



AGENDA ITEM NO: \_\_\_\_\_

City Manager: \_\_\_\_\_

## - CITY OF CLOVIS - REPORT TO THE CITY COUNCIL AND PLANNING COMMISSION

TO: Mayor and City Council

FROM: Planning and Development Services

DATE: January 19, 2016

SUBJECT: Receive and File – Community Workshop Summary and a Central Clovis Specific Plan Update Progress Report

### ATTACHMENTS:

Figure 1:	Location Map
Exhibit "A:"	Community Workshop Outreach Summary
Exhibit "B:"	Community Workshop Exhibit Voting Results
Exhibit "C:"	Draft CCSP Goals & Action Items
Exhibit "D:"	Fresno State Design Charrette Results – Positives, Negatives, Opportunities, & Constraints

### CONFLICT OF INTEREST

None.

### RECOMMENDATION

Staff recommends that the Planning Commission and City Council receive and file a progress report on the Central Clovis Specific Plan Update. Additionally, consider the community workshop outreach summary, voting results, draft action items, Fresno State design charrette results, and comment. Finally, provide direction for completion of the draft document.

### EXECUTIVE SUMMARY

Over the course of six meetings since the last progress report on April 13, 2015, the Project Area Committee (PAC) identified and considered action items for each of the five draft goals to become the basis of the Specific Plan. Additionally, City staff conducted two community outreach workshops in November and December of 2015 to

obtain feedback from participants on the implementation of the plan. The plan update is now entering the final phase of preparing the draft document. Staff will provide a general presentation on the history of Old Town, creation of the Clovis Community Development Agency, development of the 1983 Central Clovis Specific Plan, 2014 Clovis General Plan Update, community values and guiding principles, and draft goals and action items. The Planning Commission and City Council are being requested to consider the presentation materials and provide comment and direction.

## **BACKGROUND**

At the April 13, 2015 joint meeting with the City Council and Planning Commission, staff and the advisory committee presented refined draft goal statements, which were adopted in concept and cleared the way for the next planning phases of the specific plan update. Additionally, the committee identified opportunities and constraints and the positive and negative aspects of the Old Town area.

Since the last joint meeting, staff and the advisory committee set out in a fact-finding mission to obtain input and comments from the community on the vision and future growth of Old Town for the next twenty (20) years and to develop strategies for plan development. The timeline of events were as follows:

- On May 6, 2015, staff conducted an evening workshop with a group of 25-30 Urban Geography students at California State University, Fresno. The workshop focused on discussions related to the strengths, weaknesses, opportunities, and constraints of the project boundary area. Students were asked to provide positive, negative, opportunity, and constraint aspects of Old Town and vote on their priorities.

The top two positive aspects of Old Town as identified by the students were *Bars and Night Life* and *Mom and Pop Shops*. However, *Bar Improvements* and *Lack of Parking* were the top two negative aspects of Old Town. Under opportunity aspects, the top two items were *Live Music* and *Later Store Hours*, with constraints being the *Lack of Advertisements* and *Limited Space*.

The advisory committee discussed the findings of the student workshop the following month. Staff compiled the student results for consideration and comment by the City Council and Planning Commission under the attached Exhibit "D".

- City staff coordinated a trip on May 16, 2015, with the advisory committee to visit the cities of Folsom, Davis and Lodi, California to learn what land use, design elements and implementation policies are guiding these downtown districts. Staff and the committee were greeted at each city by a representative who provided an educational tour of each district. Tour discussions were related to the policies, strategies and visioning implementation methods being utilized by each City to build on the success of their downtown districts.

- Staff held a community workshop on Wednesday, May 13, 2015 at Weldon Elementary School, located within the specific plan area to discuss the City's progress on the Clovis Urban Greening Master Plan. Furthermore, staff took this opportunity to provide participants with an update on the Central Clovis Specific Plan Update progress.
- During this time, staff began developing draft Community Design Development Standards for store front commercial, office, low density residential, and transitional residential, vision and intent, sign and storefront standards, and opportunities and constraints within the project area.
- On July 14, 2015, the advisory committee held a meeting to discuss the Clovis Avenue traffic logistics and what type of improvements might be considered along this corridor. The committee also drafted action items to assist in implementing the five (5) draft goals of the specific plan previously adopted in concept of the City Council and Planning Commission.
- Staff conducted two (2) community workshops at Clark Intermediate School on Thursday, November 12<sup>th</sup>, 2015 and Thursday, December 3<sup>rd</sup>, 2015. Staff mailed out over 2,700 notices to property owners and residents for the community workshops.

Topics discussed at the community workshops included alley pedestrian residential, opportunities and constraints, goals and action items, gateways, districts, Clovis Avenue, Bullard Avenue, and bicycle and trail systems. Please see the attached community workshop outreach summary for additional information (Exhibit "A").

City staff recorded the exhibit voting results (Exhibit "B") from both community workshops for review and comment by the City Council and Planning Commission. The top five (5) voted exhibits were:

- Bullard Avenue: Café Sidewalk Environment
- Bullard Avenue: Pedestrian/ Bicycle Entry Feature
- Alley Pedestrian Residential Development
- Clovis Avenue: Extended Pedestrian Plazas
- Action Item: Design distinctive tree and landscape pallets for significant streets in Old Town

## **PROPOSAL AND ANALYSIS**

To proceed to the final planning phases of the specific plan update, staff and the advisory committee would like to update the Planning Commission and City Council on the work to date and discuss the various design concepts being proposed in the plan update. Additionally, staff would like the City Council and Planning Commission to review and adopt in concept the attached draft action items under Exhibit "C." The advisory committee and staff developed a total of twenty five (25) action items to assist in the implementation of the five (5) draft goal statements.

The final planning phases of the specific plan update include preparing the land use and mobility plan, crafting economic development strategies, establishing design guidelines, and development standards.

## **FISCAL IMPACT**

None.

## **REASONS FOR RECOMMENDATION**

The drafted goals and action items will provide the basis for the completion of the specific plan. It is important to consider design and implementation concepts to allow for the preparation of the final draft plan. The 2016 Central Clovis Specific Plan will refine and update the Clovis community vision of Old Town for the next 20 years.

## **ACTIONS FOLLOWING APPROVAL**

Staff will continue with the final phases of the specific plan update and provide a draft document for consideration by the Planning Commission and City Council in May 2016 and June 2016, respectively.

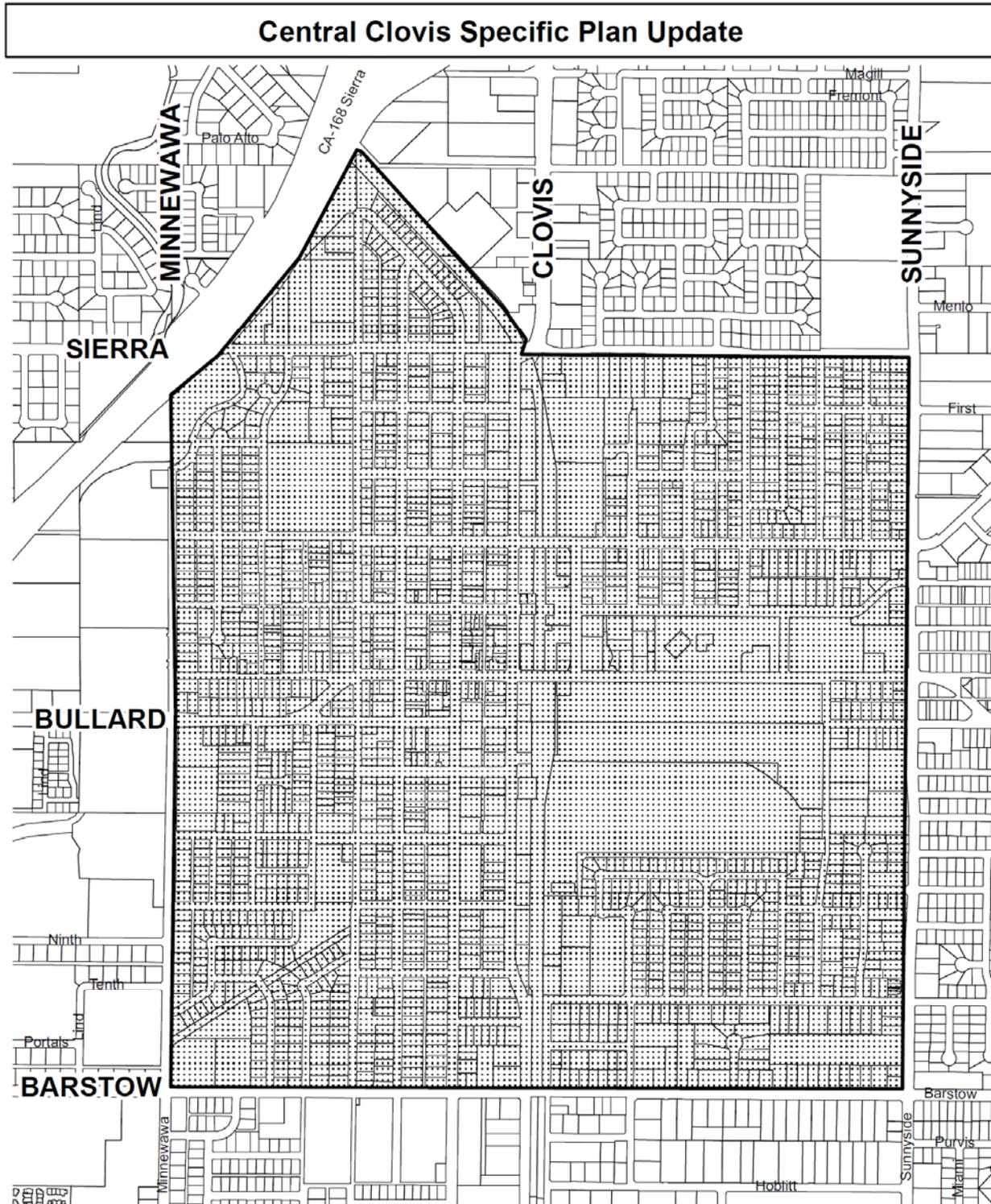
Prepared by: George González, MPA, Associate Planner

Submitted by:

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Bryan Araki  
City Planner

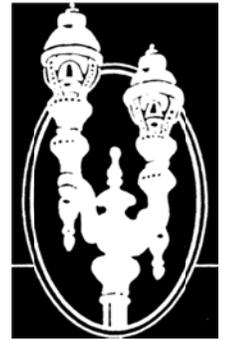
\_\_\_\_\_  
Dwight Kroll, AICP  
Director of Planning and  
Development Services

**FIGURE 1  
PROJECT LOCATION MAP**



# CENTRAL CLOVIS SPECIFIC PLAN UPDATE COMMUNITY WORKSHOP – PUBLIC OUTREACH SUMMARY

*Clark Intermediate School, Clovis, CA  
November 12, 2015 – 6:00pm-8:00pm &  
December 3, 2015 – 6:00pm-8:00pm*



## SUMMARY

On Thursday, November 12, 2015, and Thursday, December 3, 2015, staff from the City of Clovis planning, engineering, and economic development divisions facilitated a community workshop aimed at introducing the City's Central Clovis Specific Plan Update process. Members of the Central Clovis Specific Plan Update Technical Advisory Committee were also present and assisted in obtaining feedback from participants on their concerns and interest in implementing the Plan in Old Town. The Plan will refine and update the community vision to guide the future growth and development of Old Town for the next 20 years.

Approximately 45 (43 signed in) members of the public attended the meetings, which began with introducing the Central Clovis Specific Plan Update, including the Proposition 84 funding provided to develop the Plan Update, presentation on the history of Old Town, creation of the Clovis Community Development Agency, development of the 1983 Central Clovis Specific Plan, 2014 Clovis General Plan Update, community values and guiding principles, and draft goals and action items identified for the Central Clovis Specific Plan Update.

Following the presentation, participants discussed and voted on the various development opportunities and vision guidelines presented by staff and advisory committee members. The various development scenarios and draft goals were developed to gain feedback on visioning and community opinion/ concerns.

The various development opportunities and vision guidelines included:

- **DRAFT GOALS AND ACTION ITEMS** were developed by the City and the advisory committee as guidelines for the Central Clovis Specific Plan Update. Participants were encouraged to read through the goals and action items and provide feedback by placing a green or red dot on items that they agreed or disagreed with. Participants were also encouraged to provide written comments on any item or discussed topics.



- **OPPORTUNITIES & CONSTRAINTS** within and adjacent to the specific plan boundary area. The various key points included Gateways, Edge Barriers, Majors Streets, Pedestrian Paths, Opportunity Areas, and Activity Generators. Participants were asked to mark the map with sites that they liked or disliked, as well as sites that were not presented but should be considered for opportunities.

Opportunity areas are locations that can be enhanced to integrate with serve the Old Town area. Areas may be developable sites or locations where trails, bike lanes or other transportation enhancements can occur.

- **ALLEY PEDESTRIAN RESIDENTIAL** introduced a proposal for the development of second dwelling units with direct access to existing alleys within Old Town. The proposal did not present specific sites, but rather an opportunity within the entire project area. Using green and red dots, participants voted on the concept that they preferred.
- **GATEWAYS** invited participants to mark the map affirming or proposing some pedestrian scale amenities that may include lighting, landscaping and architectural form enhancements.
- **DISTRICTS** introduced the proposed implementation of distinctive areas within the specific plan area. Unique districts included the SoFi District, Store Front Commercial District, Civic District, Festival District, Mixed Use Historical Office/Residential District, Industrial District, Historic Residential District, Multi-Family Residential District, and Single Family Residential Districts.
- **CLOVIS AVENUE** introduced the proposal of extended pedestrian plazas or “parklets” along designated areas in this corridor. A pedestrian plaza is an expansion of pedestrian sidewalks for the purpose of providing sitting, dining and entertainment amenities. A second proposal included corner “Bump-Outs” at specific intersection corners to narrow the length of pedestrian crosswalks and encourage slower traffic speeds through this corridor.
- **BULLARD AVENUE** introduced the proposal of café sidewalk “Bump-Outs” along the Bullard Avenue frontage between Pollasky and Woodworth Avenues. A second proposal included a pedestrian/bicycle entry feature on Bullard Avenue, near Harvard Avenue.
- **BICYCLE AND TRAIL SYSTEMS** invited participants to review and comment on a map displaying existing and proposed Class I Bike Path, Class II Bike Lane and Class III Bike Route within the project area.



# RESULTS FROM CENTRAL CLOVIS COMMUNITY WORKSHOPS

## Participant Comments

Staff provided comment cards at each meeting to encourage participants to comment on concepts, proposals or guiding goals and action items. The following comments have been written as they appear on the community workshop comment cards:

- Has potential support in terms of funding, zoning, city policies, and procedures for individual homeowner & small business owners to improve their aging properties been considered?
- Sidewalks all down 8<sup>th</sup> street from Clovis Avenue to Minnewawa. Speedbumps to slow down traffic down.
- Help homeowners with finding the proper resources to improving existing homes to help with the revitalization.
- Great plans!
- Yes! To: Bullard narrowed; Clovis Avenue narrowed; gateway to Fresno State; cottage residential. Suggestions: Neighborhood Market/ Deli (I want to shop for some groceries in Old Town); Downtown Plaza (i.e., a community/ family gathering place surrounded by patio dining (c.f. European Cities); Sidewalks; decorate the alley fences on the bike trail behind the hotel.
- Don't worry about small # of parking spaces lost for dining etc... better utilize parking by water tower with better signing (since the whole idea is for folks to get out and walk around Old Town.
- I represent several Hispanic families who own property in the Old Town area who would like to be represented in all your future planning. Please include me in the planning committee.
- Perhaps your breakout groups after your presentation could go to separate rooms- I had trouble hearing the discussions because of the noise of so many groups in the same room.
- Has demographic market research been considered which compares the future needs/ desires of Gen x'ers lifestyle preferences to the themes (good idea) that were discussed for Old Town?
- Many of the SFR's in Old Town are very old and are or will be in need of repairs. Should we give consideration to helping property/ home owners repair/ remodel homes built in the 1920, 30s etc.
- The gateway is a good idea because it is a big theme idea to promote the City, in general. We need this concept in addition the many specific ideas for Old Town.

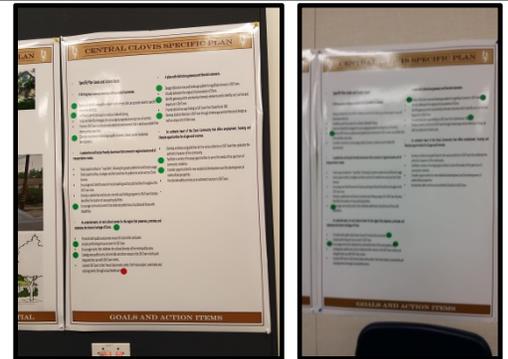
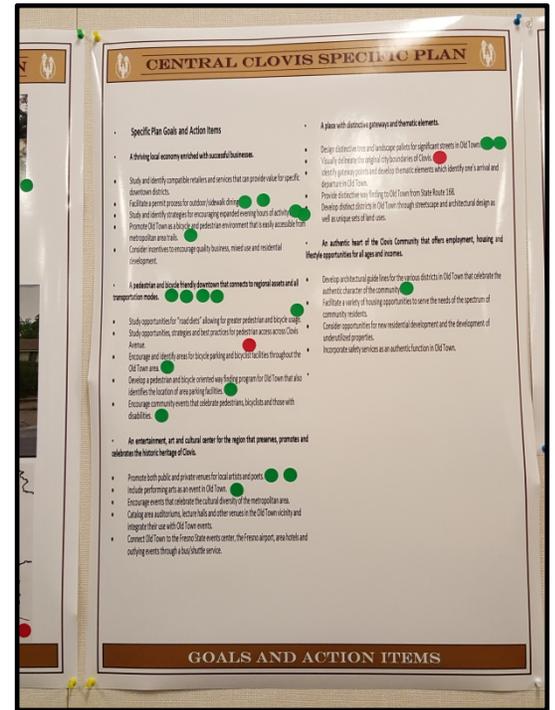
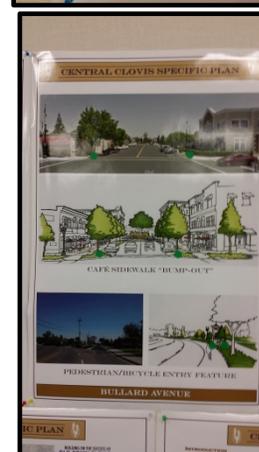


EXHIBIT "A"

- Totally love the idea of ally pedestrian residential! Considerations are ales for trash and utility that are not visible. Pathway with trees and shrubbery are a concern due to the drought issues.
- I like the idea of narrowing Clovis Avenue to make it more pedestrian friendly. It's a hassle (slow) to use Clovis Avenue now and easier to bypass when traveling N. & S. Villa is much easier to use.
- I like the idea of utilizing the alleys in same way. If not to develop the back lots of the large properties, I do think the run-down alleys need upgrading... there are several in Old Town that look really bad.
- Reach out to CART students to get them involved with Civic District. Get their ideas on plans – use of architecture and engineering programs.
- Alley cottages – maybe keep one lane – cottages on one side of alley, allow one way driving.
- Pollasky Avenue south, prezone all properties C-2 or C-3 east side. West side C-P. Lite entry signs and keep landscaping low! Lite all parking lots for nite events directing/ identifying public parking. Adopt the existing parking plan on file and execute it. provide a safe pedestrian walkway from water tower parking lot across Clovis Avenue to plaza. Place a crosswalk with a activated flashing lite.
- Store where you can buy light groceries; small market neighborhood market; they can offer some part of tax incentive to draw the store owners.
- Historic museum on Pollasky it needs to be updated; no handicap access too much unorganized displays.
- The Walmart store on Herndon – they would have enough trees to help the car pollution per the City ordinance. Little or no trees have been put in.
- Revamp the Bullard Avenue entrance to Old Town. Specifically, it is hard to exist to the west out onto Fifth/ Bullard; East side of Clovis Avenue needs business with more appeal like a Mad Duck (like by the new theater @ Fresno State); traffic on Clovis Avenue is difficult to drive – maybe route traffic to Villa or Sunnyside as the “quick route” around Old Town.
- Put sidewalks and streetlights in residential areas! It feels unwelcoming without them. Old Town has a very “mature” feel to it. It doesn't attract the younger generation. As a twenty-something, I'm not excited about numerous antique shops + travel businesses. Live music, outside dining, upscale neighborhood market (food, sundries, etc.) – that sounds fun!



- I do have a few comments that I would like you to consider. I have long felt that the Clovis main street is too automotive in nature. Last weekend I drove Clovis Avenue and did some counting. There are 6 gas stations from Barstow Avenue to Sierra Avenue. In addition there are 3 businesses that are converted from gas stations that still look very much like gas stations. From Shaw Avenue to Sierra Avenue there are 22 automotive type businesses not counting the gas stations. When you put it all together, that makes 28 automotive businesses between Shaw Avenue and Sierra. How did this come to be? I can't believe that was part of a thought out plan. I can't imagine that this looks good to visitors to our city. I certainly don't like it, and neither does anyone I talk to.

When I visit cities like Santa Barbara, Santa Cruz, San Jose and many others, we like to shop around the old town areas. Clovis' old town shopping area is such a small area and could be expanded to include more of Clovis Avenue.

I have recently attended events in Fresno on Fulton Street, and I am very impressed with all of the upscale downtown apartments and housing that are being built in downtown Fresno. You know millennials really consider walkability when considering where to live. I am not a millennial, but I live in old town Clovis for that very reason. I think some upscale housing along Clovis Avenue, along with more shopping and restaurants along Clovis Avenue would be a great improvement to all of those gas stations and automotive businesses that really make our main street uninviting and unattractive.

- As noted at the bicycle-planning meeting (last month), the intersection of Clovis & Sierra is difficult & dangerous for a path-user (pedestrian or cyclist) to negotiate. Should be a diagonal crosswalk. Now may use Pollasky instead & get on the path at DeWitt.
- We live on the corner of Fourth & Elm. The traffic speed on 4<sup>th</sup> between Sunnyside & Hughes in the AM from 7-8 and after school from 2-3 is excessive. Police officers should patrol regularly and cite speeders on a regular basis.
- Staff received complaints of vehicles parking in neighborhoods adjacent to Clark Intermediate School.
- Need a parking lot near Bullard & 5<sup>th</sup> for the sporting events held at Clark Jr. High.
- Need to connect the East and West sides of Clovis Avenue.
- Action Rec. Need a traffic model for Old Town – to look at proposed changes.
- Need to clearly show the: 1. Bike System; 2. Pedestrian System – areas without sidewalks. Need sidewalks on streets!

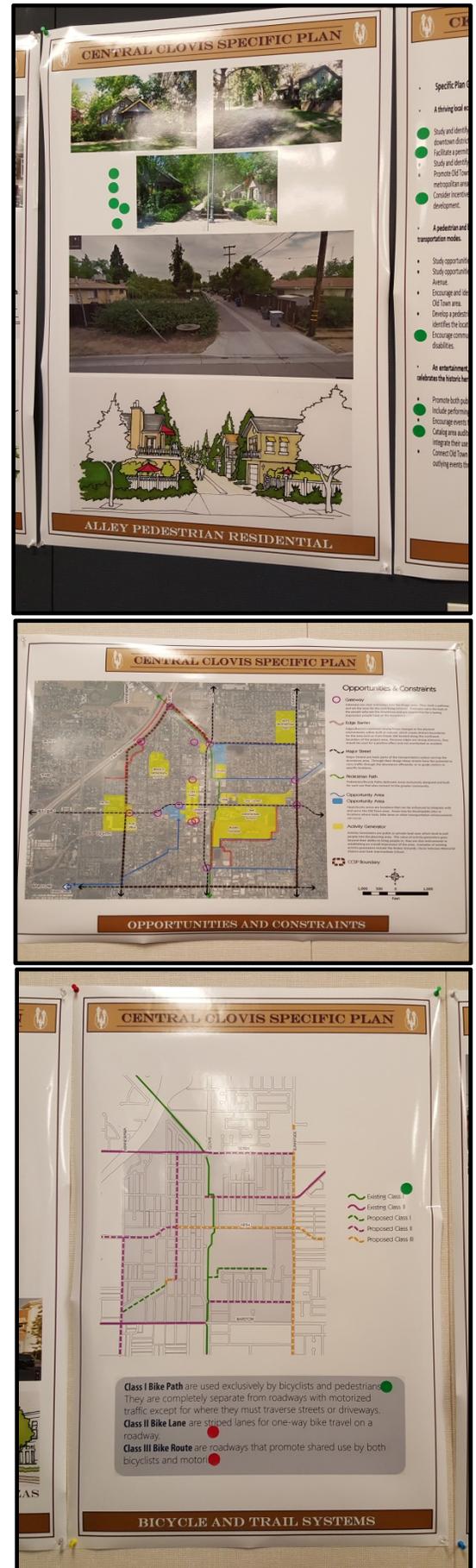


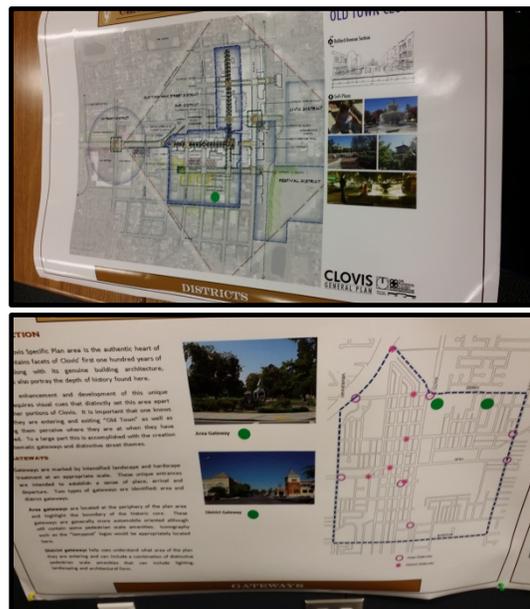
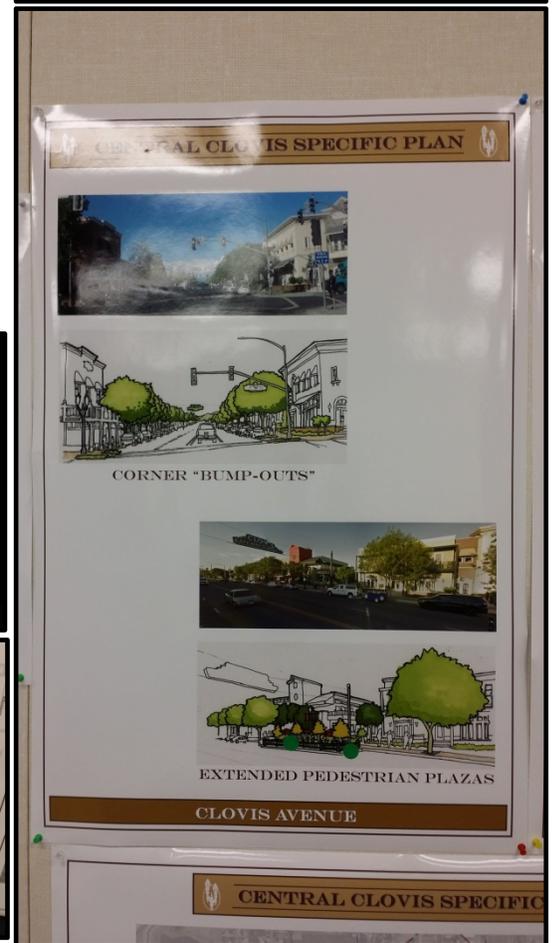
EXHIBIT "A"

- City need to invest more in street tree maintenance if we are going to make trees a major element of Old Town.
- How do we take the traffic around the Bike/Ped core of Old Town?
- Don't bring businesses to Old Town that requires added Police services.
- The library needs to be a HUB! Multi stories with conference rooms, study areas, computer room, coffee shop (kiosk), quiet areas, rooms for activities with children and a place for classes.

## Workshop Exhibit Voting Results

Staff has reviewed and recorded the exhibit voting results (Exhibit "B") from both community workshops. The top five (5) voted exhibits were:

- Bullard Avenue: Café Sidewalk "Bump-Outs"
- Bullard Avenue: Pedestrian/ Bicycle Entry Feature
- Alley Pedestrian Residential
- Clovis Avenue: Extended Pedestrian Plazas
- Action Item: Design distinctive tree and landscape pallets for significant streets in Old Town



**Community Workshop Exhibit Voting Results - Advisory Committee**

**Affirmative Votes    Negative Votes**

Bullard Avenue: Café Sidewalk "Bump-Outs"	<b>15</b>	
Bullard Avenue: Pedestrian/ Bicycle Entry Feature	<b>14</b>	
Alley Pedestrian Residential	<b>11</b>	<b>1</b>
Clovis Avenue: Extended Pedestrian Plazas	<b>6</b>	
<b>Action Item:</b> Design distinctive tree and landscape pallets for significant streets in Old Town	<b>5</b>	
<b>Goal #2:</b> A pedestrian and bicycle friendly downtown that connects to regional assets and all transportation modes	<b>4</b>	
<b>Action Item:</b> Encourage community events that celebrate pedestrian, bicyclists and those with disabilities	<b>3</b>	
<b>Action Item:</b> Promote both public and private venues for local artists and poets	<b>3</b>	
<b>Action Item:</b> Facilitate a permit process for outdoor/ side walk dining	<b>3</b>	
Clovis Avenue: Corner "Bump-Outs"	<b>3</b>	
Gateways: Area Gateway	<b>3</b>	
<b>Action Item:</b> Study and identify strategies for encouraging expanded evening hours of activity	<b>2</b>	
<b>Action Item:</b> Promote Old Town as a bicycle and pedestrian environment that is easily accessible from metropolitan area trails	<b>2</b>	
<b>Action Item:</b> Encourage events that celebrate the cultural diversity of the metropolitan area	<b>2</b>	
<b>Action Item:</b> Include performing arts as an event in Old Town	<b>2</b>	
Bicycle & Trail Systems: Class I Bike Path (used exclusively by bicyclists and pedestrians)	<b>2</b>	
<b>Action Item:</b> Study and identify compatible retailers and services that can provide value for specific downtown districts	<b>1</b>	
<b>Action Item:</b> Consider incentives to encourage quality business, mixed use and residential development	<b>1</b>	
<b>Action Item:</b> Study opportunities for "road diets" allowing for greater pedestrian and bicycle usage	<b>1</b>	
<b>Action Item:</b> Encourage and identify areas for bicycle parking and bicyclist facilities throughout the Old Town area	<b>1</b>	
<b>Action Item:</b> Develop a pedestrian and bicycle oriented way finding program for Old Town that also identifies the location of area parking facilities	<b>1</b>	
<b>Goal #3:</b> An entertainment, art and cultural center for the region that preserves, promotes and celebrates the historic heritage of Clovis	<b>1</b>	
<b>Action Item:</b> Catalog area auditoriums, lecture halls and other venues in the Old Town vicinity and integrate their use with Old Town events	<b>1</b>	
<b>Action Item:</b> Identify gateway points and develop thematic elements which identify one's arrival and departure in Old Town	<b>1</b>	
<b>Action Item:</b> Provide distinctive way finding to Old Town from State Route 168	<b>1</b>	
<b>Action Item:</b> Develop distinct districts in Old Town through streetscape and architectural design as well as unique sets of land uses	<b>1</b>	
<b>Action Item:</b> Develop architectural guidelines for the various districts in Old Town that celebrate the authentic character of the community	<b>1</b>	
<b>Action Item:</b> Facilitate a variety of housing opportunities to serve the needs of the spectrum of community residents	<b>1</b>	

<b>Action Item:</b> Consider opportunities for new residential development and the development of underutilized properties	<b>1</b>	
Gateways: District Gateway	<b>1</b>	
Districts: SoFi	<b>1</b>	
<b>Action Item:</b> Study opportunities, strategies and best practices for pedestrian access across Clovis Avenue		<b>1</b>
<b>Action Item:</b> Connect Old Town to the Fresno State events center, the Fresno airport, area hotels and outlying events through a bus/ shuttle service		<b>1</b>
<b>Action Item:</b> Visually delineate the original city boundaries of Clovis		<b>1</b>
Bicycle & Trail Systems: Class II Lane (striped lanes for one-way bike travel on a roadway)		<b>1</b>
Bicycle & Trail Systems: Class III Bike Route (roadways that promote shared use by both bicyclists and motorists)		<b>1</b>
Districts: Gateway District		<b>1</b>

**Total**

**95**



## SPECIFIC PLAN GOALS AND ACTION ITEMS

### Specific Plan Goals and Action Items

#### A thriving local economy enriched with successful businesses.

- Study and identify compatible retailers and services that can provide value for specific downtown districts.
- Facilitate a permit process for outdoor/sidewalk dining.
- Study and identify strategies for encouraging expanded evening hours of activity.
- Promote Old Town as a bicycle and pedestrian environment that is easily accessible from metropolitan area trails.
- Consider incentives to encourage quality business, mixed use and residential development.

#### A pedestrian and bicycle friendly downtown that connects to regional assets and all transportation modes.

- Study opportunities for “road diets” allowing for greater pedestrian and bicycle usage.
- Study opportunities, strategies and best practices for pedestrian access across Clovis Avenue.
- Encourage and identify areas for bicycle parking and bicyclist facilities throughout the Old Town area.
- Develop a pedestrian and bicycle oriented way finding program for Old Town that also identifies the location of area parking facilities.
- Encourage community events that celebrate pedestrians, bicyclists and those with disabilities.

#### An entertainment, art and cultural center for the region that preserves, promotes and celebrates the historic heritage of Clovis.

- Promote both public and private venues for local artists and poets.
- Include performing arts as an event in Old Town.
- Encourage events that celebrate the cultural diversity of the metropolitan area.
- Catalog area auditoriums, lecture halls and other venues in the Old Town vicinity and integrate their use with Old Town events.
- Connect Old Town to the Fresno State events center, the Fresno airport, area hotels and outlying events through a bus/shuttle service.
- Incorporate safety services as an authentic function in Old Town.

#### A place with distinctive gateways and thematic elements.

- Design distinctive tree and landscape pallets for significant streets in Old Town.
- Visually delineate the original city boundaries of Clovis.
- Identify gateway points and develop thematic elements which identify one’s arrival and departure in Old Town.
- Provide distinctive way finding to Old Town from State Route 168.
- Develop distinct districts in Old Town through streetscape and architectural design as well as unique sets of land uses.

#### An authentic heart of the Clovis Community that offers employment, housing and lifestyle opportunities for all ages and incomes.

- Develop architectural guide lines for the various districts in Old Town that celebrate the authentic character of the community.
- Facilitate a variety of housing opportunities to serve the needs of the spectrum of community residents.
- Consider opportunities for new residential development and the development of underutilized properties.
- Incorporate safety services as an authentic function in Old Town.

Fresno State  
Design Charrette Results

**Positives**

**# of Votes**

Bars and Night life	7
Mom and pop Shops	4
Safe	1
Perspective of the City	1

**Negatives**

**# of Votes**

Bar improvements	10
Lack of parking	5
Lack of connectivity with CSUF	3
Too many antique stores	3
Short store hours	3
No quality restaurants	3
Lack of advertisement	1
Lack of live music venues	1

Original List of Positives

mom and pop shops  
Beautiful  
Clean  
Safe  
Walkability  
Limited Parking  
Farmer's Market  
Rodeo/ Parks  
Perspective of City  
Variety  
Local businesses  
Bars/ Nightlife

Original List of Negatives

Distance  
Nightlife  
Lack of attractions  
Hours of businesses  
Lack of drugstore  
No diversity  
Antique shops  
Lack of social services  
Parking  
Lack of clothing stores

Fresno State  
Design Charrette Results

**Opportunities**

**# of Votes**

Live music	4
Later store hours	3
Creat a Fair	1
Add apartments and lofts	1

**Constraints**

**# of Votes**

Lack of advertisements	5
Limited space	1

Original List of Opportunities

No outward expansion  
 More apartments and lofts  
 walking trail  
 more up-to-date shops  
 Longer hours  
 More restaurants and Bars  
 Live music  
 Collaboration with CSUF (products)  
 Shuttle bus for farther parking  
 Public transit  
 Bike rental  
 Discounts for students  
 Mixed use housing  
 Jobs  
 More Franchise stores  
 Concerts

Original List of Constraints

competing with larger shopping centers  
 Improve traffic lights  
 limited space  
 Variety  
 Lack of advertisement  
 Proximity to college age group  
 Lack of advertisement