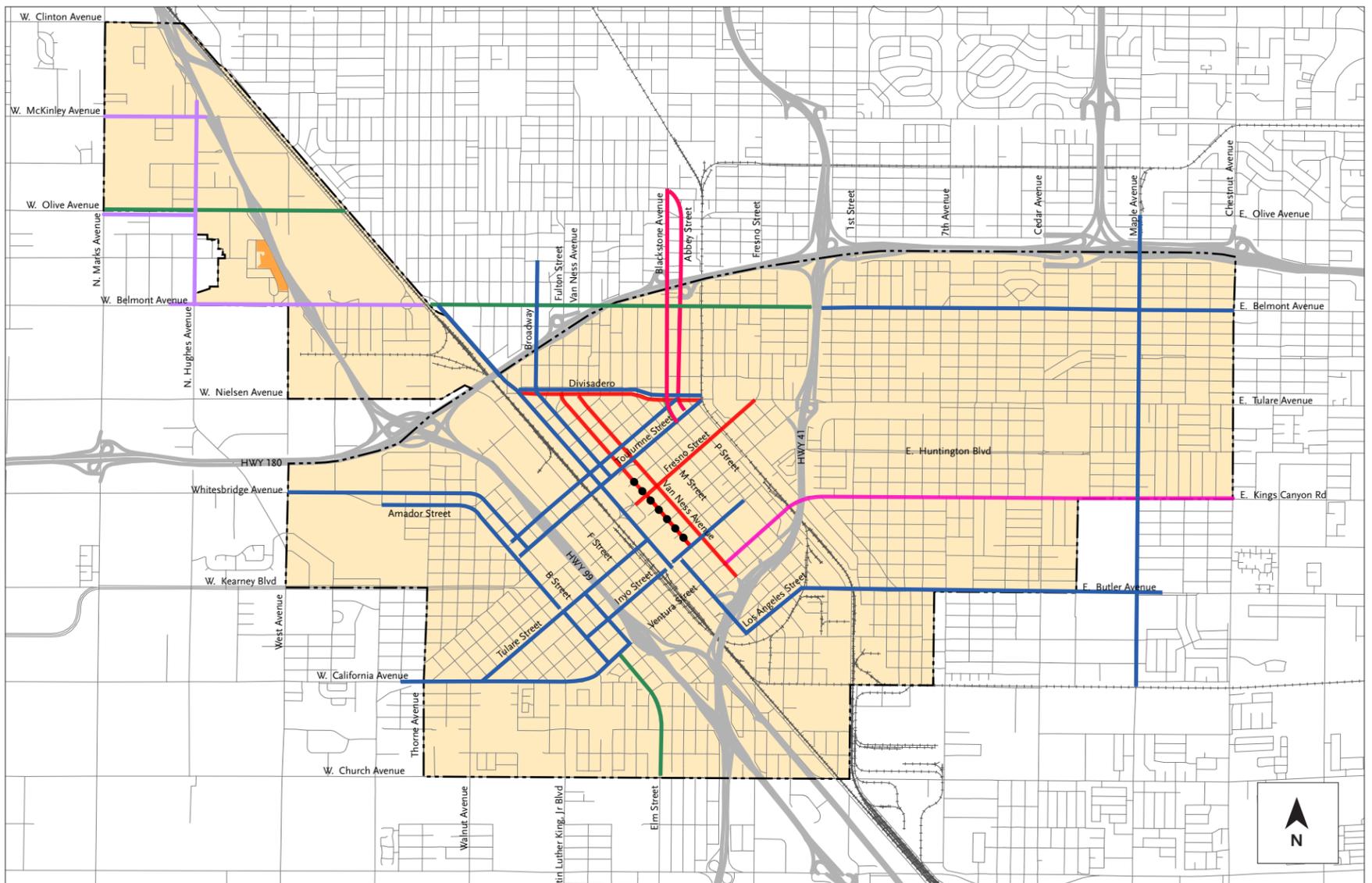
A number of interventions, shown in **Figures 8-1** (Near-Term Priorities) and **Figure 8-2** (Mid-Term Priorities), are proposed to transform the Downtown Neighborhoods’ streets into pedestrian-friendly, multi-modal thoroughfares, including road diets, one-way to two-way conversions, and reconnecting the grid in select locations. The timing, cost, and methods of paying for these interventions are described as follows:

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
T-A.1	Implement Road Diets	Implement road diets throughout the Downtown Neighborhoods. The road diets include a variety of techniques to reduce the space for vehicles and slow traffic. Such techniques include adding bike lanes, adding diagonal parking, widening sidewalks and adding medians. Road diets could be applied to streets that have excess vehicular capacity (for example, four lane roadways carrying less than 20,000 vehicles per day). The following streets should be prioritized for introducing road diets:				
		T-A1.1 Belmont Avenue (SR 41 to Chestnut Avenue)	SE	Public Works	long-term	RDA Tax Increment, Measure C Bike Lane funds, PBID
		T-A1.2 Butler Avenue	SE	Public Works	near-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.3 Blackstone Avenue (in conjunction with the Bus Rapid Transit Proposal)	J	Public Works	mid-term	RDA Tax Increment, Measure C Bike Lane funds, PBID
		T-A1.4 Abby Street (in conjunction with the Bus Rapid Transit Proposal)	J	Public Works	mid-term	RDA Tax Increment, Measure C Bike Lane funds, PBID
		T-A1.5 Fresno Street(North of Divisadero Street)	J	Public Works	mid-term	RDA Tax Increment, Measure C Bike Lane funds, PBID
		T-A1.6 Maple Avenue	SE	Public Works	near-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.7 Fresno Street (California Avenue to C Street)	SW	Public Works	mid-term	BTA grant funding. To be completed from C to California by 2012
		T-A1.8 Elm Street (Stabilization or Major Streetscape)	SW	Public Works	long-term	RDA Tax Increment, PBID
		T-A1.9 Clinton Avenue (Weber Avenue to Marks Avenue) (Dual left turn lanes will remain at the intersection of Clinton Avenue and Weber Avenue)	JA	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.10 McKinley Avenue (Weber Avenue to Marks Avenue)	JA	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.11 Olive Avenue (Weber Avenue to Marks Avenue)	JA	Public Works	near-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.12 Belmont Avenue (Weber Avenue to Marks Avenue)	JA	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
JA Jane Addams Neighborhoods SW Southwest Fresno Neighborhoods L Lowell Neighborhood J Jefferson Neighborhood SE Southeast Neighborhoods DT Downtown District SVN South Van Ness Industrial District			* These Potential Funding Sources are preliminary for the Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.			

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
		T-A1.13 Kearney Boulevard (Fresno Street to Hughs Avenue)	SW	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.14 Thorne Avenue (Fresno Street to Dunne Avenue)	SW	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.15 Kern Street (California Avenue to A Street)	SW	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.16 B Street (Calaveras Street to Mono Street)	SW	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.17 Blackstone Avenue (Divisadero Street to Hedges Avenue) (in conjunction with the Bus Rapid Transit Proposal)	SW	Public Works	mid-term	TBD
		T-A1.18 Abbey Street (Divisadero Street to Hedges Avenue)	J	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.19 Fresno Street (north of Divisadero Street)	J	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.20 First Street (north of Kings Canyon Road)	SE	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.21 Huntington Boulevard (R Street to Chestnut Street)	SE, DT	Public Works	mid-term	Measure C Bike Lane funds or implement with street resurfacing
		T-A1.22 Ventura Avenue (Hazelwood Avenue to R Street) (in conjunction with the Bus Rapid Transit Proposal)	SE, DT	Public Works	mid-term	TBD
T-A.2	Implement One-Way to Two-Way Conversions	Convert the identified one-way streets back to two-way streets in order to enhance economic development within the Plan Area, slow traffic, and aid in navigation. The streets listed below and shown in Figure 3-5 should be prioritized for re-converting one-way to two-way streets:				
		T-A2.1 Whitesbridge Avenue/B Street	SW		mid-term	
		T-A2.2 West Amador/A Street	SW		mid-term	
		T-A2.3 P Street (Tuolumne Street to Ventura Street)	DT		mid-term	
		T-A2.4 M Street (San Benito Street to Stanislaus Street)	DT		???	???
T-A.3	Make Physical Improvements to Reconnect the Street Grid.	Throughout the Downtown Neighborhoods, physically reconnect the street grid by adding new streets or making pedestrian through-connections. The streets listed below and shown in Figure 8.X should be prioritized for physical improvements:				
		T-A.3.1 Work with the Cesar Chavez Education Center to reopen O Street as a low-speed, two-lane street, focusing on transit.	DT		long-term	Federal or State grant funds.
		T-A.3.2 Belgravia Avenue between Geneva Avenue and Elm Avenue	SW		long-term	RDA Tax Increment, PBID or assessment district
		T-A.3.3 Mariposa Street between M Street and P Street.	DT		long-term	Measure C or gas tax
		T-A.3.4 Fulton Street between Inyo Street and Tuolumne Street. (Contingent upon approval of the preferred Fulton Mall option presented in the FCSP)	DT		long-term	Federal or State grants, gas tax, PBID, RDA
		T-A.3.5 Merced Street between Broadway Street and Van Ness Avenue, with a possible extension to H Street (Contingent upon approval of the preferred Fulton Mall option presented in the FCSP)	DT		mid-term	PBID or RDA
	JA Jane Addams Neighborhoods SW Southwest Fresno Neighborhoods L Lowell Neighborhood J Jefferson Neighborhood SE Southeast Neighborhoods DT Downtown District SVN South Van Ness Industrial District					* These Potential Funding Sources are preliminary for the Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.

G. TRANSPORTATION (continued)

FIGURE 8-1 - NEAR TERM PRIORITIES



G. TRANSPORTATION (continued)

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
		T-A.3.6 Mariposa Street between Broadway Street and Van Ness Avenue (Contingent upon approval of the preferred Fulton Mall option presented in the FCSP)	DT		mid-term	PBID or RDA
		T-A.3.7 Kern Street between Fulton Street and Van Ness Avenue (Contingent upon approval of the preferred Fulton Mall option presented in the FCSP)	DT		mid-term	PBID or RDA
T-A.4	Signage and Wayfinding Program	Develop a signage and wayfinding program for the subareas in the Downtown Neighborhoods. This should include street signs, entryway signs, and street banners and should be designed to express the unique identity of each subarea.	All		mid-term	General Fund or assessment district
T-A.5	Curb, Gutter and Sidewalk Study	Conduct a study to identify specific residential streets that will maintain their rural character and will not be required to construct curbs, gutters, and sidewalks.	JA	Public Works SMD	mid-term	Measure C
T-A.6	Create Traffic Calming Program	Create a traffic calming program in the Downtown Neighborhoods with identified funding sources. Maintain priority lists of locations to introduce traffic calming for each subarea and identify specific traffic calming measures for each location.	JA, SW, J, SE		long-term	Measure C or General Fund
T-A.7	Create Safe-Routes-to-Schools Program	Create a Safe-Routes-to-Schools program for each subarea that includes the identification of walking routes to schools and creates a list of targeted improvements necessary to improve pedestrian and vehicular safety in these areas.	J, SE		mid-term	Measure C or General Fund
T-A.8	Create Pedestrian Improvement Plan	Create a pedestrian improvement plan for the Southeast Neighborhoods that includes a detailed list of improvements to key community destinations (such as Mosqueda Park), prioritizing the improvements and identifying funding sources for the improvements.	SE		mid-term	Measure C or General Fund
T-A.9	Implement Curb, Gutter and Sidewalk Improvements	In order to ensure safe access to schools and parks, create a list of locations for new curb, gutter and sidewalk improvements and develop a funding plan to construct these facilities. At minimum, curbs, gutters and sidewalks should be introduced along the following streets and on residential streets adjacent to schools:				
		T-A.9.1 McKinley Avenue (SR 99 to Marks Avenue)	JA		long-term	Federal or State grants
		T-A.9.2 Olive Avenue (Hughes Avenue to Marks Avenue)	JA		long-term	Federal or State grants
		T-A.9.3 Hughes Avenue (Belmont Avenue to McKinley Avenue)	JA		long-term	Federal or State grants
		T-A.9.4 Belmont Avenue (Weber Avenue to Marks Avenue)	JA		long-term	Federal or State grants
		T-A.9.5 Motel Drive	JA		long-term	Federal or State grants
		T-A.9.6 California Avenue	SW		long-term	Federal or State grants; Measure C Tier 1 for West to Ventura
T-A.10	Develop Streetscape Standards	Develop comprehensive streetscape standards for the Downtown Neighborhoods that emphasize pedestrian and bicycle access and safety.	All		near-term	Measure C, CDBG
T-A.11	Bus Rapid Transit	Construct a rapid bus transit on Ventura Street/Kings Canyon Road and Abby Street/Blackstone Avenue.	DT, SE		mid-term	FTA grants
T-A.12	Universal Pass Program	Create universal transit pass programs that gives employees in the Plan Area unlimited access to local transit.	All		???	???
T-A.13	Traffic Operations Center	In order to manage the transportation system from a centralized location, connect all existing and new traffic signals to the existing traffic operations center.	DT			
T-A.14	Truck Enforcement Program	Create an enforcement program to address and prevent trucks driving on non-designated truck routes and truck loading and unloading violations on public streets.				
JA Jane Addams Neighborhoods SW Southwest Fresno Neighborhoods L Lowell Neighborhood J Jefferson Neighborhood SE Southeast Neighborhoods DT Downtown District SVN South Van Ness Industrial District				* These Potential Funding Sources are preliminary for the Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.		

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
T-A.15	Implement pedestrian safety improvements	Throughout the Downtown Neighborhoods including the following:				
		T-A.15.1 At-grade pedestrian crosswalks to Roeding Park across Belmont Avenue and Olive Avenue in the Jane Addams subarea.	JA			
		T-A.15.2 A pedestrian bridge across Highway 99 at Harvey Avenue to improve pedestrian access in the Jane Addams subarea.	JA		long-term	Federal and State grants
		T-A.15.3 Sidewalks along Tulare Street between Cedar Avenue and 6th Street and prioritize Cedar Avenue as a pedestrian corridor in the Southeast Fresno subarea.	SE		mid-term	Federal and State grants
		T-A.15.4 Sidewalks across railroad crossings at Ventura Street and McKenzie Avenue.	JA, DT	Public Works SMD	mid-term	Measure C, Federal and State grants, CDBG
T-A.16	Improve the street network	Improve the street network in the Downtown subarea by implementing the following physical improvements:				
		T-A.16.1 As funding becomes available for traffic signal replacement, transform, all or portions of P, M, and N Streets into 2-way streets, while accommodating freeway traffic into the Downtown.	DT		long-term	Federal and State grants, RDA tax increment, PBID
		T-A.16.2 When development opportunities on adjacent land parcels justify the expenditure, reconfigure Fresno Street between G Street and Broadway Street in order to introduce an at-grade intersection at Fresno and H Streets while maintaining the grade separated railroad crossing.	DT		long-term	High-Speed Train station funding, Federal and State grants, RDA tax increment, PBID
		T-A.16.3 Remove the vestiges of the curvilinear road that connected Fresno Street to Tuolumne Street and convert into a development opportunity.	DT		near-term	Federal and State grants, RDA tax increment, PBID
		T-A.16.4 Preserve and expand Downtown's interconnected street system in order to promote easy navigation and generate a walkable environment.	DT		mid-term to long-term	Federal and State grants, RDA tax increment, PBID
		T-A.16.5 Create a parking management strategy that directs users to garages and allows them to park once for multiple activities, through market-based parking pricing, wayfinding, and real-time information about parking availability.	DT		mid-term to long-term	Parking enterprise funds
		T-A.16.6 Work with the Internal Revenue Service to restore Broadway to its original configuration as a two-way street from Tuolumne Street to Mariposa Street.	DT		long-term	Federal and State grants, RDA tax increment, PBID
T-A.17	Street Stabilization	Conduct targeted investment in maintenance, sidewalk completion, and the introduction of street trees on the following streets:				
		T-A.17.1 Belmont Avenue (SR 41 to Weber Avenue)	L, J		near-term	RDA, CDBG or grant funding
		T-A.17.2 Elm Street (Church Avenue to Ventura Street)	SW		near-term	RDA, CDBG or grant funding
		T-A.17.3 Olive Avenue (Weber Avenue to Hughs Avenue)	JA		near-term	RDA, CDBG or grant funding
		T-A.17.4 Belmont Avenue (SR 41 to Chestnut Avenue)	SE		mid-term	RDA, CDBG or grant funding
		T-A.17.5 Tulare Street (Fresno Street to Chestnut Avenue)	SE		mid-term	RDA, CDBG or grant funding
		T-A.17.6 Ventura Street/ Kings Canyon Road (R Street to Chestnut Avenue)	SE		mid-term	RDA, CDBG or grant funding
		T-A.17.7 Fresno Street (California Avenue to SR 41)	SW		mid-term	RDA, CDBG or grant funding
JA Jane Addams Neighborhoods SW Southwest Fresno Neighborhoods L Lowell Neighborhood J Jefferson Neighborhood SE Southeast Neighborhoods DT Downtown District SVN South Van Ness Industrial District			* These Potential Funding Sources are preliminary for the Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.			

G. TRANSPORTATION (continued)

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
T-A.18	Major Streetscape Improvements	Widen sidewalks, introduce corner bulbouts, introduce lighting and landscape, and implementing facade improvements on the following streets:				
		T-A.18.1 Clinton Avenue (Weber Avenue to Marks Avenue)	JA		mid-term	Assessment district or grant funding
		T-A.18.2 McKinley Avenue (Weber Avenue to Marks Avenue)	JA		mid-term	Assessment district or grant funding
		T-A.18.3 Olive Avenue (Weber Avenue to Marks Avenue)	JA		mid-term	Assessment district or grant funding
		T-A.18.4 Belmont Avenue (Weber Avenue to Marks Avenue)	JA		mid-term	Assessment district or grant funding
		T-A.18.5 Ventura Street (Elm Avenue to SR 99)	SW		mid-term	Assessment district or grant funding
		T-A.18.6 Elm Street (Church Avenue to Ventura Street)	SW		mid-term	Assessment district or grant funding
T-A.19	Street Vacations	Vacate streets that were added to facilitate automobile, not pedestrian, traffic:	JA, SW, L, J, SE, DT, SVN	Public Works	mid-term	Impact Fees
		T-A.19.1 Amador Street - between Whitesbridge and Fruit Avenues, and Millbrook Avenue between Belmont Avenue and Seventh Street				
		T-A.19.1 Millbrook Avenue - between Belmont Avenue and Seventh Street				
T-A.20	Traffic Pre-emption	Retrofit on all existing and proposed signalized intersections with signal preemption systems.	JA, SW, L, J, SE, DT, SVN	Public Works	mid-term	Impact Fees

- JA Jane Addams Neighborhoods
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H. PARKS, OPEN SPACE, AND STREETScape

Although there is considerable open space within the Plan Area, access to the majority of schoolyards is limited to school children during school hours. These public realm assets, while incomplete and not entirely accessible, provide the basis for transforming the Downtown Neighborhoods into attractive, walkable, places that people choose to live, not because they have to, but because they want to.

The goal of providing open space within a half-mile of all residences is accomplished by establishing joint-use agreements with the School District, introducing new open space on vacant land, sharing or incorporating park space with existing or future stormwater ponding/ recharge basins, as shown in **Figure 8-3** (Potential Access to Open Space). The timing, cost, and methods of paying for these interventions are as follows:

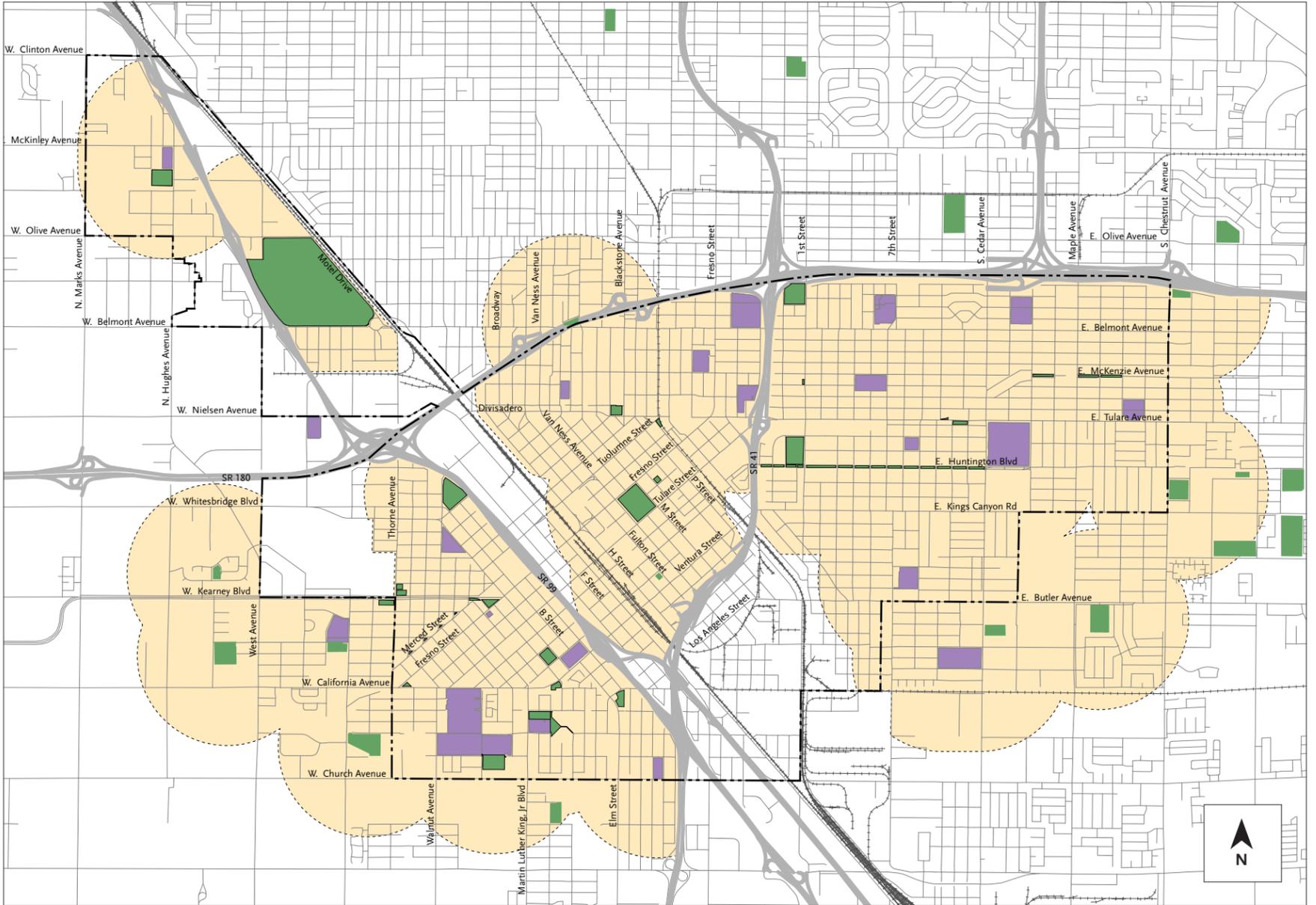
Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
P/OS-A.1	Parks Funding and Financing Plan	Develop a long-term plan to identify a variety of funding and financing sources to pay for the construction and ongoing maintenance of new parks, tot lots and playing fields.	JA, SW, L, J, SE	Public Works		
P/OS-A.2	Create Joint Use Agreement with FUSD	Create a joint use agreements with the Fresno Unified School District to share school fields, playgrounds, gyms, auditoriums, and aquatic facilities in order to provide a wider range of recreation programs and maximize the efficient use, maintenance, and supervision of public facilities (RCP 1-15.8). The joint use agreement should be a long-term agreement that allows the City and the School district to establish individual schools as publicly accessible spaces.		City Manager		
P/OS-A.3	Prepare a Street Tree Inventory	Prepare a comprehensive street tree inventory for the entire Downtown Neighborhoods area. The inventory should catalogue the location, type and condition of each tree in the area. In addition to the street trees, the study should inventory the location and height of telephone poles and lines as these may influence the selection of street trees. This information should be used to determine the appropriate street tree type and location of new street trees throughout the Downtown Neighborhoods.	JA, SW, L, J, SE, DT, SVN	Public Works SMD	mid-term	Community Sanitation Funds
P/OS-A.4	Introduce street trees in the Plan Area	Infill street trees for each of the Downtown Neighborhoods based on the Street Tree Survey that identifies specific locations where new street trees should be planted. The street tree planting shall include the following: <ul style="list-style-type: none"> Plant street trees per the species list and planting strategy set forth in Policy 4.1.1. Generate a time line and funding program for planting and maintaining street trees. Reduce or eliminate the use of potable water for tree establishment and irrigation by using water from the City's recycled water network. 	JA, SW, L, J, SE, DT, SVN	Public Works SMD	mid-term	Community Sanitation Funds
P/OS-A.5		Provide incentives for developers to contribute funds, labor, or materials towards park development and maintenance. (FLSP Implementation Action 6-2-2, modified 2011)				
P/OS-A.6		Whenever possible, use a Landscaping Maintenance Benefit Assessment District or a Community Facilities District for the maintenance of park lands. This relieves scarce City General Fund resources of an unsustainable parks maintenance burden while ensuring a higher level of attention to a park's condition by those benefiting from the amenity. (FLSP Implementation Action 6-1-2, modified 2011)				
P/OS-A.7		Partner with private citizens and organizations to contribute funds, labor, or materials towards public parks and open space. (FLSP Implementation Action 6-2-1)				
P/OS-A.8		Use private contributions as "matching funds" for local, state, and federal funding programs. (FLSP Implementation Action 6-2-3; modified 2011)				
P/OS-A.9		Work with the City's Parks, After School, Recreation and Community Services (PARCS) to develop a program to increase the number of parks and open spaces for public use while maintaining existing facilities per Figure 8-3 . (FLSP Policy 6-1)		Public Works SMD	long-term	General Fund
P/OS-A.10		Improve visibility to and from all parks by removing planting and other landscape features that block views and access into parks from surrounding streets and sidewalks.				
P/OS-A.11		Locate park furniture such as benches, picnic tables, trash cans beneath deciduous canopy trees, trellis structures, and/ or other covered enclosures.				
P/OS-A.12		Add trees or other shading devices that are able to regulate the amount of shade and sunlight.				

JA Jane Addams Neighborhoods
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H. PARKS, OPEN SPACE, AND STREETScape (continued)

FIGURE 8-3 - POTENTIAL ACCESS TO OPEN SPACE



Key

- Existing open space
- Existing school parcels with accessible open space
- Existing ponding/ recharge basins
- Potential new open space location
- Potential new open space location
- Community Plan area with open space accessible by pedestrians

I. INFRASTRUCTURE AND NATURAL RESOURCES

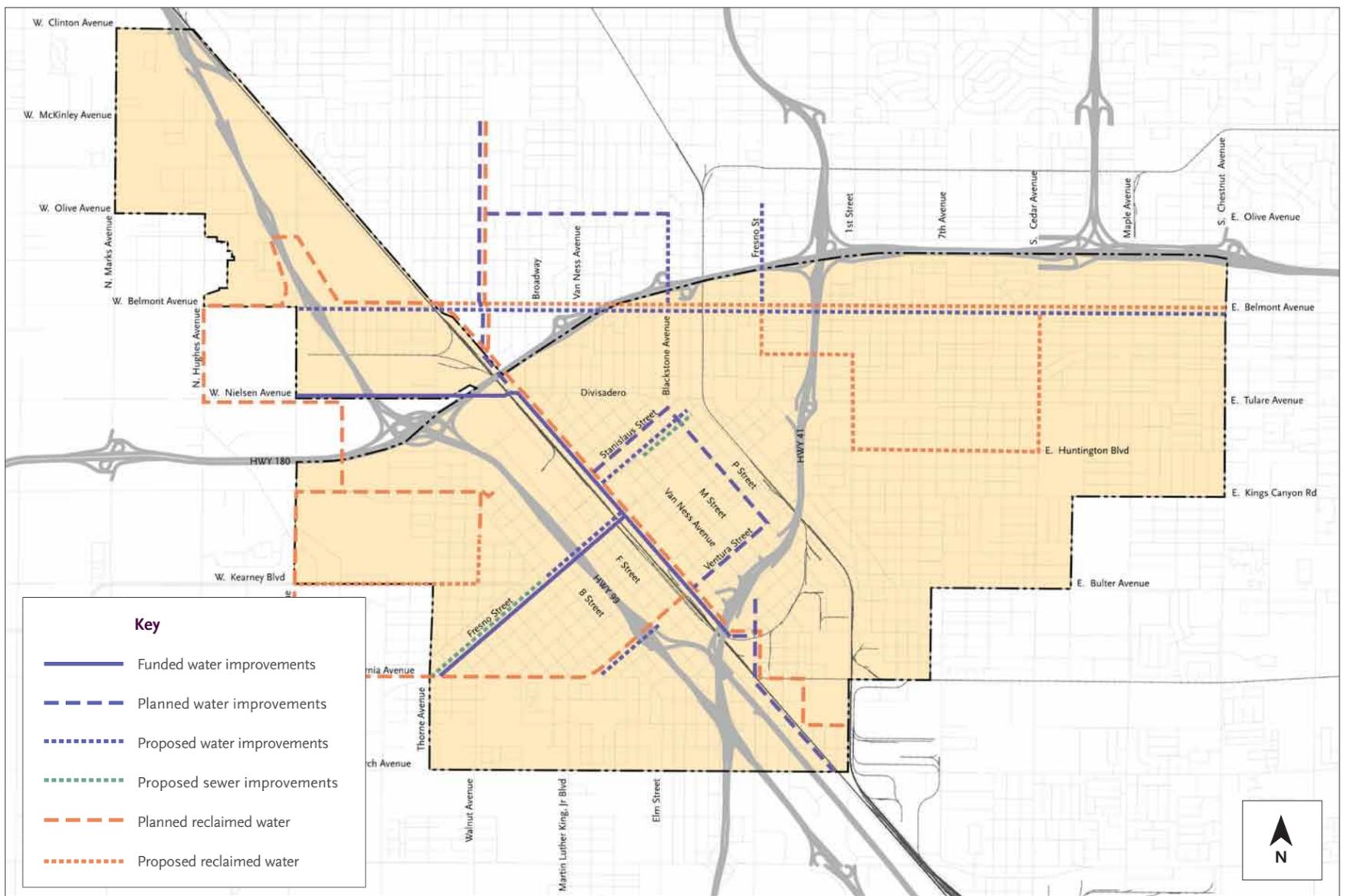
The Downtown Neighborhoods are supported by a robust and mostly complete infrastructure network that has the ability to adequately service the existing land uses. However, many of these utility networks are ageing and in need of upgrades to increase capacity or to ensure proper long-term function. As the City of Fresno moves toward a more sustainable and resource efficient future, the manner in which infrastructure integrates into the framework of the Downtown Neighborhoods will be critical to the success and viability of these unique places.

Specific water, sewer, and reclaimed water improvements are shown in **Figure 8.4** (Utilities Improvements). Timing, cost, and potential funding sources are as follows:

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
INR – A.1	Water Use Condition of Approval	Create as a condition of approval for all new non-residential projects and multi-family projects with five or more units must use low irrigation landscaping		Public Utilities/ DARM	mid-term	N/A
INR – A.2	Develop Water Reduction Ordinance	Create a water reduction ordinance aimed at greatly reducing the overall potable water use in the Downtown Neighborhoods. Components of the ordinance include, but are not limited to: Use of “smart sprinklers” for existing multi-family and non-residential water users		Public Utilities/ DARM	mid-term	N/A
INR – A.3	Develop Water Reduction Ordinance	Create as a condition of approval for all new residential projects between one and four units to have automatic sprinklers in front and back yards.				
INR – A.4	Update Plumbing Code	Update the plumbing code to create allowances for the use of recycled water for indoor uses, such as toilet flushing and cooling towers in multi-level condominium complexes		Public Utilities/ DARM	mid-term	N/A
INR – A.5	LID Design Manual	Create a Low Impact Development design manual that is appropriate for the Downtown Neighborhoods’ unique hydrology and environmental setting. This manual should implement the City’s stormwater reduction goal		Public Utilities/ DARM	mid-term	N/A
INR – A.6	Stormwater Design Guidelines	Develop stormwater design guidelines for streets, sidewalks and building frontages		Public Utilities/ DARM	mid-term	N/A
INR – A.7	Create Plan for Undergrounding Utilities	Prepare a plan for the undergrounding of utilities in the Downtown Neighborhoods. As part of this Plan, prepare an implementation and financing plan and create a priority list or criteria for determining which streets are undergrounded as funding becomes available		Public Utilities/ DARM	mid-term	N/A
INR – A.8	Develop Utility Design Guidelines	Develop utility design guidelines that cluster and locate penetration and layout to minimize impacts to lot frontages for stormwater management or other sustainable features		Public Utilities/ DARM	mid-term	N/A
INR – A.9	Water Treatment System Improvements	Design and construct the Southeast Surface Water Treatment Facility based on the recommendations of the MWRMP to supplement the City’s existing water supplies.		Public Utilities	near-term	Assessment district/ CFD/ Development impact fees/ Rates/user fees
INR – A.10	Regional Transmission Main Improvements	Design and construct the improvements to the Regional Transmission Mains and Transmission Grid Mains based on recommendations in the MWRMP.		Public Utilities	near-term	
INR – A.11	Water Delivery System Improvements	Construct the following improvements to the water delivery system.				
		INR – A.11.1 Nielsen Avenue between West Avenue and Broadway Street	JA	Public Utilities	near-term	Funded
		INR – A.11.2 Broadway Street between Divisadero Street and HWY 41	DT	Public Utilities	near-term	Funded
		INR – A.11.3 Fresno Street between Broadway Street and West California Avenue	SW	Public Utilities	near-term	Funded
		INR – A.11.4 Olive Avenue between Fulton Street and Blackstone Avenue	Outside Plan Area	Public Utilities	mid-term	TBD
JA	Jane Addams Neighborhoods					* These Potential Funding Sources are preliminary for the Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.
SW	Southwest Fresno Neighborhoods					
L	Lowell Neighborhood					
J	Jefferson Neighborhood					
SE	Southeast Neighborhoods					
DT	Downtown District					
SVN	South Van Ness Industrial District					

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
		INR – A.11.5 Broadway Street between McKinley Avenue and Divisadero Street	Outside Plan Area	Public Utilities	mid-term	TBD
		INR – A.11.6 Stanislaus Street between O Street and Broadway Street	DT	Public Utilities	mid-term	TBD
		INR – A.11.7 O Street between Stanislaus Street and Ventura Street	DT	Public Utilities	mid-term	TBD
		INR – A.11.8 Cherry Avenue between Van Ness Avenue and California Avenue	SVN	Public Utilities	mid-term	TBD
		INR – A.11.9 Railroad Avenue between California Avenue and Church Avenue	SVN	Public Utilities	mid-term	TBD
		INR – A.11.10 Belmont Avenue (West Avenue to H Street)	JA	Public Utilities	long-term	TBD
		INR – A.11.11 Belmont Avenue (SR 180 to Diana Street)	L	Public Utilities	long-term	TBD
		INR – A.11.12 Belmont Avenue (Diana Street to SR 41)	J	Public Utilities	long-term	TBD
		INR – A.11.13 Belmont Avenue (SR 41 to Chestnut Avenue)	SE	Public Utilities	long-term	TBD
		INR – A.11.14 Blackstone Avenue between Olive Avenue and Belmont Avenue	L	Public Utilities	long-term	TBD
		INR – A.11.15 Fresno Street between Olive Avenue and Belmont Avenue	J	Public Utilities	long-term	TBD
		INR – A.11.16 Tuolumne Street between P Street and Broadway Street	DT	Public Utilities	long-term	TBD
		INR – A.11.17 Fresno Street between Broadway Street and A Street	SW	Public Utilities	long-term	TBD
		INR – A.11.18 Ventura Street between E Street and Mayor Avenue	SW	Public Utilities	long-term	TBD
INR – A.12	Sewer System Improvements	Construct the following improvements to the sewer system in the Downtown Neighborhoods.				
		INR – A.12.1 Tuolumne Street between P Street and Van Ness Avenue		Public Utilities	near-term	Sewer user fees
		INR – A.12.2 Fresno Street between California Avenue and A Street		Public Utilities	near-term	Sewer user fees
INR – A.13	Reclaimed Water Improvements	Construct the following improvements to the reclaimed water delivery system in the Downtown Neighborhoods.				
		INR – A.12.1 Belmont Avenue (Hughes Street to Parkview Avenue)	JA	Public Utilities	mid-term	TBD
		INR – A.12.2 Belmont Avenue (SR99 to H Street)	JA	Public Utilities	mid-term	TBD
		INR – A.12.3 Parkview Avenue	JA	Public Utilities	mid-term	TBD
		INR – A.12.4 Roeding Park	JA	Public Utilities	mid-term	TBD
		INR – A.12.5 Hughs Avenue	JA	Public Utilities	mid-term	TBD
		INR – A.12.6 Nielsen Avenue	JA	Public Utilities	mid-term	TBD
		INR – A.12.7 Teilman Avenue	SW	Public Utilities	mid-term	TBD
		INR – A.12.8 Whitesbridge Avenue	SW	Public Utilities	mid-term	TBD
		INR – A.12.9 West Avenue	SW	Public Utilities	mid-term	TBD
		INR – A.12.11 Florence Avenue	SW	Public Utilities	mid-term	TBD
		INR – A.12.12 Eden Avenue	SW	Public Utilities	mid-term	TBD
		INR – A.12.13 California Avenue	SW	Public Utilities	mid-term	TBD
		INR – A.12.14 Ventura Avenue	SW	Public Utilities	mid-term	TBD
		INR – A.12.15 Palm Avenue	DT	Public Utilities	mid-term	TBD
		INR – A.12.16 H Street	SVN	Public Utilities	mid-term	TBD
		INR – A.12.17 Hamilton Avenue	SVN	Public Utilities	mid-term	TBD
		INR – A.12.18 Cherry Avenue	SVN	Public Utilities	mid-term	TBD
		INR – A.12.19 California Avenue	SVN	Public Utilities	mid-term	TBD
		INR – A.12.20 Van Ness Avenue	SVN	Public Utilities	mid-term	TBD
		INR – A.12.21 Florence Avenue	SVN	Public Utilities	mid-term	TBD
		INR – A.12.22 Belmont Avenue between Weber Avenue and Chestnut Avenue	L, J, SE	Public Utilities	mid-term	TBD
		INR – A.12.23 Cedar Avenue	SE	Public Utilities	mid-term	TBD
		INR – A.12.24 Huntington Boulevard	SE	Public Utilities	mid-term	TBD
		INR – A.12.25 1st Street	SE	Public Utilities	mid-term	TBD
		INR – A.12.26 Mckenzie Avenue (1st Street to SR41)	SE	Public Utilities	mid-term	TBD
		INR – A.12.27 Mckenzie Avenue (SR41 to Fresno Street)	J	Public Utilities	mid-term	TBD
JA Jane Addams Neighborhoods SW Southwest Fresno Neighborhoods L Lowell Neighborhood J Jefferson Neighborhood SE Southeast Neighborhoods DT Downtown District SVN South Van Ness Industrial District			* These Potential Funding Sources are preliminary for the Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.			

FIGURE 8-4 - UTILITIES IMPROVEMENTS



Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
		INR – A.12.28 Fresno Street (SR41 to Fresno Street)	J	Public Utilities	mid-term	TBD
		INR – A.12.29 Kearney Boulevard	SW	Public Utilities	mid-term	TBD
		INR – A.12.30 Thorne Avenue	SW	Public Utilities	mid-term	TBD
INR-A.13	Intelligent Transportation System Improvements	Construct the following improvements to the Intelligent Transportation system in the Downtown Neighborhoods.				
		INR – A.13.1 Wireless Construction - Tulare Avenue from State Route 99 to Chestnut Avenue		Information Services	near-term	
		INR – A.13.2 Wireless Construction - First Street from E. Ventura Avenue to State Route 180		Information Services	near-term	

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K. HISTORIC AND CULTURAL RESOURCES

The Downtown Neighborhoods contain many of the City’s oldest and most historically significant neighborhoods. These areas are a direct link to the City’s history and identity and, thus, are of critical importance to the future revitalization of the Downtown Neighborhoods.

Specific projects and/or actions, timing, cost, and potential funding sources are as follows:

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
HCR-A.1	Historic Resources Guidebook	Create a historic resources guidebook targeted to the local community as well as preservationists and visitors				
HCR-A.2	Historic Preservation and Rehabilitation Guidelines	Develop local comprehensive guidelines for rehabilitation based on the Secretary of the Interior’s Standards.	All			
HCR-A.3	Review Process	Develop a consistent and transparent review process for rehabilitation applications involving all agencies and stakeholders.	All			
HCR-A.4	Create Historic Preservation Protocols	Establish policies and protocols to ensure compliance with and consistency in application of the California Environmental Quality Act (CEQA) and Section 106 of the National Historic Preservation Act.	All			
HCR-A.5	Create City Cross-Department Working Group	Develop a cross-departmental working group to develop appropriate rehabilitation protocols, simplify code issues, and locate sources of funding.	All			
HCR-A.6	Historic Surveys	Conduct historic preservation surveys in select locations in the Downtown Neighborhoods. The locations to be surveyed include the following:				
		HCR-A.6.1 Survey of Historic African-American and Mexican-American Areas. Develop historic contexts for African-American and Mexican-American history to expand the knowledge base of Fresno’s ethnic communities. Determine the geography of the neighborhoods associated with these contexts. Survey these neighborhoods for any remaining associated historic properties.	SW			
		HCR-A.6.2 Lowell Survey. Survey the remaining portions of the Lowell area not covered by the 2008 Galvin Planning Associates (GPA) survey.	L			
		HCR-A.6.3 Jefferson Survey. Conduct an extensive survey of the Jefferson area. This includes reevaluating the Bellevue and East Madison districts within the Jefferson area using updated survey methodology and evaluation criteria.	J			
		HCR-A.6.4 South Van Ness Survey. Develop an historic resources inventory for the South Van Ness Industrial District and communicate this information to the community and affected property owners.	SVN			
		HCR-A.6.5 Roadside Model Survey. Consider a citywide thematic survey of roadside motels from the early- and mid-20th Century. Associated with the ascendancy of the automobile as the nation’s preferred mode of transportation and representative of automobile travel, intact roadside motels are an increasingly rare property type in California.	JA			
		HCR-A.6.6 Southwest Survey. Survey the older portions of the Southwest on the early diagonal grid, including identifying and recognizing the remaining folk/ vernacular buildings.	SW			

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Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
		HCR-A.6.7 Southeast Historic Neighborhoods. Conduct additional investigation of the identified pre-war neighborhoods to determine eligibility as historic districts.	SE			
		HCR-A.6.8 Streetcar Suburbs. Consider research of historic streetcar lines, their associated development patterns, and their relationship to residential neighborhoods in order to identify remaining properties associated with streetcar development.	SE			
HCR-A.7	Historic Building and House Acquisition Program	Create a coordinated program for the City and other institutions to acquire and renovate historic buildings and houses.	All			
HCR-A.8	Historic Loan Interest Program	Fund the Historic Property Loan-Interest Program.				
HCR-A.9	Add new conditions for approval for all development projects	<i>To be written</i>				
		HCR-A.9.1 Cultural Resource Surveys. For any “project” (as defined by the California Environmental Quality Act) proposed within the FCSP/DNCP areas on parcels identified as having a potential to contain archaeological resources, the City of Fresno shall ensure that a qualified professional archaeologist has conducted a focused survey of the project site before issuing grading permits. If prehistoric or historic archaeological resources or potential resources are identified by the survey, then a qualified professional archaeologist shall evaluate the significance of the finds and recommend appropriate mitigation measures for significant resources. The City shall ensure that the project applicant implements these mitigation measures. Mitigation may include, but shall not be limited to, the avoidance of significant and potentially significant resources through alteration of the project design, archaeological monitoring of ground-disturbing activities, and/or subsurface testing and data recovery. Such efforts, particularly those involving monitoring, testing, or excavation, shall be conducted in consultation with the appropriate Native American representatives identified by the Native American Heritage Commission (NAHC).				
JA Jane Addams Neighborhoods SW Southwest Fresno Neighborhoods L Lowell Neighborhood J Jefferson Neighborhood SE Southeast Neighborhoods DT Downtown District SVN South Van Ness Industrial District			* These Potential Funding Sources are preliminary for the Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.			

J. HISTORIC AND CULTURAL RESOURCES (continued)

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
		<p>HCR-A.9.2 Monitor Ground Disturbance. Monitoring by a qualified professional archaeologist and Native American representative should be conducted during any ground-disturbing activities in the vicinity of known archaeological sites. An archaeological monitoring plan shall be developed in accordance with professional standards. The archaeological monitor will ensure that any portions of previously identified significant resources are avoided and protected. In addition, the monitor will identify any new cultural resources uncovered as a result of construction activities. If potentially important cultural resources are discovered, the archaeologist will divert construction activity within 100 feet of the find, or a distance determined to be appropriate. The potential significance of the find will be determined and mitigation measures formulated. Appropriate mitigation may include avoidance of the resources, testing, and/or data recovery. Ground disturbance in the area of suspended activity shall not recommence until authorized by the archaeologist.</p>				
		<p>HCR-A.9.3 Unanticipated Discovery of Cultural Resources. Unanticipated unearthing of archaeological resources has the potential to destroy or cause substantial damage to significant cultural resources. Should buried cultural resources be encountered during construction activities within the FCSP/ DNCP areas, all ground-disturbing activity shall be immediately suspended within a 100-foot radius of the find, or a distance determined by a qualified professional archaeologist to be appropriate based on the potential for disturbance of additional resource bearing soils. Examples of such cultural materials might include shell or bone, ground stone tools such as mortars, bowls, pestles, or manos; chipped stone tools such as projectile points or scrappers; stone flakes associated with tool manufacture; historic trash deposits or scatters containing bottle glass and/or ceramics; or structural remains. A qualified professional archaeologist shall identify the cultural materials, determine their potential significance, and formulate appropriate mitigation measures consistent with California Office of Historic Preservation (OHP) guidelines. Appropriate mitigation may include avoidance of the resources and/or data recovery. Ground disturbance in the area of suspended activity shall not recommence until authorized by the archaeologist.</p>				
		<p>HCR-A.9.4 Discovery of Human Remains. If human remains are encountered, all ground-disturbing activities shall immediately be suspended within a 100-foot radius of the find, or a distance determined by a qualified professional archaeologist to be appropriate based on the potential for disturbance of additional remains. The Fresno County Coroner shall be contacted. If the remains are of Native American origin, the most likely descendants of the deceased must be identified by the Native American Heritage Commission (NAHC). The City of Fresno will consult with the Native American most likely descendant(s) to identify a mutually acceptable strategy for treating, with appropriate dignity, the human remains and any associated grave goods.</p>				

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K. HEALTH, WELLNESS, AND COMMUNITY DEVELOPMENT

Community health and well-being are – and will continue to be – a principal quality-of-life issue for residents and businesses in Downtown Fresno. Both people and property are also greatly affected by how the City is built and designed. Rising obesity, poor air quality, and associated high levels of lung disease and asthma, and concerns over the homeless population and neighborhood crime are all reasons that Fresno’s decision makers have taken a renewed interest in promoting policies and programs that improve community health.

Specific projects and/or actions, timing, cost, and potential funding sources are as follows:

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
H/W – A.1	Neighborhood Councils	The neighborhood councils, or similar structure, should have the following characteristics: <ol style="list-style-type: none"> Be comprised of citizens, business owners and property owners in the subarea. Be advisory in nature and not regulatory. Serve as a sounding board to staff, the City Council and/or City commissions on the implementation of the DNCP. Cover all topics related to the implementation of the DNCP. 	JA, SW, L, J, SE, DT, SVN			
H/W – A.2	Subarea Open Houses	On a regular basis (ideally biannually), the City should sponsor or support community open houses in each Downtown Neighborhood to discuss the progress of the Community Plan implementation and identify new programs and projects to improve quality of life. These open houses should be sponsored by the “Neighborhood Councils” and/or other non-profit organizations working in each Downtown Neighborhood.				
H/W – A.3	Regular Health Surveys	Work with universities, hospitals, insurance companies, the Public Health Department and others to conduct surveys, at least every five years, of the health and wellness of Downtown Neighborhood residents.				
H/W – A.4	Incentives for Healthy Food Sources	As feasible, create low- or no-cost incentive programs to encourage small grocery or convenience stores that sell basic healthy fresh food items. Programs could include expedited or prioritized planning review and approval; publicity in a Fresno Downtown Neighborhoods Healthy food outlets directory; connecting stores to local wholesale sources of healthy and/or pesticide-free food; or other programs.				
H/W – A.5	Restricting Fast Food near Schools	Create and enforce an ordinance that restricts the placement of fast food establishments within 1/2 mile of schools. The specific distance and definition of fast food will be determined during the process of developing the ordinance.				
H/W – A.6	Community Garden Construction	Construct or support the construction of a community garden in each subarea within five years of adoption of the Community Plan and one new community garden each five years thereafter.				
H/W – A.7	Social Service Concentration Ordinance	Create an ordinance regulating the maximum number and concentration of social services in any individual subarea of the Downtown Neighborhoods, with the goal of ensuring an even distribution of services throughout the City				
H/W – A.8	CPTED Training	Train all planning staff in Crime Prevention Through Environmental Design (CPTED) principles and strategies.				
JA Jane Addams Neighborhoods SW Southwest Fresno Neighborhoods L Lowell Neighborhood J Jefferson Neighborhood SE Southeast Neighborhoods DT Downtown District SVN South Van Ness Industrial District			* These Potential Funding Sources are preliminary for the Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.			

K. HEALTH, WELLNESS, AND COMMUNITY DEVELOPMENT (continued)

Project	Project Name	Project Description	Location (subarea)	Responsibility	Time Frame	Potential Funding Source*
H/W – A.9	Create a chicken ordinance	Create a chicken ordinance that addresses potential noise, odor, and other health and safety concerns about chickens housed in urban areas. The ordinance should define the minimum parcel size, the maximum number of chickens, the location of chicken coops, the size of chicken coops, the disposal of waste and other topics to address noise, odor and other impacts from chickens. The ordinance should also require that residents who own chickens should obtain a special permit or license.				
JA Jane Addams Neighborhoods SW Southwest Fresno Neighborhoods L Lowell Neighborhood J Jefferson Neighborhood SE Southeast Neighborhoods DT Downtown District SVN South Van Ness Industrial District			* These Potential Funding Sources are preliminary for the Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.			