

CHAPTER 3: PLAN FRAMEWORK AND GOALS

3.1 INTRODUCTION

Over the past 30 years, many California cities have had great success revitalizing their downtowns. The most recent and effective revitalization plans have been those that boldly reposition downtowns within their metropolitan regions and recognize that there is no such thing as a “one-size-fits-all” prescription for revitalizing all parts of a downtown at the same time. The Fulton Corridor Specific Plan builds upon this “tried and true” pattern of revitalization.

The Fulton Corridor Specific Plan recognizes that a downtown as large as Fresno’s is not one homogeneous place, but is comprised of various districts, each with its own particular architectural and functional character and potential.

Development opportunities vary from district to district. Some districts are more centrally located, others are more functionally and physically intact. Some are more critical to the future economy of the Downtown than others.

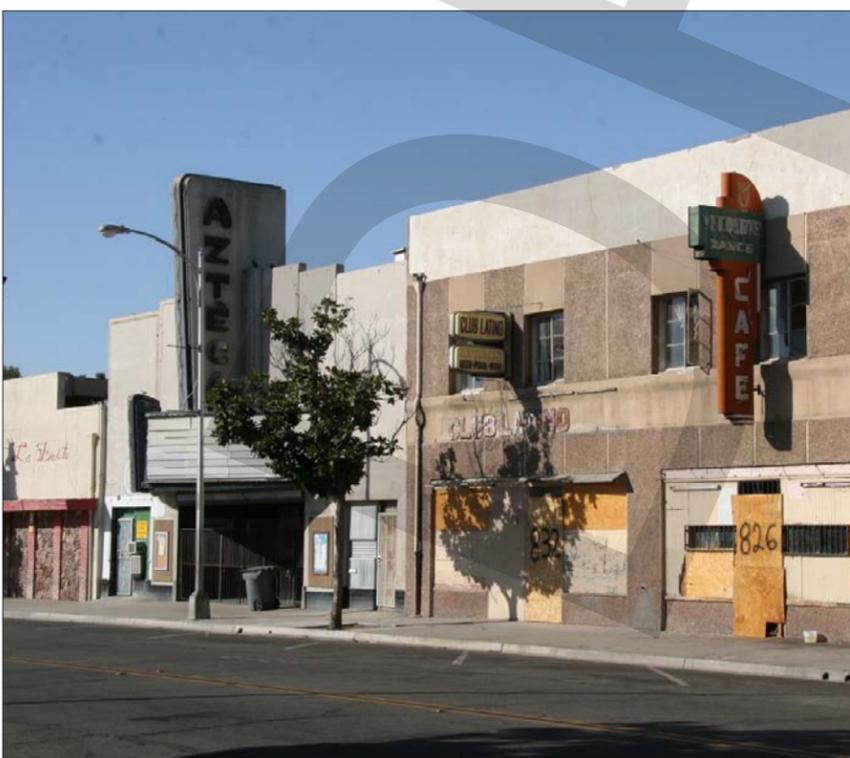
This project framework is based on the potential of each district to provide the greatest revitalization boost to the Downtown as a whole.



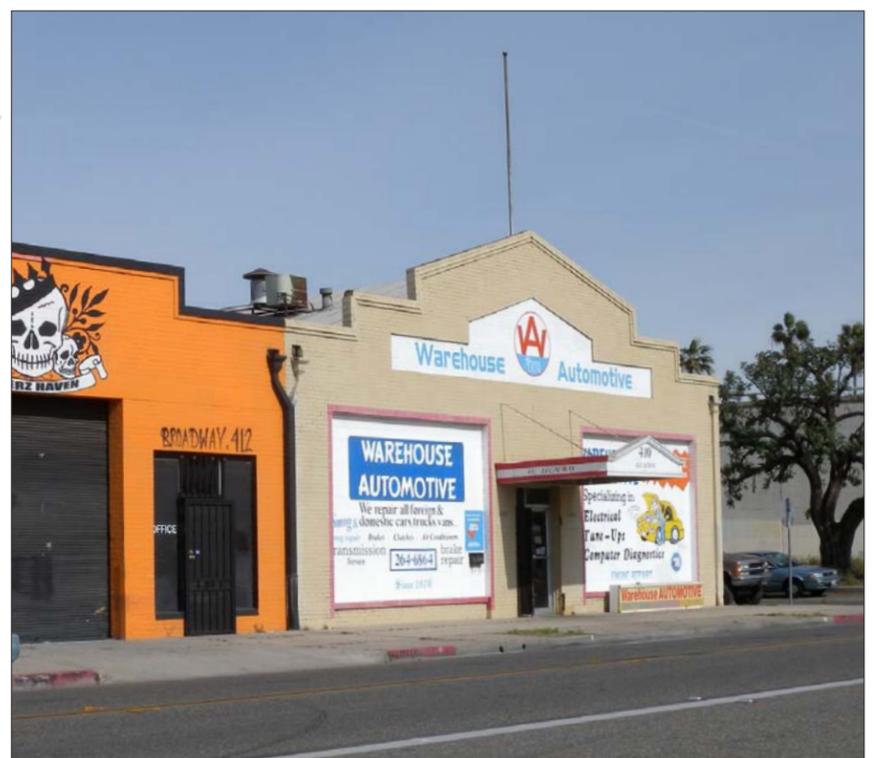
The Central Business District.



The Cultural Arts District.



Chinatown.



The South Stadium District.

3.2 DOWNTOWN DISTRICTS

There are seven distinct districts within the FCSP boundaries. These are among the oldest, most diverse, and most densely developed areas in the City of Fresno. The boundaries of the districts, as shown in **Figure 3.2A**, were determined primarily by the unique character of each district, which in turn was based largely upon their physical form, when they were built, and the role each played in the context of the city. The seven districts and their distinguishing characteristics are described in **Table 3.2A**.



Development within the Central Business District (CBD) over the past century has created a diverse range of architecture and urbanism. The Mariposa Plaza clock tower can be seen in the distance.

Figure 3.2A - Downtown Districts



KEY

- 1 Central Business District and Fulton Mall
- 2 Cultural Arts District
- 3 Civic Center
- 4 South Stadium District
- 5 Chinatown
- 6 Armenian Town / Convention Center
- 7 Divisadero Triangle
- - - Specific Plan Boundary

3.2 DOWNTOWN DISTRICTS (Continued)

Table 3.2A - Development Potential by Downtown District

Sub-Area	1 Central Business District (CBD) and Fulton Mall	2 Cultural Arts District	3 Civic Center
Range of Intended Physical Character			
Location and Boundaries	<p>The CBD is bounded by Tuolumne Street to the north, the alley between Van Ness Avenue and L Street to the east, Inyo Street to the south, and the Union Pacific railroad tracks to the west. This is Fresno’s traditional business and commercial center. It includes the Fulton Mall and its physical configuration is unmistakably that of a metropolitan urban center.</p>	<p>The Cultural Arts District is bounded by Tuolumne Street to the south, the Union Pacific railroad tracks to the west, Divisadero Street to the north, and the alley between M and N Streets on the east.</p>	<p>The Civic Center District is bounded by Merced Street to the north, the BNSF railroad tracks to the east, Kern Street to the south, and the alley between Van Ness Avenue and L Street to the west. It is situated adjacent to the Central Business District and within easy walking distance of the Fulton Mall. Located within its boundaries are many Municipal, County, State, and Federal government buildings, including the Fresno Police Headquarters, the Fresno County Free Library, and the County Courthouse.</p>
Vision and Plan	<ul style="list-style-type: none"> a. Transform the CBD into a vibrant district by introducing and mixing high-density housing, office, retail, restaurants, and entertainment uses. b. Revitalize the Fulton Mall and promote it as a key asset and urban place. c. Prioritize adaptive reuse of Fresno’s unique, older buildings, including those listed on the Local, State, and National historic registers. d. Infill vacant land rather than tearing down distinctive, older buildings or relocating businesses to the suburbs. e. Capitalize on Downtown’s adjacency to the proposed High-Speed Train (HST) station, as well as its proximity to the freeway system. f. Locate hotel and office uses near the HST station. 	<ul style="list-style-type: none"> a. Continue the transformation of the Cultural Arts District through the introduction of mixed-use development. b. Establish the District as Fresno’s center for art and culture by encouraging the introduction of new galleries, museums, murals, and performing arts venues. c. Adaptively reuse buildings along Van Ness Avenue and Fulton Street. d. As the District continues to grow, accommodate and manage parking through shared facilities. e. Introduce new streetscapes within the District. 	<ul style="list-style-type: none"> a. Establish a stronger axial connection between the County Courthouse and the proposed High-Speed Train station. b. Landscape Merced Street, Fresno Street, Tulare Street, and Kern Street in a prominent and formal pattern that directs pedestrian activity towards the Fulton Mall. c. Design the Civic Center District’s streets to maximize pedestrian and bicycle comfort, while facilitating wayfinding for motorists and enabling economic development by opening up closed streets and converting one-way streets to two way. d. Reinforce the concentration of government offices – Municipal, State, Federal, foreign – in this district.
Reference for Area’s Information	See Section 3.2.1	See Section 3.2.2	See Section 3.2.3

4 South Stadium District

The South Stadium District is bounded by SR 41 to the south, the Union Pacific railroad to the west, Inyo Street to the north, and O Street and the alley between Van Ness Avenue and L Street to the east.

- a. Transform the South Stadium District into a mixed-use district that introduces a diversity of new uses, including housing, creative businesses, and specialty retail businesses, while embracing its raw, industrial charm.
- b. Permit South Stadium businesses to advertise their presence by way of architectural design and signage that recalls the older automotive-related signs of Fresno's early motoring era.
- c. Improve the image of gateway streets such as Ventura Avenue and Van Ness Avenue.
- d. Revitalize and reuse the existing older buildings that currently line Fulton Street. Introduce commercial and retail on ground floors, and residential, office, and hospitality uses on upper floors.

See **Section 3.2.4**

5 Chinatown

Chinatown, established in 1872, originally comprised the area bounded by what is now State Route 99 to the west, Ventura Avenue to the south, H Street to the east, and Fresno Street to the north. This Plan modifies the boundaries by extending the boundaries northward to include the properties just north of Stanislaus Street, southward to where Golden State Boulevard intersects State Route 41, and establishing the eastern boundary at the Union Pacific railroad tracks.

- a. Revitalize Chinatown in conjunction with the High-Speed Train station.
- b. Infill Chinatown's many vacant lots with sensitively scaled, mixed-use, pedestrian-friendly buildings that accommodate a variety of uses.
- c. Establish F Street as Chinatown's "Main Street," a street that accommodates local-serving shops and restaurants and provides a safe and pleasant environment for shoppers.
- d. Continue to capitalize on Chinatown's unique historic assets, including the former Fresno Buddhist Temple and the Bow On Tong Association Building.

See **Section 3.2.5**

6 Armenian Town / Convention Center

The Armenian Town/Convention Center District is roughly bounded by Kern Street, O Street, SR 41, and the alley between L Street and Van Ness Avenue. As its name suggests, it comprises the remaining half of what was Armenian Town and contains the Fresno Convention Center.

- a. Transform this area into a walkable and bikable mixed-use place by infilling vacant parcels with pedestrian-friendly, mixed-use buildings.
- b. Introduce larger office buildings with local serving retail concentrated along Ventura Avenue.
- c. Connect the Fresno Convention Center and Radisson Hotel to the Fulton Mall with clear pedestrian linkages and way-finding signage.

See **Section 3.2.6**

7 Divisadero Triangle

The Divisadero Triangle is roughly bounded by Merced Street, Diana Street, Divisadero Street, and the alley between L Street and Van Ness Avenue.

- a. Transform this area into a walkable mixed-use place by infilling vacant parcels with shopper-friendly buildings.
- b. Introduce office and local-serving retail uses along M, Divisadero, Tuolumne, and Stanislaus Streets.
- c. Consolidate and relocate isolated older buildings from throughout Downtown within the Divisadero Triangle.

See **Section 3.2.7**

3.2 DOWNTOWN DISTRICTS (Continued)

1. CENTRAL BUSINESS DISTRICT (CBD)

The CBD is comprised of rectangular blocks oriented parallel to the Union Pacific Railroad tracks. The historic interconnected street network is disrupted by the railroad tracks, and has been closed down to traffic at several locations: Fulton, Kern, Mariposa, Merced, and Broadway Streets at the Fulton Mall; and Mariposa Street east of the County Courthouse. All of the streets within the Central Business District are two-way, with the exception of M Street, which is one-way. This street and block pattern, coupled with inadequate way-finding signage, confuses many Downtown drivers, especially those not familiar with the Central Business District.

The six block long Fulton Mall sits at the center of the CBD and, due to its age and years of poor maintenance, is in a state of escalating deterioration – see **Chapter 4** (The Fulton Mall) for more information. A considerable amount of the Central Business District’s building fabric has been demolished and replaced by either vacant land or parking lots. An important exception to this is the Fulton Mall, where, with the exception of its northern end, the adjacent building fabric is well intact. Vacancies and blighted conditions persist throughout Downtown, and many of the area’s largest buildings remain shuttered and in poor disrepair.

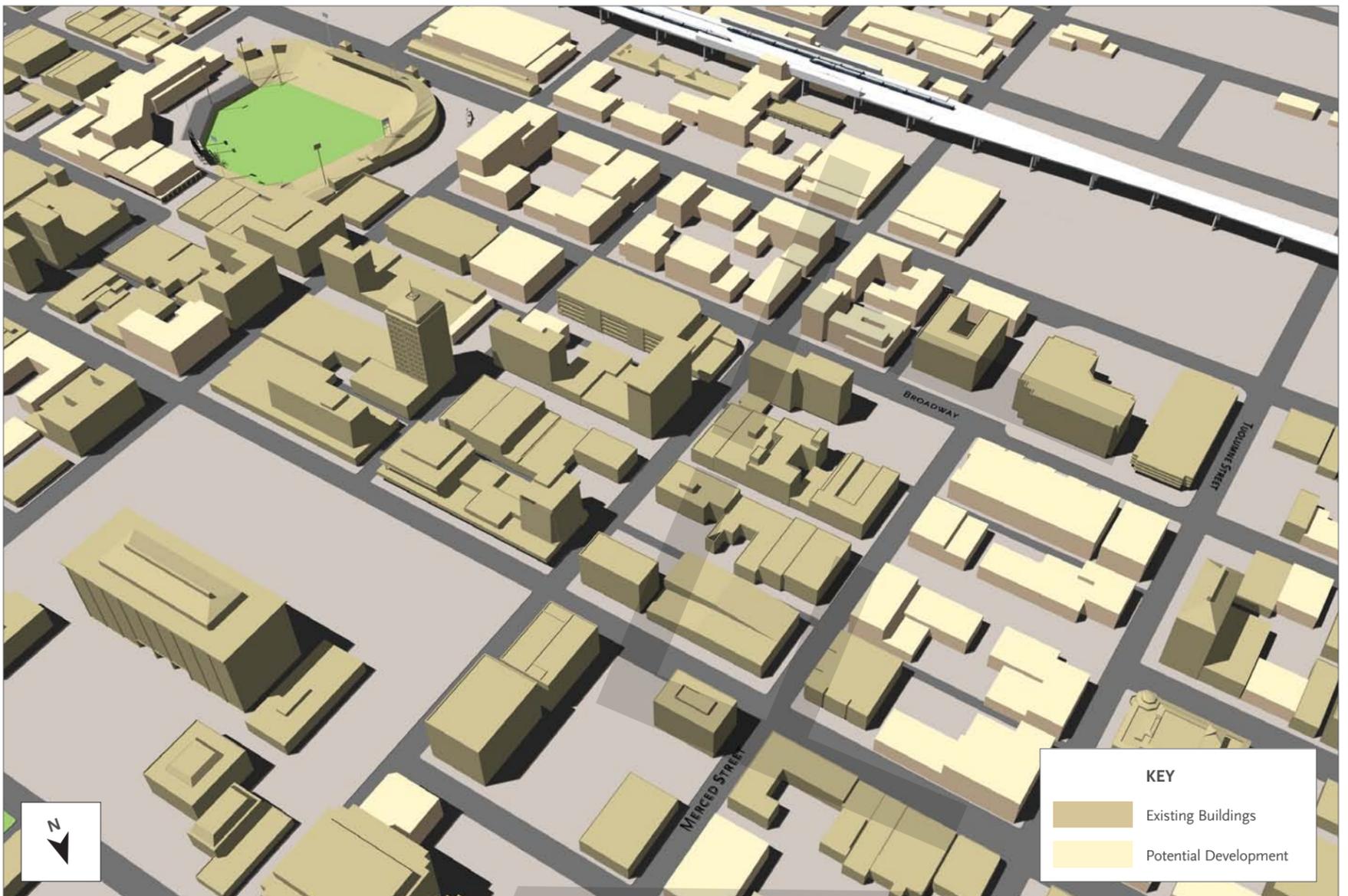
Other than the Fulton Mall, the only open space within the Central Business District is Courthouse Park which is bounded by Van Ness Avenue, Tulare Street, Fresno Street, and M Street.



View of the Fulton Mall looking south towards Tulare Street.



View of Fulton Mall looking south towards Tulare Street. A new mixed-use infill building with rooftop uses is introduced on the Fulton Mall – here shown opened up to vehicular traffic.

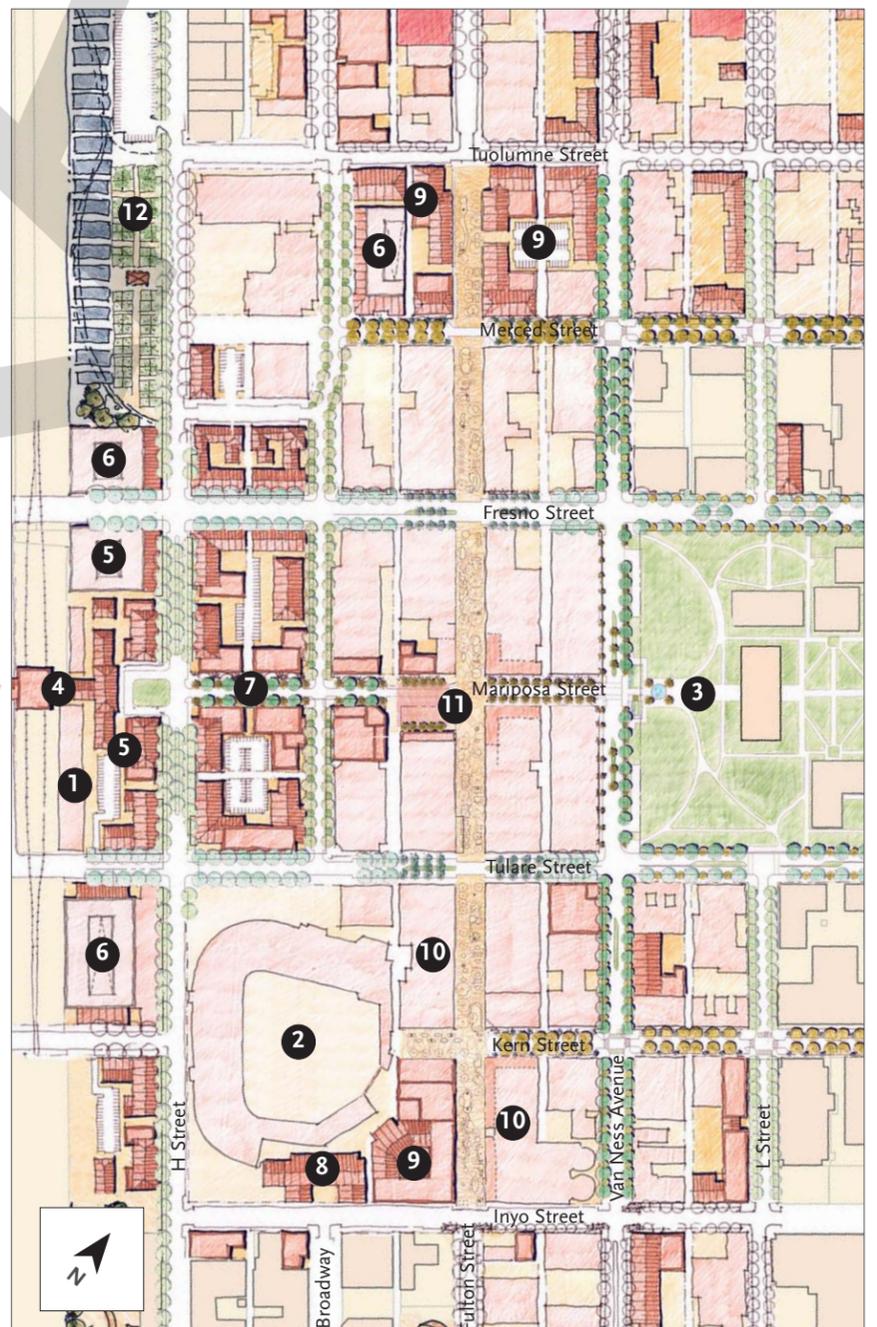


Model view of the Central Business District showing the general massing and development intensity anticipated by the Plan at full implementation. The general massing and development illustrates one possibility of how the area could develop. The final form of the HST alignments and stations statewide, as well as mitigation of the system's identified environmental impacts, will be determined by the California High-Speed Rail Authority.

This illustrative site plan shows one of many ways that the Central Business District can develop over time, based on the provisions of the Downtown Development Code. Opportunity sites are infilled in the general locations where development is likely to occur.

KEY

- 1 Existing Southern Pacific Depot
- 2 Existing Chukchansi Park
- 3 Existing Courthouse Park
- 4 Proposed High-Speed Train Station
- 5 Lined Parking Garage w/ Office above Retail
- 6 Lined Parking Garage w/ Office
- 7 Mixed-Use Buildings w/ Office or Hotel above Retail
- 8 Multi-story Hotel
- 9 Mixed-Use Buildings w/ Office or Residential above Retail
- 10 Public Market in Gottschalks or JC Penney buildings
- 11 Mariposa Plaza
- 12 Community Park



Illustrative Plan of the Central Business District.

3.2 DOWNTOWN DISTRICTS (Continued)

A. Vision. The CBD is transformed into a walkable, mixed-use, district that is the center of the San Joaquin Valley. It becomes a place that attracts visitors from abroad as well as local residents. It becomes a place where people stay after work, where people visit at night, where people participate in multiple activities (such as eating dinner and then watching a movie), and where people can experience an urban lifestyle or live in an urban setting.

The Fulton Mall is revitalized and the historic buildings that line it are refurbished and re-inhabited. Vacant parcels are infilled with pedestrian-friendly buildings and the adaptive reuse of its historic buildings is promoted, while their demolition is avoided. Buildings are encouraged to employ architectural elements, such as awnings, canopies, and arcades, that are well-suited to Fresno's hot summers.

Housing that accommodates a variety of income levels (market rate, affordable, and workforce housing) and in a number of configurations (single-family houses, duplexes, quadplexes, rowhouses, lofts, flats, apartments, condominiums) is introduced as are new resident and tourist-serving uses, including retail, restaurants, and supermarkets. Existing entertainment venues are enhanced and new venues, such as movie theaters and nightclubs, are introduced. Annual events and festivals such as the Central California Rib Cook-Off and Suds in the City are accommodated, and new events are introduced. On the business side, incentives are created to attract private sector jobs to the CBD. Cultural and educational institutions, including satellite campuses for existing schools such as Fresno State and/or a Charter School, are introduced.

As the Central Business District begins to transform, more hotels, including full-service hotels that have a spa and a gift shop, are established in order to attract more people to Downtown, keep them in Downtown, and enable institutions

such as the Fresno Convention Center to attract larger, more varied conventions.

Downtown's architectural and cultural heritage is promoted to tourists and to movie studios who wish to film in Fresno. Its historic buildings, venues such as Warnors Theater and the Rainbow Ballroom, are promoted.

The Central Business District's streets are made more walkable through the introduction of shade-producing street trees, improved pedestrian facilities, including benches, street lighting, curb bulbouts, and improved cross walks.

B. Plan. In contrast to the strategy that has been so prevalent in recent years of dispersing public investment in scattered projects, this Plan requires that public resources and actions be concentrated in a limited geography and in a small number of Priority Projects of limited scope within the Downtown. There are four key Priority Projects, summarized below, that are provided as part of a coordinated CBD reinvestment and revitalization strategy. They are defined primarily by the existing economic and physical conditions of their particular sites, by the overall urban configuration of the Fulton Mall, and generally prioritize restoration and adaptive reuse of associated historic buildings, while mixing in new construction.

The first and most important such project is the revitalization of the Fulton Mall, including Mariposa Plaza. Until the Fulton Mall is brought back to life on a 24-hour basis, Downtown will not fully revitalize. This transformation includes redesigning the existing space at the intersection of Fulton and Mariposa Streets as a world class public space, and incentivizing the gathering of prime restaurant and entertainment venues of the Fresno region around it in order to create a center of vitality at all hours. See **Chapter 4** (The Fulton Mall) for a discussion of the Mall and the unique issues involved in determining its future.



View of Fulton Street looking north from Mariposa Street.

The next two projects reconnect the Fulton Mall to the Cultural Arts District to the north and the South Stadium District to the south. The pairs of blocks at either end of the Fulton Mall are frayed, offering unusual opportunities for substantive redevelopment. The north end is dominated by parking lots and several buildings built over the last 30 - 40 years that are incompatible with the urban character of the Mall. The south end offers access to Chukchansi Park and contains a number of lots and buildings ripe for reuse and preservation. The success of these two projects provides very high levels of synergy and access both north-south and east-west, reconnecting many partially revitalized pockets in the vicinity of the CBD. See **Chapter 5** (Priority Development Projects) for more information.

The last initiative is the proposed California High-Speed Rail system. Upon its construction, Downtown Fresno would be privileged by the location of a station within walking-distance of its 100 percent commercial corner at the intersection of Fulton and Mariposa Streets. Such a prospect would, in turn, generate strong demand for office and some limited residential uses, in the form of a mixed-use, Transit Oriented Development. The entire western flank of the CBD, a subdistrict left undeveloped since the 1960's, would be regenerated. While this plan for Downtown revitalization does not depend on construction of the High-Speed Train system and Downtown station, it does accommodate its happening. Should the High-Speed Train project commence as planned in Fall of 2012, the station area would clearly be a top priority.

All four Priority Projects are launched with the expectation of spurring continuing redevelopment in their immediate vicinity. They will incrementally transform the Central Business District into a walkable, mixed-use place that attracts local residents as

well as visitors from afar, where people stay after work, where people visit at night, where visitors participate in multiple activities (such as eating dinner and then attending a show), and where people can choose to live.



View of Fulton Mall at Merced Street.

3.2 DOWNTOWN DISTRICTS (Continued)

2. CULTURAL ARTS DISTRICT

Located adjacent to the Union Pacific Railroad tracks, the Cultural Arts District dates to the founding of Fresno in 1872. The area around Van Ness Avenue and L Street originally was one of Fresno's wealthiest residential neighborhoods. After 1910 the area began to change, as commercial buildings and warehouses were built along Broadway and H Streets and automobile-related businesses and boarding houses began to replace some of the residential buildings. In addition, a number of entertainment venues were constructed, including the Wilson Theater, the Warnors Theater, and the Fresno Natatorium, Fresno's first indoor swimming pool (which in the 1940's, became a dance hall, and is now the Rainbow Ballroom). By 1950 only 24 single-family residences remained, while over 60 properties were occupied by auto-related uses and commercial buildings. Today, the Cultural Arts District, comprised primarily of smaller urban buildings that house industrial and commercial businesses, is being reclaimed with stylish new housing and mixed-use projects, major cultural organizations, and artists' studios.

The Cultural Arts District's street grid is comprised of pedestrian-scaled blocks oriented parallel to the Union Pacific Railroad tracks. Like the majority of Downtown, the Cultural Arts District's streets are wide, have too many lanes, and can accordingly be easily transformed to accommodate bike lanes and on-street, angled parking. Stanislaus Street, Tuolumne Street, and M Street are one-way streets. The District also sits at the junction between the railroad street grid and the due north/south and east/west grid, opening up many opportunities on corner lots to introduce buildings and facades that mark entrances into Downtown.

The majority of the buildings within the Cultural Arts District are commercial or industrial in character and are sited in a pedestrian-friendly manner, that is, built to the sidewalk with parking located at the side or at the rear. As with the rest of Downtown, there are a significant number of vacant lots and parking lots, that offer opportunities for infill development.

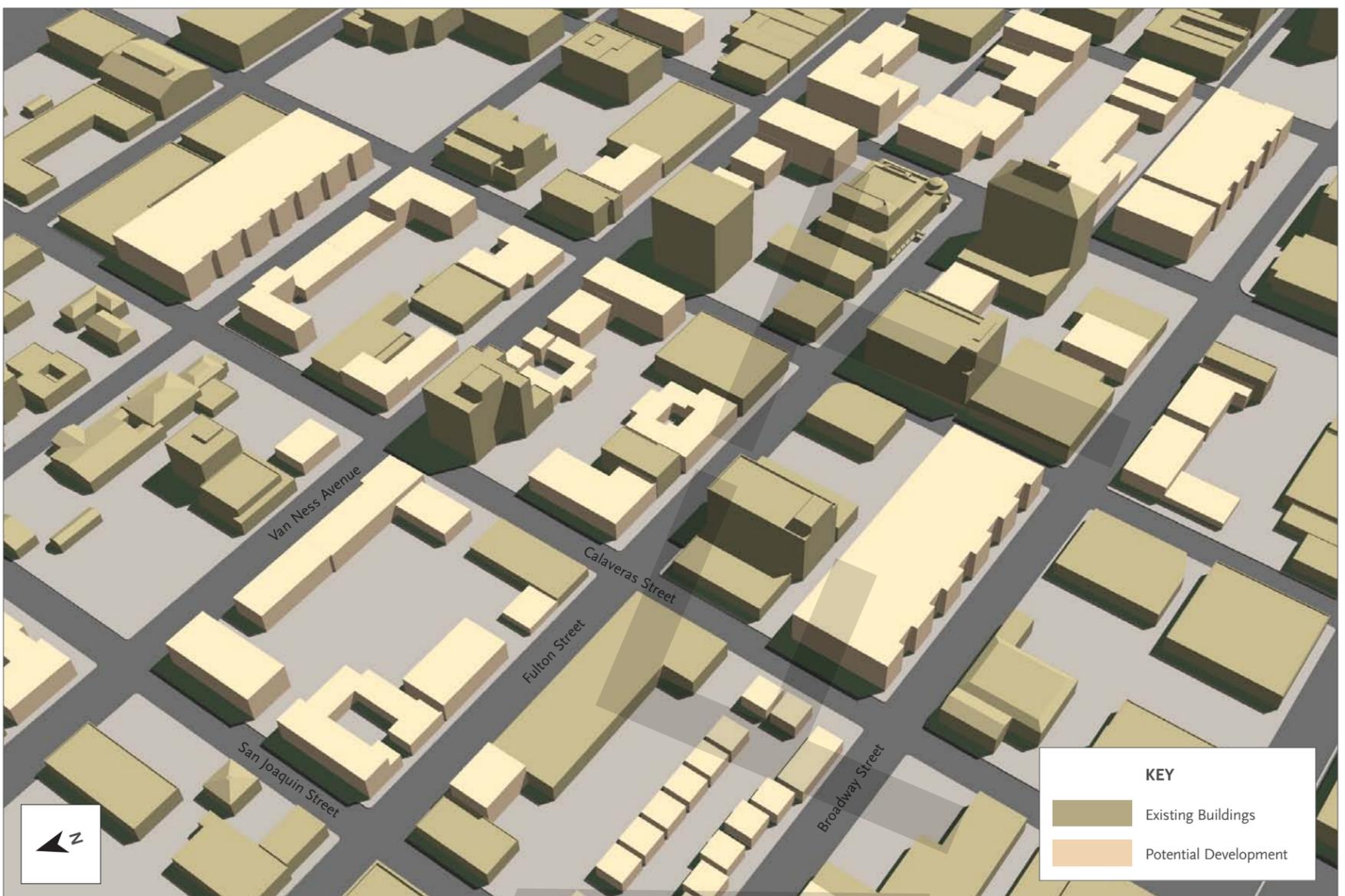
There is no public open space within the Cultural Arts District boundaries, although Dickey Playground is within a 1/4 mile walk of properties east of L Street. In addition, Arte Americas Cultural Center has a plaza that provides open space during business hours to its visitors.

- A. Vision.** The transformation of the Cultural Arts District that has been underway for a while is continued and accelerated. The District's presence as the center for art and culture in Fresno is enhanced through the introduction of new galleries, museums, and performing arts venues and through the continued accommodation of murals. Vacant parcels and parking lots are infilled with pedestrian-friendly residential and office buildings up to five stories in height. As with other parts of Downtown, the creation of a sidewalk-centered mixed-use environment and diversification of uses, including retail and restaurant businesses, attracts more people to the District and to the Downtown as a whole.
- B. Plan.** The Cultural Arts District's location between Downtown and the Tower District is strengthened with new mixed-use infill development and adaptive reuse of buildings along Van Ness Avenue and Fulton Street. Parking for additional uses is accommodated with on-street, angled parking. As more development occurs in the long term and demand for parking increases, park-pace lots and garages are introduced. Possible locations include the parcels near the corner of Tuolumne and Broadway Streets and between the Union Pacific tracks and H Street.

Open space is introduced in the form of a linear park on the land between the Union Pacific Tracks and H Street. The park provides a number of open space uses, including tot lots, dog parks, and playing fields, along with parking for the Cultural Arts District (see **Chapter 6** for more information).



View of Fulton Street looking north from Stanislaus Street. New mixed-use buildings and an Automobile Museum as an adaptive reuse project, bring vitality to north Fulton Street.

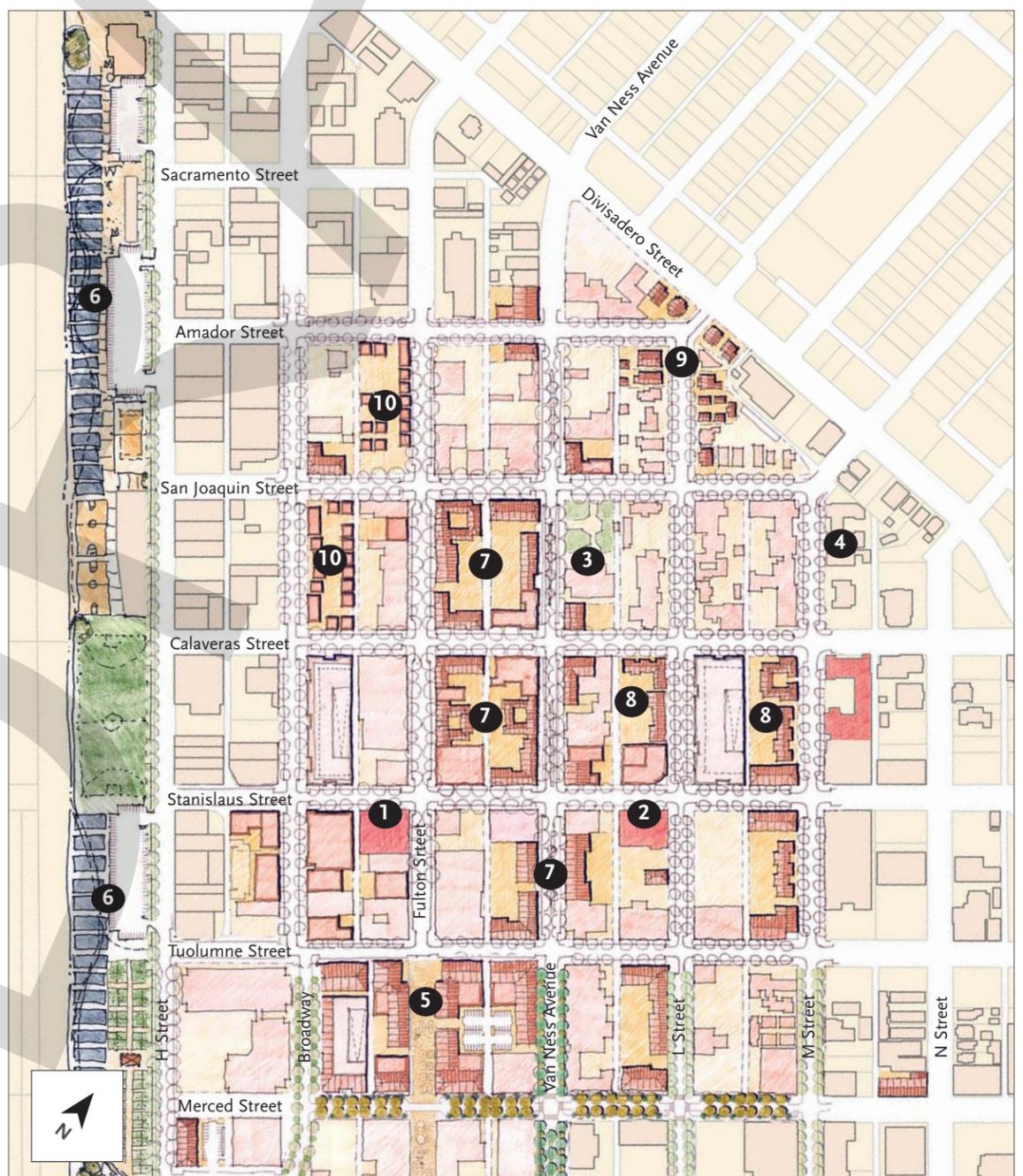


The Cultural Arts District is revitalized through infill of various sites, primarily along Van Ness Avenue. The Grand is seen at top right.

This illustrative site plan shows one of many ways that the Cultural Arts District can develop over time, based on the provisions of the Downtown Development Code. Opportunity sites are infilled in the general locations where development is likely to occur. A linear park that accommodates a number of open space uses is introduced adjacent to the Union Pacific railroad tracks (see Chapter 6 for more information).

KEY

- 1 Existing Wilson Theater (Cornerstone Church)
- 2 Existing Fresno Scottish Rite Temple
- 3 Existing Arte Américas
- 4 Existing First Presbyterian Church
- 5 New mixed-use Development at North End of Fulton Mall
- 6 New linear park adjacent to Union Pacific Railroad tracks
- 7 New mixed-use buildings with retail, office, and residential
- 8 New multi-family housing
- 9 New single family housing
- 10 Newly constructed housing



3.2 DOWNTOWN DISTRICTS (Continued)

3. CIVIC CENTER

The heart of the Civic Center is the Civic Mall that connects the County Courthouse to City Hall along Mariposa Street. The current design of the Civic Mall dates as far back as 1918, when the French-trained architect and planner Charles Henry Cheney proposed a master plan which envisioned the Civic Center as a unified series of buildings and landscapes that framed terminal vistas of important civic buildings. Today, the Civic Mall is an assortment of municipal buildings, some with immense architectural value, and others with minimal architectural character, that have been haphazardly placed without any architectural or landscape element to unify them.

The Civic Center's street grid consists of rectangular blocks oriented parallel to the railroad tracks. Portions between M Street and N Street and between O and P Street are pedestrian only, while the portion between N and O Street is open to vehicular traffic. This hampers vehicular connectivity by forcing cars to drive a further distance to go around each block. The lack of vehicular traffic also reduces the real and perceived safety of pedestrians who walk along the Mall, especially at night and on weekends.

Beyond the Civic Mall, the rest of the Civic Center is relatively well built-out with the exception of several surface parking lots and Eaton Plaza which compromise the visual and pedestrian character of the area.

A. Vision. A stronger axial connection between City Hall and the County Courthouse is created in order to highlight the many mostly government-related landmarks that line both sides of the Civic Mall as well as to improve vehicular and pedestrian circulation, and perceived safety, between City Hall and the County Courthouse, the Fulton Mall, and the High-Speed Train station.

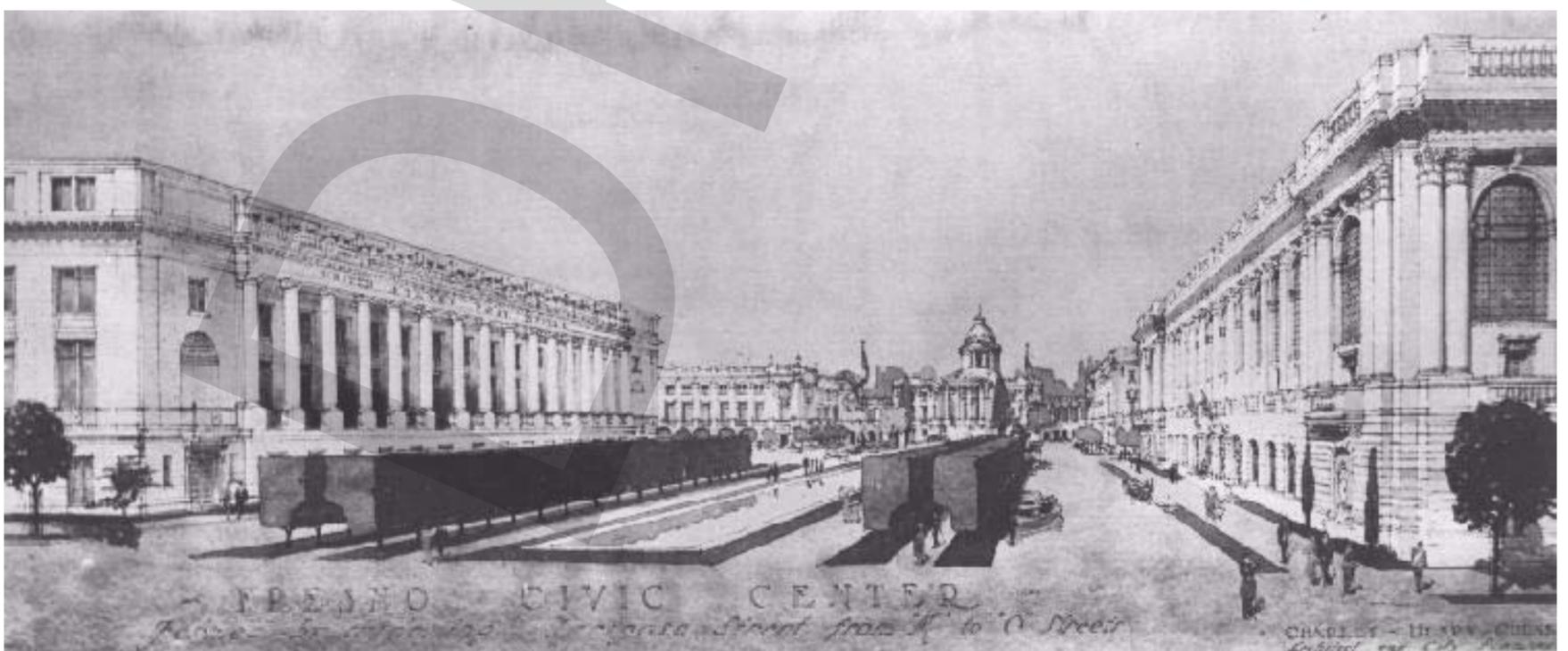
Eaton Plaza and the various parking lots along Fresno Street and Tulare Street are infilled with pedestrian-oriented buildings.

B. Plan. A wide median flanked by one-way traffic lanes (one in each direction) is planted with trees that are arranged in a manner that allows visibility of City Hall and the Courthouse from both ends of Mariposa Street. Accordingly, slow vehicular traffic is introduced along the entire length of Mariposa Street between City Hall and Courthouse Park. The Mariposa axis is carried through Courthouse Park, across Van Ness Avenue, at grade, to the Fulton Mall, terminating at the proposed High-Speed Train station.

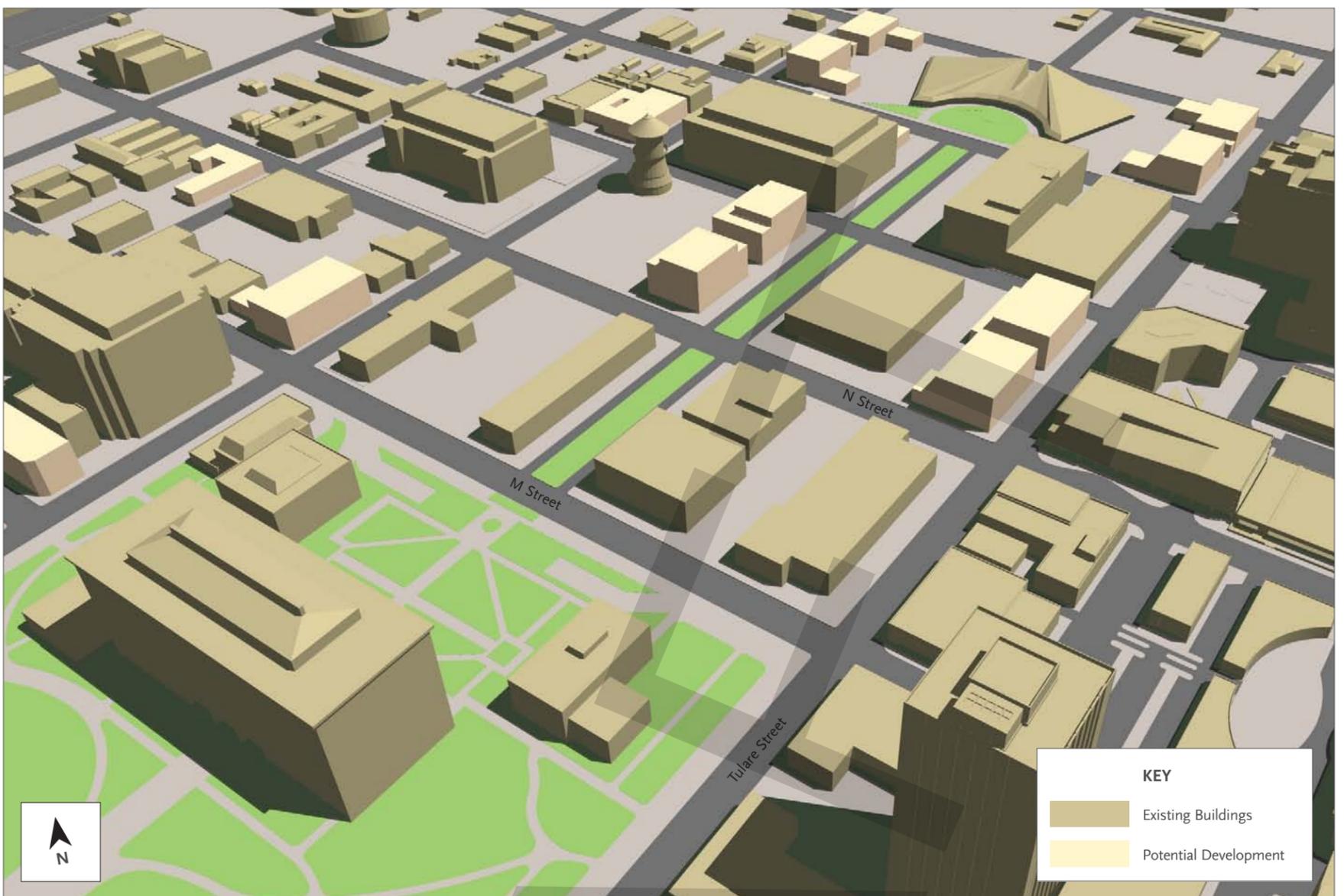
The various parking lots on the Civic Mall are infilled with pedestrian-oriented civic buildings, with their entrances fronting the Mall, and their parking located beneath or behind them. Existing older buildings on Van Ness Avenue are preserved and revitalized with a rich mix of uses, commercial and retail on the ground floor, residential and office on the upper floors. Empty lots are infilled with buildings that have highly accessible commercial ground floors.

The remaining thoroughfares of the Civic Center area, from Merced Street to the north to Kern Street to the south are streetscaped in a prominent and formal pattern, to match the current landscape character of Kern Street. Their traffic and parking lane configurations are designed to maximize pedestrian comfort. See **Chapter 8: Public Realm** and **Chapter 9: Transportation** for more information.

The Civic Center is prioritized for retention of existing, new, or relocated government office uses with priority placed on attraction of government office tenants in privately owned office space.



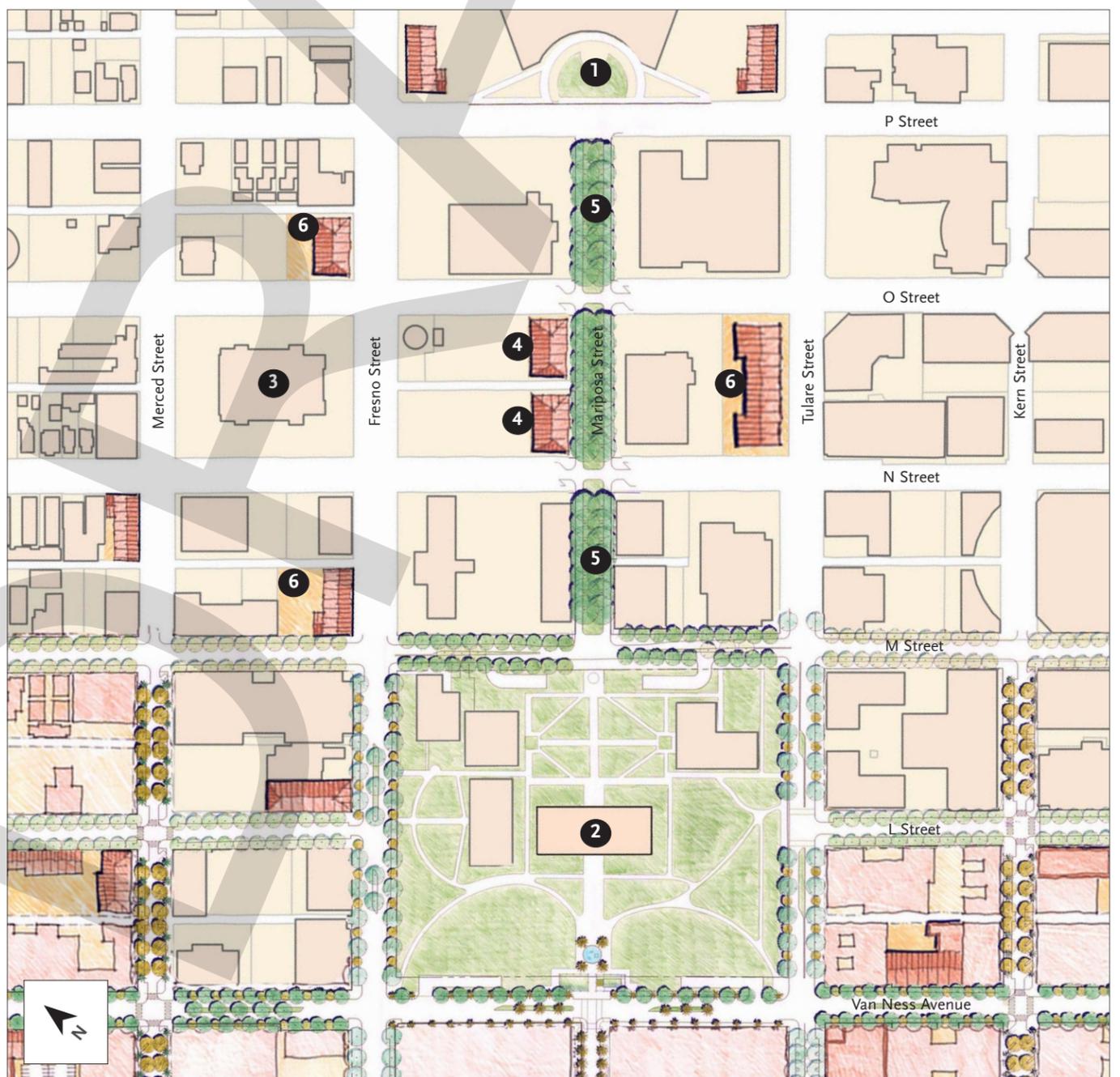
Perspective view of the 1918 Cheney Plan for the Civic Center envisioning the Civic Center as a unified series of buildings and landscapes that framed terminal vistas of important civic buildings.



The Civic Center is revitalized through infill of various sites and appropriate massing and frontages that are important to the creation of a continuous Civic Mall.

This illustrative site plan shows one of many ways that the Civic Center can develop over time, based on the provisions of the Downtown Development Code. Opportunity sites are infilled in the general locations where development is likely to occur.

- KEY**
- 1 City Hall
 - 2 County Courthouse
 - 3 Fresno Memorial Auditorium
 - 4 New Civic Building
 - 5 Reopened Mariposa Street
 - 6 New Mixed Use Building



Mariposa Street is opened between M Street and P Street and is transformed into a 3-block long boulevard with a wide median and one-way streets with parking on either side.

3.2 DOWNTOWN DISTRICTS (Continued)

4. SOUTH STADIUM DISTRICT

The South Stadium district contains the western portion of Armenian Town, an ethnic enclave that occupied the area between Kern Street, Los Angeles Street, Broadway Street, and O Street. South Stadium prospered culturally, socially, and economically between 1915 and 1939, although between 1918 and 1920, many of the Armenian-occupied residences were demolished and replaced with the commercial and light industrial buildings that are present today. This area is largely contained and isolated by the Union Pacific railroad tracks, State Route 41, and the Fulton Mall – resulting in a reduction of its connectivity to the adjacent districts.

Like the rest of Downtown, South Stadium’s street and block network is oriented to the railroad tracks and consists for the most part of rectangular, pedestrian-scaled blocks with alleys down their centers. Though well connected to the Central Business District, the South Stadium District is isolated from Chinatown by the Union Pacific Railroad tracks and from the South Van Ness Industrial District by Highway 41.

The South Stadium District is occupied mainly by one- and two-story buildings that house primarily industrial, warehousing, manufacturing, auto repair, and sales uses. Over the years many buildings have been demolished and replaced with parking lots and service yards. Numerous buildings have historic associations with the automotive industry, functioning over the years as auto repair or service garages, manufacturers or distributors of automotive parts and supplies, or automobile showrooms and dealerships. The South Stadium area is also home to many social service organizations. There is currently no public open space in the South Stadium District.

A. Vision. The South Stadium area is transformed into a mixed-use district that promotes loft housing, creative offices, and specialty retail and restaurants, while embracing its raw, industrial roots. It capitalizes on its proximity to Chukchansi Park, the Fulton Mall, and other Downtown locations, as well as its adjacency to SR 41.

B. Plan. Vacant parcels are infilled with new buildings, up to 3 stories in height, and located at or near the street with parking in shared lots or on-site. Existing manufacturing, industrial, and auto-related uses are allowed and encouraged to continue, while additional retail and residential uses are introduced. South Stadium businesses are permitted to advertise their presence by way of architectural design and unique, creative signage, in order to entice people driving by on local streets and along SR 41 to patronize these businesses.

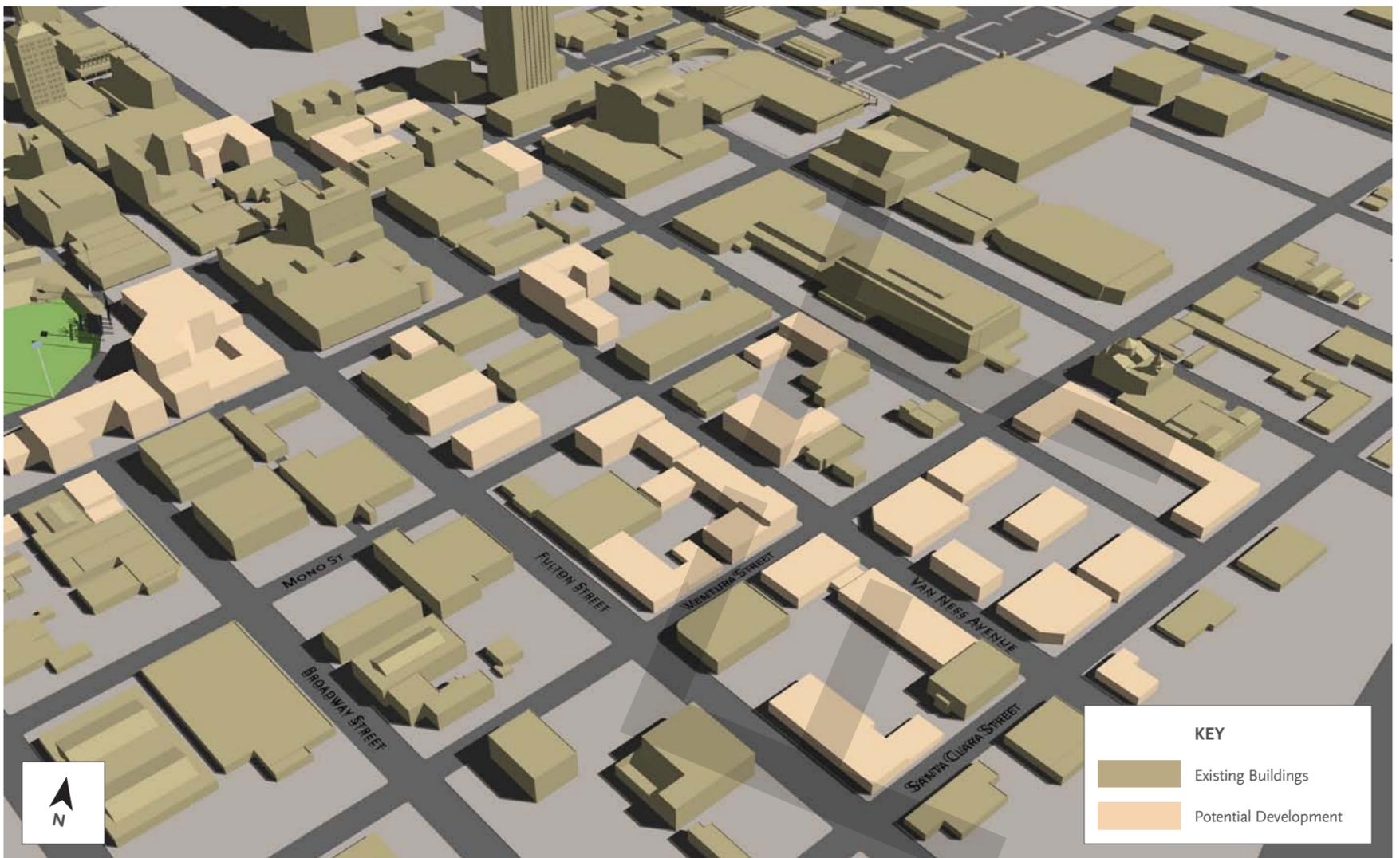
Street trees and angled parking are introduced, and the image of gateway streets such as Ventura Avenue and Van Ness Avenue are improved through the introduction of new sidewalks, new street trees, and new, pedestrian-scaled street lights.



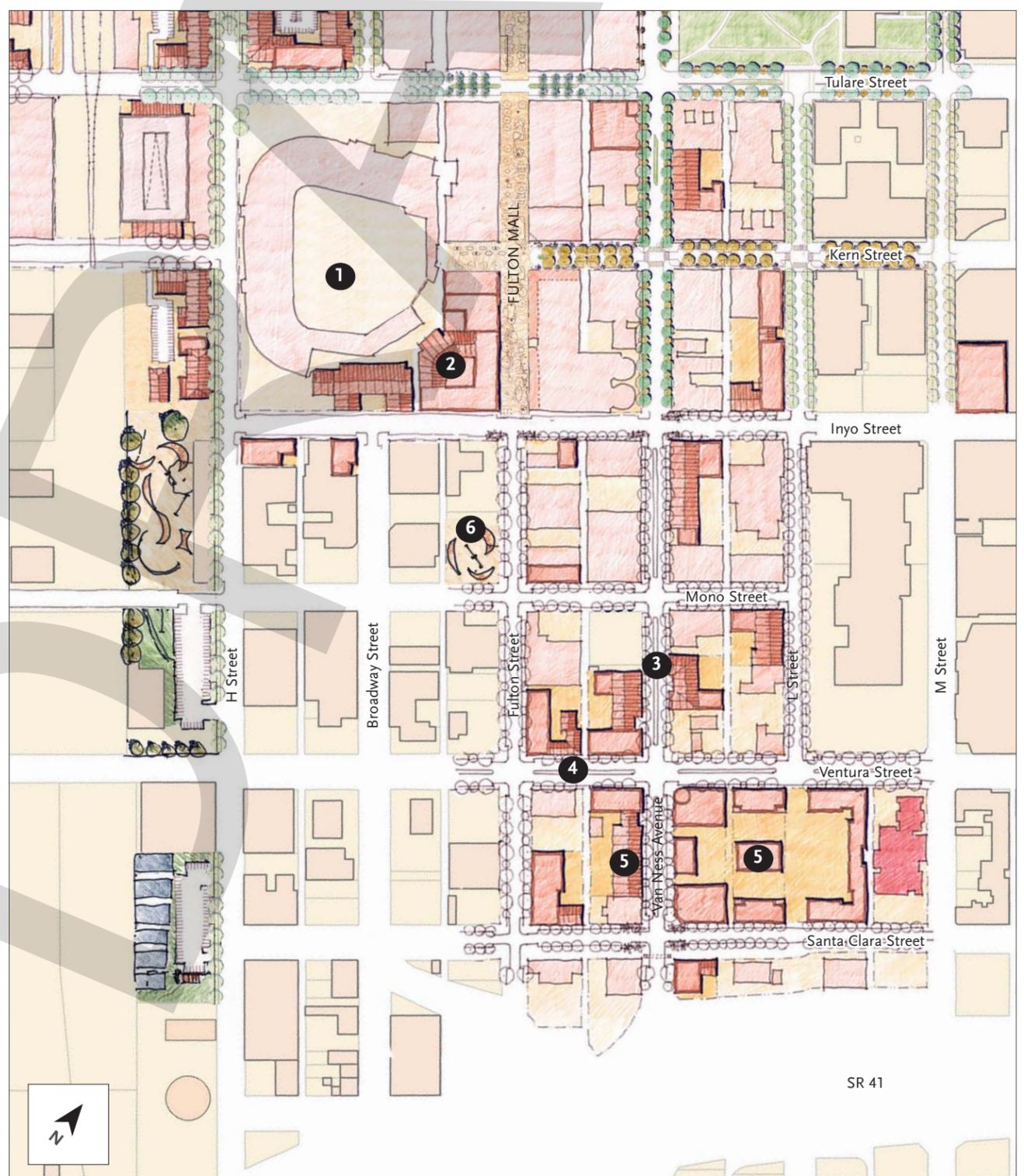
South Stadium’s automobile-related history is acknowledged and celebrated through the expansion of an existing automobile dealership on the corner of Ventura Avenue and Van Ness Avenue.



The South Stadium District is revitalized through the restoration and adaptive reuse of its industrial buildings. This building on the corner of Inyo Street and Fulton Street is transformed with the addition of canopies and awnings.



As shown in the massing model, the South Stadium District is revitalized through infill along Fulton Street and Van Ness Avenue.



This illustrative site plan shows one of many ways that the South Stadium District can develop over time, based on the provisions of the Downtown Development Code. Opportunity sites are infilled in the general locations where development is likely to occur, particularly along Van Ness Avenue.

KEY

- 1 Chukchansi Park
- 2 Mixed-Use Buildings w/ Office or Residential above Retail
- 3 Revitalized Van Ness Avenue
- 4 Revitalized Ventura Avenue
- 5 Automobile-oriented retail
- 6 Skate park or other recreational use

3.2 DOWNTOWN DISTRICTS (Continued)

5. CHINATOWN

Over the years Chinatown harbored many of Fresno's cultural and ethnic communities, including Japanese, Italian, German, Chinese, African-American, Armenian, Basque, and Mexican immigrants. Chinese immigrants, drawn to the area to work on the construction of the Central Pacific railroad, made up one-third of Fresno's earliest population.

It accommodated all the needs of neighboring residents, including a hospital, churches, schools, and more diverse retail. One of the oldest areas of Fresno, Chinatown truly represents the great ethnic, cultural and architectural diversity of Fresno. Although it is one of the most historically significant areas of Fresno, Chinatown has also experienced the greatest abandonment and dilapidation. Less than 20 percent of Chinatown's original buildings remain, many in a very poor state of repair – although several are listed on the Local Register of Historic Resources. In addition, it is isolated from the Central Business District by the Union Pacific railroad tracks and from Southwest Fresno by State Route 99.

Chinatown is built upon a well-connected network of pedestrian-scaled blocks with alleys servicing most blocks. However, due to the freeway and railroad tracks, Chinatown is isolated from both Downtown and Southwest Fresno's residential neighborhoods.

The original, historic portion of Chinatown between Fresno Street and Ventura Avenue consists of a patchwork of vacant lots, parking lots, and isolated buildings, although F Street, Chinatown's main street, is relatively intact, particularly between Tulare Street and Inyo Street. From 1960 onwards, many of Chinatown's older buildings were demolished, although nine structures are now listed on the Local Register of Historic Resources. In addition, many buildings are in disrepair and the upper floors of many buildings have been removed to conform to building safety requirements.

North of Fresno Street, Chinatown consists of relatively large-scale commercial and industrial buildings surrounded by parking lots. South of Ventura Avenue, it consists of a mix of single-family homes and industrial buildings.

Chinatown does not have any public parks, although the abundance of vacant land and parking lots provides good opportunities to be transformed into parks as the need arises. In recent years, Chinatown has hosted a number of annual events, including the Chinese New Year Parade and the Chinatown Music and Arts Festival.

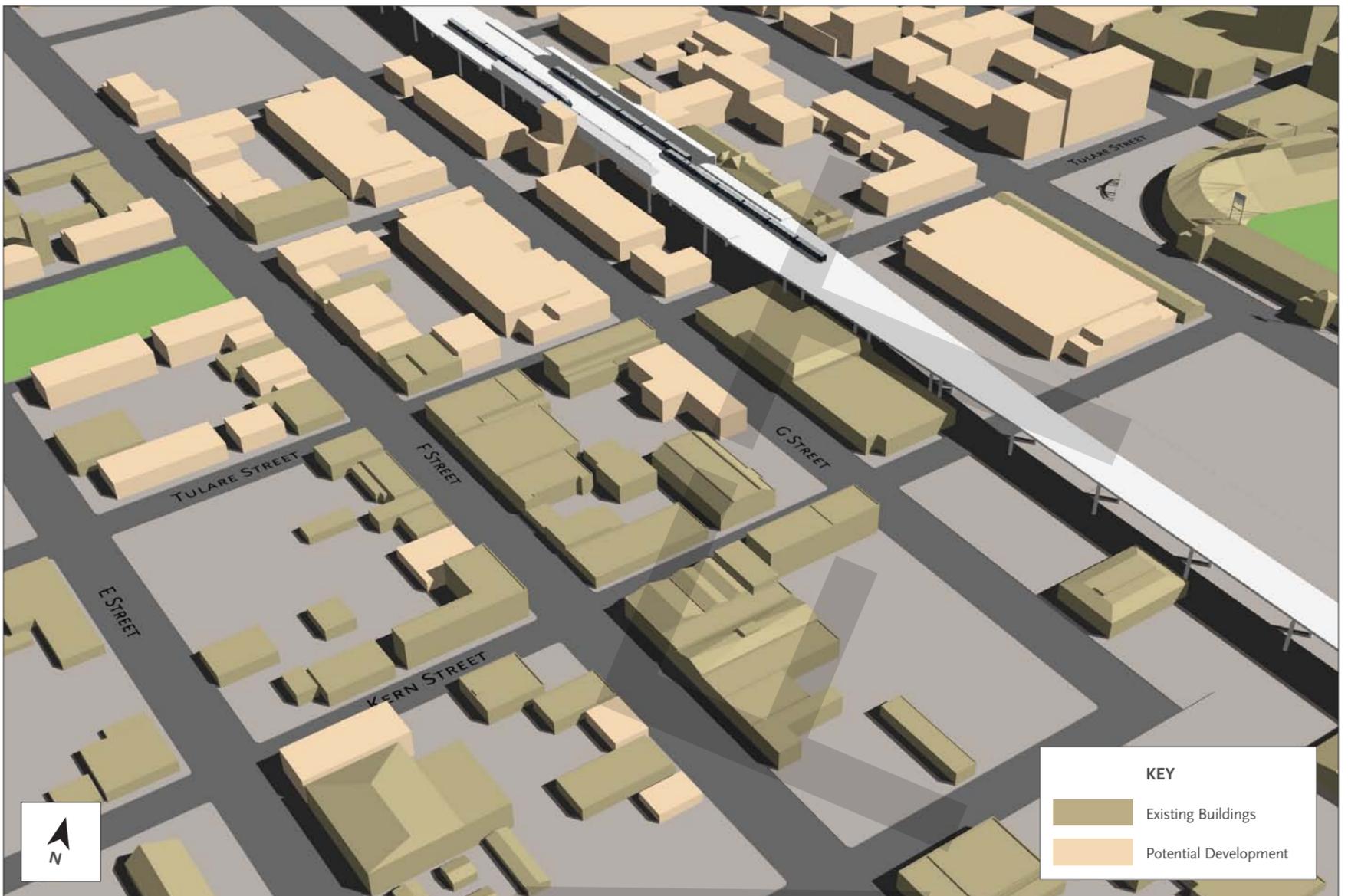
Recent revitalization efforts have resulted in improved street lighting, new street banners, facade and street improvements, new landscaping, and the preservation of several buildings.



View of the intersection of Mariposa Street and F Street in its present condition.



View of intersection of Mariposa Street and F Street. A park is proposed for Chinatown along Mariposa Street between E Street and F Street. Chinatown is revitalized through adaptively reusing notable older buildings and introducing new ones on an infill pattern. The Basque Hotel is seen at right in the foreground.



Model view of the Central Business District showing the general massing and development intensity anticipated by the Plan at full implementation. The final form of the HST alignments and stations statewide, as well as mitigation of the system's identified environmental impacts, will be determined by the California High-Speed Rail Authority.

This illustrative site plan shows one of many ways that Chinatown can develop over time, based on the provisions of the Downtown Development Code. Opportunity sites are infilled in the general locations where development is likely to occur.

KEY

- 1 High-Speed Train Station
- 2 New infill with retail, office, and/or hotel uses
- 3 Lined Parking Garage w/ Office above Retail
- 4 Revitalized F Street
- 5 Former Fresno Buddhist Temple
- 6 Infill that is sensitive to existing older buildings
- 7 Chinatown Fire Station
- 8 Chinatown Lofts
- 9 California Dairies Plant



3.2 DOWNTOWN DISTRICTS (Continued)

5. CHINATOWN (continued)

- A. Vision.** Chinatown is revitalized in conjunction with the proposed High-Speed Train station. It is transformed into a place where people want to visit and stay. Chinatown's recent revitalization efforts (new street lights, facade and street improvements, etc.) are continued and building owners are incentivized to maintain their properties, through facade improvement programs.

Chinatown's existing events and festivals are fully accommodated, new events are introduced, and old ones are revived. Chinatown's ethnic heritage is celebrated by way of the aforementioned events and the establishment of businesses, such as ethnic niche markets, that attract people from the entire region.

- B. Plan.** South of Fresno Street, vacant lots are developed with mixed-use buildings that accommodate retail, service, office, residential, and hotel uses. New buildings are up to 3-stories in height and in scale with the massing of Chinatown's existing buildings. If the High-Speed Train station is realized, the building height within Chinatown could conceivably be raised to 5 stories. Development is incremental, one small project at a time, with the initial focus of revitalization directed along F Street, Chinatown's "Main Street." Chinatown's older buildings are revitalized and promoted state-wide; tours are regularly organized, in conjunction with organizations such as the Chinatown Revitalization, Inc.

Since Chinatown's streets are laid out according to the railroad grid, deciduous street trees are specified in order to take advantage of the southern solar exposure during the winter months.

Public open space is introduced, potentially in the form of a large square at Mariposa Street between E and F Streets, in conjunction with the proposed High-Speed Train station. With the presence of the High-Speed Train station and the addition of a large resident and office worker population, the need for open space will increase – and the presence of this population in buildings, businesses, and housing that face the square will ensure that the square is occupied, used, and safe. A pedestrian connection to the Downtown through the proposed HST station may generate the kind of access that has eluded Chinatown since its inception.

North of Fresno Street the urban fabric of the district is frayed and the few existing industrial buildings are large in scale. The form of development anticipated here is of larger commercial/office buildings that depend on their car orientation and highway visibility for their market success.

6. ARMENIAN TOWN/CONVENTION CENTER DISTRICT

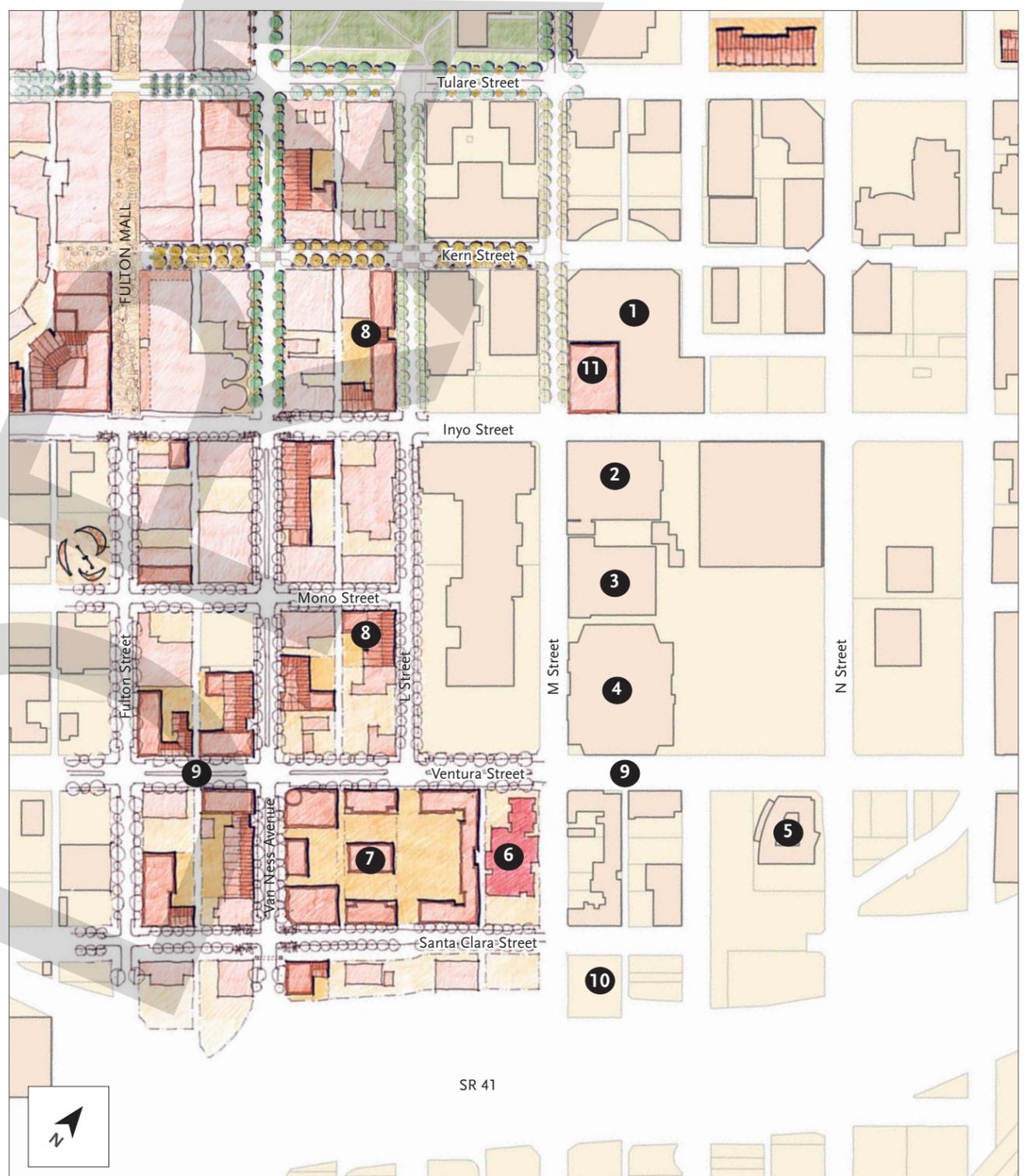
The Armenian Town/Convention Center District's street and block network is oriented to the railroad tracks and consists for the most part of rectangular blocks, although the pedestrian-scale of its blocks has been compromised by the creation of several megablocks. Mono Street between L and P Streets and N Street between Capitol Street and Ventura Street have been closed in order to accommodate the Fresno Entertainment and Convention Center and the Radisson Hotel.

As a consequence of applying use-based, suburban zoning standards on traditional urban fabric, much of it has been developed with buildings located at the center of the block, surrounded by large surface parking lots. In addition, several streets have been removed, creating megablocks that inhibit both vehicular and pedestrian access. Meanwhile, the portion south of Ventura Avenue has been harmed by the construction of State Route 41, which cuts through what was once the heart of Armenian Town, and more recently by the delay of the Old Armenian Town redevelopment project. Portions south of Ventura Street consist primarily of 1- and 2-story commercial and light industrial buildings. Portions north of Ventura Street are primarily occupied by large-scale multi-story buildings, that together with their parking, occupy the entire block.

- A. Vision.** The Armenian Town/Convention Center District is transformed into a walkable and bikable, mixed-use place by infilling vacant parcels and parking lots with pedestrian-friendly buildings, introducing pedestrian and bicycle amenities, and adaptively reusing older buildings throughout. It is infilled with larger scale buildings that house office, residential, and retail uses.
- B. Plan.** The Convention Center/Armenian Town District is infilled with buildings that accommodate housing, office, and retail. Buildings are built close to the sidewalk, are entered from the sidewalk, and have street-facing windows. Its streets, particularly Ventura Avenue, are improved through the introduction of new sidewalks, new street trees, and new pedestrian-scaled street lights.

This illustrative site plan shows one of many ways that the South Stadium District can develop over time, based on the provisions of the Downtown Development Code. Opportunity sites are infilled in the general locations where development is likely to occur, particularly along Van Ness Avenue.

- KEY**
- 1 Existing Convention Center
 - 2 Saroyan Theater
 - 3 Valdez Hall
 - 4 Selland Arena
 - 5 Court of Appeals
 - 6 Holy Trinity Armenian Church
 - 7 Automobile-Oriented Retail
 - 8 Mixed-Use Buildings w/ Office or Residential above Retail
 - 9 Revitalized Ventura Street
 - 10 Relocated Historic Armenian Homes
 - 11 New Hotel



3.2 DOWNTOWN DISTRICTS (Continued)

7. DIVISADERO TRIANGLE

The area around Van Ness Avenue and L Street originally was one of Fresno’s wealthiest residential neighborhoods. Several residences from the neighborhood’s early years remain along L Street, including the Helm Home; the Bean Home; the Kutner Home; and the Swift Home (now Lisle Funeral Home). Many are on the local Historic Register. Like much of the Plan Area, many of the older buildings within the Divisadero Triangle have been demolished and replaced by parking or vacant lots.

A. Vision. The Divisadero Triangle is transformed into a walkable and bikable, mixed-use place by infilling vacant parcels and parking lots with pedestrian-friendly buildings, introducing pedestrian and bicycle amenities, adaptively reusing older buildings throughout, and accommodating small-scale residential buildings that could provide much needed housing for employees and visitors to Fresno Regional Medical Center.

B. Plan. The Divisadero Triangle accommodates housing in significant numbers, in a number of configurations (lofts, flats, apartments, condominiums), and for a variety of income levels. Office and local-serving retail uses are introduced, on M and Divisadero Streets, Tuolumne and Stanislaus Streets, and particularly at their intersections. L Street and its unusual number of marginally maintained pre-World War II houses is used as a heritage site for consolidating and relocating isolated older buildings from throughout Downtown.

Streets are improved through the introduction of new sidewalks, street trees, and pedestrian-scaled street lights.



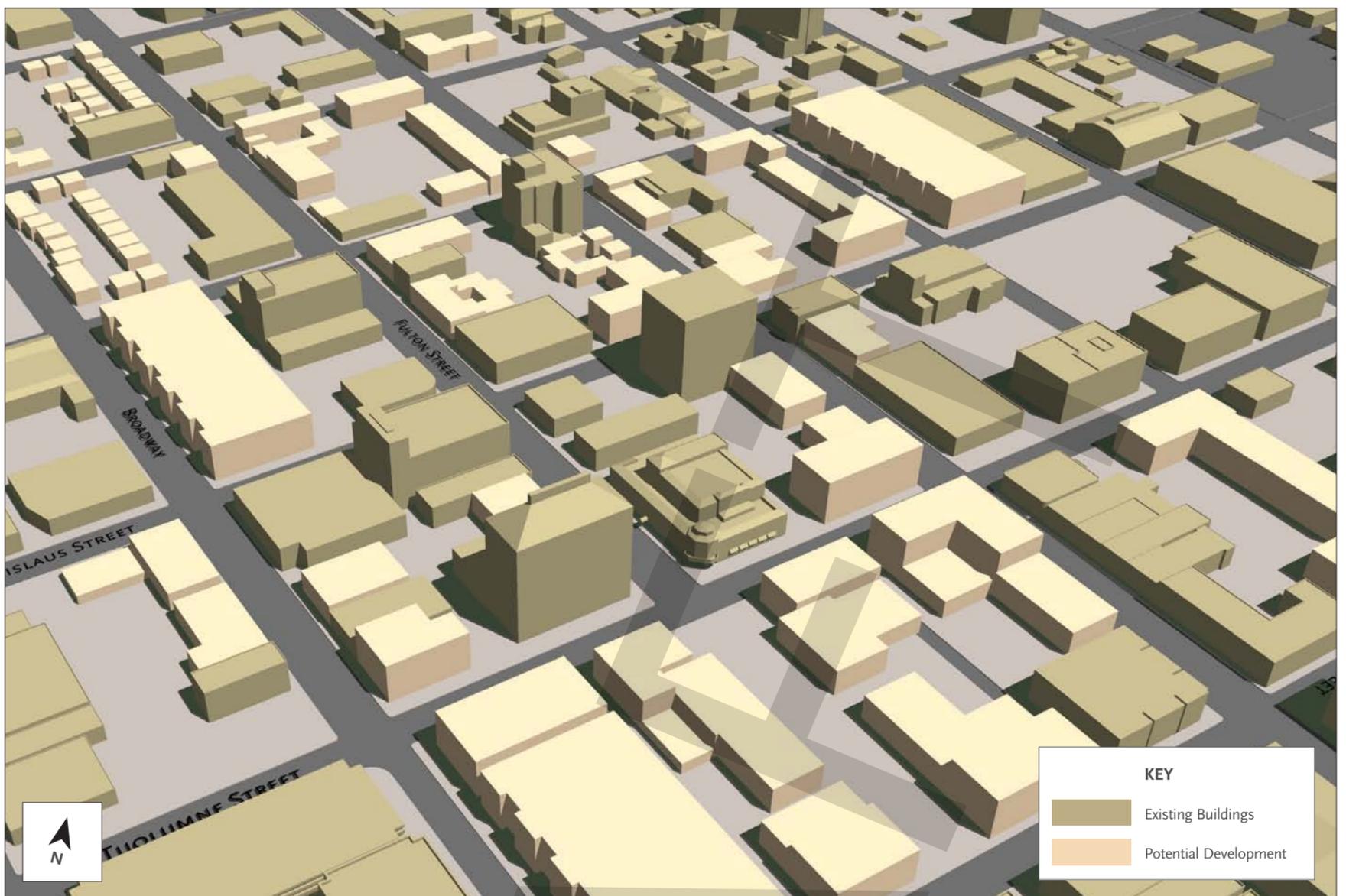
View of M Street near Stanislaus Street.



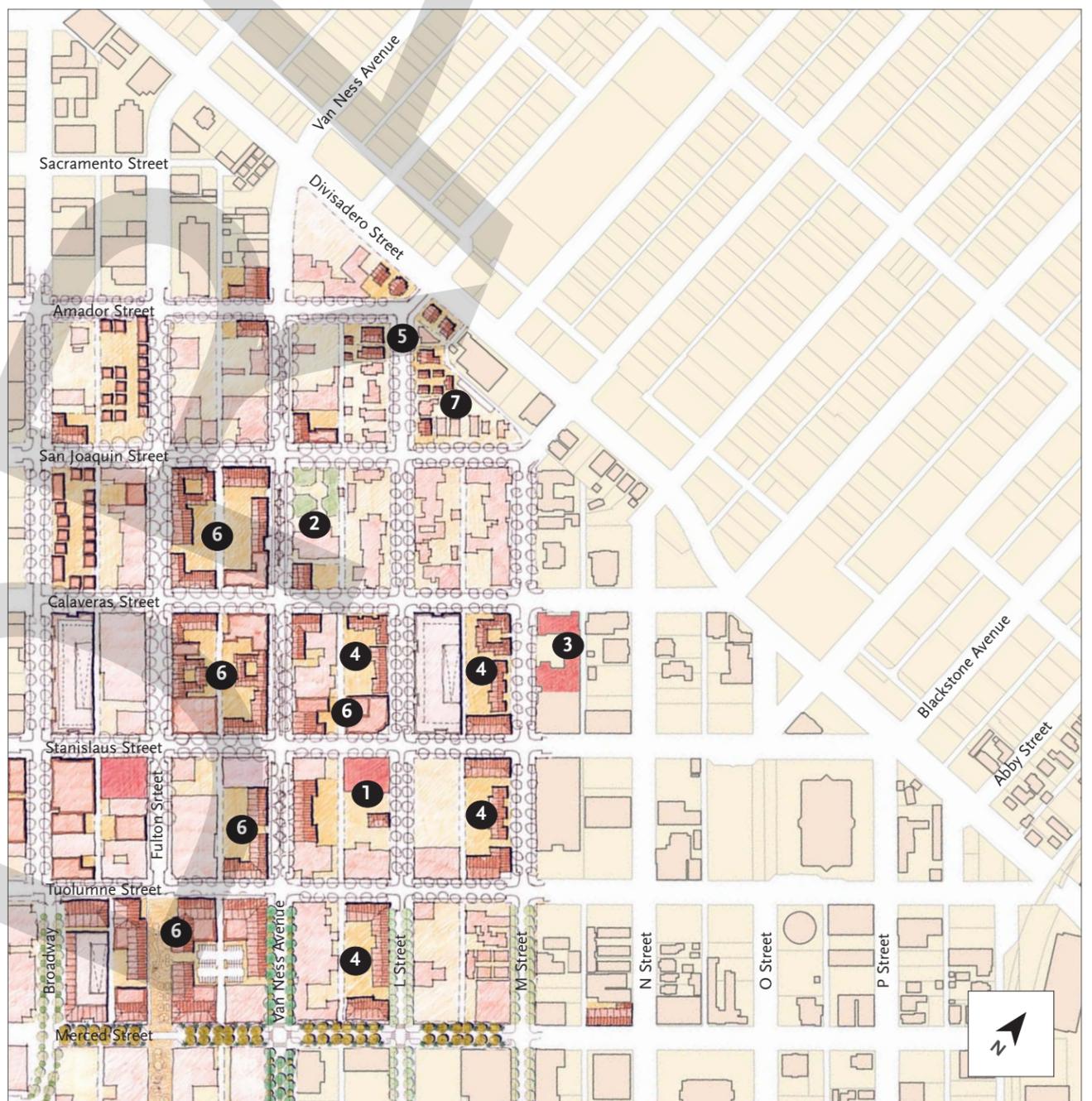
View of M Street near Stanislaus Street with a road diet.



View of M Street near Stanislaus Street. The existing surface parking lot on the west side of the street is replaced with courtyard housing. Parking that is currently located in the parking lot could be accommodated on-street, via a shared parking arrangement, or some other sort of arrangement.



Massing model showing potential development in the Divisadero Triangle.



This illustrative site plan shows one of many ways that the Divisadero Triangle can develop over time, based on the provisions of the Downtown Development Code. Opportunity sites are infilled in the general locations where development is likely to occur.

KEY

- 1 Existing Fresno Scottish Rite Temple
- 2 Existing Arte Americas
- 3 Existing First Presbyterian Church
- 4 New multi-family housing
- 5 New or relocated single family housing
- 6 New mixed-use buildings
- 7 Proposed L Street Historic district

3.3 DEVELOPMENT CAPACITY

As part of the preparation of this Specific Plan, a series of market and economic analyses were prepared to provide a solid foundation upon which to build a development program and public investment strategy for the FCSP Area. These included a regional demographic and economic analysis; a market analysis for housing, office, and retail/entertainment uses; case studies of retail/entertainment districts; and a financial feasibility analysis. The principal findings of these work are summarized below.

A. REGIONAL ECONOMIC CONTEXT

Fresno County and the central San Joaquin Valley region – that is, Fresno, Madera, Tulare, and Kings Counties – are growing economies. The region added approximately 120,000 jobs from 1990 to 2009, and Fresno County received approximately half of that job growth.

The regional economy continues to shift from a resource-based to a service-based economy. Much of the economic growth in Fresno County has occurred in resident-serving sectors, while the agriculture-related industries experienced a significant decline. In addition to larger national and structural trends, these changes have been fueled in large part by the region's expanding population, the conversion of agricultural land to housing development, and more efficient, less labor-intensive farming techniques.

Downtown Fresno is the largest job center in the region, holding over 30,000 jobs, or approximately 14 percent of the total jobs in the Fresno/Clovis metropolitan area. However, the Plan Area's share of employment is declining, as new jobs increasingly locate in North Fresno and other suburban locations.

B. HOUSING MARKET ANALYSIS

Most development in Fresno in recent decades has consisted of detached single-family homes, predominantly in Fresno's northern areas. During the housing boom, the market's delivery of higher density units was limited to a small number of rental projects.

As the Market Analysis shows, there is market demand for approximately 4,000 to 7,000 units in the Specific Plan Area from 2010 to 2030, although this number could potentially increase if Downtown's revitalization is successful. This is equivalent to an average annual absorption of 150 to 250 units. Until the housing market recovers,

the velocity of absorption of multi-family, compact housing types is likely to be slow in the near term.

Though there has been recent development of multi-family units Downtown, every residential project in Downtown has received some form of subsidy from local government sources. Recent development activity in the Plan Area has been concentrated in the Cultural Arts District.

The market for higher density buildings will take time. There are significant financial feasibility challenges to building housing in the Plan Area, due to the continued popularity and affordability of suburban detached single-family housing compared to higher cost multi-family units. In the short term, the market is likely to deliver attached single-family and townhouse units. In the midterm, warehouse lofts and flats in three- and four-story buildings may become feasible.

C. OFFICE MARKET ANALYSIS

The Plan Area continues to be an attractive location for government offices, legal firms, advertising agencies, other professional firms, and medical offices. Downtown Fresno features a stable base of employment due to its concentration of Municipal, State and Federal government office buildings. However, the Plan Area must increasingly compete with North Fresno and office parks for new office tenants and development.

The Plan Area's office market faces challenges including persistent high vacancy rates in its older and historic structures, perceptions of Downtown being unsafe, difficult access by car, a lack of amenities, a location distant from residential areas, and a perceived lack of parking. The vacancy rate for the designated historic office buildings on the Fulton Mall is estimated at over 70 percent. The reuse of these buildings is challenging due to limited auto access, the cost of renovation, lack of maintenance, and market uncertainty regarding the future of the Fulton Mall.

The Plan Area can potentially capture demand for between 2.5 million and 3.9 million square feet of new office space between 2010 and 2035, net absorption of new and vacant spaces. The ability of the Plan Area to be able to attract private development will depend on a host of factors such as the availability of amenities to support office workers, the successful rehabilitation and reuse of existing vacant office buildings, and the improvement of circulation and access throughout the Plan Area, particularly around the Fulton Mall.



The proposed High-Speed Train station, whether the alignment is at-grade, below grade, or elevated, could be a significant amenity for Downtown Fresno and the greater region.



The historic Hotel Fresno currently sits across from a recently built office building that is leased out to the Federal government.

There is strong potential in attracting “creative” businesses. These firms are often small and entrepreneurial, seek inexpensive space, and prefer the kinds of unique or raw interiors that can be provided within rehabilitated older buildings.

D. REGIONAL RETAIL/ENTERTAINMENT USES

The Plan Area has the potential to become a regional retail and entertainment destination. Given the addition of new housing and office space in the Plan Area, as well as the considerable growth in population projected in the greater 45-minute drive time market area, there is an opportunity for the Plan Area to leverage its existing assets to draw more retail and entertainment uses.

The Plan Area has the potential for the development of between 1.3 million and 1.6 million square feet of new retail and entertainment space in the next 25 years. The types of supportable retail that will help Downtown include food stores, eating and drinking places, general merchandise, and other retail. Regional retail entertainment development should be focused near existing anchors and attractors such as Chukchansi Park, Club One Casino, and the Plan Area’s historic theaters.

While Downtown must compete with other town centers, such as River Park and recently approved projects such as El Paseo, Campus Pointe, and Fancher Creek, it is replete with historic, entertainment, and urban attributes that these other places do not have.

E. ROLE OF HIGH-SPEED TRAIN ON DEVELOPMENT

The California High-Speed Rail Authority is currently working with Fresno stakeholders to finalize the location of the proposed High-Speed Train station within the Specific Plan Area. The nature of the transit service, including frequency of trains and connections, remains to be determined. While it is clear that the new train station would be a significant amenity for the Downtown and the greater region – it connects two internationally powerful economic centers – the potential for significant growth in Fresno due to the presence of the High-Speed Train station depends on the extent to which future residents and employees would benefit from the lower cost of housing and labor in the city relative to higher-cost places such as San Francisco and Los Angeles.

From a development perspective, the station offers an opportunity for higher-density, pedestrian-oriented development projects focused in the Plan Area. In addition to the train station, there have also been discussions about locating a maintenance facility for the rail cars within Fresno south of the Plan Area. The facility would create new jobs in Fresno, and create some ripple effects to suppliers of materials in the City and the central San Joaquin Valley region. The ability of the Plan Area to capitalize on the economic activity will largely depend on the proximity of the facility’s location to existing employment nodes, and the economic benefits to suppliers of locating near the facility.

F. SUMMARY OF DEVELOPMENT PROGRAM

Table 3.3A summarizes the demand-based development program for the Specific Plan Area based on the market analysis.

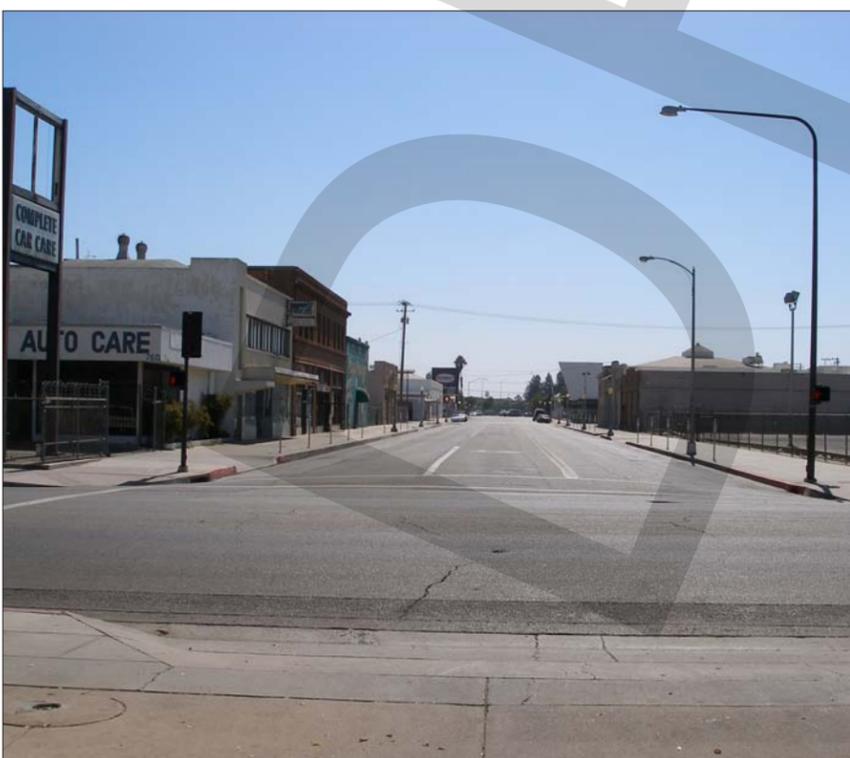
TABLE 3.3A - Market Demand in Specific Plan Area Through 2035¹

Land Use	Development Potential	
	Low	High
New Housing Units (units)	4,060	6,960
New Housing Units (s.f.)	4.9 million	8.4 million
Office (gross s.f.)	2.5 million	3.9 million
Regional Retail and Entertainment (s.f.)	1.3 million	1.6 million
Total Residential and Commercial (s.f.)	8.7 million	13.9 million

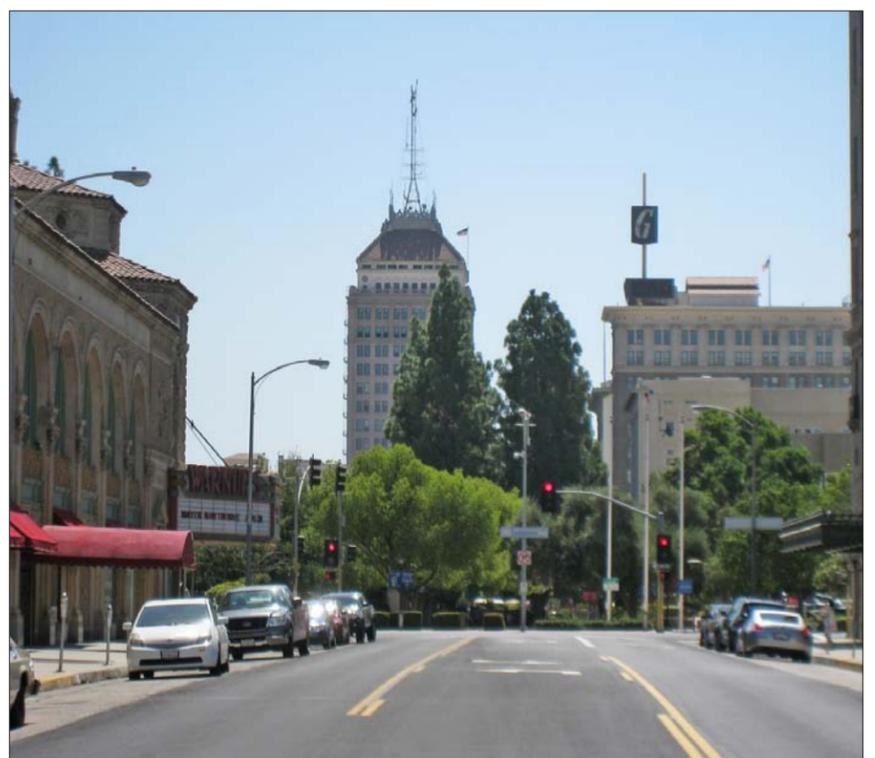
¹ Strategic Economics, “Market Analysis Report: Fulton Corridor Specific Plan,” April 25, 2011.

The documented presence of a market for new housing, office, and retail and entertainment space is a point of departure for the revitalization of Downtown Fresno. The numbers suggest that the Downtown can grow substantially by taking advantage of its location, its urban character, and its many commercial, civic, and institutional assets.

This projected demand for housing, office, and retail and entertainment space exists despite the current state of disinvestment in Downtown, the state of disrepair of the Fulton Mall, and the development community’s preference in recent years for suburban sites. However, to achieve the desired results as quickly and efficiently as possible, efforts must be made to focus all possible investment towards the Fulton Corridor and to be consistent in implementing this Plan’s development strategy for many years.



A vacant, lifeless Downtown streetscape is pedestrian unfriendly and discourages commerce.



This view looking south on Fulton Street towards the Fulton Mall. The thick landscape of the Fulton Mall is more reminiscent of a public park than a retail mall.

3.4 DEVELOPMENT POTENTIAL

The development demand anticipated by the market and economic analysis correlates closely to the development intensities (in essence, the “supply”) allowed under this Specific Plan and the accompanying Development Code.

To examine the level of development allowed under the Code, individual underutilized parcels were identified within the Specific Plan area. The parcels shown in **Figure 3.4A** consist of vacant lots, parking lots, lots that contain underutilized non-historic buildings, and buildings with parking lots in front of them.

A floor area ratio (FAR) range, derived from the FAR of each proposed building type allowed within each parcel’s respective zone in the Downtown Development Code, was then applied to each of the underutilized parcels. The range of possible project types consisted of:

1. Low capacity: the FAR of the least dense building types allowed within the zone;
2. Medium capacity: the FAR for the average of all the building types allowed within the zone; and
3. High capacity: the FAR for the most intense building types allowed within the zone.

The existing building square footage currently present within these parcels was then subtracted from the proposed square footage.

The total net new square footage for each zone was then apportioned among the uses projected within the Plan Area according to the market demand development potential (see **Table 3.3A**). The low, medium, and high development potential for these sites based on the Downtown Development Code is summarized in **Table 3.4A**. The total amount of available space also reflects the addition of roughly 1.5 million square feet of vacant, but usable, space estimated by the City to exist in existing multi-floor buildings in the Plan Area divided up into 860 residential units and 468,000 square feet of non-residential uses. Negative development potential for industrial uses in the “low” and “medium” scenarios is attributed to existing industrial uses that are assumed to be replaced by non-industrial uses.

Note that both the “medium” total anticipated space supplied, including the reuse of vacant building space (approximately 10 million s.f.), and “high” total anticipated space approximately 14 million square feet) fall within the range of development demand, based on

the projected market demand of 8.7 to 13.9 million square feet. This suggests that the Downtown Development Code correctly reflects the economic capacity of the Plan Area.

TABLE 3.4A - Development Potential in Specific Plan Area

Land Use	Development Potential		
	Low	Medium	High
Residential Uses			
New Construction (units)	2,465	4,337	6,293
Adaptive reuse of existing multi-floor buildings (units)	860	860	860
Total residential (units)	3,325	5,197	7,153
Total residential (s.f.)	3,990,000	6,236,400	8,583,600
Non-Residential Uses			
Office (s.f.)	1,120,119	2,481,573	3,896,879
Retail (s.f.)	341,594	955,198	1,586,486
Industrial (s.f.)	(122,009)	(12,159)	145,085
Adaptive reuse of existing multi-floor buildings (s.f.)	468,000	468,000	468,000
Total supply of non-residential developed space (s.f.)	1,807,704	3,892,612	6,096,450
TOTAL			
Residential and non-residential (s.f.)	5,797,704	10,129,012	14,680,050

The “high” capacity development potential, by land use, for each of Downtown’s districts is shown in **Table 3.4B**. Negative development potential for industrial uses in certain districts is attributed to existing industrial uses that are assumed to be replaced by non-industrial uses.



Underutilized, vacant land adjacent to the Union Pacific railroad tracks at Tuolumne Street can better serve the community by being used as open space, parking, or accommodating building development.



The empty Droge Building is an example of one of many vacant, historic buildings in Downtown Fresno.

Figure 3.4A - Underutilized Land

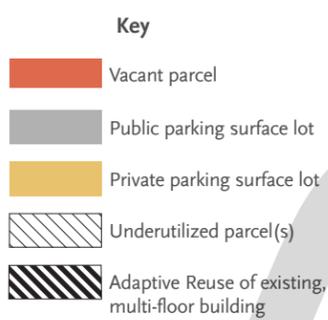


TABLE 3.4B - Development Potential by Downtown District (High)

Land Use	Central Business District (CBD)	Cultural Arts District	Civic Center	South Stadium District	Chinatown	Armenian Town/ Convention Center	Divisadero Triangle
Residential (units)	2,198 ¹	1,719	191	691	1,587	447	320
Office (s.f.)	1,338,402	1,172,463	57,775	290,845	891,318	206,191	(60,115)
Retail	483,053	662,143	35,385	108,058	246,541	32,280	19,026
Industrial	-	(42,180)	-	(848)	204,062	(15,949)	-

¹ Includes 860 units within existing vacant buildings.

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