

CHAPTER 11: IMPLEMENTATION

11.1 INTRODUCTION

This chapter provides a framework for implementing the Fulton Corridor Specific Plan. It provides background information on the untapped value of Fresno's downtown and how investing in the Fulton Corridor could unlock that value. It also outlines the critical physical improvements, actions and City-sponsored programs for prioritizing public investment in the Specific Plan Area.

While the Implementation Framework is part of the Specific Plan, it is intended to be updated more frequently than the rest of the Specific Plan and this chapter should be considered a working document of the City. Ideally, this Implementation Framework 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 Capital Improvement Plan.

A. THE DOWNTOWN REPRESENTS UNTAPPED VALUE FOR FRESNO

The Fulton Corridor and the Downtown represent a significant opportunity for Fresno to grow stronger and healthier in the process of accommodating projected population and employment increases. Although this Specific Plan is focused primarily on the Fulton Corridor, eventually, the activities undertaken by the City through both this Plan and the Downtown Neighborhoods Community Plan will result in the changes benefitting all of Fresno. There are three key benefits to increasing development in the Downtown.

First, Downtown and Downtown-adjacent neighborhoods have the opportunity to generate significant increases in property values by attracting younger households, and empty nesters, with strong buying power who are no longer interested in living in the single purpose low-density neighborhoods preferred by their parents. While the City will have to invest in infrastructure and other capital costs to "kick start" this activity, these **capital costs are typically lower** than the cost to support low-density growth at the City's perimeter, **and the potential revenues are much higher.**

Second, directing growth to these areas will help the City grow its knowledge-based industries and retain young people who currently leave Fresno seeking proximity to cultural events, urban amenities and employment in other places. Such growth in knowledge-based industries would result in **greater economic diversity and stability**, especially in the existing climate when the public sector, currently the mainstay of Fresno's economy, is anticipated to be under precarious financial conditions. There is potential in attracting "creative" businesses like architecture and technology, advertising, design, and other professional services firms. These firms are often small and entrepreneurial, seek inexpensive space, and prefer the kinds of unique or raw spaces that can be provided within rehabilitated buildings.

And, third, by creating mixed income neighborhoods that allow many of the lower income households currently living in these neighborhoods to stay put, the City will be able to offset many of the larger public expenses related to neighborhoods of concentrated poverty. Mixed income neighborhoods, in contrast, reduce the costs of segregation and concentrated poverty to government as well as those living there, integrate low-income households into the larger society, and improve health and educational outcomes for low-income households. Moreover, mixed-income neighborhoods contribute to economic development by helping stabilize the workforce and providing economic networking opportunities.

B. INVESTING IN THE FULTON CORRIDOR WILL HAVE A MAJOR IMPACT ON THE CITY'S BOTTOM LINE

1. Downtown Infill Development Can Increase City Revenues.

According to a recent study by Market Profiles, the Fulton Mall generated about \$365,969 in annual property and sales tax revenues in 2008. If the Mall were developed and built to its potential, Market Profiles estimated that it could generate over \$6 million annually in City revenues; therefore, the Mall was contributing only 5.7 percent of its revenue generating potential in 2008.¹

In order to assess the economic benefits of revitalization of the Plan Area, an analysis was conducted to measure the potential fiscal impacts of transformation. This consisted of calculating the anticipated fiscal benefits from property tax revenues generated by the new housing and commercial development for each of the scenarios identified in **Table 1.6A** (Development Potential in Specific Plan Area). In addition, the potential sales tax revenues generated from the new and revitalized retail uses were also measured.

According to the County Assessor, the Downtown included \$577.5 million in assessed value in 2009. Based on data from the City and County Assessor, it is estimated that Downtown generated approximately \$1.4 million in property tax revenues and approximately \$1.1 million in sales tax revenues in 2009, or combined revenue of over \$2.5 million, as shown in below **Table 11.1B**.

The results, shown in **Table 11.1B**, estimate that the Fulton Corridor has the potential to generate over \$6.2 million in annual property and sales taxes under the low development scenario, almost \$11.5 million in annual property and sales taxes under the medium development scenario, and almost \$16.9 million in annual property and sales taxes under the high development scenario.

Table 11.1B - Potential Property and Sales Tax Revenues Generated by Development Scenario

| Potential Revenues | Existing ¹ | Low ² | Medium ² | High ² |
|--------------------|-----------------------|--------------------|---------------------|---------------------|
| Property Tax | \$1,435,000 | \$4,856,000 | \$8,227,000 | \$11,736,000 |
| Sales Tax | \$1,127,000 | \$1,382,000 | \$3,223,000 | \$5,117,000 |
| Total | \$2,562,000 | \$6,238,000 | \$11,450,000 | \$16,853,000 |

¹ City of Fresno and Fresno County Assessor.

² Strategic Economics, based upon development potential shown in Table 3.4A and data from the City of Fresno and the Fresno County Assessor.

2. Accommodating Growth Downtown Can Reduce Certain Municipal Service Costs

New housing and commercial development in the Specific Plan Area creates the need to expand municipal services such as public safety (fire and police), parks and recreation, public works, libraries, and schools to new residents and employees. Some of the incremental costs incurred from new development could be offset by the large revenue increases from property and sales tax, as well as other sources of income.

¹ Market Profiles, "Economic Impact Study Listing of Fulton Mall on National Register of Historic Places," September 2008.

² William Coyne (2003), The Fiscal Cost of Sprawl: How Sprawl Contributes to Local Governments' Budget Woes, Environment Colorado Research & Policy Center at www.impactfees.com/publications%20pdf/fiscalcostofsprawl12_03.pdf.

Todd Litman (2005), Understanding Smart Growth Savings: What We Know About Public Infrastructure and Service Cost Savings, And How They are Misrepresented By Critics, Victoria Transport Policy Institute (www.vtpi.org); at www.vtpi.org/sg_save.pdf.

11.1 INTRODUCTION (continued)

Several studies² have suggested that municipal service costs for compact, infill development are generally lower than for low-density suburban development. These studies show that compact growth can significantly reduce the need for new infrastructure and services by directing development to places with existing capacity, and allowing for “economies of scale” for certain types of public infrastructure, such as roads and sewers.³

Strategic Economics has conducted a recent fiscal impact analysis that measures the extent to which jurisdictions can reduce operations and maintenance (O&M) and infrastructure costs by accommodating new growth in compact development patterns. **There are significant economic benefits to development patterns in infill locations in terms of infrastructure cost savings.** Some cities, including San Diego and Santa Rosa, have calculated the marginal cost difference between infill and greenfield locations for infrastructure capital costs, which demonstrates that infill development can provide significant savings to cities.

Some O&M costs, such as engineering and public works, are reduced significantly for compact infill development. The lower cost of providing O&M services correlates to the efficiencies achieved from more compact physical development patterns, including lower linear feet of roads and sewer pipes, and the reduced capital costs discussed above. The relationship of compact development to other types of O&M costs such as Police, Fire, and Community Services must be evaluated in closer detail.

³ Reid Ewing, Rolf Pendall and Don Chen (2002), *Measuring Sprawl and Its Impacts*, Smart Growth America (www.smartgrowthamerica.org).

11.2 STRATEGIES FOR IMPLEMENTING THE SPECIFIC PLAN

The implementation of the Fulton Corridor Specific Plan is guided by the following implementation strategies. These strategies were developed to help the City identify ongoing priorities and modify those priorities over time. While the specific actions will change over time, this framework should remain intact and guide the work of the City in implementing the vision of the Fulton Corridor.

1. Work in an interdisciplinary way to implement the Specific Plan.

The City shall establish an interdisciplinary “Working Group” comprised of staff from various City departments who have the responsibility for implementing the vision of the Fulton Corridor Specific Plan. The core group shall consist of staff from the Planning Division of the Department and Resource Management (DARM), the Water Division and the Wastewater Management Division of the Public Utilities Department, all division of the Public Works Department, and the Redevelopment Agency. This group shall meet regularly over the course of each year to discuss progress on the implementation of the Specific Plan.

2. Update the Implementation Framework on an annual basis.

On an annual basis, the City shall review and update the list of actions in the Implementation Framework for the Fulton Corridor Specific Plan. This will ensure that the Work Plan is a working document that corresponds with changing City priorities, funding opportunities and macro-economic trends.

3. Tie Implementation Framework to department work plans and the CIP.

The Implementation Framework for the Specific Plan shall 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 tasks identified in the Specific Plan are being implemented by each department in the City, and that physical improvements in the Fulton Corridor are included in the City’s CIP.

4. Identify and regularly update implementation strategies.

The interdisciplinary Working Group shall develop and update as needed a set of priorities and strategies for how the plan is to be implemented. The starting point for the Implementation Strategies is the Plan’s Vision and Principles identified in Chapter 2. These Implementation Strategies shall guide how plans, programs, and physical improvements are prioritized over time.

5. Focus financial resources and physical improvements in concentrated areas.

A core tenet of the Implementation Framework is that the City should invest its financial and staff resources and physical improvements in targeted areas of the Fulton Corridor, rather than spreading limited resources throughout the entire Specific 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 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.

6. Use a variety of funding sources and monitor availability of sources over time.

Improvements to the Fulton Corridor will need to come from a wide variety of funding sources, including general funds, grants, private

investments, financing mechanisms and other sources. A preliminary list of types of funding can be found in the next section of this chapter.

7. Build and maintain partnerships.

Partnerships are critical to the success of the Plan and the City will need to work collaboratively over time to implement the Plan. Indeed, the City alone cannot improve the Fulton Corridor Specific Plan area. As the Plan is implemented, the City will continually look for opportunities to expand existing and build new partnerships with the private sector, other government agencies and community groups.

8. Measure success over time.

The Working Group shall identify metrics in order to measure success over time. These metrics shall address the broad range of issues facing the Fulton Corridor, and the metrics shall be updated regularly to identify if the Specific Plan is successful. The following are suggested metrics that could be evaluated by the City of Fresno in order to evaluate the enhanced performance of the Specific Plan Area resulting from revitalization:

- Number of new and rehabilitated housing units
- Number of new households
- Number of new businesses
- Number of new jobs
- Increase in median household income
- Reduction in number and percentage of families living in poverty
- Reduction of number and percentage vacant housing units
- Reduction of vacant lots
- Reduction in number of substandard units
- Increase in residential rental occupancy rates
- Increase in retail occupancy rates
- Increase in office occupancy rates
- Increase in parking garage utilization rates
- Reduction in crime rates from current rate in the area
- Increase in taxable sales in retail stores
- Increase in vehicle count on key intersections
- Increase in pedestrian foot traffic on Fulton Mall during evenings and weekends

11.3 FUNDING AND FINANCING TOOLS

This section provides an overview of funding and financing alternatives for the public improvements included in the Specific Plan. This Specific Plan includes a variety of different types of public improvements, and therefore, there is a broad range of funding and financing sources that could be considered. Because of the scale of the infrastructure needs, it is likely that some projects will be funded through a number of different local, state, federal, and private sources. Funding major infrastructure needs such as those in the Fulton Corridor requires a complex funding and financing strategy.

The funding and financing sources included here should be approached as a menu of options rather than as a recommendation for any particular financing strategy. The ability for the Specific 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 strategy, the City will have to make a series of decisions about the implementation process for each of the improvement projects.

A variety of funding sources are available for the types of infrastructure improvements envisioned in the Specific Plan area. Sources include land-based financing tools, which leverage the value of the real estate development on the site, negotiated developer agreements between the public sector and the master developer, parking fees, state, and federal grants. Many of these funding sources are described in more detail below.

A. ASSESSMENT DISTRICTS

Assessment districts are most commonly established to finance the construction of public capital improvements and where authorized, to operate and maintain costs of certain public facilities. Assessment districts are formed in two different ways: (1) Property owners petition the appropriate public agency to form a district and provide a needed public improvement, or (2) A public agency foresees the need for an improvement and approaches the affected property owners with an assessment district proposal.

1. Benefit Assessment Districts. A benefit assessment district is formed to include a geographical area in which all property owners would 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.

2. Community Facilities Districts. Mello-Roos community facilities districts (CFDs) are similar to benefit assessment districts in several aspects. Like benefit assessment districts, CFDs 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, CFDs 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, CFDs require a two-thirds vote of either property owners or registered voters within the District boundary, depending on the size of the District. Where the District boundary encompasses less than twelve properties, the ballot process is a property owner election. Where the CFD boundary encompasses more than twelve properties, the ballot process is determined by registered voters, who can either be owners or renters who reside within the District boundary. 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.

3. Business Improvement Districts. Business Improvement Districts (BIDs) are a type of assessment district in which business owners choose to be assessed a fee, which is collected on their behalf by the City, for use in promoting and improving the business area. A BID provides a business area with the resources to develop marketing campaigns, increase lobbying efforts, secure additional funding and enhance public improvement and beautification projects in partnership with the City. Activities, programs and improvements range from farmers' markets to business promotions to installing street lighting and removing graffiti. By pooling private resources, business owners in BIDs collectively pay for activities, which they could not afford on an individual basis. Further, since a BID fee is a benefit assessment and not a tax, BIDs can consistently enact programs and activities without relying on public funding.

4. Property-Based Improvement Districts. Property-Based Business Improvement Districts (PBIDs) provide for an assessment on owners of commercial property within a defined geographic area. A PBID currently exists in downtown Fresno. In a typical PBID the proceeds from this assessment are used to provide services that specifically benefit those properties in the district. The improvements, which may be financed by the PBID, are enumerated under the Parking and Business and Improvement Area Law of 1989, and include:

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 as shown 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. |

- Closing, opening, widening or narrowing existing streets;
- Rehabilitation or removal of existing structures and facilities or equipment;
- Marketing and economic development; and
- Security, sanitation, graffiti removal, street cleaning, and other municipal services.

5. Lighting and Landscape Assessment District. The Landscaping and Lighting Act of 1972 enables assessments to be imposed in order to finance:

- Acquisition of land for parks, recreation, and open space;
- Installation or construction of planting and landscaping, street lighting facilities, ornamental structures, and park and recreational improvements (including playground equipment, restrooms and lighting); and
- Maintenance and servicing any of the above.

6. Parking Assessment District. The Parking District Law of 1943 authorizes a city or county to finance the following acts:

- Acquisition of land for parking facilities (including the power of eminent domain);
- Improvement and construction of parking lots and facilities;
- Issuance of bonds; and
- Employee salaries.

B. DIRECT CITY FINANCING

1. City General Fund. A city's General Fund is its source of funding for ongoing operating, staffing, and maintenance costs. Occasionally, cities will use the reserves of the City General Fund for major capital or one-time purchases. However, in light of the recent budget crises affecting many California cities, the City General Fund reserves are more beneficial as a cushion for years when the City's annual budget must operate at a deficit to provide essential services such as Police and Fire. For most of the proposed Priority Projects, use of the General Fund would be a last resort.

2. Redevelopment Agency Tax Increment Financing. 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. The Fulton Corridor Specific Plan Area lies within Fresno's Redevelopment Agency's project areas and TIF has been used for funding redevelopment projects in the downtown. Because the Specific Plan Area lies within the existing redevelopment area, public infrastructure improvements are eligible uses of the tax increment funds. However, there is currently uncertainty on the future of redevelopment in the state.

3. Infrastructure Financing Districts. Like redevelopment agencies, infrastructure financing districts (IFDs) use property tax increment financing to pay for infrastructure. Similar to TIF, new tax revenues (the increment) are diverted to finance improvements, but IFDs cannot divert property tax increment revenues from schools. Under existing law a city or county may create infrastructure financing districts by ordinance, if a two-thirds majority of the voters in the proposed district approve the IFD. There are

several proposed changes to the existing law that are currently being considered by the legislature, including the elimination the requirement for voter approval to form and bond an IFD. IFDs would be applicable in an area that is not within a redevelopment area.

4. Revenue Bonds. Revenue bonds can be issued by cities, counties, and some special districts to finance improvements for a revenue-producing enterprise and are repaid solely from the revenues generated by the financed facility. Examples of revenue-producing enterprises include airports, water systems, and sewer systems. The revenues used to back the bonds could include service charges or rates, tolls, connection fees, admission fees, and rents. In California, voter approval is required for revenue bonds issued under the Revenue Bond Law of 1941. Voter approval and other requirements in the 1941 Act have resulted in many agencies using alternative financing tools for improvements to revenue-generating enterprises.

5. User Fees / Rates. User fees and rates include the fees charged for the use of public infrastructure or good (toll road or bridge, water or wastewater system). Such fees and rates are typically set to cover a system's operating and capital expenses each year, which can include debt service for improvements to the system. The revenues generated from user fees help offset operations and maintenance costs. It may be possible to use some portion of user fee or rate revenue toward financing the costs of new infrastructure in the Specific Plan Area, however in order to pay for or finance major infrastructure projects in addition to existing costs, it is likely necessary to increase current user fees and/or rates. The feasibility of raising rates depends on a variety of factors and would require further study to determine its applicability to the projects included here.

C. PRIVATE CONTRIBUTIONS/INVESTMENT

1. Development Impact Fees / Negotiated Exactions. 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 could consider updating impact fees within the Specific Plan area based on updated infrastructure cost estimates.

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.

2. Developer-Financed Public Improvements. In addition to impact fees as outlined above, there is some potential for direct contributions from developers to help pay for infrastructure needed to accommodate the anticipated development program. The

11.3 FUNDING AND FINANCING TOOLS (continued)

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. **Non-Profit Capital Campaign.** Non-profit campaigns can provide contributions to infrastructure projects with broad appeal. Examples of such non-profit capital campaigns are “friends” organizations (friends of the library or friends of parks) raising funds for new facilities.
4. **Public Private Partnership.** A public private partnership (PPP) consists of an agreement between a public agency and a private entity to deliver a new facility or infrastructure system. In return, the public agency agrees to annual payments to the private partner in return for building and operating the new facility. A private entity is formed to be responsible and financially liable for delivering the project, and may also share in revenues from operations. A common problem or criticism with PPP projects is that private investors may obtain a rate of return that is higher than a public agency’s bond rate, even though most or all of the income risk associated with a project is borne by the public sector. It is almost always the case that government debt is cheaper than the debt provided under PPP projects.

D. OTHER GOVERNMENT SOURCES OF FUNDING

1. **Local Transportation Fund (LTF).** Caltrans allocates funding to counties on a per-capita basis, and counties then distribute to local agencies in the county (all cities and the county) for use on transportation-related projects. The Fresno Council of Governments allocates LTF funding to the City. LTF funds may only be used for street and road projects if there are no reasonable unmet transit needs. Because Fresno has unmet transit needs as identified in the City’s Short-Range Transit Plan, all LTF funding for Fresno, at least in the short run, must be allocated to transit.
2. **Proposition 1C.** Approved by California voters in the November 2006 election, the proceeds of this bond issuance have been among the primary sources of funding for construction of infrastructure that supports higher density affordable housing and mixed-income housing in locations designated as infill around the state in recent years. As of February 2010, however, the State of California has placed a hold on the remaining funds due to the ongoing budget crisis. Consequently, the availability of this funding source is currently in jeopardy.
3. **California Infrastructure and Economic Development Bank: Infrastructure State Revolving Loan Fund.** The California Infrastructure and Economic Development Bank’s (I-Bank) Infrastructure State Revolving Loan Fund (ISRF) provides low-cost, direct loans to public agencies through a two-tiered, lever-

Advantages and Disadvantages of 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, which are all described above. Many of these land-based financing tools depend on new real estate development to generate parcel-based taxes or property tax revenues to finance the improvements. Below are the advantages and disadvantages of the most commonly used 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. |

An important consideration in the case of both CFDs and assessment districts is that there is a limit to the amount that property owners are typically willing to contribute in annual property tax assessments. A commonly used 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.

aged loan program for infrastructure and public improvements. Loans can range from \$250,000 to \$10 million. Tier 2 loan applications must meet criteria designed to show the existence of economic distress in the applicant's jurisdiction/service area.

4. Measure C Regional Sales Tax. Approved by voters of Fresno County in 1986 and reauthorized in 2006, Measure C is a ½-cent local sales tax dedicated to funding transportation improvements through 2027. The Fresno Council of Governments distributes revenues directly to local jurisdictions for funding improvements in their local transportation program. These funds should be considered a very viable source for Downtown projects, particularly projects related to development

5. Community Development Block Grant. The Community Development Block Grant (CDBG) program is administered by the U.S. Department of Housing and Urban Development (HUD). Under CDBG, at least 70 percent of granted funds must be used for activities that benefit low- and moderate-income persons. In addition, each activity must meet one of the following national objectives for the program: benefit low- and moderate-income persons, prevent or eliminate slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available. The City of Fresno is an entitlement jurisdiction and receives annual awards from HUD. In addition, the CDBG program guidelines identify historic preservation as one of its key programs.

6. Proposition 84. Proposition 84 is the Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006. It includes \$5.38 billion spread over eight broad project areas: Water Quality; Flood Control, Flood Subventions; Statewide Water Planning and Design; Protection of Rivers, Lakes and Streams; Forest and Wildlife Conservation; Protections of Beaches, Bays, Coastal Waters; State Parks and Natural Education Facilities; and Sustainable Communities/Climate Change. Under Proposition 84 the California Strategic Growth Council administers the Urban Green Grant program, providing funds for urban greening plans and projects in urban areas that provide multiple benefits, including but not limited to, a decrease in air and water pollution, a reduction in the consumption of natural resources and energy, an increase in the reliability of local water supplies, or an increased adaptability to climate change. The projects must also be located in an urban area and must provide public access and/or educational features where feasible. Up to \$2 million will be targeted for projects within or serving disadvantage communities. Urban greening projects reduce energy consumption, conserve water, improve air and water quality, and provide other community benefits.

7. Proposition 50. Proposition 50 established the Water Security, Clean Drinking Water, Coastal and Beach Protection Act of 2002. The bond measure allowed the state to sell \$3.4 billion in general obligation bonds for various water-related projects, including urban and agricultural water use efficiency programs. The Department of Water Resources (DWR) has funding available for competitive grants for projects consistent with an adopted Integrated Regional Water Management plan. Grants are provided for water management and quality improvement programs along with funding for the development of river parkways.

8. Other 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:

- California High Speed Rail Authority;
- 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; and
- State and Federal Water and Energy Grants.

Implementation Actions, Projects, and Programs

On the following pages are a series of tables listing Implementation Projects, Actions, and Programs for the Fulton Corridor Specific Plan. The tables are organized by Specific Plan chapter – for example Implementation Chapter 11.6 (Public Realm) corresponds to Chapter 8 (Public Realm); Implementation Chapter 11.7 (Transportation) corresponds to Chapter 9 (Transportation); etc. There are two sets of tables:

- **Projects.** These are primarily capital improvement projects that transform and improve Downtown's utilities, streetscape, and parks. These tables are identified by a gray header bar.
- **Actions.** These are actions and programs that do not involve physical change to Downtown and are identified by a light yellow header bar.

Within each table, there are a series of actions that are designed to implement the Plan's vision. Each action includes the following information:

- **Project/Action.** This identifies the number of the project or action and it corresponds to the name of the chapter (e.g., PR = Public Realm).
- **Project/Action Name.** This is the name of the action.
- **Project/Action Description.** This describes the action to provide clarity to the City on what specifically needs to be done. For Projects it is a physical improvement to a part of Downtown (such as implementing streetscape improvements on a certain street). For Actions, it is a description of a new program or ordinance that needs to be developed.
- **Responsibility.** This column identifies the responsible agency or department for each project/action.
- **Time frame.** Each project and action 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.
- **Cost Estimate.** Costs for each project are identified. Costs for actions and programs are not provided. The cost estimates provided in this Chapter are preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process.
- **Funding Sources.** Potential funding sources for each project, action, or program are identified. Many are based on the list of funding sources identified above.

As is stated above, the list of Implementation Projects and Actions are intended to be updated more frequently than the rest of the Specific Plan. Ideally, the Implementation Projects and Actions 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.

11.4 BUILDING AND DEVELOPMENT

The transformation of Downtown into a lively, walkable, mixed-use, entertainment destination is contingent upon capitalizing on Downtown’s existing assets – including the Fulton Mall, Downtown’s extensive collection of older buildings, and its various visitor-serving and entertainment venues – and on attracting new development. Since the vast majority of new investment and construction in Downtown will be made by private sector, for-profit developers, entrepreneurs, investors, and property owners, opportunities to earn a return on investment must be created. The Priority Projects identified in **Chapter 5** represent these initial opportunities for such investment.

In addition, Downtown’s revitalization cannot occur without introducing new development that contributes to the generation of a lively, walkable, mixed-use, entertainment destination. The standards that guide this transformation are contained in the Downtown Development Code.

Table 11.4A - Building and Development Actions and Programs

| Action/ Program | Action/ Program Name | Action/ Program Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|-----------------|--|--|---------------------|------------|---|--|
| BD-A.1 | Fund a Fire and Life Safety Improvement Loan Program | Fund a fire and life safety improvement loan program to make very low or no interest loans for fire sprinkler and life safety upgrades available to businesses who want to reuse or change existing buildings in the plan area. Often the cost of these systems is a significant roadblock to re-use of older buildings. As loan is paid off, money is available for the next business and so forth. | RDA/Fire Department | ongoing | Fire Department use grant money to seed the program | tbd |
| BD-A.2 | Conform to the Downtown Development Code | Construct new buildings and projects in conformance with the Downtown Development Code. | | ongoing | | not applicable |
| BD-A.3 | Introduce Entertainment venues in Downtown | Introduce entertainment venues such as theaters and nightclubs. | | ongoing | | not applicable |

- Full or significant funding possible
- ⊖ Partial funding possible or funding source designated for certain uses
- Funding unlikely or uncertain

| Potential Funding and Financial Sources | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-----------------------------------|--|-----------------------------|--|--------------------------|-----------------------------------|--|---------------|-------------------|-------------------------------------|--|-----------------------------|---------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|----------------------|----------------------|----------------------|--------------------|---------------------------|---|--|
| Assessment Districts | | | | | | City Funding / Financing | | | | | Private Contributions / Investment | | | | | Other Government Sources | | | | | | | | | |
| Benefit Assessment District | Business Improvement District (BID) | Landscaping and Lighting District | Mello Roos / Community Facilities District | Parking Assessment District | Property-Based Improvement District (PBID) | City General Fund | Infrastructure Financing District | Redevelopment Agency Tax Increment Financing | Revenue Bonds | User Fees / Rates | Development Impact Fees / Exactions | Developer Financed Public Improvements | Non-Profit Capital Campaign | Private equity investment | Public Private Partnership | Community Development Block Grants | High Speed Rail Authority | Local Transportation Fund | Proposition 1C Funds | Proposition 50 Funds | Proposition 84 Funds | Regional Sales Tax | State Revolving Loan Fund | Other State and Federal Water and Energy Grants | |
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11.5 HISTORIC RESOURCES

The investigation of historic resources as part of the Downtown Specific Plan effort will include intensive survey of up to 300 properties. The purpose of this survey is to evaluate properties within the Fulton Corridor that have not been studied in previous surveys, identify potential historic properties, and to provide the City with recommendations regarding local designation of these resources. The results of the intensive survey will be compiled in a final survey report that will include a historic context statement for Downtown Fresno and full documentation of the individual properties subject to the survey. This information will augment the City’s existing database of historic properties, and help to guide future development in a manner that continues to respect and preserve the City’s historic resources.

Table 11.5A - Historic Resources Actions and Programs

| Action/ Program | Action/ Program Name | Action/ Program Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|-----------------|---|--|----------------|------------|------------------------|--|
| HR-A.1 | Ensure compliance with CEQA | Use existing administrative protocols to ensure compliance and consistency with the California Environmental Quality Act (CEQA) and Section 106 of the National Historic Preservation Act. Update protocols as changes in regulation require. | DARM | ongoing | | not applicable |
| HR-A.2 | Establish review Procedures | Establish review procedures to reflect the updated FCSP and Downtown Development Code and codify them in the Fresno Municipal Code so they are uniformly applied and easily available. | DARM | ongoing | | not applicable |
| HR-A.3 | Establish a Mills Act program | Establish a Mills Act program and protocols for awarding Mills Act contracts. | DARM | short-term | | not applicable |
| HR-A.4 | Develop Cross-Departmental Working Group | Develop a cross-departmental working group, comprised of members of the Planning Division, and as needed, the Fire Department, to routinely review applications involving an historic site or building. This group shall support the Historic Preservation Commission and its activities | DARM | ongoing | | not applicable |
| HR-A.5 | Update General Plan to conform to FCSP | Update the General Plan to reflect the revitalization and development objectives contained in the FCSP. | DARM | short-term | | not applicable |
| HR-A.6 | Provide Technical Assistance | Provide funding in order to make City staff available to provide technical assistance to property owners concerning the maintenance, rehabilitation, and restoration of historic resources. | DARM | ongoing | | not applicable |
| HR-A.7 | Update Inventory of Downtown’s Historic Resources | Provide funding for updating the inventory of Downtown Fresno’s historic resources. Update the inventory at least every 5 years. | DARM | ongoing | | not applicable |

11.6 PUBLIC REALM

Prioritizing the public realm helps to manage limited public resources and contributes improvements to the identity of the Downtown area as a whole. The first priority is to revitalize the Fulton Mall according to the option that the City Council approves as part of the adoption of this Specific Plan. Subsequent priorities include opening up overgrown tree canopies, planting street trees, and improving the pedestrian and bicycle character of Downtown's streets.

Public realm actions within the public realm should be carefully programmed to accommodate for the needs of all users. Physical barriers to movement, and those requiring people to deviate from their desired lines of movement, should be minimized or removed. The needs of those with disabilities, young children, and the elderly shall be included and considered in the early stages of the process. As with all aspects of the design of the public realm, the critical issue to achieving ease of movement will be finding the right balance between modes of transport, the design quality of streetscape, and its practical installation and maintenance.

This Plan has a 25-year horizon. Many of the programs and projects described in this Plan will not be able to be implemented immediately, either due to a lack of financing, the community's desire to implement other projects and programs, or both. Accordingly, the Plan's programs and projects have been prioritized as short-term, mid-term, and long-term. Projects and programs that are identified as "short-term" are to be pursued by prioritizing them in annual Capital Improvements Plan, budgeting staff time to implement a program, or requiring public improvements as a condition of development.

Projects that are designated as having "mid-term" or "long-term" priority would become "short-term" if sufficient grant funds become available. Also, certain projects that are identified to move forward in the short-term may, due to lack of financing, be delayed, while projects that are identified to occur in the long-term may be implemented earlier.

Major publicly-funded projects and programs that are identified as "short-term" priority are intended to lead private investment and create incentives for the private sector to follow. These are projects that provide a good deal of leverage, such that completing them early in the process with significant public funding and leadership expected to attract significant amounts of private investment, in turn is substantially refilling the public coffers through the tax increment.

Figure 11.6A - Streetscape and Open Space Projects



Key

-  Fulton Mall Revitalization
-  Priority Streetscape Improvements
-  New Open Space Improvements -
-  1 Mariposa Plaza
-  2 Courthouse Park
-  3 HST Transit Plaza / Green
-  4 Railroad Linear Park
-  5 Chinatown Park
-  6 Civic Mall

11.6 PUBLIC REALM (continued)

Table 11.6A - Public Realm Projects

| Project | Project Name | Project Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|---|--------------------------|--|----------------------------------|------------|------------------------|--|
| PR-P.1 | Streetscape Improvements | Streetscape Improvements | | | | |
| | | PR-P.1.1 Fulton Mall revitalization | Public Works | near-term | Funding availability | range of price tags (tbd); pending selection of option in Chapter 4 |
| | | PR-P.1.2 Van Ness Avenue (SR 41 to Divisadero Street) | Public Works | near-term | Funding availability | \$ 640,000 |
| | | PR-P.1.3 Fresno Street (Broadway Street to Divisadero Street) | Public Works | near-term | Funding availability | \$ 300,000 |
| | | PR-P.1.4 Fulton Street (Tuolumne Street to Divisadero Street) | Public Works | near-term | Funding availability | \$ 51,000 |
| | | PR-P.1.5 Fulton Street (SR 41 to Inyo Street) | Public Works | near-term | Funding availability | \$ 94,000 |
| | | PR-P.1.6 Fresno Street (SR 99 to Broadway Street) | Public Works | near-term | Funding availability | \$ 225,000 |
| | | PR-P.1.7 Stanislaus Street (F Street to N Street) | Public Works | mid-term | Funding availability | \$ 99,000 |
| | | PR-P.1.8 Merced Street (Van Ness Avenue to M Street) | Public Works | mid-term | Funding availability | \$ 146,000 |
| | | PR-P.1.9 Merced Street (Broadway Street to Van Ness Avenue) [if Council chooses to open up] | Public Works | mid-term | Funding availability | \$ 214,000 |
| | | PR-P.1.10 Kern Street (Fulton Street to Van Ness Avenue) [if Council chooses to open up] | Public Works | mid-term | Funding availability | \$ 73,000 |
| | | PR-P.1.11 Kern Street (Van Ness Avenue to M Street) | Public Works | mid-term | Funding availability | \$ 146,000 |
| | | PR-P.1.12 Ventura Street (SR 99 to O Street) | Public Works | mid-term | Funding availability | \$ 133,000 |
| | | PR-P.1.13 Broadway Street (Tuolumne Street to Tulare Street) | Public Works | mid-term | Funding availability | \$ 206,000 |
| | | PR-P.1.14 Civic Mall East (Mariposa Street from M Street to P Street) | Public Works | long-term | Funding availability | \$ 97,000 |
| PR-P.1.15 Civic Mall West (Mariposa Street from H Street to Van Ness Avenue) | Public Works | long-term | Funding availability | \$ 97,000 | | |
| PR-P.2 | Mariposa Plaza | Transform Mariposa Plaza into a space that makes it easy to host frequent festivals and other cultural gatherings. | PARCS, RDA | near-term | Funding availability | \$ 1,435,000 |
| PR-P.3 | Courthouse Park | Work with the County of Fresno to transform Courthouse Park into an accessible and usable place that is visible and accessible from surrounding streets, sidewalks, and buildings. | City of Fresno and Fresno County | mid-term | Funding availability | \$ 10,570,000 |
| | | PR-P.3.1 Relocate the Downtown Transit Mall to the block bounded by H , Mariposa, Broadway, and Fresno Streets. | FAX | short-term | | |
| | | PR-P.3.2 Remove the pedestrian underpass that passes beneath Van Ness Avenue at Mariposa Street. | Public Works and Fresno County | long-term | | |
| | | PR-P.3.3 Adjust garage ramp entries at the corners of Van Ness Avenue and Fresno Street and Van Ness Avenue and Tulare Street. | Public Works and Fresno County | mid-term | | |

- Full or significant funding possible
- ⊖ Partial funding possible or funding source designated for certain uses
- Funding unlikely or uncertain

| Potential Funding and Financial Sources | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-----------------------------------|--|-----------------------------|--|--------------------------|-----------------------------------|--|---------------|-------------------|-------------------------------------|--|-----------------------------|---------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|----------------------|----------------------|----------------------|--------------------|---------------------------|---|---|
| Assessment Districts | | | | | | City Funding / Financing | | | | | Private Contributions / Investment | | | | | Other Government Sources | | | | | | | | | |
| Benefit Assessment District | Business Improvement District (BID) | Landscaping and Lighting District | Mello Roos / Community Facilities District | Parking Assessment District | Property-Based Improvement District (PBID) | City General Fund | Infrastructure Financing District | Redevelopment Agency Tax Increment Financing | Revenue Bonds | User Fees / Rates | Development Impact Fees / Exactions | Developer Financed Public Improvements | Non-Profit Capital Campaign | Private equity investment | Public Private Partnership | Community Development Block Grants | High Speed Rail Authority | Local Transportation Fund | Proposition 7C Funds | Proposition 50 Funds | Proposition 84 Funds | Regional Sales Tax | State Revolving Loan Fund | Other State and Federal Water and Energy Grants | |
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11.6 PUBLIC REALM (continued)

Table 11.6A - Public Realm Projects

| Project | Project Name | Project Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|-----------------------|---|---|----------------|------------|------------------------|--|
| PR-P.3 (cont.) | Courthouse Park | PR-P.3.4 Remove the bus bays along Van Ness Avenue and Fresno Street. | Fresno County | | | |
| | | PR-P.3.5 Replace the parking lots along Fresno and Tulare Streets with on-street parking. | Fresno County | | | |
| | | PR-P.3.6 Introduce continuous sidewalks and street trees around Courthouse Park's entire perimeter including along the entire length of Van Ness Avenue. | Fresno County | | | |
| | | PR-P.3.7 Update Courthouse Park's landscape and hardscape by introducing enhanced paving, native landscapes, and providing filtered shade via landscape or architectural trellises/canopies. | Fresno County | | | |
| | | PR-P.3.8 Install pedestrian lighting that continues the Civic Mall axis from M Street to Van Ness Avenue. | Fresno County | | | |
| PR-P.4 | HST Transit Plaza | In conjunction with the construction of the HST station, introduce a transit plaza or green in front of the High Speed Train's H Street entrance. | | mid-term | | |
| PR-P.5 | Linear park | Introduce a Linear Park between H Street and the Union Pacific railroad tracks on the blocks south of Kern Street and north of Fresno Street. | PARCS, RDA | long-term | Funding availability | \$ 36,800,000 |
| PR-P.6 | Civic Mall | Improve the axis, enhance pedestrian safety and comfort, and reinforce the pedestrian and vehicular connection between City Hall and the County Courthouse. | Public Works | long-term | Funding availability | \$ 958,000 |
| | | PR-P.6.1 Introduce vehicular traffic lanes between M and P Streets. | | | | |
| | | PR-P.6.2 Add a landscaped center median between M and P Streets. | | | | |
| | | PR-P.6.3 Plant street trees on both sides of Mariposa Street and within the center median. | | | | |
| | | PR-P.6.4 Add pedestrian-scaled lighting. | | | | |
| | | PR-P.6.5 Introduce street furniture. | | | | |
| | | PR-P.6.6 Install crosswalks at all intersections. | | | | |
| PR-P.7 | Utilize Existing Banner Poles and Install new Banner Poles in Prominent Locations | Utilize existing banner poles and install new over-street banner poles in the following mid-block locations: <ul style="list-style-type: none"> • Fresno Street between Van Ness Avenue and H Street; • Tulare Street between Van Ness Avenue and H Street; • Fulton Street between Tuolumne and Stanislaus Streets; and • Van Ness Avenue between Stanislaus and Inyo Streets. | | short-term | | |

- Full or significant funding possible
- ⊖ Partial funding possible or funding source designated for certain uses
- Funding unlikely or uncertain

| Potential Funding and Financial Sources | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-----------------------------------|--|-----------------------------|--|--------------------------|-----------------------------------|--|---------------|-------------------|-------------------------------------|--|-----------------------------|---------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|----------------------|----------------------|----------------------|--------------------|---------------------------|---|--|
| Assessment Districts | | | | | | City Funding / Financing | | | | | Private Contributions / Investment | | | | | Other Government Sources | | | | | | | | | |
| Benefit Assessment District | Business Improvement District (BID) | Landscaping and Lighting District | Mello Roos / Community Facilities District | Parking Assessment District | Property-Based Improvement District (PBID) | City General Fund | Infrastructure Financing District | Redevelopment Agency Tax Increment Financing | Revenue Bonds | User Fees / Rates | Development Impact Fees / Exactions | Developer Financed Public Improvements | Non-Profit Capital Campaign | Private equity investment | Public Private Partnership | Community Development Block Grants | High Speed Rail Authority | Local Transportation Fund | Proposition 1C Funds | Proposition 50 Funds | Proposition 84 Funds | Regional Sales Tax | State Revolving Loan Fund | Other State and Federal Water and Energy Grants | |
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11.6 PUBLIC REALM (continued)

Table 11.6B - Public Realm Actions and Programs

| Action/Program | Action/Program Name | Action/Program Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|----------------|--|--|----------------|------------|------------------------|--|
| PR-A.1 | Public Realm Management and Maintenance | Adopt and fund a management regime and maintenance program for the public realm upon adoption of the Plan. | Public Works | short-term | | not applicable |
| PR-A.2 | Develop Wayfinding Program | Develop a wayfinding and signage master plan for Downtown and install the highest priority signage as funding allows, including numbering, naming, or labeling each parking lot and/or garage in a common way that is user-friendly. | DARM | short-term | | tbd |
| PR-A.3 | Create List of Landscape Features that Block Views and Access into Parks | Create a detailed list of planting and other landscape features that block views and access into parks from surrounding streets and sidewalks and generate a priority list for removal. As funding allows, remove these plantings and landscaping and replace with new landscaping that enhances views and access. | PARCS | short-term | | not applicable |
| PR-A.4 | Amend the Mobile Vendor Ordinance | Amend the Mobile Vendor Ordinance to allow vehicles, wagons, or pushcarts from which foodstuffs are sold and displayed, subject to the following. | DARM | short-term | | not applicable |

- Full or significant funding possible
- ◐ Partial funding possible or funding source designated for certain uses
- Funding unlikely or uncertain

| Potential Funding and Financial Sources | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-----------------------------------|--|-----------------------------|--|--------------------------|-----------------------------------|--|---------------|-------------------|-------------------------------------|--|-----------------------------|---------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|----------------------|----------------------|----------------------|--------------------|---------------------------|---|--|
| Assessment Districts | | | | | | City Funding / Financing | | | | | | Private Contributions / Investment | | | | | Other Government Sources | | | | | | | | |
| Benefit Assessment District | Business Improvement District (BID) | Landscaping and Lighting District | Mello Roos / Community Facilities District | Parking Assessment District | Property-Based Improvement District (PBID) | City General Fund | Infrastructure Financing District | Redevelopment Agency Tax Increment Financing | Revenue Bonds | User Fees / Rates | Development Impact Fees / Exactions | Developer Financed Public Improvements | Non-Profit Capital Campaign | Private equity investment | Public Private Partnership | Community Development Block Grants | High Speed Rail Authority | Local Transportation Fund | Proposition 1C Funds | Proposition 50 Funds | Proposition 84 Funds | Regional Sales Tax | State Revolving Loan Fund | Other State and Federal Water and Energy Grants | |
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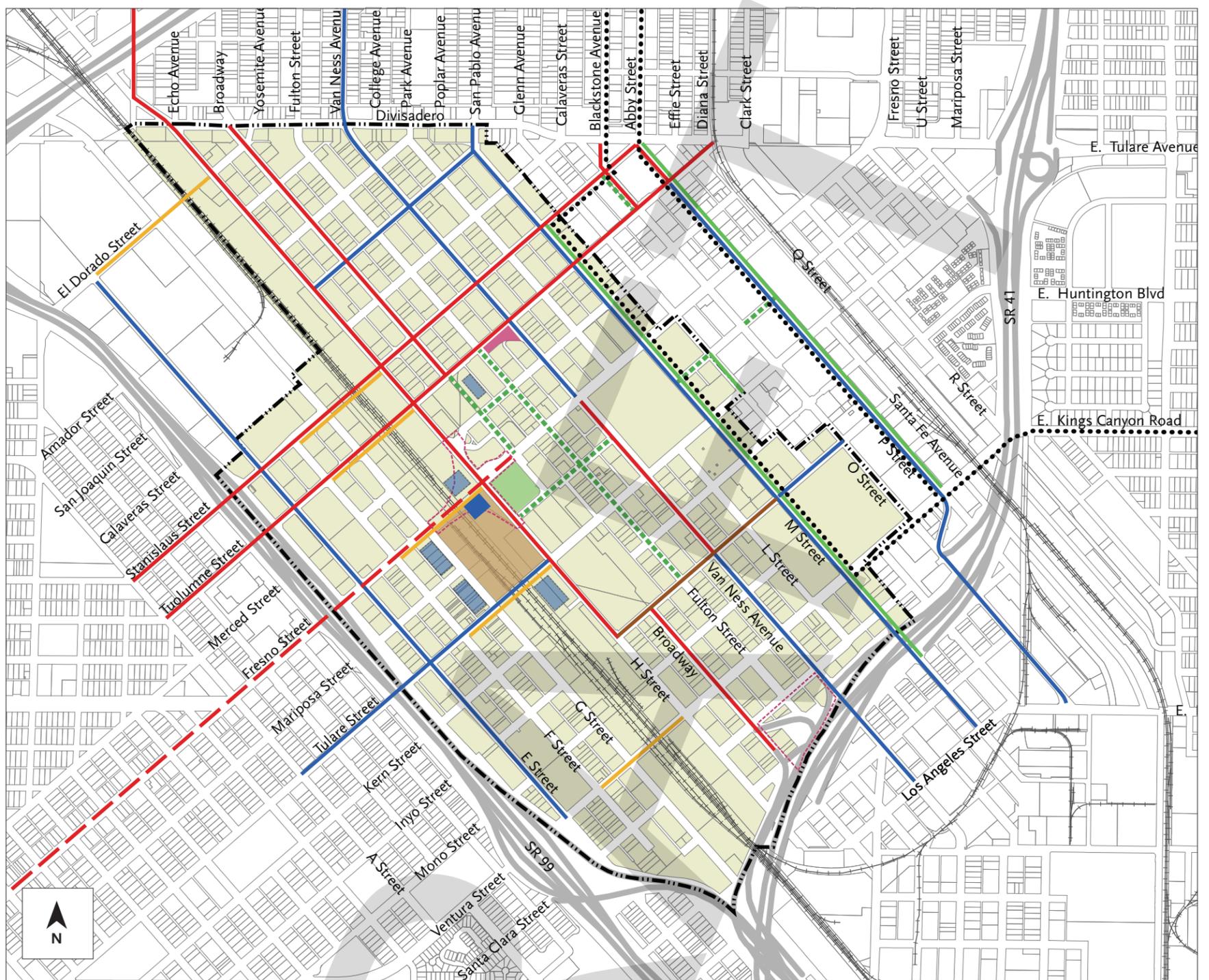
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11.7 TRANSPORTATION

To implement the Plan's downtown transportation network for all modes, a series of actions and improvements has been identified. These actions and improvements complement the proposed vision and would enhance the transportation experience for all Downtown users. This set of actions and improvements concentrates major investments in locations that have the greatest chance of catalyzing private investment. The use of large public investment in infrastructure is not envisioned as part of the strategy. The concept is that private investment would be coupled with public funds to facilitate economic development. To that end, the strategy has been developed to be a series of small investments that would be constructed as development or redevelopment occurs on a particular street or in a neighborhood. Improvements would be constructed in conjunction with development and not be used as the catalyst for economic development.

The actions and improvements have been organized into short-, mid-, and long-term priorities. A majority of the short-term improvements are focused on pedestrian, bicycle, or streetscape projects. **Table 11.7A** presents the list of priority improvements. The list is not intended to be a rigid set of priorities. As development or redevelopment opportunities present themselves, projects should be constructed to complement the development project, even if the project is in the mid- or long-term section of the list.

Figure 11.7A - Transportation Projects



Key

- Road diet and bike lanes
- Bike lanes
- Major Streetscape
- One-way to two-way conversion
- Reconnect the street grid
- Street Stabilization
- Interchange reconstruction (H Street Interchange and SR 41 southbound on-ramp)
- HST-related grade separation
- Bus Rapid Transit route
- Temporary Transit Mall
- HST station
- New HST-serving parking garage
- New public parking garage
- Road removal

11.7 TRANSPORTATION (continued)

Table 11.7A - Transportation Projects

| Project | Project Name | Project Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) | |
|--------------|--------------------------|---|---|--------------|---|--|-----------|
| T-P.1 | Road Diet and Bike Lanes | Implement road diets throughout Downtown. 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 re-converting one-way to two-way streets: | | | | | |
| | T-P.1.1 | H Street (Belmont Avenue to Inyo Street) | Public Works | near-term | Funding availability for street resurfacing | \$5,330,000 | |
| | T-P.1.2 | Stanislaus Street (Divisadero Street to B Street) | Public Works | near-term | Funding availability for street resurfacing | \$ 3,500,000 | |
| | T-P.1.3 | Tuolumne Street (Divisadero Street to A Street) | Public Works | near-term | Funding availability for street resurfacing | \$ 3,750,000 | |
| | T-P.1.4 | Broadway Street (Divisadero Street to Tuolumne Street) | Public Works | near-term | Funding availability for street resurfacing | \$ 869,000 | |
| | T-P.1.5 | Broadway Street (Inyo Street to SR 41) | Public Works | near-term | Funding availability for street resurfacing | \$ 1,380,000 | |
| | T-P.1.6 | Fresno Street (California Avenue to H Street) | Public Works | near-term | Funding availability for street resurfacing | \$ 5,010,000 | |
| | T-P.1.7 | Blackstone Avenue/O Street (Abby Street to Stanislaus Street) | Public Works | mid-term | Funding availability for street resurfacing | \$ 346,000 | |
| | T-P.1.8 | Abby Street/P Street (Blackstone Avenue to Stanislaus Street) | Public Works | mid-term | Funding availability for street resurfacing | \$ 222,000 | |
| | T-P.1.9 | Van Ness Avenue (Fresno Street to Inyo Street) | Public Works | long-term | Funding availability for street resurfacing | \$ 1,900,000 | |
| | Bike Lanes | T-P.1.10 | Inyo Street (M Street to O Street) | Public Works | near-term | Funding availability for street resurfacing | \$ 1,000 |
| | | T-P.1.11 | Tulare Street (A Street to H Street) | Public Works | near-term | Funding availability for street resurfacing | \$ 3,025 |
| | | T-P.1.12 | Van Ness Avenue (Belmont Avenue to Fresno Street and Inyo Street to Los Angeles Street) | Public Works | long-term | Funding availability for street resurfacing | \$ 13,000 |
| | | T-P.1.13 | M Street (Divisadero Street to Los Angeles Street) | Public Works | long-term | Funding availability for street resurfacing | \$ 9,200 |
| | | T-P.1.14 | P Street (Tuolumne Street to Los Angeles Street) | Public Works | long-term | Funding availability for street resurfacing | \$ 7,700 |
| | | T-P.1.15 | E Street (El Dorado Street to Ventura Avenue) | Public Works | long-term | Funding availability for street resurfacing | \$ 8,600 |
| | T-P.1.16 | San Joaquin Street (H Street to M Street) | Public Works | long-term | Funding availability for street resurfacing | \$ 2,400 | |

- Full or significant funding possible
- ◐ Partial funding possible or funding source designated for certain uses
- Funding unlikely or uncertain

| Potential Funding and Financial Sources | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-----------------------------------|--|-----------------------------|--|--------------------------|-----------------------------------|--|---------------|-------------------|-------------------------------------|--|-----------------------------|---------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|----------------------|----------------------|----------------------|--------------------|---------------------------|---|
| Assessment Districts | | | | | | City Funding / Financing | | | | | Private Contributions / Investment | | | | | Other Government Sources | | | | | | | | |
| Benefit Assessment District | Business Improvement District (BID) | Landscaping and Lighting District | Mello Roos / Community Facilities District | Parking Assessment District | Property-Based Improvement District (PBID) | City General Fund | Infrastructure Financing District | Redevelopment Agency Tax Increment Financing | Revenue Bonds | User Fees / Rates | Development Impact Fees / Exactions | Developer Financed Public Improvements | Non-Profit Capital Campaign | Private equity investment | Public Private Partnership | Community Development Block Grants | High Speed Rail Authority | Local Transportation Fund | Proposition 1C Funds | Proposition 50 Funds | Proposition 84 Funds | Regional Sales Tax | State Revolving Loan Fund | Other State and Federal Water and Energy Grants |
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| ● | ○ | ○ | ● | ○ | ◐ | ◐ | ● | ◐ | ○ | ○ | ◐ | ◐ | ○ | ○ | ○ | ○ | ○ | ◐ | ○ | ○ | ○ | ◐ | ○ | ○ |
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11.7 TRANSPORTATION (continued)

Table 11.7A - Transportation Projects

| Project | Project Name | Project Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|--------------|----------------------------------|---|---|------------|---|--|
| T-P.2 | Major Streetscape and Bike Lanes | Widen sidewalks, introduce corner bulbouts, introduce lighting and landscape, and implement facade improvements, on the following streets: | | | | |
| | | T-P.2.1 Inyo Street (H Street to M Street) | Public Works | near-term | Funding availability | \$ 65,500 |
| T-P.3 | One-Way to Two-Way Conversion | Convert the identified one-way streets back to two-way streets in order to enhance economic development within the Plan Area, slow traffic, and facilitate navigation. The streets listed below and shown in Figure 11-7A should be prioritized for re-converting one-way to two-way streets. | | | | |
| | | T-P.3.1 N Street (Mariposa Street to Tulare Street) | Public Works | near-term | Funding availability – economic development trigger | \$ 180,000 |
| | | T-P.3.2 P Street (Ventura Street to Stanislaus Street) | Public Works | mid-term | Funding availability – economic development trigger | \$ 1,990,000 |
| | | T-P.3.3 M Street (Stanislaus Street to Fresno Street) - and major streetscape | Public Works | mid-term | Funding availability – economic development trigger | \$ 955,000 |
| | | T-P.3.4 M Street (Fresno Street to SR 41) | Public Works | long-term | Funding availability – economic development trigger | \$ 1,860,000 |
| T-P.4 | Reconnect 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 11-7A should be prioritized for physical improvements: | | | | |
| | | T-P.4.1 Work with the Cesar Chavez Education Center to reopen O Street between Divisadero Street and Stanislaus Street as a low-speed, two-lane street. Opening up O Street is contingent upon identifying creative solutions for reducing the parking load and/or finding an alternative parking location (such as closing Stanislaus Street between O and Divisadero Streets). | Fresno Unified School District and City of Fresno | near-term | Agreement by school district | \$ 550,000 |
| | | T-P.4.2 Mariposa Street between M and N Streets, and between O and P Streets. | Public Works | | | \$ 960,000 |
| | | T-P.4.3 Fulton Street between Inyo and Tuolumne Streets. [Subject to City Council Approval] | Public Works | | | tbd |
| | | T-P.4.4 Merced Street between Broadway Street and Van Ness Avenue, with a possible extension to H Street. [Subject to City Council Approval] | Public Works | | | tbd |

- Full or significant funding possible
- ⊖ Partial funding possible or funding source designated for certain uses
- Funding unlikely or uncertain

| Potential Funding and Financial Sources | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-----------------------------------|--|-----------------------------|--|--------------------------|-----------------------------------|--|---------------|-------------------|-------------------------------------|--|-----------------------------|---------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|----------------------|----------------------|----------------------|--------------------|---------------------------|---|
| Assessment Districts | | | | | | City Funding / Financing | | | | | Private Contributions / Investment | | | | | Other Government Sources | | | | | | | | |
| Benefit Assessment District | Business Improvement District (BID) | Landscaping and Lighting District | Mello Roos / Community Facilities District | Parking Assessment District | Property-Based Improvement District (PBID) | City General Fund | Infrastructure Financing District | Redevelopment Agency Tax Increment Financing | Revenue Bonds | User Fees / Rates | Development Impact Fees / Exactions | Developer Financed Public Improvements | Non-Profit Capital Campaign | Private equity investment | Public Private Partnership | Community Development Block Grants | High Speed Rail Authority | Local Transportation Fund | Proposition 1C Funds | Proposition 50 Funds | Proposition 84 Funds | Regional Sales Tax | State Revolving Loan Fund | Other State and Federal Water and Energy Grants |
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| ● | ○ | ○ | ● | ○ | ⊖ | ⊖ | ● | ⊖ | ○ | ○ | ⊖ | ⊖ | ○ | ○ | ○ | ○ | ○ | ⊖ | ○ | ○ | ○ | ⊖ | ○ | ○ |
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11.7 TRANSPORTATION (continued)

Table 11.7A - Transportation Projects

| Project | Project Name | Project Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|----------------------|--|---|---------------------------------|------------|---|--|
| T-P.4 (cont.) | Reconnect Street Grid | T-P.4.5 Mariposa Street between Broadway Street and Van Ness Avenue. [Subject to City Council Approval] | Public Works | | | tbd |
| | | T-P.4.6 Kern Street between Fulton Street and Van Ness Avenue. [Subject to City Council Approval] | Public Works | | | tbd |
| T-P.5 | Street Stabilization | Conduct targeted investment in maintenance, sidewalk completion, introduction of center medians, and the introduction of street trees on the following streets: | | | | |
| | | T-P.5.1 Fresno Street (SR 99 to Broadway Street). | Public Works | mid-term | Street resurfacing | \$ 220,000 |
| T-P.6 | Reconstruct H Street interchange to at-grade | Fresno Street (G Street to Broadway Street). | Public Works | long-term | Funding availability – economic development trigger, paid for by increased land value | tbd |
| T-P.7 | Reconstruct SR 41 on-ramp configuration | Demolish SR 41 southbound on-ramp from Broadway Street and configure a new southbound on-ramp from Van Ness Avenue | Public Works | long-term | | \$ 4,000,000 |
| T-P.8 | Bus Rapid Transit | Construct rapid bus transit routes on: | | | | |
| | | T-P.7.1 Blackstone Avenue/O Street (Fresno Street to Abby Street) | FAX | near-term | Full funding | |
| | | T-P.7.2 Abby Street/P Street (Fresno Street to Blackstone Avenue) | FAX | near-term | Full funding | |
| T-P.9 | Relocate Downtown Transit Station | Relocate Downtown Transit Station and reconstruct Courthouse Park frontage (see Section 11.6) | FAX | long-term | Funding availability | |
| T-P.10 | High Speed Train Station | | State High Speed Rail Authority | mid-term | Funded | |
| T-P.11 | Streetcar | Introduce a Streetcar that connects the Tower District to the Central Business District downtown | C.O.G. | long-term | Funding availability – economic development trigger, paid for by increased land value | |
| T-P.12 | Implement the parking strategy for the Fulton Mall and HST | Implement the parking strategy for the Plan Area surrounding the Fulton Mall and the proposed High Speed Train station area as shown in Figure 8.5A by constructing Park-Once garages at the following locations: | | | | |
| | | T-P.12.1 Half-block bounded by the alley and Broadway, Fulton, and Merced Streets | | mid-term | | |
| | | T-P.12.2 Site on the southwest corner of Fresno and H Streets | | mid-term | | |
| | | T-P.12.3 Site on the southwest corner of Fresno and H Streets | | mid-term | | |

- Full or significant funding possible
- ◐ Partial funding possible or funding source designated for certain uses
- Funding unlikely or uncertain

| Potential Funding and Financial Sources | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-----------------------------------|--|-----------------------------|--|--------------------------|-----------------------------------|--|---------------|-------------------|-------------------------------------|--|-----------------------------|---------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|----------------------|----------------------|----------------------|--------------------|---------------------------|---|
| Assessment Districts | | | | | | City Funding / Financing | | | | | | Private Contributions / Investment | | | | | | Other Government Sources | | | | | | |
| Benefit Assessment District | Business Improvement District (BID) | Landscaping and Lighting District | Mello Roos / Community Facilities District | Parking Assessment District | Property-Based Improvement District (PBID) | City General Fund | Infrastructure Financing District | Redevelopment Agency Tax Increment Financing | Revenue Bonds | User Fees / Rates | Development Impact Fees / Exactions | Developer Financed Public Improvements | Non-Profit Capital Campaign | Private equity investment | Public Private Partnership | Community Development Block Grants | High Speed Rail Authority | Local Transportation Fund | Proposition 1C Funds | Proposition 50 Funds | Proposition 84 Funds | Regional Sales Tax | State Revolving Loan Fund | Other State and Federal Water and Energy Grants |
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11.7 TRANSPORTATION (continued)

Table 11.7A - Transportation Projects

| Project | Project Name | Project Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|------------------------------|---|--|----------------|------------------|------------------------|--|
| <p>T-P.12 (cont.)</p> | <p>Implement the parking strategy for the Fulton Mall and HST</p> | <p>T-P.12.4 Site on the northwest corner of Fresno and H Streets</p> | | <p>mid-term</p> | | |
| | | <p>T-P.12.5 Half-block bounded by the alley and Fresno, G, and Mariposa Streets</p> | | <p>long-term</p> | | |
| | | <p>T-P.12.6 Half-block bounded by the alley and Mariposa, G, and Tulare Streets</p> | | <p>long-term</p> | | |
| | | <p>T-P.12.7 Block bounded by the UP railroad, Tulare, H, and Kern Streets</p> | | <p>long-term</p> | | |

| Potential Funding and Financial Sources | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-----------------------------------|--|-----------------------------|--|--------------------------|-----------------------------------|--|---------------|-------------------|-------------------------------------|--|-----------------------------|---------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|----------------------|----------------------|----------------------|--------------------|---------------------------|---|
| Assessment Districts | | | | | | City Funding / Financing | | | | | Private Contributions / Investment | | | | | Other Government Sources | | | | | | | | |
| Benefit Assessment District | Business Improvement District (BID) | Landscaping and Lighting District | Mello Roos / Community Facilities District | Parking Assessment District | Property-Based Improvement District (PBID) | City General Fund | Infrastructure Financing District | Redevelopment Agency Tax Increment Financing | Revenue Bonds | User Fees / Rates | Development Impact Fees / Exactions | Developer Financed Public Improvements | Non-Profit Capital Campaign | Private equity investment | Public Private Partnership | Community Development Block Grants | High Speed Rail Authority | Local Transportation Fund | Proposition 1C Funds | Proposition 50 Funds | Proposition 84 Funds | Regional Sales Tax | State Revolving Loan Fund | Other State and Federal Water and Energy Grants |
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11.7 TRANSPORTATION (continued)

Table 11.7B - Transportation Actions and Programs

| Action/Program | Action/Program Name | Action/Program Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|----------------|--|--|--|------------|------------------------|--|
| T-A.1 | | Adopt parking policy reforms | City Council, parking authority | near-term | | |
| T-A.2 | | Adjust transportation performance measures and adopt new CEQA significance | City Council, Public Works, Downtown and Community Economic Revitalization | near-term | | |
| T-A.3 | Upgrade traffic signal control equipment and Install Opticom systems | Upgrade traffic signal control equipment, interconnect traffics signals, connect all signals to a traffic operations center, and install emergency vehicle traffic signal interruption systems (Opticom) at all existing and new traffic signal controlled intersections. | | | | |
| T-A.4 | Provide transit vehicles | Provide transit vehicles with queue jumping and other transit priority capabilities. | | | | |
| T-A.5 | Implement a driveway management program | On commercial corridors, implement a driveway management program to consolidate the number and location of driveways. | | | | |
| T-A.6 | Reconstruct bus pads at major transfer locations | At major transit transfer locations reconstruct the roadway to accommodate bus pads designed for the increased load from busses. | | | | |
| T-A.7 | Develop a maintenance/improvement program | Develop an on-going maintenance/improvement program for major circulation routes and intersections. (FLSP Implementation Action 7-2-1) | | | | |
| T-A.8 | Develop ITS framework | Develop Execution of an Intelligent Transportation Systems (ITS) framework, including traffic signal preemption for queue spillback, to facilitate the implementation of the LOS F policy and to ensure that vehicle queues do not extend onto the mainline freeway. | | | | |
| T-A.9 | Implement the Bicycle, Pedestrian, and Trails Master Plan | Implement the citywide Bicycle, Pedestrian, and Trails Master Plan shown in Figure 9.6A, prioritizing Downtown area facilities. | | | | |
| T-A.10 | Permit angled parking | Permit angled parking within the Cultural Arts District and the South Stadium District. | | | | |
| T-A.11 | Purchase parking station equipment | Purchase parking station equipment and parking ticket equipment for installation in priority areas or facilities. | | | | |
| T-A.12 | Establish protocols for managing parking | Establish protocols for managing parking in the Downtown, including empowering the City Council to set parking availability targets for Downtown and delegating to the City Manager and the Parking Division the authority to manage parking, and empowering the Parking Division to operate public on-street spaces, off-street lots, and off-street garages as an integrated system. | | | | |
| T-A.13 | Identify public parking facades | Identify public parking façades to be improved and generate a priority list along with cost-estimates. | | | | |

11.7 TRANSPORTATION (continued)

Table 11.7B - Transportation Actions and Programs

| Action/ Program | Action/Program Name | Action/Program Description | Responsibility | Time frame | Implemen- tation Trigger | Cost Estimate (Preliminary for Public Draft pur- poses. The proj- ect parameters and project costs will continue to be refined during the Public Review Process) |
|--------------------|--|---|----------------|------------|-----------------------------|---|
| T-A.14 | Generate a priority of lighting and parking wayfinding improve-ments | Generate a priority list, including cost estimates, of desired improvements to both lighting and parking wayfinding in order to create a better sense of place Downtown. | | | | |
| T-A.15 | Generate a priority of parking availability, management, and enforcement | Generate a priority list, including cost estimates, of options for the following systems and/or equipment: <ul style="list-style-type: none"> • Real time information about parking availability. • License Plate Recognition for parking manage-ment and enforcement. | | | | |

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- Full or significant funding possible
- ◐ Partial funding possible or funding source designated for certain uses
- Funding unlikely or uncertain

| Potential Funding and Financial Sources | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-----------------------------------|--|-----------------------------|--|--------------------------|-----------------------------------|--|---------------|-------------------|-------------------------------------|--|-----------------------------|---------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|----------------------|----------------------|----------------------|--------------------|---------------------------|---|
| Assessment Districts | | | | | | City Funding / Financing | | | | | | Private Contributions / Investment | | | | | Other Government Sources | | | | | | | |
| Benefit Assessment District | Business Improvement District (BID) | Landscaping and Lighting District | Mello Roos / Community Facilities District | Parking Assessment District | Property-Based Improvement District (PBID) | City General Fund | Infrastructure Financing District | Redevelopment Agency Tax Increment Financing | Revenue Bonds | User Fees / Rates | Development Impact Fees / Exactions | Developer Financed Public Improvements | Non-Profit Capital Campaign | Private equity investment | Public Private Partnership | Community Development Block Grants | High Speed Rail Authority | Local Transportation Fund | Proposition 1C Funds | Proposition 50 Funds | Proposition 84 Funds | Regional Sales Tax | State Revolving Loan Fund | Other State and Federal Water and Energy Grants |
| ● | ● | ○ | ● | ○ | ● | ◐ | ● | ◐ | ◐ | ○ | ◐ | ◐ | ◐ | ○ | ○ | ◐ | ○ | ○ | ○ | ○ | ○ | ○ | ◐ | ○ |
| ◐ | ◐ | ○ | ◐ | ● | ◐ | ◐ | ◐ | ◐ | ◐ | ◐ | ◐ | ○ | ○ | ○ | ○ | ○ | ○ | ◐ | ○ | ○ | ○ | ◐ | ◐ | ○ |

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11.8 SUSTAINABILITY, INFRASTRUCTURE, AND RESOURCES

To implement the Plan’s infrastructure network, a number of actions and improvements have been identified. These actions and improvements are put in place in order to accommodate the growth that is projected to occur in Downtown over the Plan’s horizon.

The actions and improvements have been organized into short-, mid-, and long- term priorities. The list is not intended to be a rigid set of priorities. As development or redevelopment opportunities present themselves, projects should be constructed to complement the development project, even if the project is in the mid- or long-term section of the list.

A. DOMESTIC WATER INFRASTRUCTURE

- 1. Analysis and Methodology.** The City of Fresno Urban Water Management Plan (UWMP), prepared by West Yost Associates in August of 2008, utilized land use-based demand projections to estimate future water demand. To update these demands for this specific plan analysis, Sherwood Design Engineers (SDE) has estimated the expected change in existing water use on a per-parcel basis. These changes were only calculated for underutilized parcels within the Plan area, using the land use-based demand rates shown in Table 8-4 of the UWMP. To establish the existing condition for these parcels, these rates were applied to the existing land use designations. Parcels with no existing buildings were assumed to have no water use.

SDE then estimated future water demands for under-utilized parcels, expected to be the only parcels improved under the proposed Specific Plan (See Figure 11.9A), using the development program shown in Table 6.2B. To more accurately reflect increased intensification within each parcel, demand rates were based on gross building square footage, rather than on the land use-based rates from the UWMP. These rates were chosen to more closely reflect the urban condition of downtown Fresno, which tends to have higher density than similar land uses elsewhere in the City. Additionally, three buildout scenarios were analyzed, based on a range of possible floor area ratios, also shown in Table 6.2B.

This projected demand, shown in Figure 11.9A was provided to the City of Fresno for use in the water system model.

- 2. Analysis Results and Required Water Infrastructure Improvements.** Using the methodology described above, it was determined that average daily water demand under the proposed Specific Plan will increase from 0.7 mgd to a maximum of approximately 3.3 mgd. This level of demand would be reached under the maximum buildout condition analyzed by the economic studies performed for the Downtown area, in which the built area within the underutilized parcels increases from an existing 1.1 million square feet to 14.1 million square feet over a 25-year period.

These per parcel demands, as well as a fire flow requirement of 3500 gpm at 20 psi residual pressure, were used by WYA in modeling of the City’s Downtown water distribution system. This work was performed to identify specific deficiencies in the existing water distribution system that would prevent it from adequately serving the Plan area’s anticipated growth in demand.

In the Hydraulic Evaluation of the Proposed Fulton Corridor Plan Project, dated July 22, 2011, WYA evaluated the projected demands and fire flow requirements within the model of the City’s water distribution network. Recommendations within this report include upgrades of approximately 1,400 linear feet of smaller pipes to 8” diameter pipes, the construction of approximately 7,660 linear feet of new 8” water pipe, and an additional 1.5 MG of storage. The identified site of the previously planned 3 MG Downtown tank is assumed to be able to accommodate this additional storage. The results of this modeling are shown in Figure 11.9B.

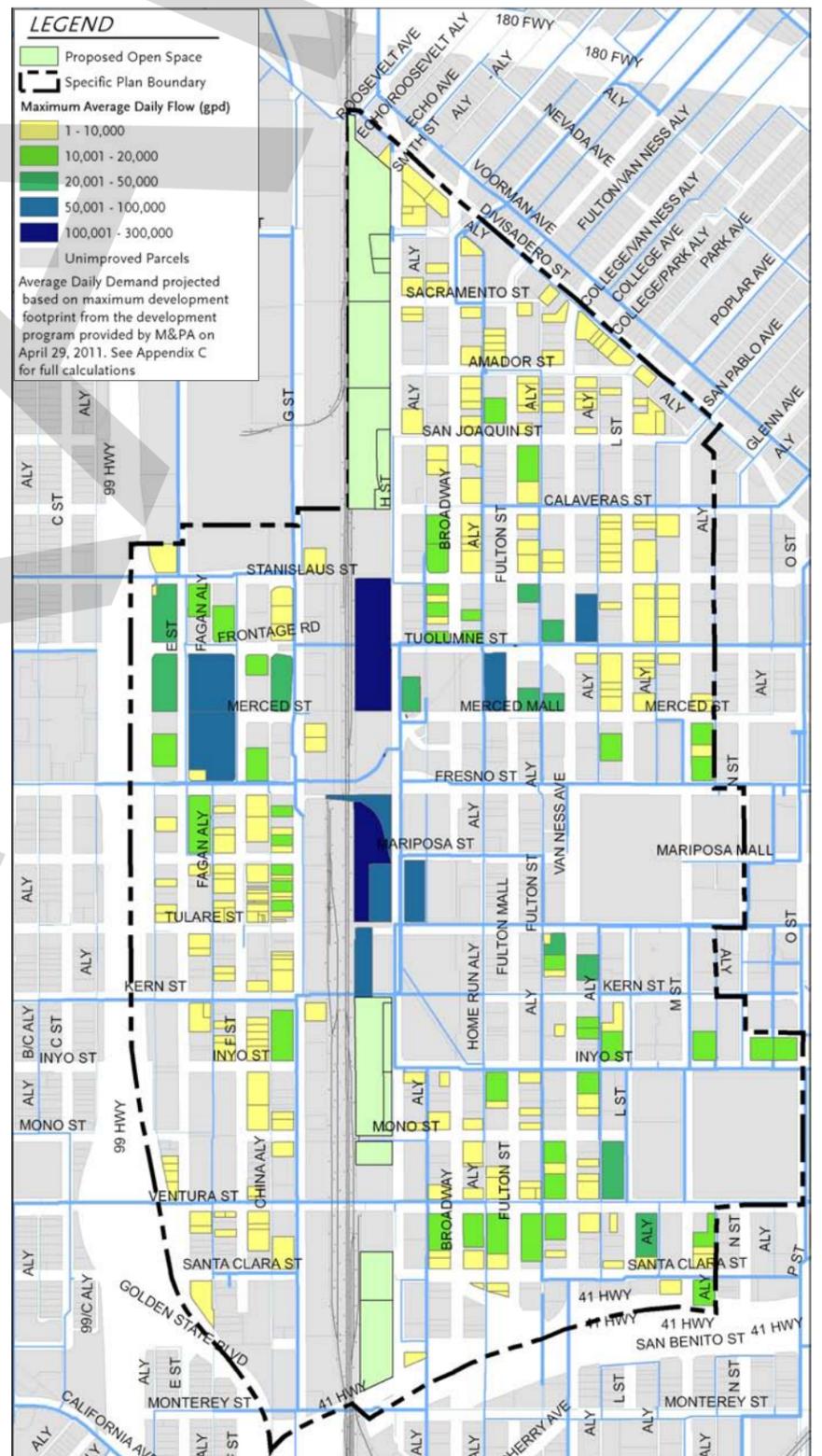


Figure 11.9A - Existing Water Infrastructure and Projected Demand

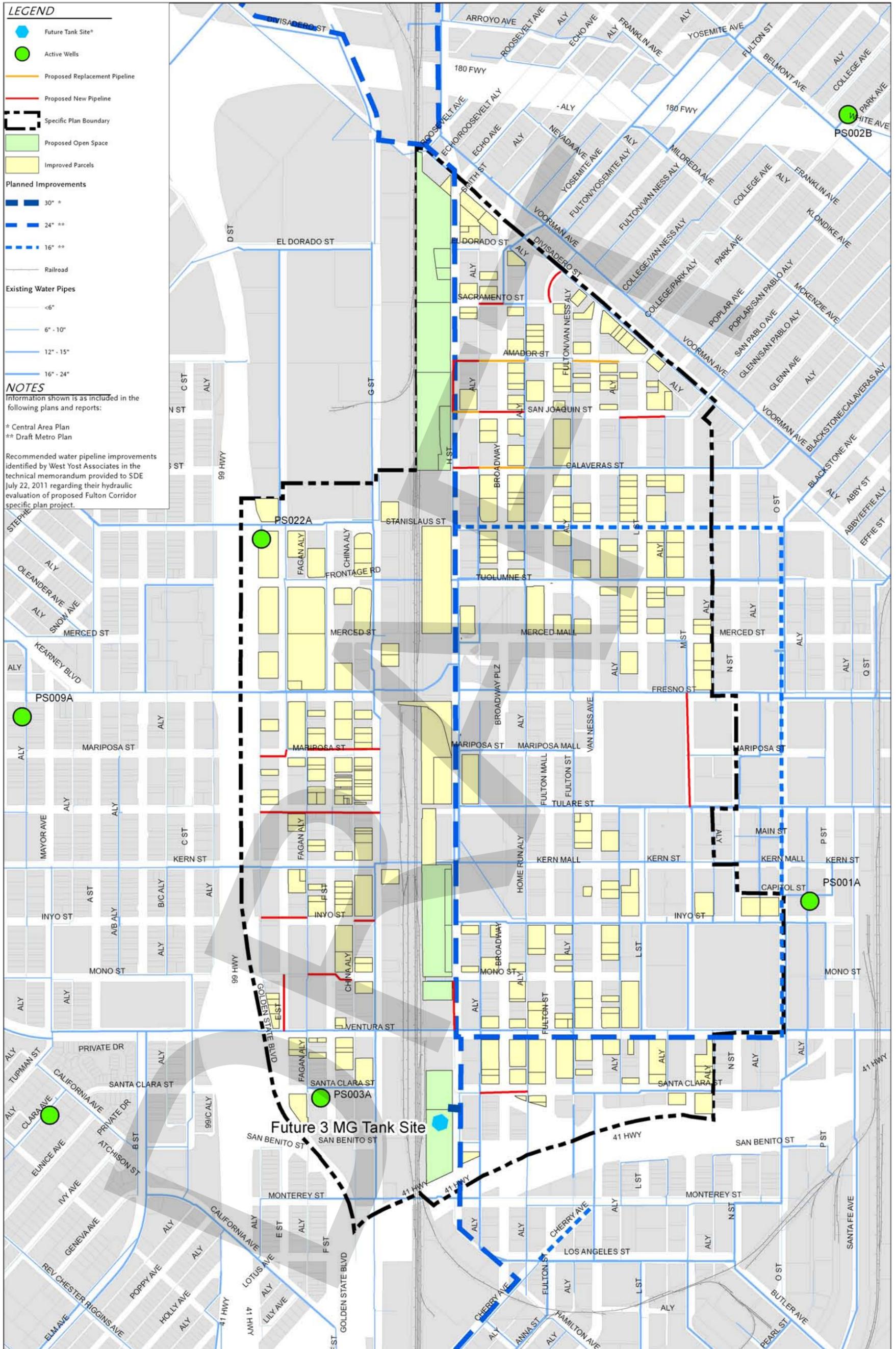


Figure 11.9B - Water Infrastructure & Required Water Infrastructure Improvements

11.8 SUSTAINABILITY, INFRASTRUCTURE, AND RESOURCES (continued)

B. SEWER INFRASTRUCTURE

1. Analysis and Methodology. In order to account for the increased intensification expected within the Fulton Corridor Specific Plan area, existing and projected wastewater flows were estimated on a per-parcel basis for underutilized parcels. Existing Average Dry Weather Flows (ADWF) were calculated based on individual parcel areas and on the land use-based flow rates set forth in the Wastewater Collection System Master Plan (WCSMP). A peaking factor of 1.49 was included to calculate Peak Dry Weather Flows (PDWF), as shown in recorded flow data of the WCSMP. An Infiltration and Inflow (I/I) value of 500 gpd/ac was added to the PDWF to calculate the Peak Wet Weather Flow (PWWF). This value is the rate specified for existing development in the WCSMP.

To calculate projected wastewater flows, Sherwood Design Engineers used the per capita generation rate established by the WCSMP, but applied it to the expected built area of each parcel, since rates based strictly on land use designations would not account for the higher densities expected within the Downtown area. These built areas were presented in the Specific Plan development program for three different development conditions; a minimum buildout, a median buildout, and a maximum buildout (see **Table 6.2B**). Dry weather flows were calculated for each of these conditions, and I/I was added at the rate of 1,500 gpd/ac (as specified by the WCSMP for new development) to arrive at a peak flow rate. This is a conservative value that will likely be able to be adjusted in the future, as ongoing investigations in the existing sewer system in the Downtown area will determine more accurate I/I values.

These projected flow rates, shown in **Figure 11.9C**, were provided to the City of Fresno for use in their wastewater system model.

2. Analysis Results and Required Sewer Infrastructure

Improvements. Peak Wet Weather Flows within the Plan area increased from the estimated existing flow of to 1.6 MGD to 4.9 MGD under the maximum buildout condition, an increase of almost 3.3 MGD per day. This large increase is somewhat attributable to the higher I/I rate, but is mainly the result of the increased population associated with a high rate of densification throughout the Plan area. It is expected these higher flows may require some modification of the WCSMP-recommended projects within the Plan area, to either add new capacity where a shortfall had not previously been identified, or to provide additional capacity on individual lines already found to be deficient.

In the *Sewer Capacity Study of Fulton Corridor Specific Plan Project Area*, dated July 2011, the City of Fresno Department of Public Utilities evaluated the existing sewer system to determine where capacity issues would arise based on development occurring in this Specific Plan over a 25-year period. The model identified 5 runs of pipe that would need to be upsized in order to ensure adequate capacity to serve the projected sewer demands. Projected pipe sizes range from 10" to 30". The results of this modeling are shown in **Figure 11.9D**.

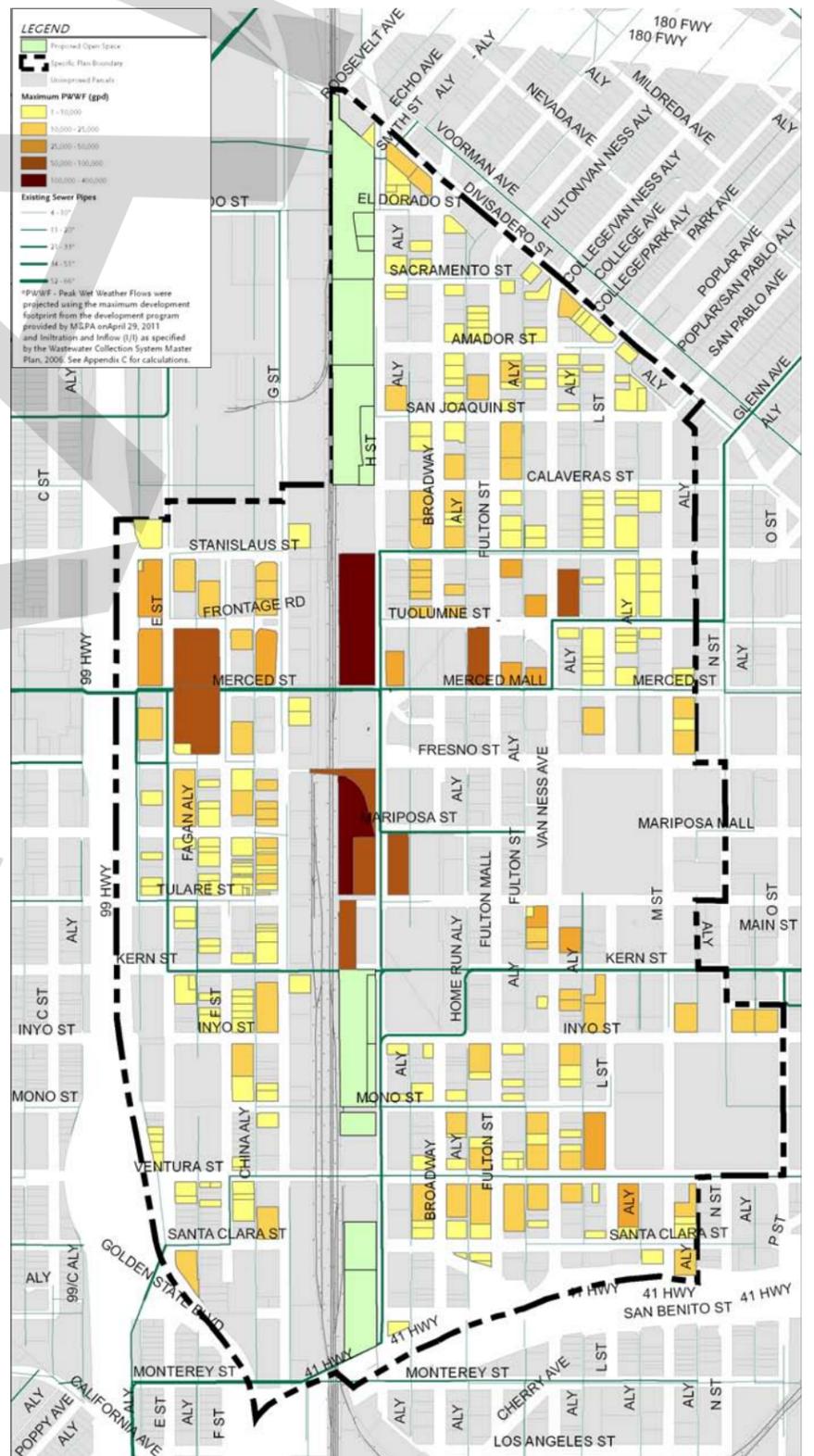


Figure 11.9C - Existing Sewer Infrastructure and Projected Demand

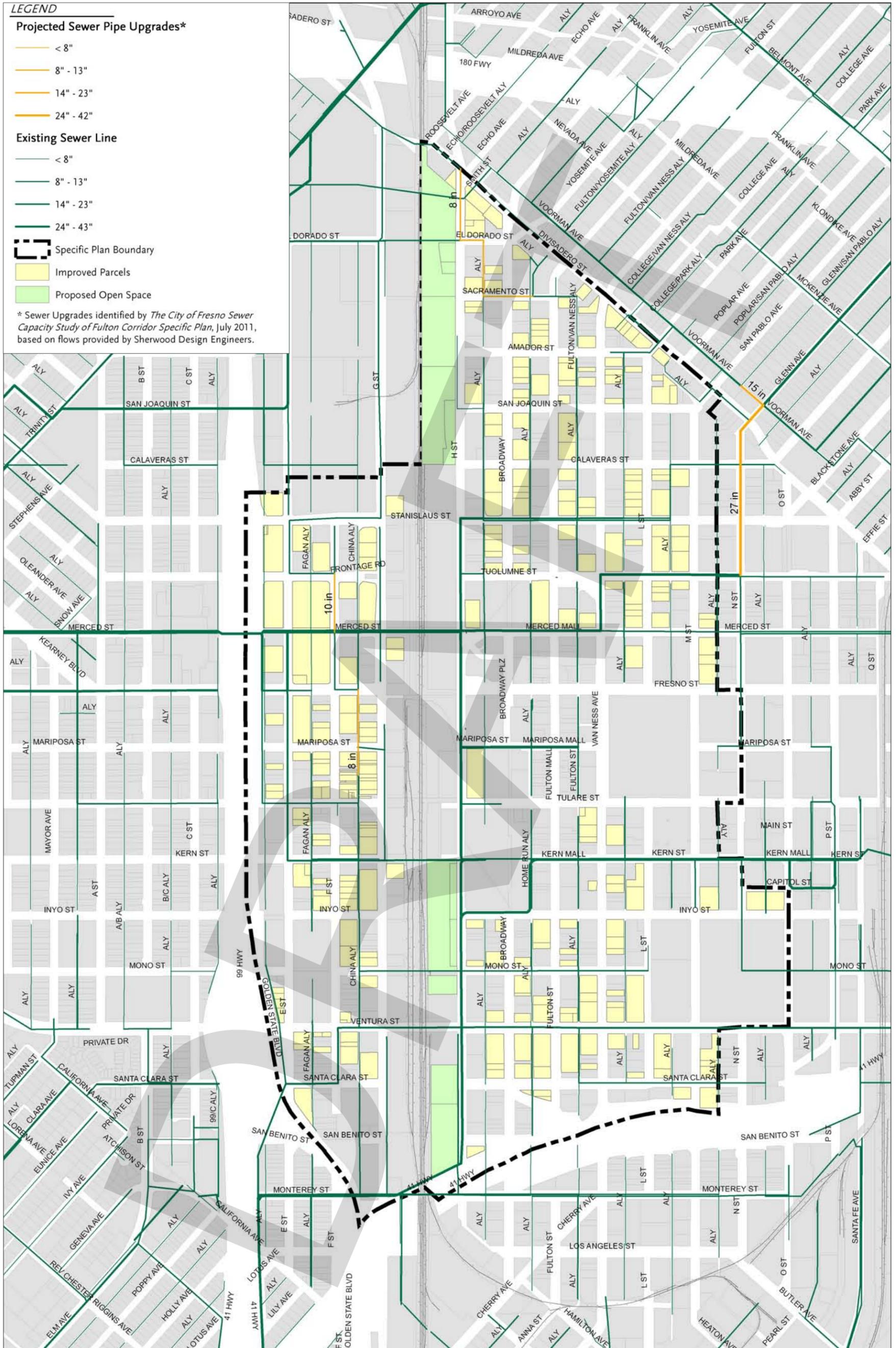


Figure 11.9D - Existing Sewer Infrastructure and Required Sewer Infrastructure Improvements

11.8 SUSTAINABILITY, INFRASTRUCTURE, AND RESOURCES (continued)

C. RECYCLED WATER INFRASTRUCTURE

1. Analysis Results and Required Recycled Water Infrastructure Improvements. There are several areas with demands for landscape irrigation within the Plan area. The RWMP has identified several opportunity sites within the area, including schools, other city-owned parcels, and parks proposed as part of the open space plan. Other opportunity sites include streets identified in the Landscape for Streets Plan, shown on **Figure 11.4A**. These streets are proposed to have street trees and plantings. Irrigation for these plantings can be accounted for with recycled water by connecting to the recycled water main proposed as part of the RWMP, as well as connecting to a packaged recycled water plant at Eaton Plaza. Such a plant would reduce the flows to the RWRF, potentially offsetting the increased flows caused by the densification of downtown. Also, a packaged plant downtown would remove the associated pumping costs to transport the flow that would be removed from the city wastewater system.

D. UTILITY SYNERGIES

1. Analysis Results. Given the large number of projects that will occur in the Downtown area to support this Plan, it will be important to identify synergies between projects to minimize the disturbance to residents as well as to realize maximum cost savings to the City through project scheduling. For instance, the recycled water infrastructure recommended in Section C corresponds to streetscape improvement projects that will be causing work within the public right-of-way. Locating distribution pipes in these streets and coordinating installation with the streetscape improvement work will reduce the costs of construction. Similarly, recycled water lines are shown to coincide with the planned water improvements along Stanislaus Street, O Street, and Ventura Street, providing savings by simplifying mobilization and traffic control. Additionally, water and sewer models both showed improvements that would need to occur off H Street in the Cultural Arts District.

2. Information Services. The Information Services Department has developed the City’s Fiber Master Plan in conjunction with the Fresno Intelligent Transportation Systems Master Plan (PW 625), a fiberoptic plan for the entire City. The development of the Fulton Corridor Specific Plan will provide lower cost opportunities to install fiber as part of major road and sidewalk construction. Installation of the fiber will increase access to technology such as video policing, wireless access, and web cams to promote events in the area. The Information Services Department will work closely with the plan to take full advantage of all opportunities to install the fiber.

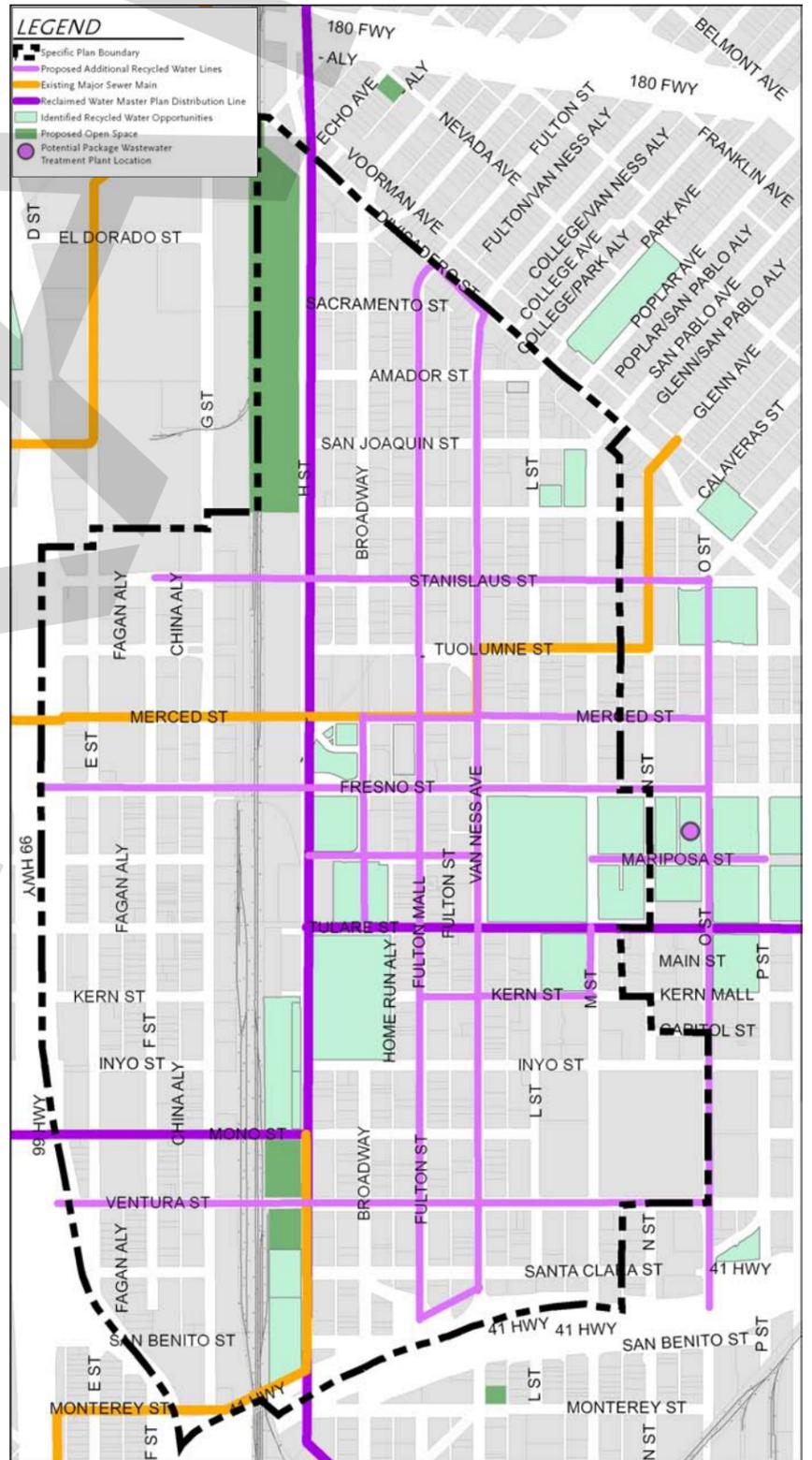


Figure 11.9E - Existing Recycled Water Infrastructure and Opportunities

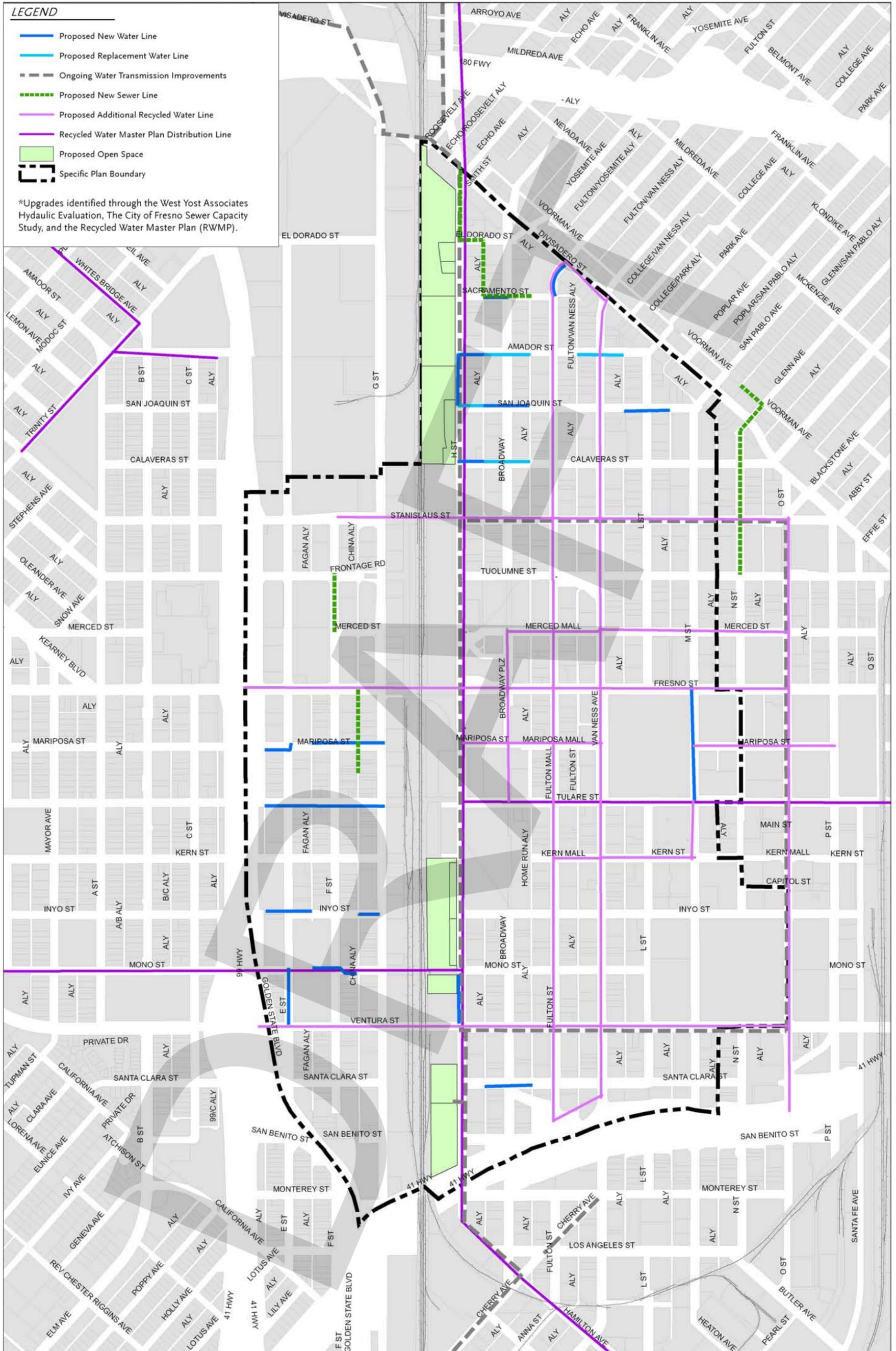


Figure 11.9F - Recommended Utility Improvement Synergies

11.8 SUSTAINABILITY, INFRASTRUCTURE, AND RESOURCES (continued)

Table 11.8A - Sustainability, Infrastructure, and Resources Projects

| Project | Project Name | Project Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|----------------|--|--|------------------|------------|---|--|
| SIR-P.1 | Regional Transmission Improvements | Design and construct the improvements to the Regional Transmission Mains and Transmission Grid Mains based on the recommendations made in the MWRMP | Public Utilities | near-term | | \$3,407,000 |
| | | SIR-P.2.1 Install 2,780 LF of 24" Regional Transmission Main in Ventura St. | Public Utilities | near-term | | \$1,259,000 |
| | | SIR-P.2.2 Install 4,380 LF of 16" Regional Transmission Main in O St. | Public Utilities | near-term | | \$1,314,000 |
| | | SIR-P.2.3 Install 2,780 LF of 16" Regional Transmission Main in Stanislaus St. | Public Utilities | near-term | | \$834,000 |
| SIR-P.2 | Projected Water Distribution Modernization | Replace water mains installed before 1950 to improve water service and ensure functionality of distribution system for the duration of the Specific Plan | Public Utilities | ongoing | | \$9,581,000 |
| SIR-P.3 | Projected Water Distribution Modernization | Replace water mains installed between 1950 and 1965 to improve water service and ensure functionality of distribution system for the duration of the Specific Plan | Public Utilities | mid-term | | \$8,125,000 |
| SIR-P.4 | Potential Water Distribution Capacity Improvements | Complete water pipeline improvements identified by West Yost Associates in the technical memorandum provided to SDE July 22, 2011 regarding their hydraulic evaluation of proposed Fulton Corridor specific plan project | | | | \$2,625,000 |
| | | SIR-P.4.1 Install 1010 LF of water main on M St. From Tulare St. to Fresno St. | Public Utilities | near-term | Civic Center Plan Zone Improvements | \$220,000 |
| | | SIR-P.4.2 Install 630 LF of water main along Mariposa St. from Fagan Alley to G St. | Public Utilities | mid-term | Development Priority Project 6 (Transit Oriented Development) | \$174,000 |
| | | SIR-P.4.3 Complete 4620 LF of water main improvements in the Cultural Arts District | Public Utilities | ongoing | Development Priority Project 7 (Cultural Arts District) | \$1,043,000 |
| | | SIR-P.4.4 Install 840 LF of water main along sections of H St. and Santa Clara St. | Public Utilities | ongoing | Development Priority Project 9 (South Stadium District) | \$193,000 |
| | | SIR-P.4.5 Install 1730 LF of water main, along sections of Inyo St., Tulare St. and Mariposa St. | Public Utilities | long-term | Development Priority Project 10 (Chinatown) | \$537,000 |
| | | SIR-P.4.6 Install 390 LF of water main on San Joaquin St. from I/Van Ness Alley to I/M Alley | Public Utilities | long-term | Development Priority Project 12 (Divisadero Triangle) | \$115,000 |
| | | SIR-P.4.7. Install 1260 LF of water main on sections of Mono St., E St. and Inyo St | Public Utilities | long-term | Chinatown Industrial District Plan Zone Improvements | \$343,000 |

- Full or significant funding possible
- ⊖ Partial funding possible or funding source designated for certain uses
- Funding unlikely or uncertain

| Potential Funding and Financial Sources | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-----------------------------------|--|-----------------------------|--|--------------------------|-----------------------------------|--|---------------|-------------------|-------------------------------------|--|-----------------------------|---------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|----------------------|----------------------|----------------------|--------------------|---------------------------|---|
| Assessment Districts | | | | | | City Funding / Financing | | | | | | Private Contributions / Investment | | | | | Other Government Sources | | | | | | | |
| Benefit Assessment District | Business Improvement District (BID) | Landscaping and Lighting District | Mello Roos / Community Facilities District | Parking Assessment District | Property-Based Improvement District (PBID) | City General Fund | Infrastructure Financing District | Redevelopment Agency Tax Increment Financing | Revenue Bonds | User Fees / Rates | Development Impact Fees / Exactions | Developer Financed Public Improvements | Non-Profit Capital Campaign | Private equity investment | Public Private Partnership | Community Development Block Grants | High Speed Rail Authority | Local Transportation Fund | Proposition 1C Funds | Proposition 50 Funds | Proposition 84 Funds | Regional Sales Tax | State Revolving Loan Fund | Other State and Federal Water and Energy Grants |
| ⊖ | ○ | ○ | ● | ○ | ○ | ⊖ | ⊖ | ⊖ | ⊖ | ● | ⊖ | ⊖ | ○ | ● | ● | ⊖ | ○ | ○ | ○ | ⊖ | ○ | ○ | ⊖ | ⊖ |
| ⊖ | ○ | ○ | ● | ○ | ○ | ⊖ | ⊖ | ⊖ | ⊖ | ● | ⊖ | ⊖ | ○ | ● | ● | ⊖ | ○ | ○ | ○ | ⊖ | ○ | ○ | ⊖ | ⊖ |
| ⊖ | ○ | ○ | ● | ○ | ○ | ⊖ | ⊖ | ⊖ | ⊖ | ● | ⊖ | ⊖ | ○ | ● | ● | ⊖ | ○ | ○ | ○ | ⊖ | ○ | ○ | ⊖ | ⊖ |
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| ● | ○ | ○ | ● | ○ | ○ | ⊖ | ⊖ | ⊖ | ⊖ | ● | ⊖ | ⊖ | ○ | ● | ● | ⊖ | ○ | ○ | ○ | ⊖ | ○ | ○ | ⊖ | ⊖ |
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| ● | ○ | ○ | ● | ○ | ○ | ⊖ | ⊖ | ⊖ | ⊖ | ● | ⊖ | ⊖ | ○ | ● | ● | ⊖ | ○ | ○ | ○ | ⊖ | ○ | ○ | ⊖ | ⊖ |

11.8 SUSTAINABILITY, INFRASTRUCTURE, AND RESOURCES (continued)

Table 11.8A - Sustainability, Infrastructure, and Resources Projects

| Project | Project Name | Project Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|----------------|---------------------------------------|--|----------------------|------------------|---|--|
| SIR-P.5 | Potential Sewer Capacity Improvements | Complete Sanitary Sewer improvements as identified by The City of Fresno Sewer Capacity Study of Fulton Corridor Specific Plan Project Area dated July 2011 | | | | |
| | | SIR-P.5.1 Upgrade 730 LF of Sanitary Sewer Pipe along sections of China Aly and 13 LF of Sanitary Sewer Pipe on sections of F St. | Public Utilities | mid-term | Development Priority Project 6 (Transit Oriented Development) | \$257,000 |
| | | SIR-P.5.2 Upgrade 1720 LF of Sanitary Sewer Pipe along sections of Sacramento St., Eldorado St and H St. | Public Utilities | ongoing | Development Priority Project 7 (Cultural Arts District) | \$536,000 |
| | | SIR-P.5.3 Upgrade 250 LF of Sanitary Sewer Pipe along sections of Voorman St., and 1520 LF of Sanitary Sewer Pipe along sections of Glenn Ave and N St. | Public Utilities | Long-term | Development Priority Project 12 (Divisadero Triangle) | \$1,503,000 |
| | | SIR-P.5.4 Install 500 LF of Sanitary Sewer Pipe along sections of F St. | Public Utilities | Long-term | CBD2 Plan Zone Improvements | \$212,000 |
| SIR-P.6 | Proposed Recycled Water Facility | Design and construct a recycled water facility adjacent to the water tower at Eaton Plaza | | Public Utilities | near-term | \$8,900,000 |
| SIR-P.7 | Potential Recycled Water Improvements | Install recycled water main in coordination with streetscape improvements | | | | \$5,042,000 |
| | | SIR-P.7.1 Install recycled water main along Fulton Mall | Public Utilities | near-term | Area Streetscape Improvements | \$350,000 |
| | | SIR-P.7.2 Install recycled water main on Van Ness Ave. from SR 41 to Divisadero St. | Public Utilities | near-term | Area Streetscape Improvements | \$839,000 |
| | | SIR-P.7.3 Install recycled water main on Fulton St. from Tuolumne S.t to Divisadero St. | Public Utilities | near-term | Area Streetscape Improvements | \$339,000 |
| | | SIR-P.7.4 Install recycled water main on Fulton St. from SR 41 to Inyo St. | Public Utilities | near-term | Area Streetscape Improvements | \$215,000 |
| | | SIR-P.7.5 Install recycled water main on Divisadero St. from Fulton St. to Van Ness Ave | Public Utilities | near-term | Area Streetscape Improvements | \$58,000 |
| | | SIR-P.7.6 Install recycled water main on on SR 41 from Fulton St to Van Ness Ave | Public Utilities | near-term | Area Streetscape Improvements | \$57,000 |
| | | SIR-P.7.7 Install recycled water main on Fresno St. from SR 99 to O St. | Public Utilities | near-term | Area Streetscape Improvements | \$567,000 |
| | | SIR-P.7.8 Install recycled water main on Stanislaus St. from F St. to N St. | Public Utilities | mid-term | Area Streetscape Improvements | \$471,000 |
| | | SIR-P.7.9 Install recycled water main on Merced St. from Van Ness Ave to O St. | Public Utilities | mid-term | Area Streetscape Improvements | \$196,000 |
| | | SIR-P.7.10 Install recycled water main on Merced St. from Broadway to Van Ness Ave. | Public Utilities | mid-term | Area Streetscape Improvements | \$96,000 |
| | | SIR-P.7.11 Install recycled water main on Kern St. from Fulton St. to Van Ness Ave. | Public Utilities | mid-term | Area Streetscape Improvements | \$50,000 |
| | | SIR-P.7.12 Install recycled water main on Kern St. from Van Ness Ave to M St. | Public Utilities | mid-term | Area Streetscape Improvements | \$99,000 |
| | | SIR-P.7.13 Install recycled water main on M St. from Kern St. to Tulare St. | Public Utilities | mid-term | Area Streetscape Improvements | \$61,000 |
| | | SIR-P.7.14 Install recycled water main from Ventura St. SR 99 to O St. | Public Utilities | mid-term | Area Streetscape Improvements | \$552,000 |
| | | SIR-P.7.15 Install recycled water main on Broadway St. from Merced St. to Tulare St. | Public Utilities | mid-term | Area Streetscape Improvements | \$180,000 |
| | | SIR-P.7.16 Install recycled water main at Civic Mall East from Mariposa St. from M St. to P St. | Public Utilities | long-term | Area Streetscape Improvements | \$147,000 |
| | | SIR-P.7.17 Install recycled water main at Civil Mall West from Mariposa St. from H St. to Van Ness Ave | Public Utilities | long-term | Area Streetscape Improvements | \$145,000 |
| | | SIR-P.7.18 Install recycled water main on O St. from SR 41 to Stanislaus St. | Public Utilities | long-term | Area Streetscape Improvements | \$620,000 |
| SIR-P.8 | Fiberoptic Infrastructure | Install fibreoptic infrastructure in conformance with the Fresno Intelligent Transportation Systems Master Plan (PW-625) as part of major road and sidewalk construction projects. | Information Services | | | |

11.8 SUSTAINABILITY, INFRASTRUCTURE, AND RESOURCES (continued)

Table 11.8B - Sustainability, Infrastructure, and Resources Actions and Programs

| Action | Action | Action Description | Responsibility | Time frame | Implementation Trigger | Cost Estimate (Preliminary for Public Draft purposes. The project parameters and project costs will continue to be refined during the Public Review Process) |
|----------|--|---|----------------|------------|------------------------|--|
| SIR-A.1 | Monitor City's Water and Wastewater Systems | Continue to monitor and inventory the age and function of the City's water and wastewater infrastructure systems. | | ongoing | | not applicable |
| SIR-A.2 | Update City's Capital Improvement Projects | Update the City's Capital Improvement Projects to include and prioritize water infrastructure upgrades required to support development levels projected by this Specific Plan. | | short-term | | not applicable |
| SIR-A.3 | Increase Water Rates | Increase water rates to facilitate the funding of water infrastructure improvements. | | short-term | | not applicable |
| SIR-A.4 | Design a Downtown Recycled Water Distribution Network | Design a downtown recycled water distribution network to be aligned with and integrated into the City's planned recycled water Transmission Grid Main system and instituted with the priority street improvements and planting plan. | | short-term | | not applicable |
| SIR-A.5 | Develop Criteria for Due Diligence Agency Coordination | Develop criteria for due diligence agency coordination during the schematic design phase of each Capital Improvement Project. | | short-term | | not applicable |
| SIR-A.6 | Organize Regular Meetings Between RDA and Agencies | Organize regular meetings between the Redevelopment Agency and the capital improvement departments of the Fresno Metropolitan Flood Control District and the City of Fresno Public Works, Public Utilities, and Fire departments. | | short-term | | not applicable |
| SIR-A.7 | Appoint Liaison to Coordinate Agency Meetings | Appoint a liaison within the City to coordinate meetings between various agencies and utility providers. | | short-term | | not applicable |
| SIR-A.8 | Align Installation of Downtown Recycled Water Distribution Network with other Projects | Align installation and construction of the downtown recycled water distribution network with priority street improvements, large irrigation users, and planting areas projected in this Specific Plan. | | mid-term | | not applicable |
| SIR-A.9 | Fund, Design, and Install a Packaged Water Facility | Fund, design, and install a packaged recycled water facility that provides tertiary treatment near the historic Water Tower at Mariposa Street and O Street. Follow the Secretary of Interior's Standards for development near a historic resource. | | mid-term | | not applicable |
| SIR-A.10 | Apply LID strategies | Apply the most relevant and practical type of Low Impact Development strategies when right of way improvements are made in the areas identified in Tables 11.6B - 11.6E and Figures 11.6B - 11.6E . | | mid-term | | not applicable |

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