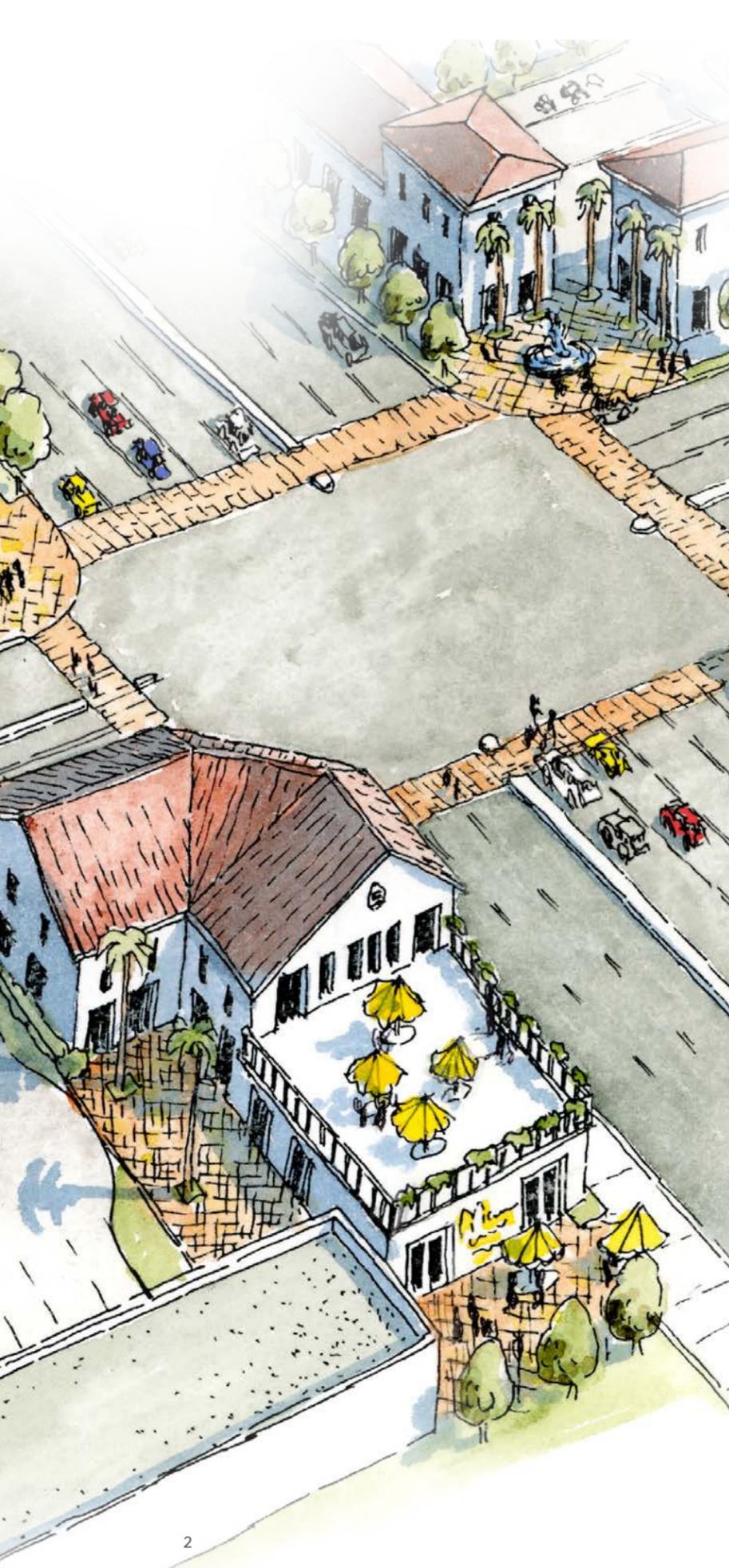


A GUIDE FOR COMMUNITY BASED CHANGE

# COMMERCIAL CORRIDOR PATTERN BOOK



CITY OF CLOVIS  
IN PARTNERSHIP WITH:

CALIFORNIA STATE UNIVERSITY, FRESNO

FRESNO HOUSING AUTHORITY

FRESNO COUNCIL OF GOVERNMENTS

FRESNO COUNTY DEPARTMENT  
OF PUBLIC HEALTH

ECONOMIC DEVELOPMENT  
CORPORATION OF FRESNO COUNTY

CLOVIS CHAMBER OF COMMERCE

OCTOBER 13, 2014



*California's*  
**Strategic Growth Council**

The work upon which this publication is based was funded in whole or in part through a grant awarded by the Strategic Growth Council.

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# INTRODUCTION

ABOUT THIS BOOK

OBJECTIVES AND STRATEGIES

THE TIERED APPROACH

## ABOUT THIS BOOK

This document is a pattern book. At its basic level, it offers ideas about how commercial property owners and businesses can improve the look and function of their buildings and property in ways that will attract more customers and investment.

In conjunction with the Clovis Development Code, the Commercial Corridor Pattern Book may also provide opportunities to convert parking spaces into outdoor dining areas, pedestrian plazas, or even additional commercial buildings.

Most importantly, everything in this book is voluntary; it provides no new regulations or requirements.

## Why Commercial Corridors?

Most commercial corridors across America began in an earlier era, in a time when all a successful business needed was great service, a building with a small parking lot on a busy road, and a nice sign to catch people's attention. Over time, however, the way Americans buy goods and services has changed dramatically. The way corridors are used has changed too.

Unfortunately, many corridors, built for that earlier era, have not kept up. Small, stand-alone buildings fail to get noticed by busy commuters racing down the arterial to get to the new freeway.

Drab facades and little landscaping along aging corridors pale in comparison to the bright, open, and well-landscaped environments found in newer lifestyle centers and revitalized downtowns.

Old strip centers at one intersection look like strip centers at all the other intersections. Big box retailers that swallowed up small, independent retailers are now losing sales to the internet.

And Americans increasingly want bike access, convenient ways to get around on foot, and places to sit and socialize as part of their shopping experience.

Many of these old commercial corridors have been bypassed by new freeways and outward growth and development. The community's energy and spending power have largely moved elsewhere. These corridors cannot be saved in their present form and will require extensive redevelopment.

However, a number of arterials still handle much of their community's traffic and, even with outward growth, remain in proximity to considerable consumer spending. These are corridors that, while not failed and destitute, are not prospering and may be at risk of deteriorating.

This book is aimed at these latter corridors and provides a starting point to consider how these corridors, and the buildings and businesses along them, could be more attractive to potential consumers, investors, and residents.

## Why Shaw Avenue?

Shaw Avenue is a corridor that carries a tremendous volume of traffic and is surrounded by considerable consumer spending potential.

Serving more than 38,000 vehicles per day, Shaw Avenue is the busiest arterial in the City.

As of 2013, Shaw Avenue provided roughly 45 percent of all the retail building space in Clovis, with the portion from the 168 freeway to Clovis Avenue (the project area) providing 29 percent.

Commercial development along Shaw is not without its challenges. In 2007, before the onset of the economic recession, 9 percent of the commercial building square footage along Shaw Avenue was vacant. In 2012, the vacancy was 12 percent. A healthy vacancy rate would be closer to 5 percent, and the fact that Shaw Avenue's rate before the recession was already high suggests that structural issues are limiting the full retail potential of the corridor.

Some commercial buildings along Shaw are old and becoming obsolete. For example, most new retail buildings provide 14- to 16-foot-high ceilings. Older buildings with lower ceilings may have trouble finding regional and national chain tenants, and independent businesses may be put off by the look and feel of older and smaller buildings.

Additionally, some older buildings have aging and dated exteriors and site layouts that make it difficult to get customers into the parking lot and through the door in the first place.

Some of the highest vacancies along the corridor are in larger shopping centers that have lost anchor tenants. Without the foot traffic generated by the anchors and with the run-down appearance of large vacant spaces, the remaining inline stores struggle to attract customers.

Part of the problem with filling the vacancies along Shaw Avenue, especially some of the large, vacant anchor spaces, is that new retail areas are siphoning customers away from the corridor.

In 2013, the 400,000-square-foot Clovis Crossings shopping center opened at the intersection of Clovis and Herndon Avenues. Development may soon commence on the Campus Pointe development, adding over 200,000 square feet of new retail building space on Shaw Avenue, just west of the 168 freeway.

Two miles from the corridor, the Fancher Creek development at Clovis and Belcher Avenues may add another million square feet of retail building space.

Because Shaw Avenue is the busiest arterial in Clovis and because it still has a considerable amount of disposable income in its trade area, the corridor can and should perform better as a commercial district.

This book is aimed at helping business and property owners attract more customers and better compete against newer commercial districts.

## What About Other Corridors?

The Commercial Corridor Pattern Book was prepared to address some of the challenges facing businesses and property owners along Shaw Avenue.

The suggestions and recommendations, however, are applicable to a wide variety of retail buildings and commercial corridors elsewhere in Clovis and generally throughout the Fresno-Clovis metropolitan area.

However, some of this book's recommendations may not be feasible without the zoning provisions that are currently only applicable in the Shaw Avenue Overlay District.

# OBJECTIVES & STRATEGIES

## Goal and Objectives

The overall goal is for Shaw Avenue to be a successful commercial district that is treasured by residents in adjacent neighborhoods and across the community.

To realize this goal, the Shaw Avenue Corridor Plan is intended to achieve several key objectives:

1. Reduce and maintain commercial vacancy rates to a range of 5 to 8 percent
2. Achieve commercial lease rates above the average for the Fresno-Clovis Metro Area
3. Maintain an acceptable level of service for vehicular traffic flow along Shaw Avenue
4. Improve public safety, particularly for pedestrians and bicyclists who travel to and along Shaw Avenue
5. Provide a foundation for more intense and mixed-use development for when future market and property owner conditions merit a change in development patterns

## Strategies

To achieve the specific objectives, the Shaw Avenue Corridor Plan employs a variety of strategies:

1. Encourage and incentivize property owners and businesses to make and maintain improvements that enhance the corridor's aesthetics and its function as a commercial destination
2. Facilitate joint efforts to market the corridor as a regional commercial destination
3. Provide design options for property owners seeking to redevelop obsolete commercial buildings and sites
4. Promote a unified and coordinated signage system

5. Improve landscaping and provide a means to fund ongoing operations and maintenance of landscape and streetscape improvements
6. Promote and facilitate pedestrian and bicycle access and public transit
7. Improve connections and linkages to adjacent neighborhoods and Fresno State
8. Reduce the number of curb cuts and promote connections among adjacent commercial sites

Implementing these strategies and achieving the Plan's objectives will be a long-term endeavor, probably measured in decades. The Commercial Corridor Pattern Book is just one early step in this long-term effort.

## Related Documents and Zoning

This Commercial Corridor Pattern Book works in tandem with the Shaw Avenue Overlay Zoning District (Section 9.18.050 of Clovis Municipal Code) as well as the updated General Plan. In particular, the Land Use, Economic Development, and Circulation elements provide policy guidance to focus improvements and investment into the corridor.

The Shaw Avenue Corridor Plan was built on a foundation of technical analyses and community engagement that included property and business owners, residents, and students.

A measure of environmental clearance was obtained through the Environmental Impact Report for the Clovis General Plan Update and Development Code Update. Please note that individual development projects are still subject to the California Environmental Quality Act (CEQA) and may require additional environmental review.

The zoning, technical analysis, and public outreach material are provided as an appendix. The General Plan, Development Code, and related environmental impact report can be found on the City's website.

# THE TIERED APPROACH

The pattern book recognizes that improvement is more frequently the result of an accumulation of smaller changes than a single, massive event. Smaller improvements are not only more likely to succeed, they are easier to maintain. Moreover, the City seeks to facilitate success for existing owners and businesses.

Accordingly, the pattern book is organized around three tiers of improvements that property owners and businesses might consider. All improvements in the pattern book are voluntary, but many are encouraged through regulatory incentives in the Shaw Avenue Overlay District.

## Tier 1 | Minor Upgrades

The first tier includes minor improvements that can improve the look and function of existing businesses without substantial costs, construction, or changes in use.

Such upgrades can generally be accomplished with or without the incentives provided through the Shaw Avenue Overlay District.

## Tier 2 | Intensification

The second tier consists of more substantive improvements, such as when a property owner seeks to significantly modify or add onto an existing building.

The Shaw Avenue Overlay District provides flexibility in development standards when a development project incorporates Tier 2 improvements.

## Tier 3 | Significant Redevelopment

The third tier provides alternatives when property owners want to redevelop major portions or the entirety of their property. This tier also suggests ways that a property owner can phase redevelopment over time, gradually increasing the intensity of development on their property. The

phased approach provides an opportunity for a more financially feasible form of redevelopment because the property need not be left vacant for one or more years during construction.

Also, this tier provides alternatives for development all or part of a site with residential uses. In general, most new residential development along Shaw Avenue will have to be part of a mixed-use project, but the Development Code does allow a window of opportunity for some stand-alone residential development.

## Examples of the Three Tiers

This page and the facing page show an example of how the three tiers might be employed along the corridor. It is worth reiterating that the pattern book improvements are voluntary and the development drawings on the facing page are simply to demonstrate the concepts.

### EXAMPLE 1: MINOR UPGRADES

This example shows how an existing business could be more attractive to customers with the installation of window awnings, a pergola shade over the entry, sidewalk upgrades, and landscaping.

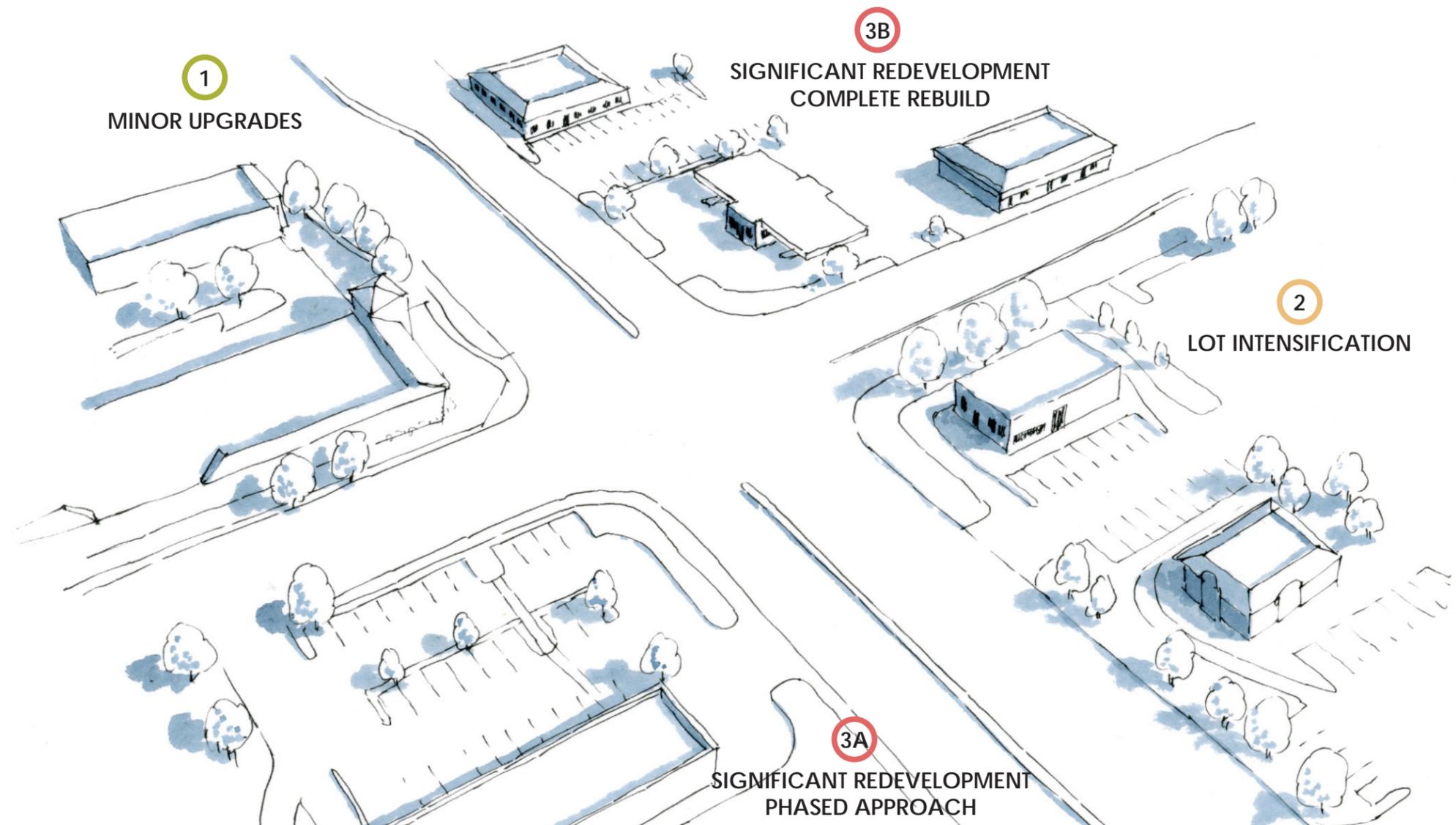
This example also shows the installation of a new entrance on the street-side of the building, whereas it currently turns its back on the street and has entrances face the parking lot.

### EXAMPLE 2: INTENSIFICATION

This example shows how an existing business could be more attractive to customers and how an existing site could be intensified with new buildings.

To achieve the intensification in this example, the parking area would have to be reduced. As developed under the Shaw Avenue Overlay District, some improvements would be required to earn the reduced parking.

The improvements illustrated include new landscaping, a new entryway feature on Shaw Avenue, new commercial buildings fronting the corridor, and a new pergola shade over a public plaza space, which could be used for outdoor dining.



### EXAMPLE 3A: SIGNIFICANT REDEVELOPMENT, PHASED APPROACH

This example shows how the site might be developed in an interim phase of a longer-term redevelopment plan. The existing business remains as a new two-story building is constructed, fronting on Shaw Avenue. The new building might include office space or a few residential units on the second floor.

As with example 2, achieving this interim stage would require reduced parking, so some improvements would be required to earn the reduced parking. In this example, the improvements include the elimination of curb cuts on Shaw Avenue, additional landscaping, fronting new buildings on Shaw Avenue, and new plaza space, some of which could be used for outdoor dining (ground floor and/or rooftop). In the last stage, the existing building would be demolished and converted to parking.

### EXAMPLE 3B: SIGNIFICANT REDEVELOPMENT, COMPLETE REBUILD

This example shows how a site might be completely redeveloped at one time. In the example, the site has been redeveloped and intensified. The one-story stand-alone commercial buildings have been replaced by 2 two-story mixed-use buildings, with offices or residential units on the second floor.

The new buildings front directly on Shaw Avenue and the cross-street, with parking in the rear. Other improvements include the elimination of a curb cut on Shaw Avenue, additional landscaping, and a public plaza at the corner.



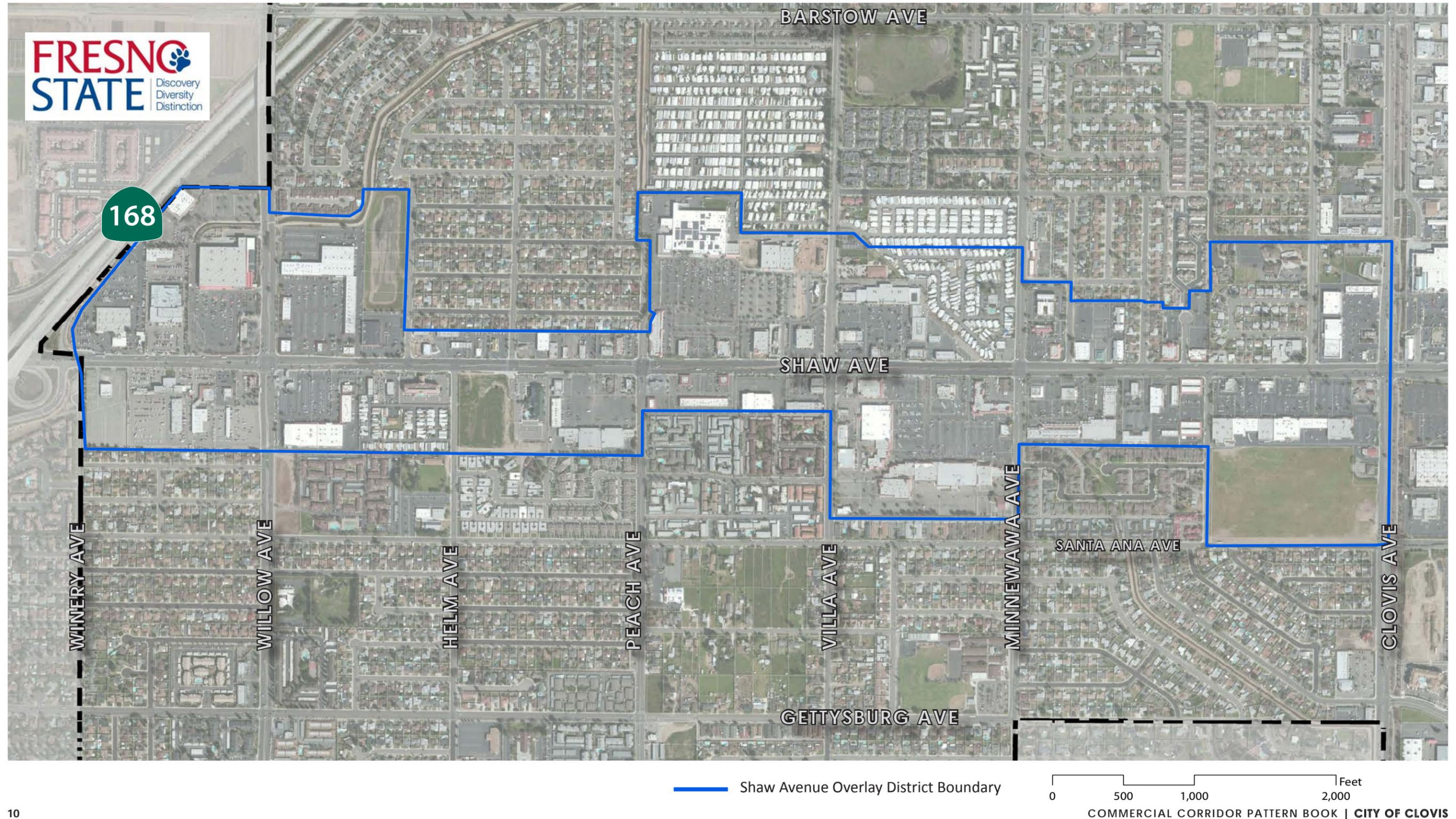
Note: illustration shown only to demonstrate concepts; not actual designs nor application for specific sites

## WHERE DOES THE PATTERN BOOK APPLY?

The Commercial Corridor Pattern Book was prepared to address some of the challenges facing businesses and property owners along Shaw Avenue.

The figure below identifies the properties zoned with the Shaw Avenue Overlay District. However, as stated in the introduction, the pattern book is applicable to a wide variety of retail buildings and

commercial corridors throughout Clovis. Properties and businesses outside of the boundaries shown below are encouraged to implement the strategies and recommendations in the pattern book.



# WHAT TYPES OF CHANGES ARE YOU MAKING TO YOUR PROPERTY?

*getting started*

ARE YOU...

...A PROPERTY OWNER MAKING MINOR IMPROVEMENTS CONSISTENT WITH THE ZONING STANDARDS?

...A BUSINESS OWNER WANTING TO IMPROVE YOUR BUILDING'S APPEAL TO CUSTOMERS?

...A PROPERTY OWNER OR BUSINESS WANTING TO ADD MORE COMMERCIAL FLOOR AREA TO YOUR SITE?

...A PROPERTY OWNER WANTING TO REDEVELOP YOUR SITE OVER TIME AND GAIN MORE COMMERCIAL FLOOR AREA?

...A PROPERTY OWNER WANTING TO REDEVELOP YOUR PROPERTY ALL AT ONE TIME?

**TIER ONE: MINOR UPGRADES**  
Ideas for improving the look and attractiveness of your business.

**TIER TWO: INTENSIFICATION**  
Ideas for flexible approaches to intensify your site.

**TIER THREE: STEPPED APPROACH**  
Ideas for phasing redevelopment to increase the mix of uses and generate more long term value.

**TIER THREE: COMPLETE REBUILD**  
Ideas for increasing the intensity of development to generate more long term value.

Note: Review the various tiers and options and speak to a member of City staff for more help.

This pattern book provides design ideas, tools, and information, but it is not intended to be absolute or exhaustive.

You can combine or generate new ideas that best fit your condition.



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# TIER ONE: IMPROVEMENTS

PARKING LOT  
IMPROVEMENTS

SEATING AREAS  
AND PUBLIC SPACE

STORE FRONTS

CASE STUDY: FIG GARDEN  
SHOPPING CENTER

# PARKING LOT IMPROVEMENTS

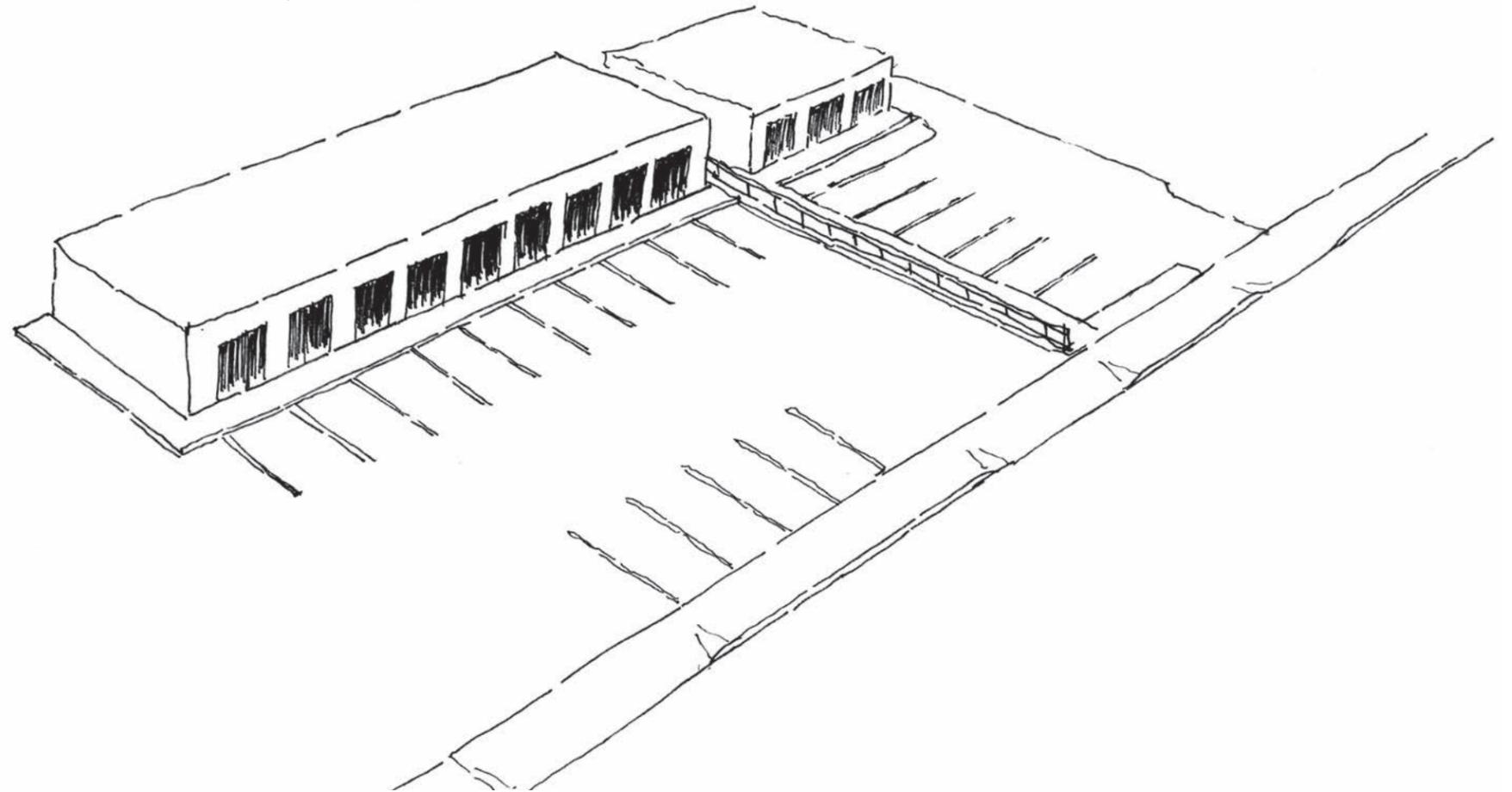
## THE ROLE OF PARKING LOTS

Most commercial corridors, including Shaw Avenue, are not just auto-oriented, they are almost auto-exclusive. Parking lots and surrounding walkways are often designed solely with a focus on how vehicles travel to and from the roadway and parking spaces.

Less thought is given to the pedestrian experience, despite the high levels of pedestrian activity in parking lots. With the exception of sidewalks mandated for the edge of the road right-of-way (still absent along portions of Shaw Avenue), people are on their own once they get out of their cars.

A parking lot is one of the most visible representations of a business and the first experience a customer has with that business. Getting from a parking space into a store is the second experience a customer has with a business. A poorly designed parking lot influences customer perceptions before they even get inside a business.

## PARKING LOT IMPROVEMENTS | BEFORE IMPROVEMENTS



## WAYS TO IMPROVE PARKING LOT DESIGN

There are a number of ways to improve the customer experience. For example, shade trees reduce the heat island effect, which on a hot day can make even a short walk across a parking lot miserable. Providing a shaded walkway from parking to the door can make getting to the front door a pleasant experience.

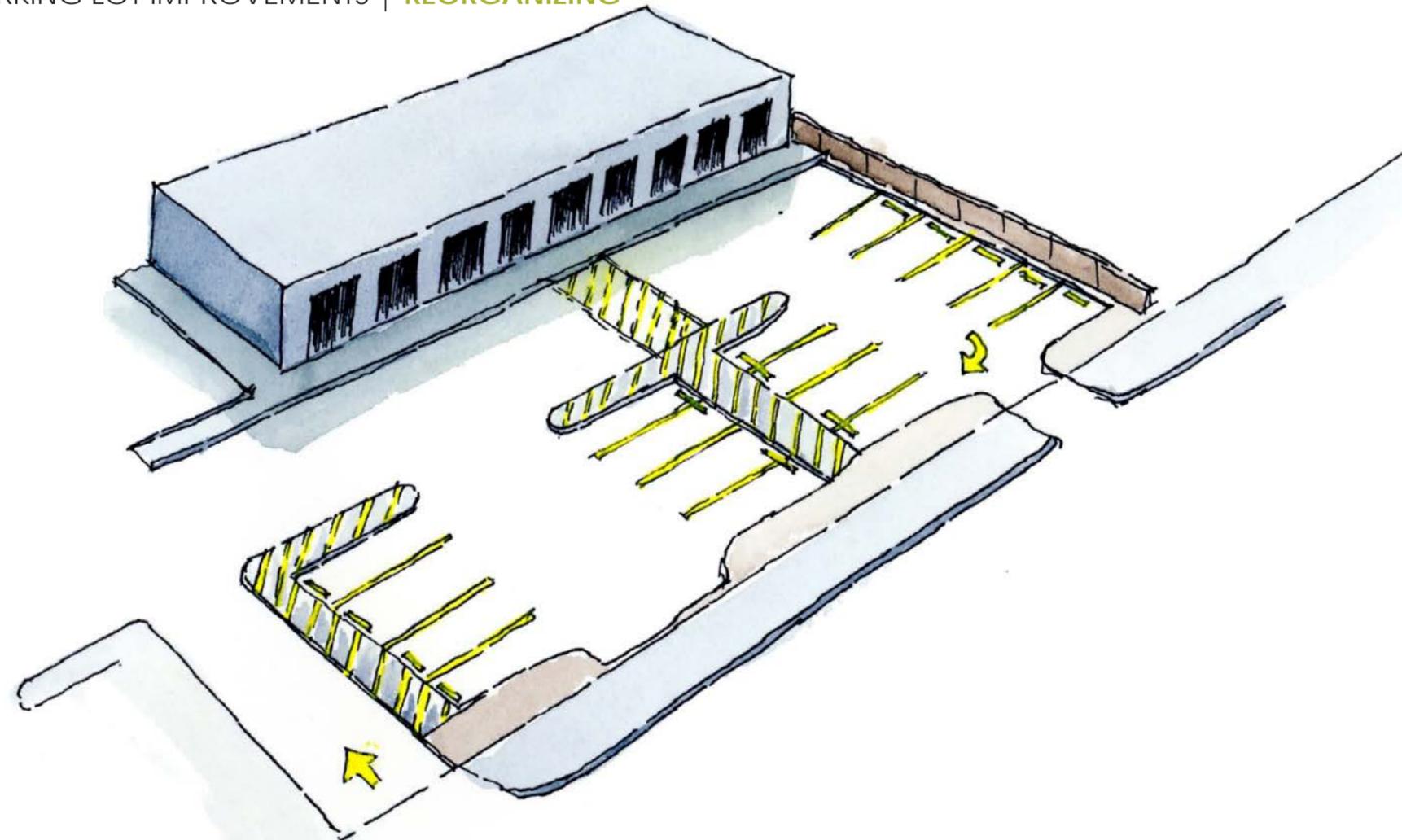
Pedestrian connections to adjacent businesses can reduce the number of times customers have to get on and off Shaw Avenue, with each trip an inconvenience or even a potential accident.

Pedestrian connections also invite customers to patronize nearby businesses, something they might

not do if they have to get back in their cars. These connections can enlarge a business customer base, similar to being located in a larger shopping center.

Also, reducing the number of times cars enter and leave Shaw Avenue is part of the larger strategy of improving traffic flow along the corridor. With less traffic congestion, Shaw Avenue will be perceived as a better place to shop.

The next three sections show how a typical parking lot could be upgraded to improve customer experience—revealing that small changes can make a big difference in aesthetics, functionality, and consumer perceptions.



**ACTION ITEMS:**

- Group the entrance and exits
- Create safe walking areas
- Narrow the interior travel lanes
- Remove parking spots from immediately in front of shop

For more examples of individual components see pages:



## Reorganizing

The most basic solution for parking areas is reorganization. Simply restriping the parking area can be a cost-effective means to increase the number of parking spaces or to reorganize them and free up site area for other improvements.

In this example, the entry lane has been reduced and the parking adjacent to the building has been eliminated, creating 3 extra spaces.

Although not depicted in this example, entering into joint agreements with adjacent properties for shared entries or exits can free up more site area and allow for the reduction of curb cuts.

This example also shows how the customers' experience can be improved by delineating walking zones and crosswalks. The narrowed travel lanes help slow vehicle speed, further making the parking area safer for walking.

## Green Medians

Most businesses take great care with the look and feel inside their buildings, but the exteriors too often consist of drab, functional building material and plenty of asphalt and concrete.

Green medians and landscaping can create a softer, more welcoming appearance to potential customers.

This example shows how trees can be planted to frame a business and provide shade both for parked cars and for customers walking to the front door.

Large canopy trees provide ample shade, and with proper tree choice, sizing, and trimming, they need not block views of windows and attached signs. Indigenous tree species can reduce water use.

This example also demonstrates how simple planters with low bushes can introduce colors and soften the building façade. With a total height of less than 24 inches, shrubs and plants should not block views of windows.

Finally, this example shows a welcoming entry monument. A small arched entryway in this case can create a unique identity and an inviting welcome to potential customers.

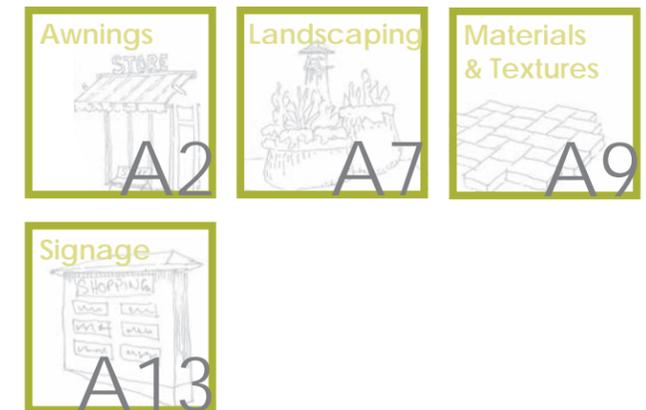
## PARKING LOT IMPROVEMENTS | GREEN MEDIANS

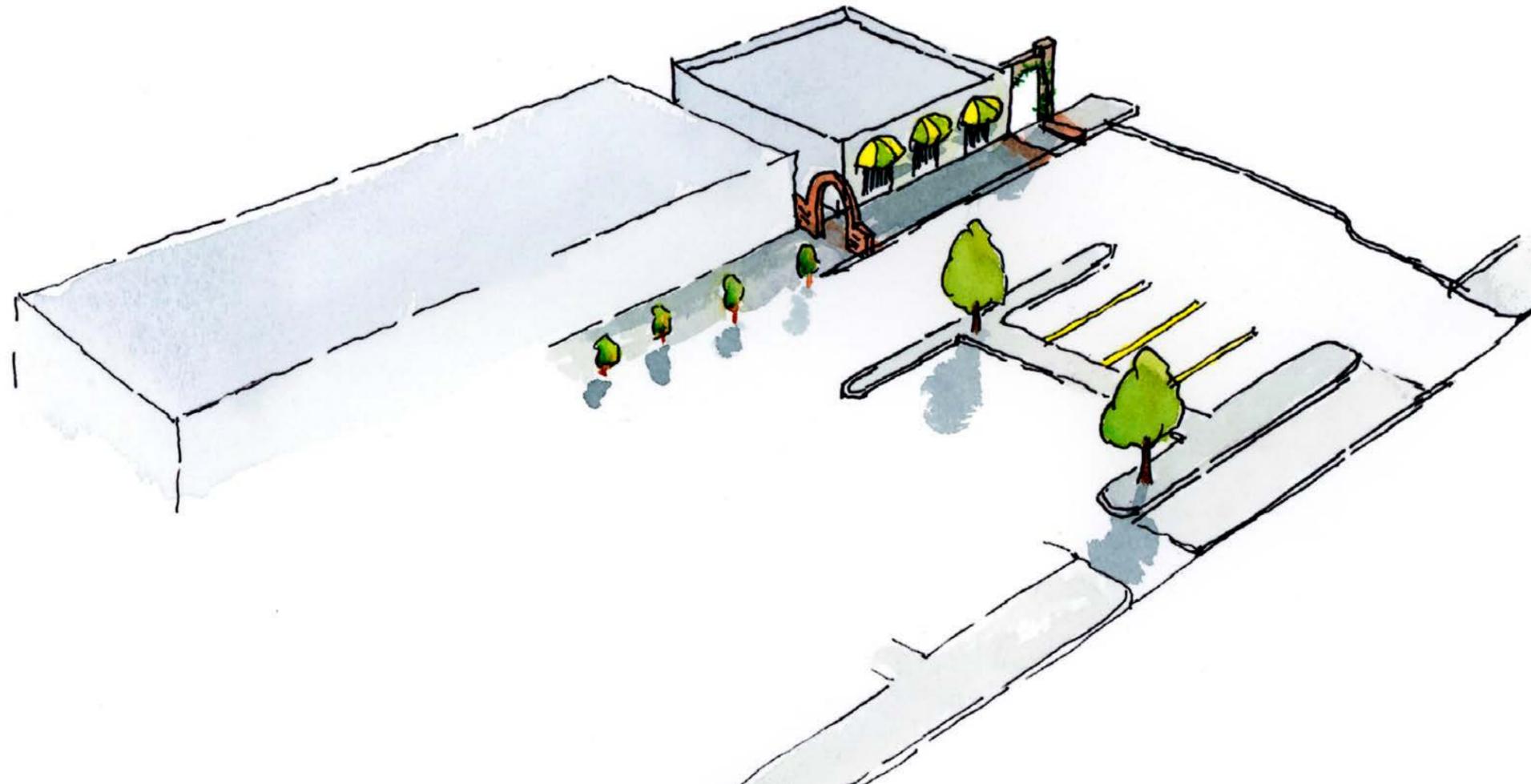


### ACTION ITEMS:

- Plant shade trees, selecting native tree species
- Plant bushes no taller than 24 inches
- Use small planters to add color and interest
- Create an inviting entryway

FOR MORE EXAMPLES OF INDIVIDUAL COMPONENTS SEE PAGES:





**ACTION ITEMS:**

- Link the pedestrian corridors between neighboring venues
- If possible, link vehicular circulation
- Plant landscaping that differentiates space from adjoining property

FOR MORE EXAMPLES OF INDIVIDUAL COMPONENTS SEE PAGES:



**Connections**

Businesses in larger shopping centers often attract new customers from people patronizing other businesses in the same center. A customer who has already parked and can see and walk to another business is more likely to stop in than if they have to get in their car, get back on Shaw Avenue, and pull into another parking lot.

Creating better pedestrian connections and internal drive connections between adjacent sites can provide the same benefit to stand-alone buildings and small shopping centers.

This example shows the sidewalk extended to connect the retail businesses on two separate properties. An arched gateway marks the line dividing the two sites.

In this example, the wall that separated the two parking lots has been removed, and a new drive transforms the two parking lots into a single, unified parking lot. Although not depicted in the example, connecting the two lots in this manner could allow a curb cut to be removed.

Although it is not necessary, the two property owners could enter into a shared parking agreement, and, in accordance with the development code, it might be possible to reduce the number of required parking spaces.

Common landscaping across the two properties could create an image of a single shopping center. Conversely, differing landscaping treatments could maintain the distinction of two separate properties that just happen to share parking.

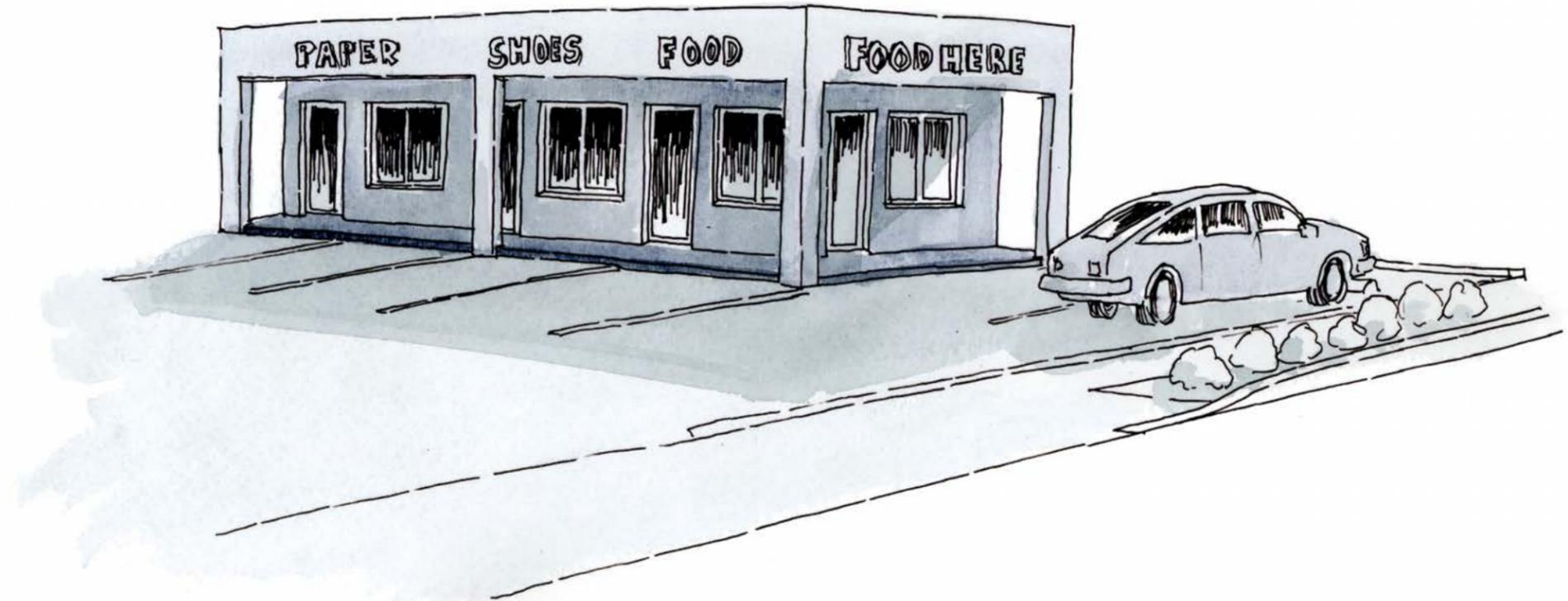
## SEATING AREAS & PUBLIC SPACE

### TRENDS IN RETAIL SPENDING

The way Americans buy and consume goods and services has been changing for some time. From 2002 to 2012, sales by internet-based businesses increased 120 percent, compared to 33 percent growth in sales at bricks-and-mortar stores (which also includes the value of such stores' sales online).

Internet sales now account for 9 percent of all retail sales. No one can know for certain how much bricks-and-mortar retail will eventually shift to the internet, that the current shift is increasing.

### SEATING AREAS AND PUBLIC SPACE | BEFORE IMPROVEMENTS



### THE SOCIAL AND ENTERTAINMENT VALUE OF A SHOPPING EXPERIENCE

One of the ways stores, shops, and shopping centers compete with the internet is by focusing on what people cannot order online: the value customers increasingly place on socializing and entertainment as part of the shopping experience.

Too many commercial buildings focus solely on what happens inside the building. But some minor improvements to the exterior can make businesses into the kind of place people like to go to.

And while a few people hanging out might not make or break a business, they provide a visual indicator to pedestrians and people travelling in cars that this is a different, special kind of place.

Think of it as a “like” advertised to all who drive by the business. Most importantly, these improvements can make a customer’s experience more enjoyable and help build loyalty.

## Seating Areas and Public Space Example 1

An area as small as two parking spaces can be transformed into an outdoor seating area. Such an area can provide for seating, outdoor display of goods, or even outdoor product demonstrations.

There are numerous ways to design seating areas; all depend on the level of investment. However, even a simple sitting area will invite pedestrians to come shop and stay awhile.

In this example, two parking spaces have been converted into a seating area. A low fence with planters provides a boundary. Ground level plants soften the view and help frame the seating area.

This example also shows how a pergola can be constructed over the new seating area. Pergolas provide partial shading through which light moves across the seating area over the course of a day. This allows plants to grow both at the edge and in the interior of the seating area.

Small planters with tall bushes help frame the individual businesses in the building and guide customers to the entrances.



### ACTION ITEMS:

- Convert extra parking spaces to create a seating area
- Add a pergola for shade
- Use simple but distinctive downlit signs
- String hanging lights for a festive atmosphere

FOR MORE EXAMPLES OF INDIVIDUAL COMPONENTS SEE PAGES:



## Seating Areas and Public Space Example 2

Small retail buildings struggle for attention from visitors. Adding seating areas can transform stale buildings into more inviting and interesting spaces.

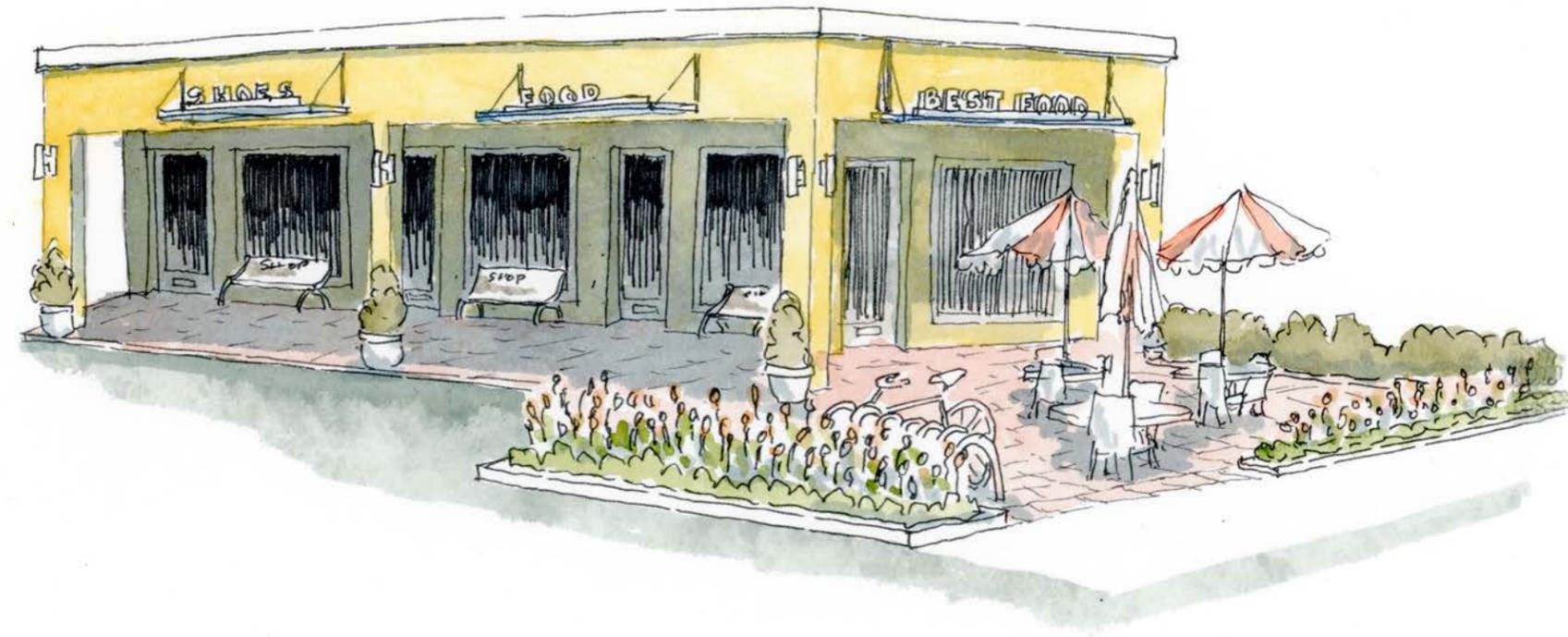
This example shows how converting three parking spaces into an outdoor seating and dining area activates the critical space between the building and the street.

Rather than a pergola, this example shows tables with individual umbrellas. And rather than a low fence, this example shows more robust landscaping to demarcate the outdoor seating area.

This example also shows how the addition of a few benches can transform the existing arcade area into an extension of the outdoor seating area.

Finally, this example shows the installation of exterior down lighting and a different format of attached signs to give an updated, more modern architectural style to the site.

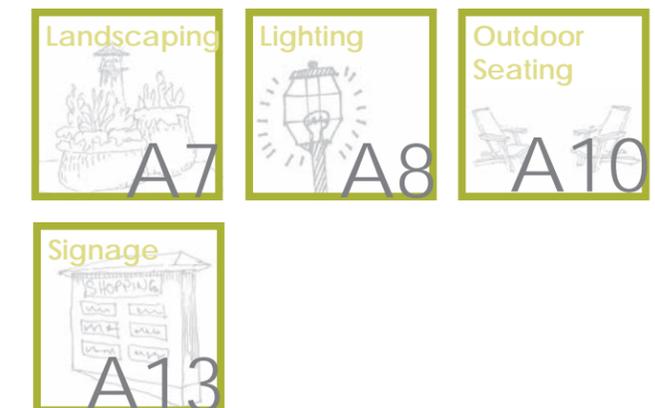
## SEATING AREAS AND PUBLIC SPACE | SEATING AREAS



### ACTION ITEMS:

- For seats and tables, use natural materials that do not heat up in sunlight
- Use simple tables, chairs, and umbrellas to minimize costs
- Low hedges in movable planters add color to the facades and set off the seating area
- Use painted store signs with overhanging lights for more creative signs
- Exterior lights that are trained downward and are less than 10 feet long, can provide ample lighting without exacerbating light pollution

FOR MORE EXAMPLES OF INDIVIDUAL COMPONENTS SEE PAGES:





### Seating Areas and Public Space Example 3

The addition of an outdoor seating area can dramatically improve the visual appeal of a business. But the rest of the existing building will likely need upgrades to complement rather than distract from the appeal of the new seating area.

This example shows the use of canvas awnings to provide shade and create a softer feel to the building facade. Fabric also helps to damp sounds and can reduce high-pitched noise in large areas.

This design also encourages bicycling by placing a bike rack at the front of the building, where it is most visible. Bike racks can help businesses appeal to more students from Fresno State and residents from nearby neighborhoods.

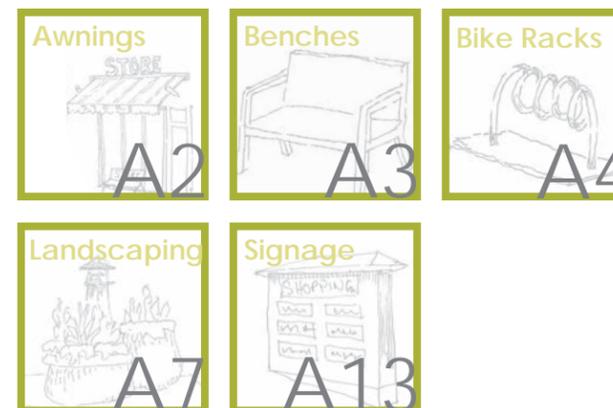
This example also shows small window boxes soften the building facade and give it a more elegant look. Carefully choosing flowers can add appealing color mixes on a seasonal basis.

Previous examples showed movable seating. But for slightly more investment, seating can be provided in concrete or other heavy and durable materials. In addition, artwork and other decorative items can make the seating area more alluring.

#### ACTION ITEMS:

- Add color to buildings with flowers in small window boxes
- Add green and other colors with plants in simple, durable wood or concrete planters
- Use simple, solid colors for canvas awnings to make the store name stand out
- Install bike racks where they will be visible to bicyclists

FOR MORE EXAMPLES OF INDIVIDUAL COMPONENTS SEE PAGES:



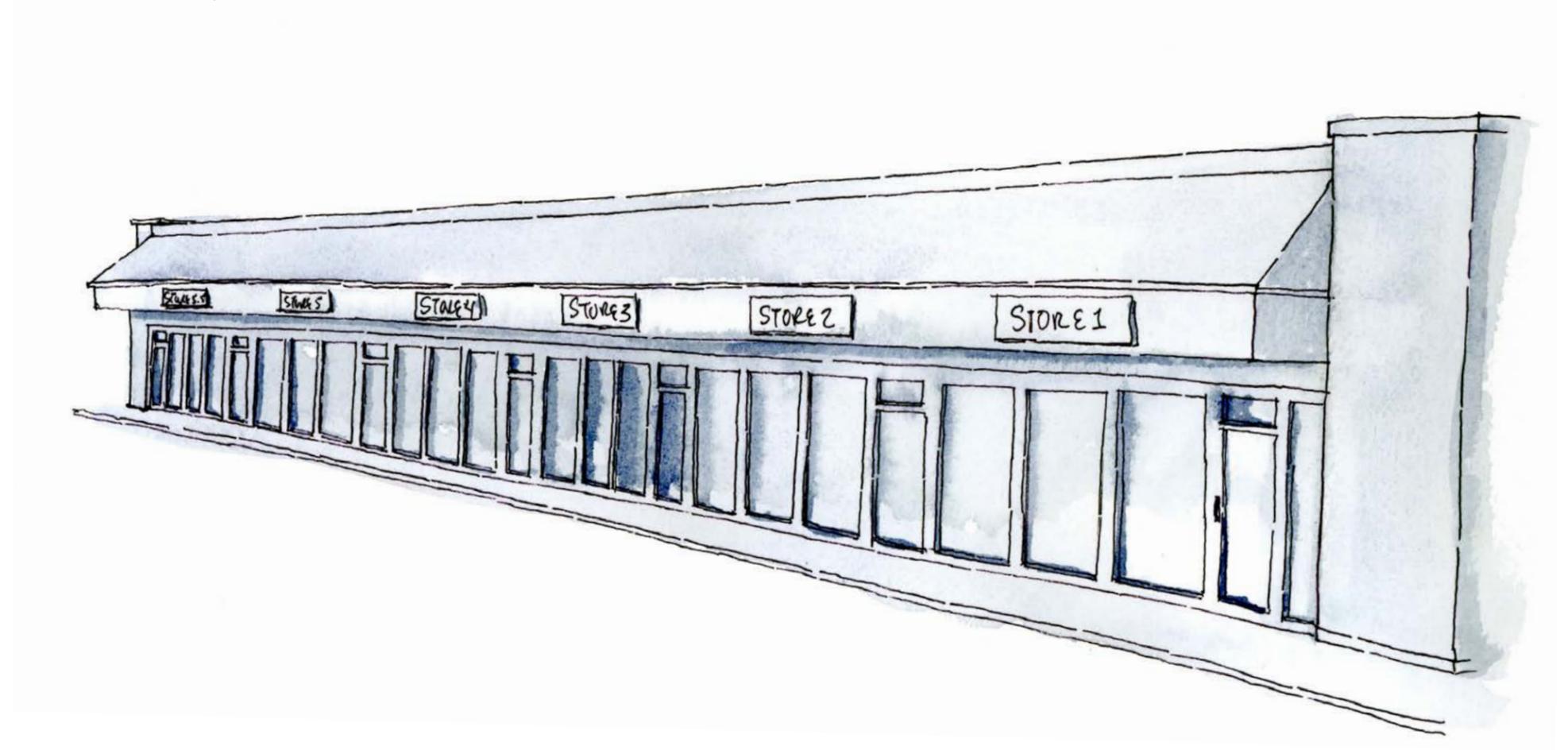
## STORE FRONTS

Strip shopping centers resulted from a fairly straight-forward idea. Take the conventional downtown retail block with on-street parking and pull the buildings back behind a parking lot—street traffic can now speed by, unfettered by parked cars.

As it turned out though, people in cars cannot see what is inside stores, so shopping centers needed large freestanding signs next to the road. Then, each shopping center had to build even larger signs to get noticed once every shopping center had a large sign.

Without a large sign, most car passengers still have no idea what businesses lie within a commercial building set back from the road.

### STORE FRONTS | BEFORE IMPROVEMENTS



Another funny thing happened on the way to the future. In the traditional downtown, each business had its own architectural features and its own unique store-front sign. With the transition to the setback shopping center, differences among individual businesses were lost in favor of a unified design, unified facades, a large faux architectural element, and often common signage.

As more and more shopping centers were built, commercial corridors ended up with many buildings that look more or less the same.

There are, however, simple inexpensive ways to transform boring shopping centers by returning to the vitality of individually designed shop fronts,

which used to make shops more interesting. The shop front was part of the business's signage, which, combined with the window dressing, used to lure buyers into the store. These strategies include:

- Allow individual shop owners to decorate their shop front with the design suggestions from this pattern book
- Remove window tints from shops
- Declutter the strip center: remove large, free-standing signs and faux architectural elements. Let the shops themselves stand out

- Replace windows with antiglare glass, so it is easier for people outside to see in
- Make sidewalks wide enough for four people to walk side by side
- Paint buildings in subtle, muted colors to minimize attention to the building, focusing attention on the individual shops



## STORE FRONTS

In this example, the strip mall has been transformed through small solutions using simple repetitive elements.

Shop windows have a shading element in lieu of tinted windows. The building façade has been softened with plants, yet each business creates its individual identity through different planters and different types and colors of plants.

Finally, each business has a different type of attached store-front sign and lighting. Using differently types of each of these elements, the shopping center presents a distinct and authentic image to passersby.

Property owners and businesses should collaborate to improve a shopping center and agree to amend leases allowing a combination of choices for:

- Complementary façade and sign colors
- Attached downlighting and store-front signs, such as painted signs, cut out letters, blade signs, and awning signs
- Planters and types of plants
- Tinted window replacement with shading elements, such as canopy awnings, blade type awnings, and pergola overhangs
- Outdoor furniture, such as sidewalk benches, and public art

### ACTION ITEMS:

- For each business, create a unique look that complements their brand or image
- Generously provide plants to soften the overall image of the shopping center
- Recognize the entire store front as a sign for the business behind it

FOR MORE EXAMPLES OF INDIVIDUAL COMPONENTS SEE PAGES:



## TIER ONE: CASE STUDY

### FIG GARDEN SHOPPING CENTER, FRESNO, CA

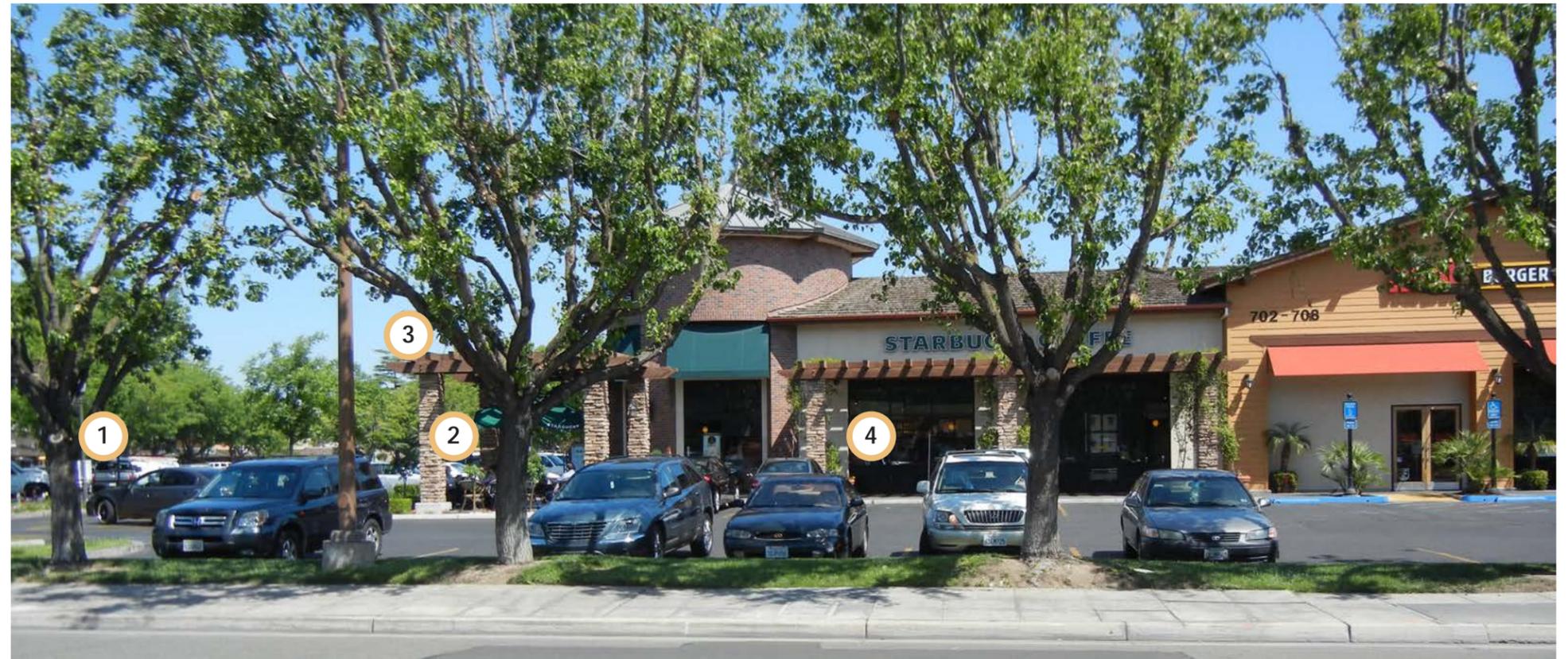
The Fig Garden Village Shopping Center at Palm and Shaw Avenues in Fresno is a remarkable revitalization success story. A contribution to this success is how the shopping center incorporates many of the Tier 1 improvements.

Often, businesses are hesitant to forego large freestanding signs and are vigorously opposed to trees. A trip to Fig Garden demonstrates that these improvements are a key part of the charm that attracts people from across the Fresno-Clovis metropolitan area.

Not every commercial building along Shaw Avenue will be a Fig Garden Village. Indeed, a series of Fig Gardens from Willow to Clovis Avenue would be nearly as monotonous and counterproductive as the current string of conventional strip centers and stand-alone commercial buildings.

The pattern book encourages property owners and businesses to design and create distinctive and alluring shopping centers and stores by selecting from among the Tier 1 improvements. Not every building should incorporate all of the ideas presented in this chapter.

Nevertheless, thoughtful planning and execution of some of these ideas can, as demonstrated by Fig Garden Village, transform Shaw Avenue retailers and shopping centers into more attractive and successful businesses.



STREET TREES



OUTDOOR SEATING

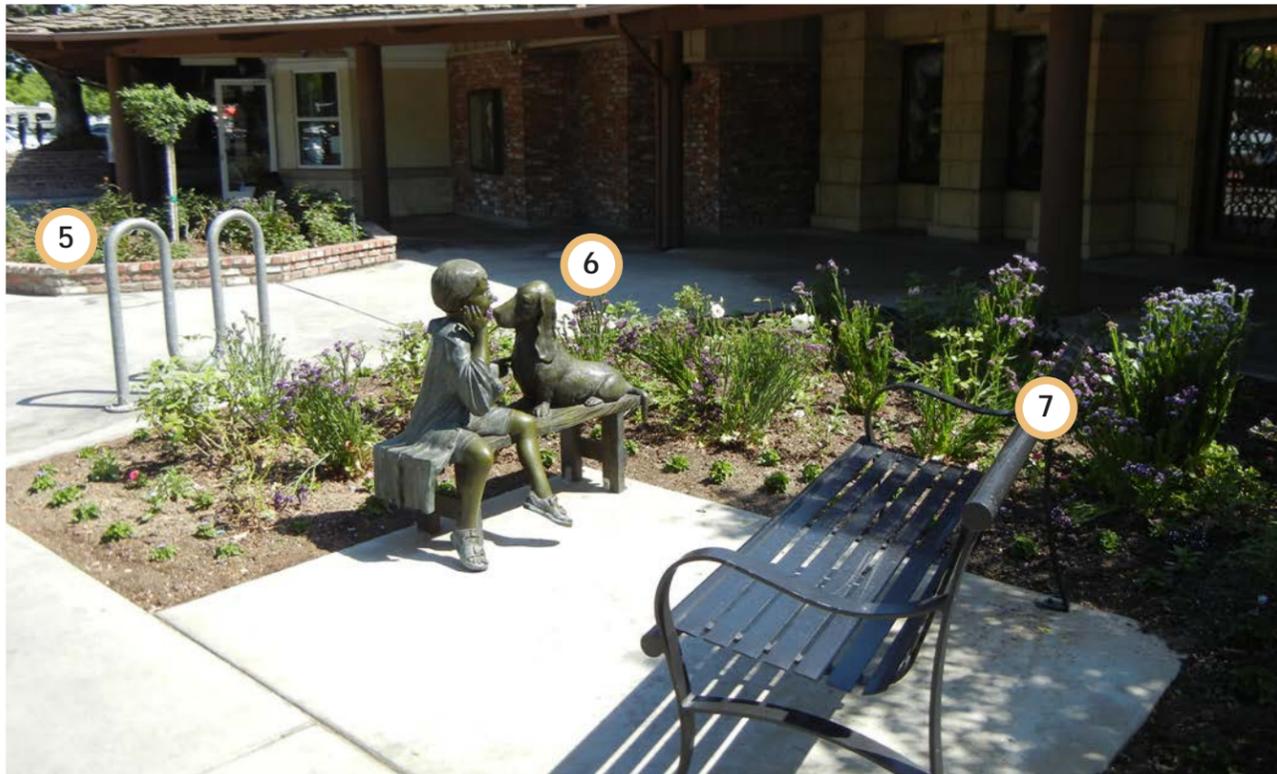


PERGOLA



PLANTERS





5 BIKE RACK



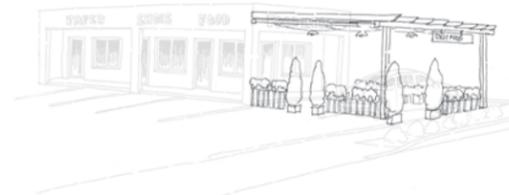
6 ARTWORK & SCULPTURES



7 BENCH



8 PARKING CONVERTED INTO OUTDOOR SEATING



### CONVERTED PARKING EXAMPLE

When Jack's Urban Eats decided to move into the Fig Garden complex, there was no place for outdoor seating. So the restaurant redesigned the space and converted four parking spots into an enclosed patio.

#### Reducing Parking

Under the Shaw Avenue Overlay District, the Development Director may allow a reduction in the amount of required parking to accommodate Tier 1 improvements.

For plaza space and pathways, the overlay district allows:

*The number of required off-street parking spaces can be reduced by up to one space per thousand square feet of gross floor area of nonresidential space if the area that would have been dedicated to parking is used in one of the following manners:*

*a. Plaza or outdoor dining space with direct pedestrian access to one or more business and shade coverage for at least 33 percent of the plaza space through landscaping, furniture, and/or architectural features.*

*b. Pedestrian pathway(s) that runs along or between parking stalls to enhance pedestrian safety and connectivity between the parking areas and the building areas. Such pathways must also provide shade coverage for 20 percent of the pathway area through landscaping, trellises, or other means.*





## TIER TWO: INTENSIFICATION

CORRIDOR-FRONTING RETAIL

CORRIDOR IMPROVEMENTS

CASE STUDY: SIERRA VISTA  
AND FASHION FAIR MALLS

# TIER TWO: INTENSIFICATION

## ADDING MORE COMMERCIAL SPACE

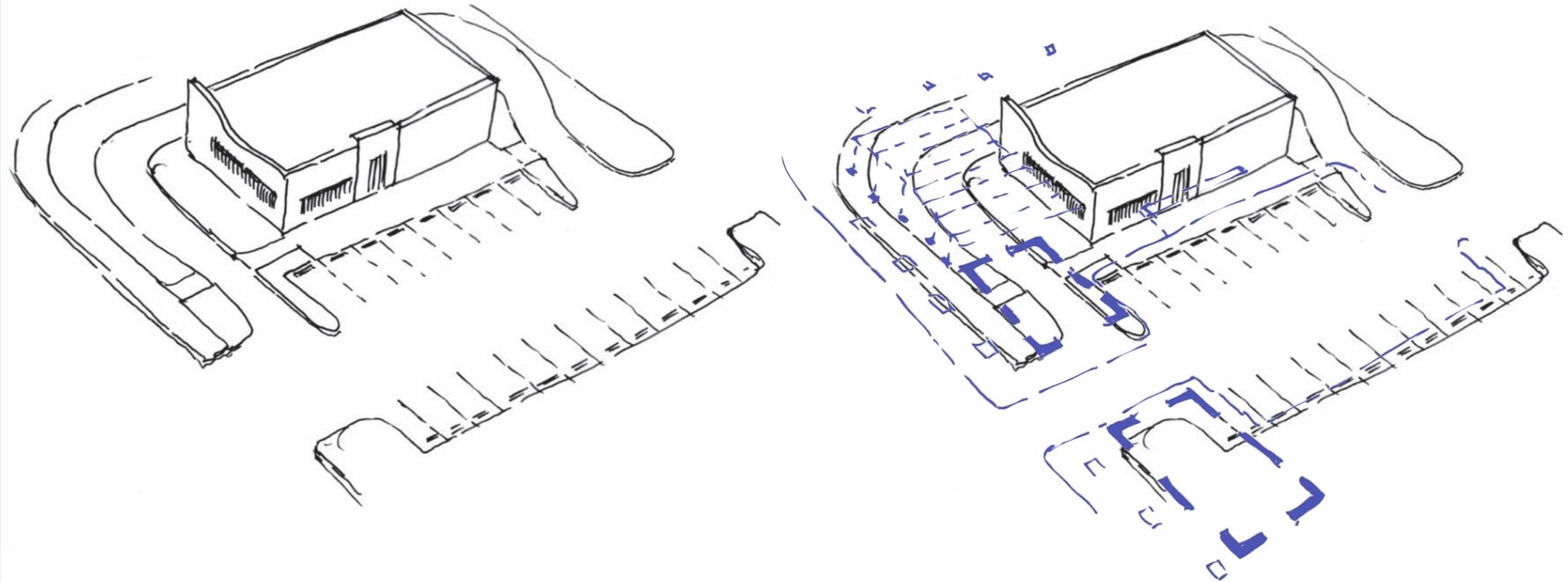
Through the pattern book, the City aspires to increase the amount of retail spending at businesses along Shaw Avenue with the intent of generating market demand to sustain successful and attractive retail businesses.

This chapter provides suggestions for property owners seeking to add more commercial floor area to their site. Property owners are free to add onto their site in compliance with the base zoning district regulations, but the City encourages such property owners to incorporate design recommendations from Tier 1 and Tier 2.

In some cases, however, commercial properties along Shaw Avenue are already developed to the maximum extent allowable under the base zoning district requirements.

These property owners may want to avail themselves of the flexible development standards in the Shaw Avenue Overlay District. The City may require that properties incorporate Tier 1 and Tier 2 improvements to use the flexible development standards in the overlay district.

## CORRIDOR-FRONTING RETAIL | BEFORE INTENSIFICATION



### DESIGN GOAL

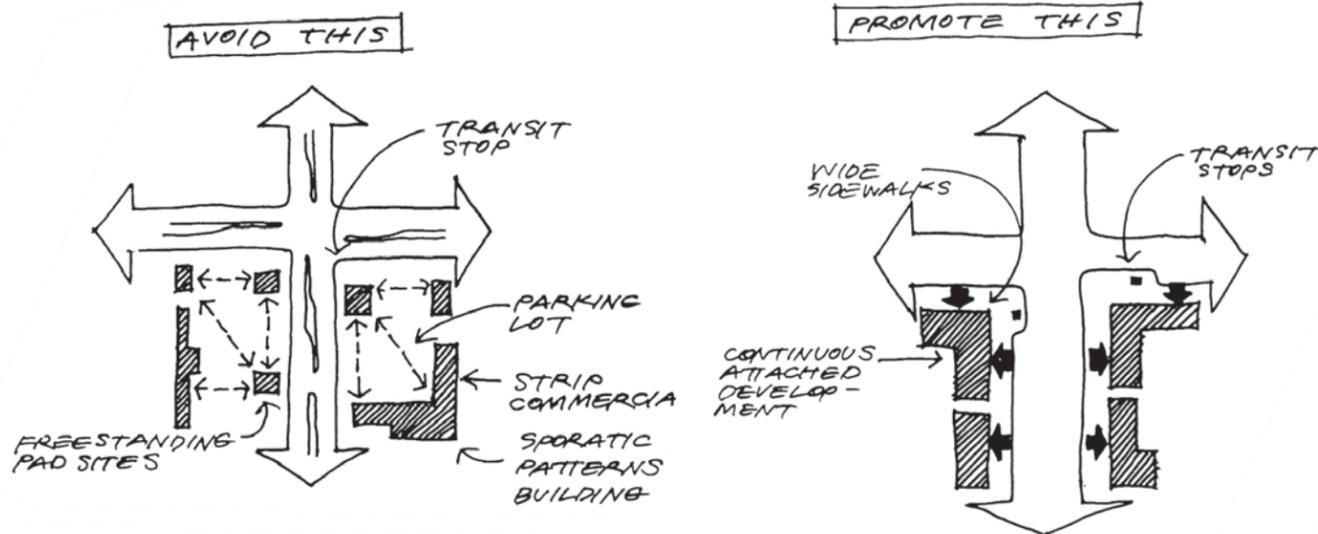
The design goal of Tier 2 improvements is to bring commercial buildings out to the street in order to maximize the visibility of businesses and their exposure to cars and pedestrians.

When new buildings or additions cannot front the street, this tier seeks improvements among the street edge and on buildings facing the street. As parking lots migrate to the rear of properties over time, significant greening of parking areas can be achieved because the parking will no longer obstruct views of the businesses.

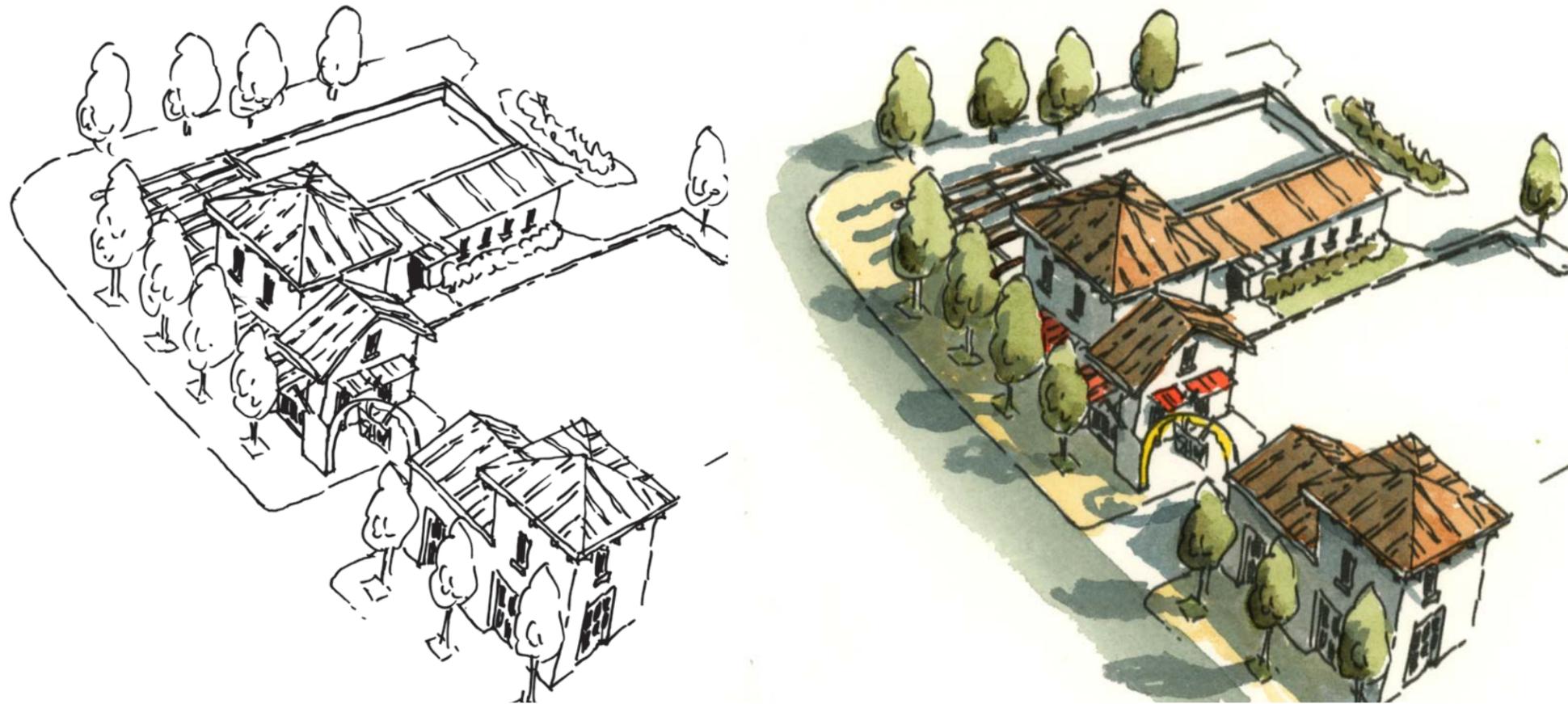
The increased use of shade trees in parking areas will reduce the heat-island effect, helping to improve the impression potential customers have of the businesses.

The design preference for buildings fronting Shaw Avenue and the side streets is different from the conventional shopping center model, which allocates a few stand-alone buildings on parcels adjacent to the corridor.

These buildings do not truly front the street. They typically have parking or a drive-through between the building and the street, with no connections for pedestrians.



## CORRIDOR-FRONTING RETAIL | AFTER INTENSIFICATION



Instead, the design preference is for buildings that are adjacent to and have entrances on to the sidewalks along the corridor.

As blocks begin to have more buildings to the street edge, sidewalks will become more interesting and pleasant places, and more people will walk from shop to shop, likely visiting more stores and spending more money along Shaw Avenue.

### ACTION ITEMS:

- Construct new buildings adjacent to the sidewalk
- Expand the sidewalk and add street trees for shading
- Create shopping center identity with distinctive entry

## CORRIDOR-FRONTING RETAIL

The City's preference for new commercial additions is to front them directly on Shaw Avenue. For property owners considering such additions, the overlay district allows buildings to be built at the front property line and allows reductions in the number of required parking spaces.

This example shows how a typical fast-food restaurant with a drive-through could be expanded into a small street-fronting retail center.

The drive-through lane has been replaced with an outdoor seating area with a pergola for shading. Two new buildings have been constructed on either side of the entrance off Shaw Avenue, with one addition attached to and extending along the existing building, covering the former drive-through lane.

The example shows an expanded sidewalk, with new street trees to provide shading for pedestrians. A small arch gateway has been installed over the Shaw Avenue entrance, providing a unique identity for the retail center. Window awnings provide a distinctive look for the new retail building. Landscaping on the interior of the site helps soften the buildings.

The example also shows new additions with a second story. Under the overlay district, the second floors could be used for small offices, residential units, or even just additional storage for the ground-floor retailers.

## CORRIDOR IMPROVEMENTS

When new commercial buildings cannot front Shaw Avenue, the overlay district still provides flexible development standards, with the objective of improving the streetscape along the corridor.

The example shows an existing building that, even though it is adjacent to the corridor, fronts the parking lot. A new commercial addition has been constructed over former parking spaces. As in the previous example, the new addition is two stories.

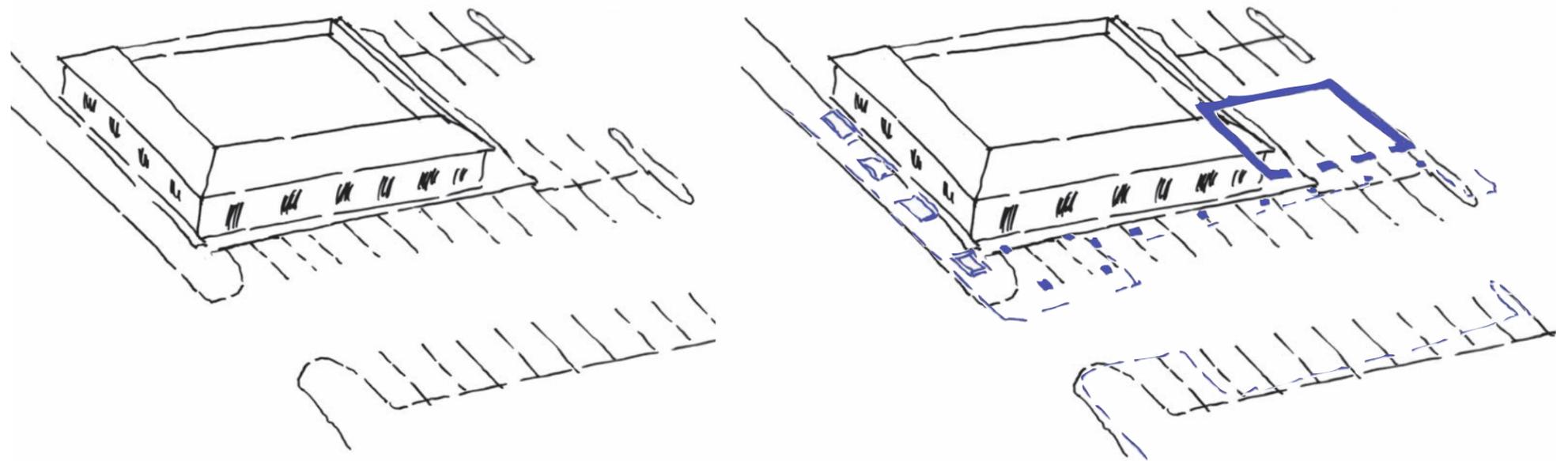
The example shows how the existing building and the new addition can be more attractive with a simple pergola shading the entrances and front windows of the businesses. The site has also been made more appealing with some simple landscaping.

Most importantly, though, the streetscape along Shaw Avenue has been improved. New shade trees will improve the walking experience for pedestrians. Perhaps, over time, one or two entrances could be constructed along the Shaw frontage, with interesting window treatments and a bench or two.

### ACTION ITEMS:

- Use landscaping to soften image of existing and new buildings
- Improve Shaw Avenue streetscape with trees and street furniture
- Use pergola, awnings, and storefront improvements to add a distinctive character to old and new buildings

## CORRIDOR IMPROVEMENT | BEFORE INTENSIFICATION



## TIER TWO: CASE STUDY

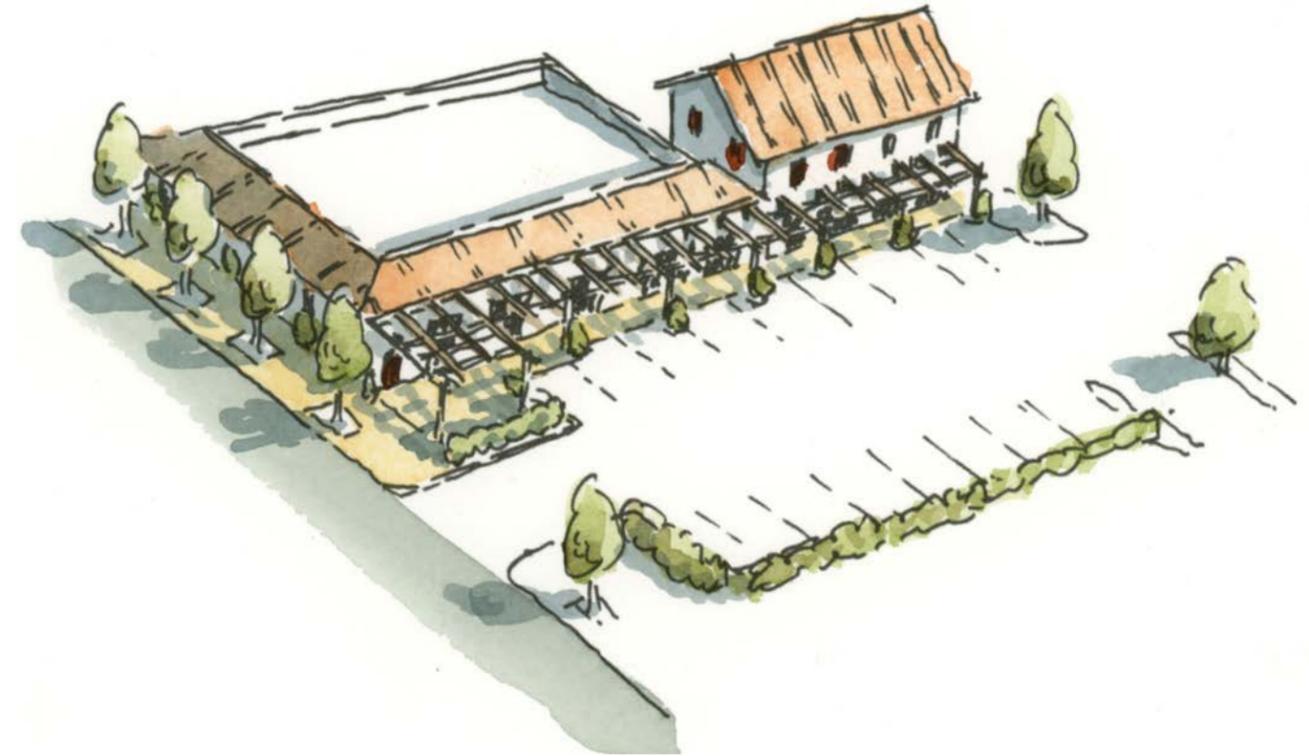
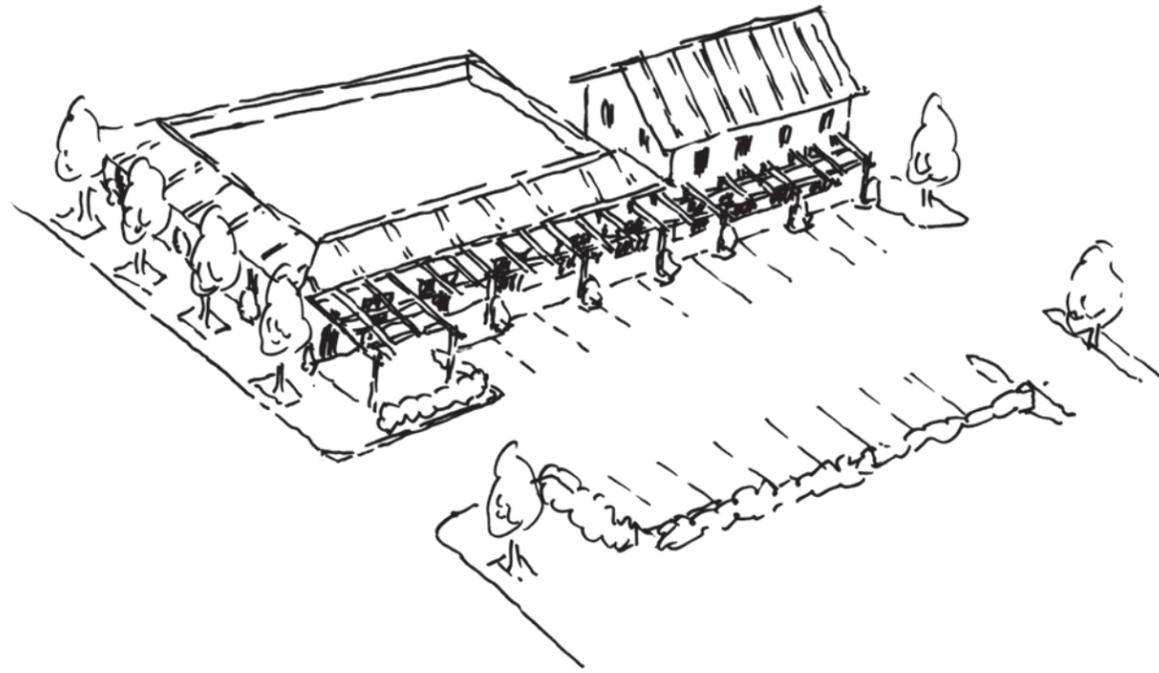
### SIERRA VISTA MALL, CLOVIS CA FASHION FAIR MALL, FRESNO, CA

Fashion Fair Mall, built in the 1970s, and Sierra Vista Mall, built in the 1980s, have both constructed pedestrian-oriented retail additions, extending the existing malls toward Shaw Avenue.

Most enclosed shopping malls across the country are facing increasing competition as American's shopping habits evolve and as more pedestrian lifestyle centers are built to capitalize on those changes.

The responding changes at these two malls demonstrate how even relatively small expansions can be designed to not only capture new sales, but attract consumers to existing retail centers.

CORRIDOR IMPROVEMENT | AFTER INTENSIFICATION



SIERRA VISTA MALL, CLOVIS CA

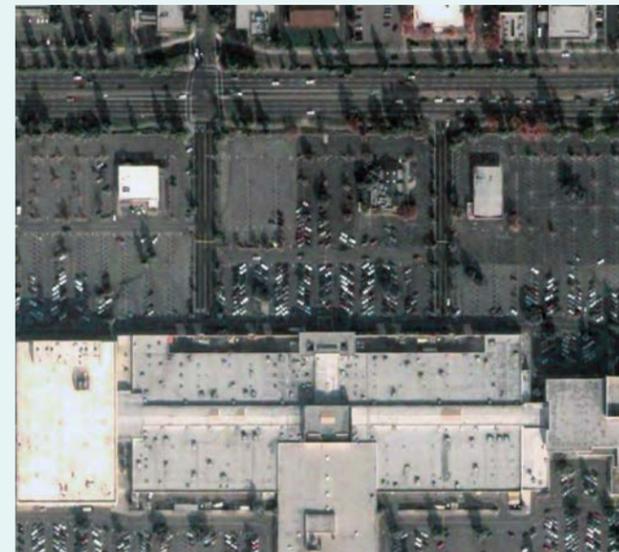


2005

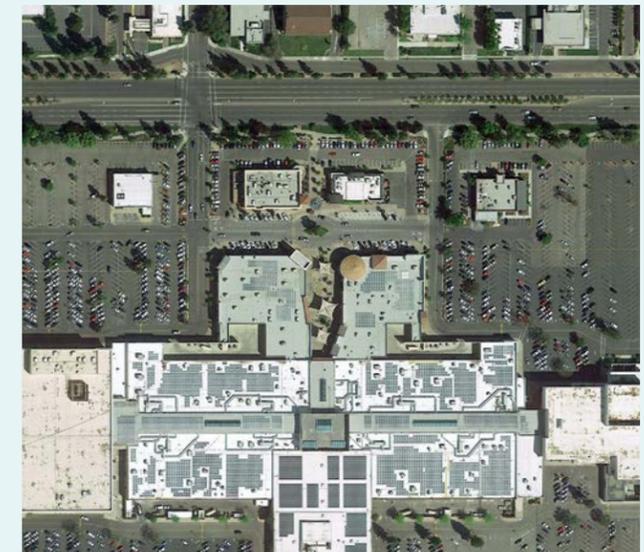


2009

FASHION FAIR MALL, FRESNO, CA

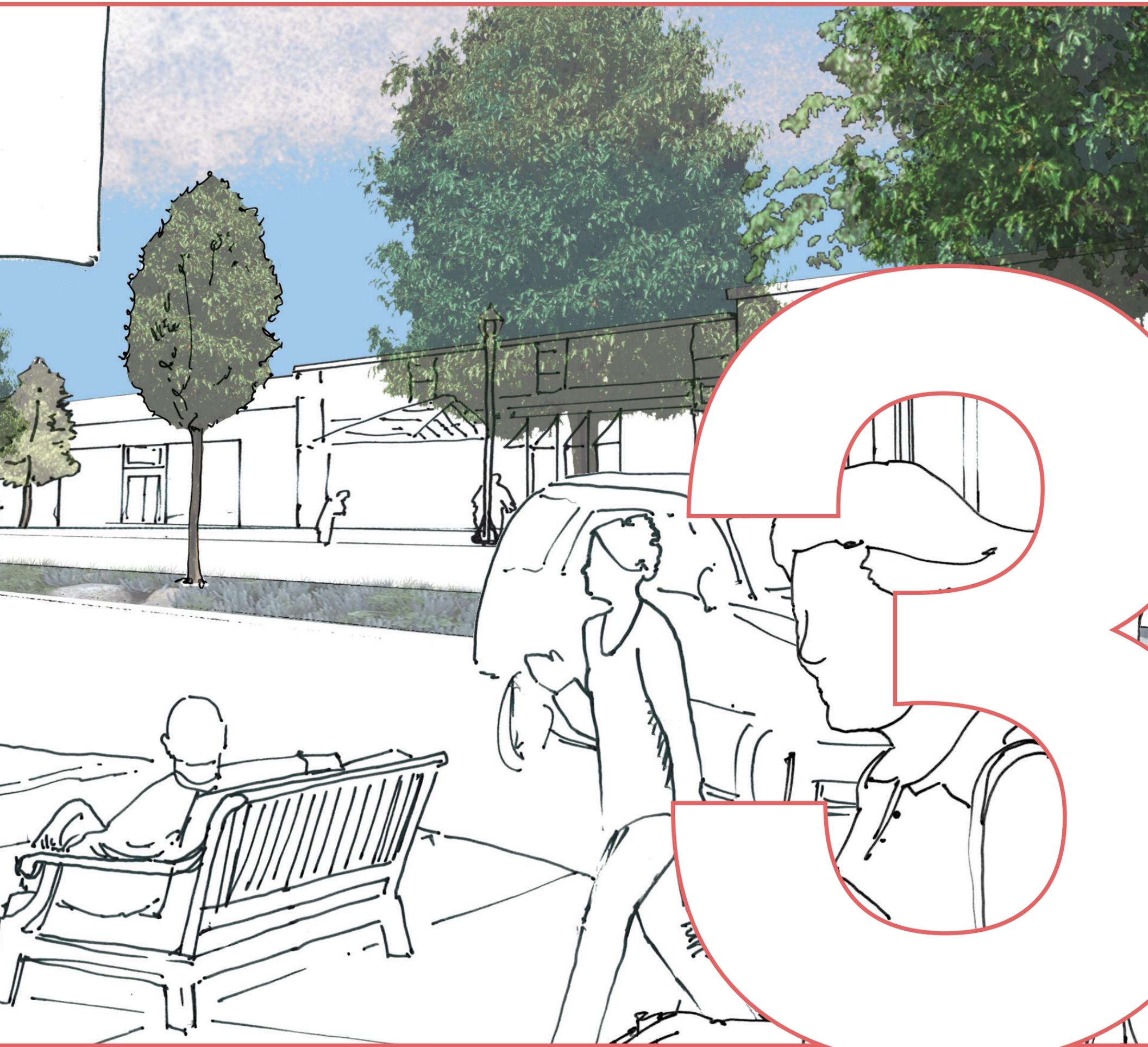


2003



2006





# TIER THREE: SIGNIFICANT REDEVELOPMENT

STEPPED APPROACH  
MEDIUM INTENSITY

STEPPED APPROACH  
HIGH INTENSITY

COMPLETE REBUILD

## TIER THREE: SIGNIFICANT REDEVELOPMENT

### REDEVELOPING AN ENTIRE SITE

Tier 3 is applicable to property owners who desire to redevelop their entire site. Many commercial buildings along the corridor are near or at the end of their useful life. Indeed, many buildings are functionally obsolete for contemporary retail practices.

With relatively high vacancy rates along portions of the corridor, some property owners might also be interested in growing beyond single-use buildings and expanding the range of uses they can accommodate.

The redevelopment ideas in Tier 3 provide a range of alternatives for these property owners. The key is thoughtful exploration of the many ways you can redevelop your property. Though the pattern book can help in this regard, it is vitally important for property owners to collaborate early on with City staff to explore the many options.

### TWO APPROACHES

Tier 3 illustrates two ways to redevelop properties along Shaw Avenue. The first is a stepped approach, in which incremental additions at the street edge gradually replace commercial buildings at the rear of a property.

The second approach to redevelopment is a complete rebuild. This is the conventional form of redevelopment, in which all leases have expired, all the existing buildings are demolished, and the new commercial development is constructed.

Examples show how new development can use the flexibility of the overlay district to generate more intensity, and thus more revenue-generating floor area.

### BEFORE REDEVELOPMENT

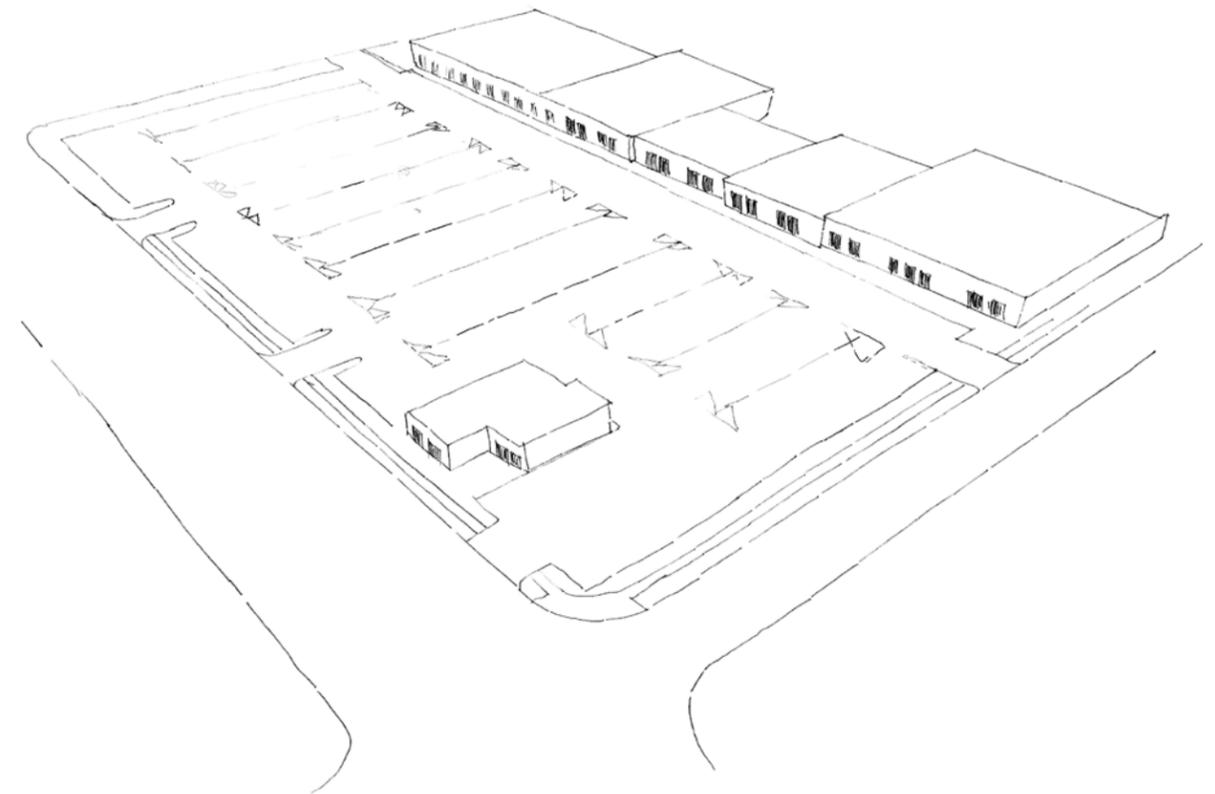
The conceptual development illustrated here could be anywhere along Shaw Avenue or anywhere in America.

The buildings were built for a single purpose. Indeed, the floor plates for medium- and big-box retailers can be very challenging to retrofit for new users when the original retailer leaves or goes out of business.

The most prominent feature of the site is the acres of asphalt parking, enough parking for the Friday after Thanksgiving. And all of the parking lies between the businesses and their potential customers traveling along Shaw Avenue.

Some of the drawbacks of this old-fashioned form of development include:

- The asphalt parking is a heat island that detracts from the customer experience
- The design places store fronts away from autos and pedestrians along Shaw Avenue
- Retailers must rely on large signage to attract customers
- Success of smaller businesses depends on the draw of one or two anchor retailers
- The site and the buildings are nondescript and indistinguishable from other shopping centers

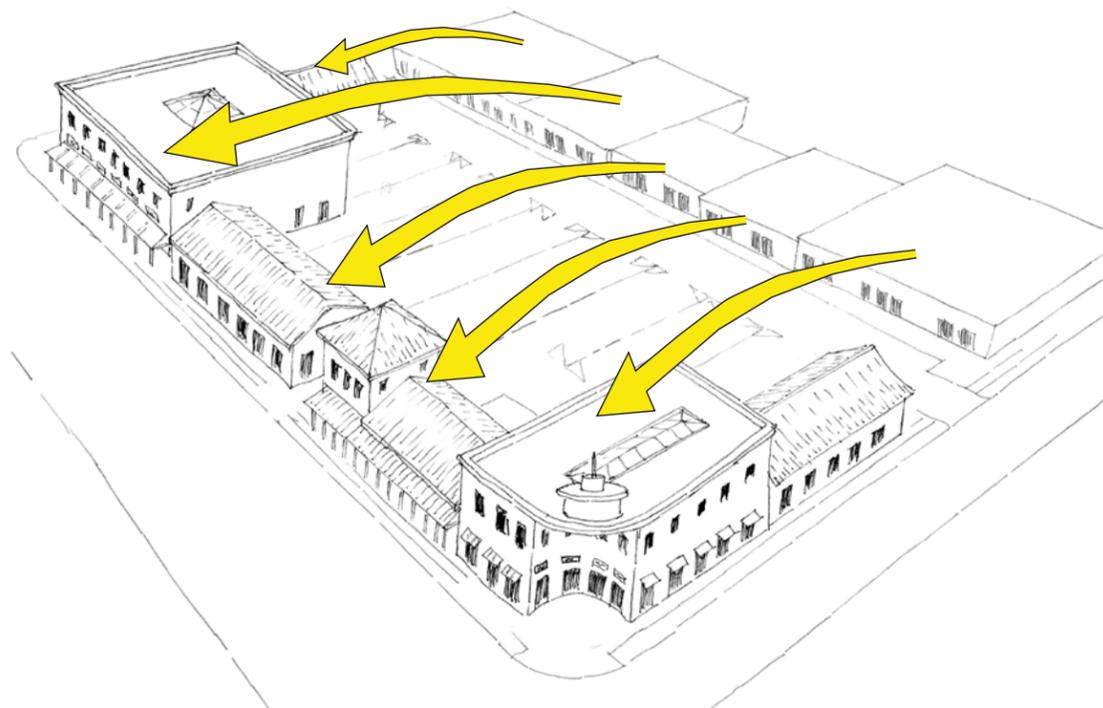


## STEPPED APPROACH | MEDIUM INTENSITY



1 Create a blue line redesign of the entire site

2 Build new buildings and relocate tenants as leases expire



## STEPPED APPROACH

### Medium Intensity Redevelopment

Create a detailed phasing plan as the first step, beginning with a simple blue line redesign of the entire site. Take note of how parking areas adjacent to the corridor could accommodate new buildings for existing tenants. Once the tenants migrate to new buildings, the existing buildings could be demolished and replaced with new uses.

One can make a big statement with the new project by moving the largest retailer to a corner space in the first phase. As leases expire, bring forward other retailers to the smaller, midblock buildings fronting Shaw Avenue.

Be sure to include a walkway through buildings from the parking lot to the sidewalk along Shaw Avenue and place the main entrance to stores on the Shaw Avenue side of the buildings.

Once the primary visibility of businesses is from Shaw Avenue, the parking lot can be reconfigured and landscaped to provide a more pleasant customer experience.

Multistory buildings should generally front Shaw Avenue. Ground floor space along Shaw should be reserved for retail uses, and other stories can provide flexible space and accommodate a mix of uses to respond to evolving market demand.

The City recognizes that market demand for residential uses may take time to develop, but when that time comes, it is likely that larger returns will be realized from residential uses.

Once existing tenants have been relocated, the old buildings can be demolished. New commercial floor space (i.e., not intended for existing tenants) can then be built along the sides of the property.

## STEPPED APPROACH

### Medium Intensity Redevelopment

In the final phase, the rear part of the property can be developed. To provide a transition to the adjacent residential neighborhoods, medium intensity redevelopment should strive to provide residential uses in the rear part of the site.

These could be multifamily apartments, condos, or townhouses. Where the rear property line connects to street or pedestrian rights-of-way in adjacent neighborhoods, provide through connections, linking those neighborhoods to the new development.

#### ACTION ITEMS:

- Provide pedestrian walkways in the final parking configuration, connecting to walkways through buildings
- Install low lights in the parking area to provide night-time lighting under the tree canopy
- Use green space in the parking area to comply with low-impact development requirements
- Eliminate and minimize curb cuts along Shaw Avenue; create distinctive entryways on side streets
- Engage existing tenants in planning and design

## STEPPED APPROACH | MEDIUM INTENSITY | FINAL DEVELOPMENT



3 Redevelop rear part of the site



4 When market conditions warrant, build parking structures and maximize intensity

## STEPPED APPROACH

### High Intensity Redevelopment

High intensity redevelopment actually represents an optional final phase to the stepped approach.

As land values and rents increase over time, structured parking may become financially feasible. A well-planned stepped approach should anticipate this eventuality.

In this example, the parking area immediately behind the commercial buildings has been converted into two parking structures.

The parking structures have been surrounded by new commercial buildings. These buildings should be designed for flexibility in use.

It is unlikely that they would make good retail locations, but they could accommodate a variety of office and service uses or multifamily housing.

With structures providing the required parking, the parking area in the rear of the property can be converted into additional housing. The example shows how the housing can be arranged around central open space lawns.

#### ACTION ITEMS:

- Design and build with a 20-year plan
- If developing single-use buildings, limit them to one-story inline retail along midblock sections of Shaw Avenue
- Provide sufficiently sized alleys for garbage collection, deliveries, and public safety vehicles
- Design a unified and intuitive walkway system for pedestrians once they have parked
- Reserve and separate parking for the residential uses

## COMPLETE REBUILD

Many functionally obsolete buildings along Shaw Avenue are on sites that are not large enough to accommodate a stepped approach to redevelopment.

And some stand-alone buildings are vacant, so there are no tenants to accommodate through a phased development approach. In these cases, a complete rebuild may be the best approach to redevelopment.

Complete rebuilds should construct new buildings adjacent to the road right-of-way. In general, site design should aim for about a 15-foot sidewalk from the curb to the building. This allows for street trees and street furniture while still allowing a reasonable width for pedestrians. Larger setbacks from the street can accommodate courtyard, plaza, or seating or outdoor dining space.

Buildings fronting Shaw Avenue should be multistory to establish a more interesting and dynamic corridor. The second story should be built to flexibly accommodate a variety of uses.

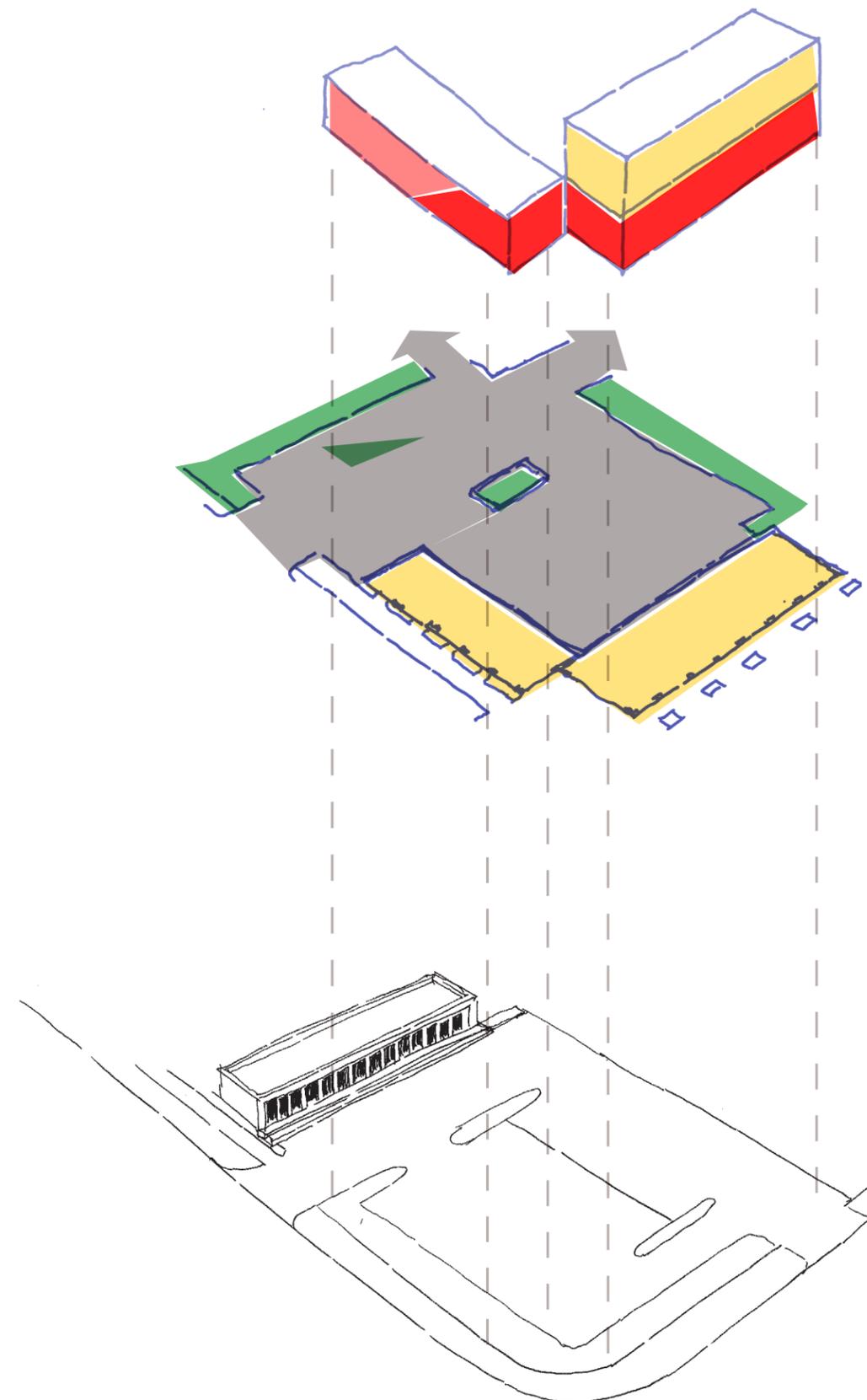
Early on, offices and services may be the more common tenants, but over time, the market may support more lucrative residential uses on second stories.

In addition to these big design principles, complete rebuilds should choose from and incorporate many of the design recommendations presented in Tiers 1 and 2. Thoughtful selection of these design features will enable property owners to create truly distinctive buildings.

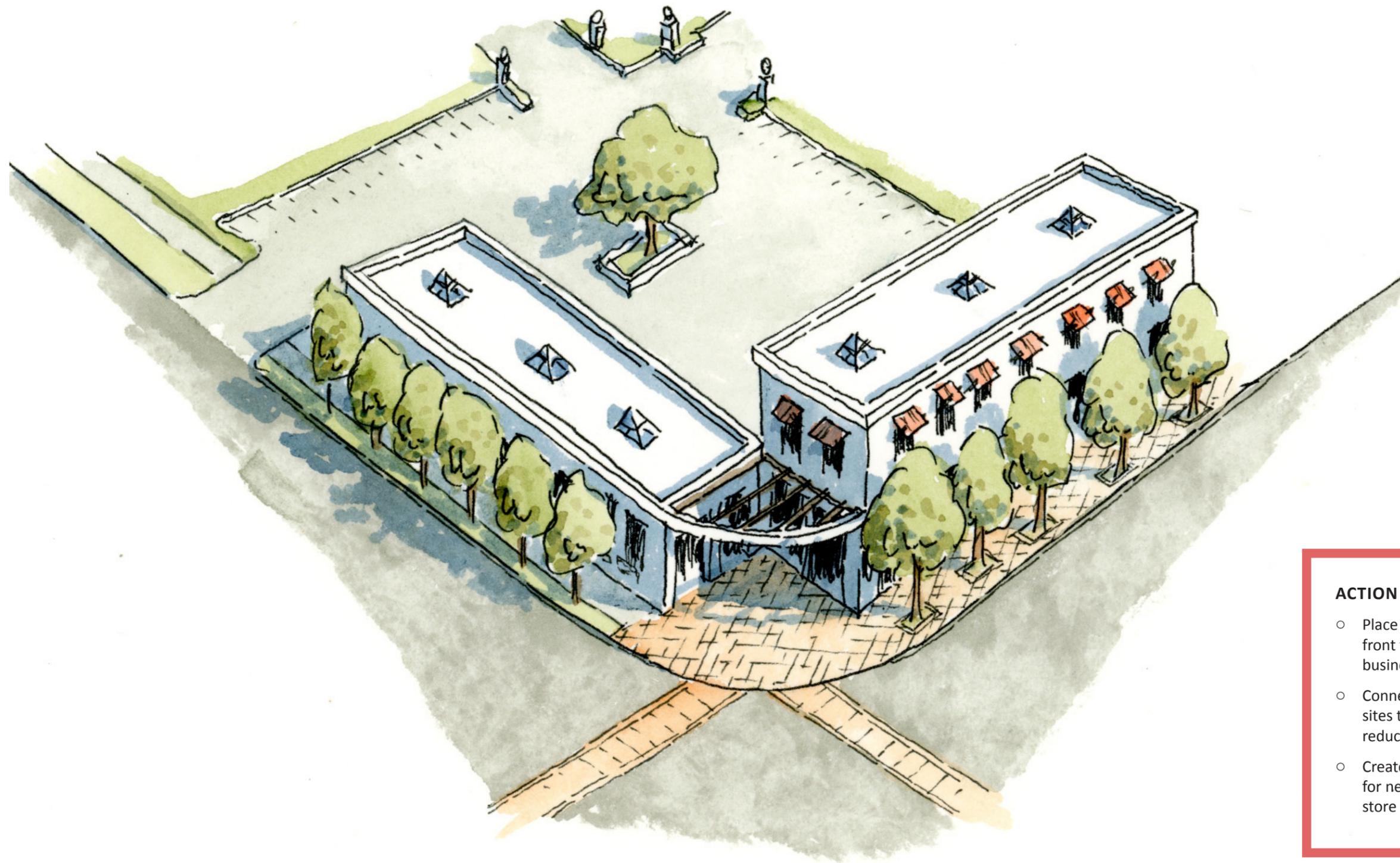
### COMPLETE REBUILD

- Loft units - Flex space
- Office- flex space
- Retail

- Building footprint
- Rear parking court
- Green areas



## COMPLETE REBUILD | FINAL DEVELOPMENT



### **ACTION ITEMS:**

- Place new buildings at the front to provide visibility for businesses
- Connecting parking to adjacent sites to improve circulation in reduce traffic on Shaw Avenue
- Create a distinctive streetscape for new buildings and interesting store fronts



# APPENDIX A

## DESIGN ELEMENTS



# A1. ARTWORK AND SCULPTURE

Artwork is one of the easiest ways to create a unique image and identity for a business. Similarly, sculptures and other forms of outdoor art can create a distinctive image for a shopping center.

Artwork can be a single one piece or a number of smaller pieces thoughtfully place around a commercial property. Simple mosaics were once used as a welcome mat at shop entrances. Birdhouses can become postal boxes for the business in a shopping center.

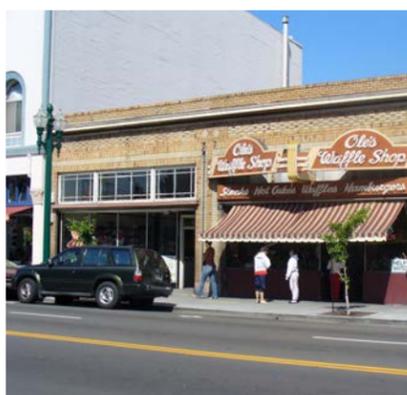
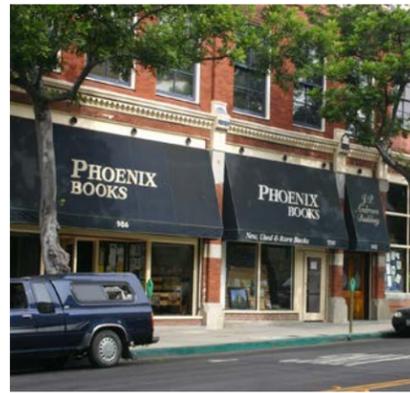
Historically, large murals were painted over blank walls to enhance the look of an otherwise uninspiring building. Some shopping centers already include more functional art pieces, like large clocks at a terminating view.

All of these examples can be simple to implement and enhance the look and feel of retail centers and individual businesses.

Some of the points to keep in mind are:

- Work with local artist to create local art
- Look at local schools and colleges for artists who would like an opportunity to enter into the art world
- Do not be shy about materials
- Allow all art to be as colorful and unique as possible; let buildings be secondary in visual importance
- Let art be fun and engaging while being safe for all ages





## A2. AWNINGS

Awnings provide several important yet often overlooked benefits. They help prevent direct sunlight from shining into buildings. By reducing direct sunlight, window tinting can be removed. And without window tinting, potential customers can see more of the business.

Awnings create shade for pedestrians. Awnings also provide a medium for signage; depending on the awning design, letters can be painted on, or attached. Awnings can also complement the architectural style of the building or the brand identity of individual shops.

Some of the points to keep in mind are:

- Awnings should hang at least 10 feet above the ground, allowing undisturbed views into the interior
- Darker color awnings will fade quicker than lighter colors
- Lights can be attached to the awning support to down light the storefront
- Blade signage can be suspended from the awning structure
- Consider using alternative natural materials

## A3. BENCHES

Benches can be thought of as temporary seating—not necessarily comfortable for a long period, but a welcome respite at the right place and time.

They are convenient places to sit while waiting for someone to park a car, waiting for a bus, or waiting for a friend to finish paying. Benches can also provide a shaded resting spot for pedestrians who may need to take short breaks while walking.

In this sense, benches should be considered as something different from seating areas, which are intended to foster socializing.

As these examples make clear, benches can be made of different materials, colors and styles to complement architecture of individual buildings and shopping centers.

Some of the points to keep in mind are:

- Benches should be safe and sturdy
- Benches should be part of an interesting micro-environment
- Try to place benches near garden features, and spaces where people congregate





## A4. BIKE RACKS

Biking was a key theme of the General Plan Update, and the City intends to continue investing in bike trails and bike lanes. Biking is even more important along Shaw Avenue, where a large concentration of bike riders congregates just across the freeway at Fresno State.

To capitalize on increasing bike riding, shopping centers and businesses must invest in one crucial piece of infrastructure: bike racks for locking bikes. Investing in a bike rack is a small price to pay to ensure that this demographic can easily shop at one's business.

There are quite a variety of bike rack styles and materials. As the examples show, they can be fun or simple in design

Some of the points to keep in mind are:

- Place bicycle parking in front of buildings
- Convert a parking space into a small enclave of bike parking
- Plant trees to shade parked bikes
- Ensure that sprinklers do not errantly water parked bikes

## A5. COVERED WALKWAY

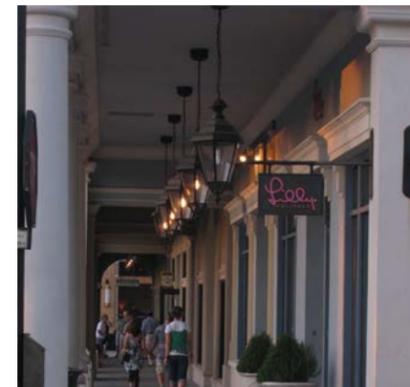
Covered walkways can be very beneficial to pedestrians in a retail destination where most of the customers are pedestrians. The shade covered walkways provide can encourage shoppers to travel further and visit more stores.

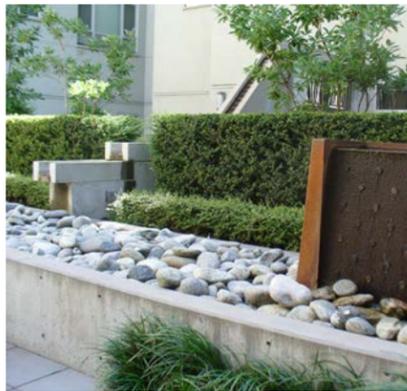
However, covered walkways that are not carefully designed can greatly hamper the views that people in cars have of the stores behind the covered walkways. Covered walkways are most effective in pedestrian oriented portions of a site.

For example, a great use of covered walkways is to connect commercial buildings and provide a shaded walkway from rear parking areas out to sidewalks along Shaw Avenue.

Some key points to keep in mind are:

- Covered walkways should have large openings to allow natural light and ventilation
- Covered walkways should be provide relief from heat created by sun exposure and surface parking lots
- Carefully design covered walkways to maintain views of businesses





## A6. GARDEN FEATURES

Simple and festive garden features can be the crown jewels of a shopping center’s landscaping. These features should invite pedestrians in and encourage socializing.

As the examples show, garden features can be observational pieces or active pieces that engage the public. All but the smallest garden areas should accommodate a balanced mix of the two.

Some of the key points to keep in mind:

- Playful water fountains can be attractive to shoppers with children
- Life-sized game pieces (e.g., chess) can be fun for children and adults
- Low-profile garden walls can be used for sitting
- Place garden features to be visible to and easily accessible by pedestrians
- Garden features can be less expensive to maintain than large lush landscapes
- Investment in garden features can help create a distinctive identity for a shopping center and individual businesses

## A7. LANDSCAPING

Even a little bit of landscaping can greatly soften the image of commercial buildings. Plans should be selected to add colors that complement a building's architectural style and an individual business's brand. Planters can be installed to separate and shield outdoor dining areas.

Some of the main points to keep in mind are:

- When selecting plants, consider their watering needs and, when appropriate, use indigenous and drought tolerate species
- Tall accent trees can be used to mark entrances and public spaces
- Shade trees should be species that actually provide shade in the summer
- Trees should be trimmed below five or six feet to avoid impacts to the views pedestrians and people in cars have of the businesses
- Avoid thorny plants in places where people might come into contact with the landscape
- Place flowing plants close to the building to serve as part of the building design and architecture



# A7. LANDSCAPING

## Tall Landscape

Tall landscape elements create shade, help scale down building facades, create landmarks and gateways, enclose spaces, and protect pedestrians.

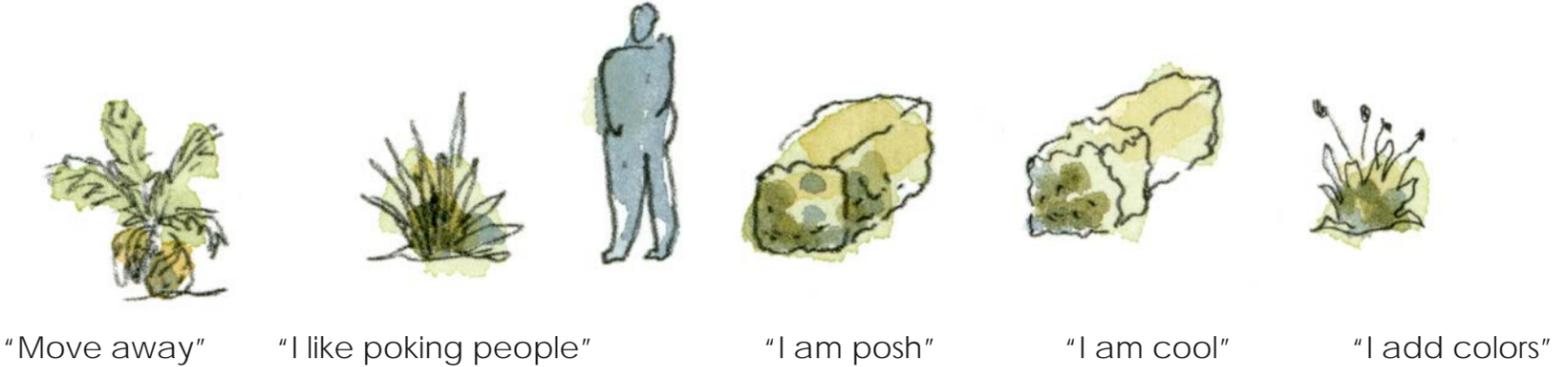
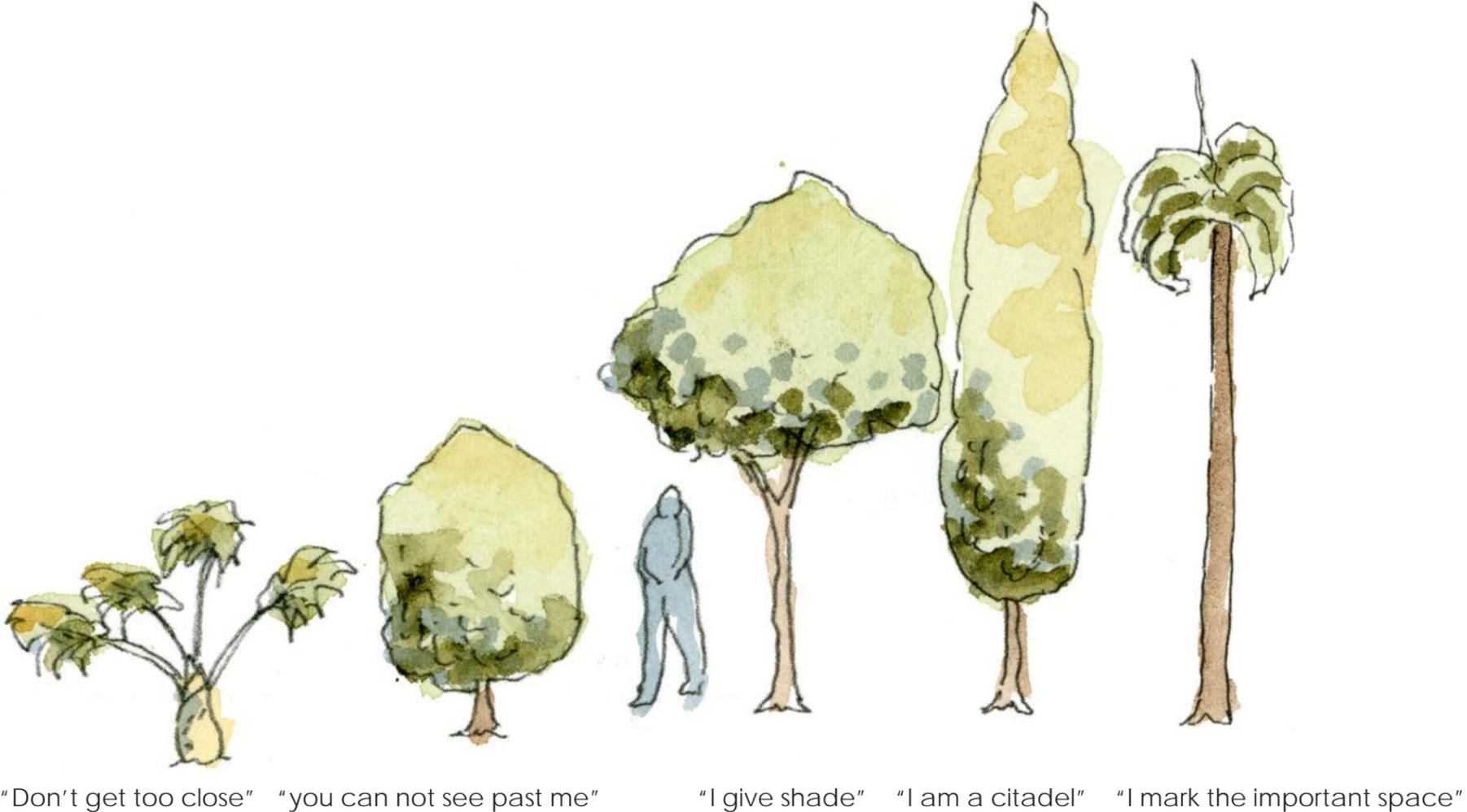
While trees give off shade, they should not block views of the commercial businesses. Palm trees can help accentuate entrances, but they provide no shade and should be used sparingly .

## Low Landscape

Low landscape is most often used to accent buildings and demarcate pedestrian walkways and sitting areas. Careful attention should be given to the water needs of various plant species. Also, thorny plants should be avoided.

Trimmed hedges create a manicured look while untrimmed hedges can create a more organic look and feel (as long as they are not allowed to overgrow).

Local flowering plants are a great way to add color. In commercial corridors, landscaping should be subtle—an accent rather than the main attraction.



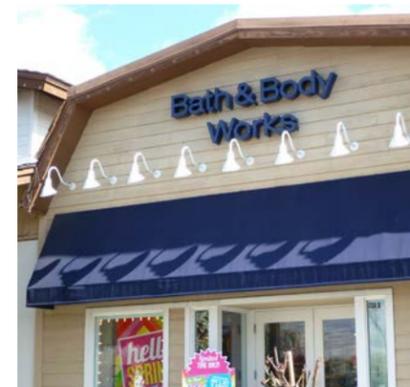
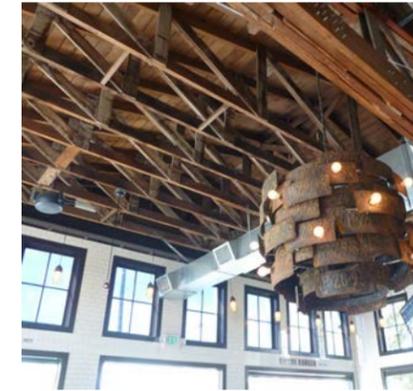
## A8. LIGHTING

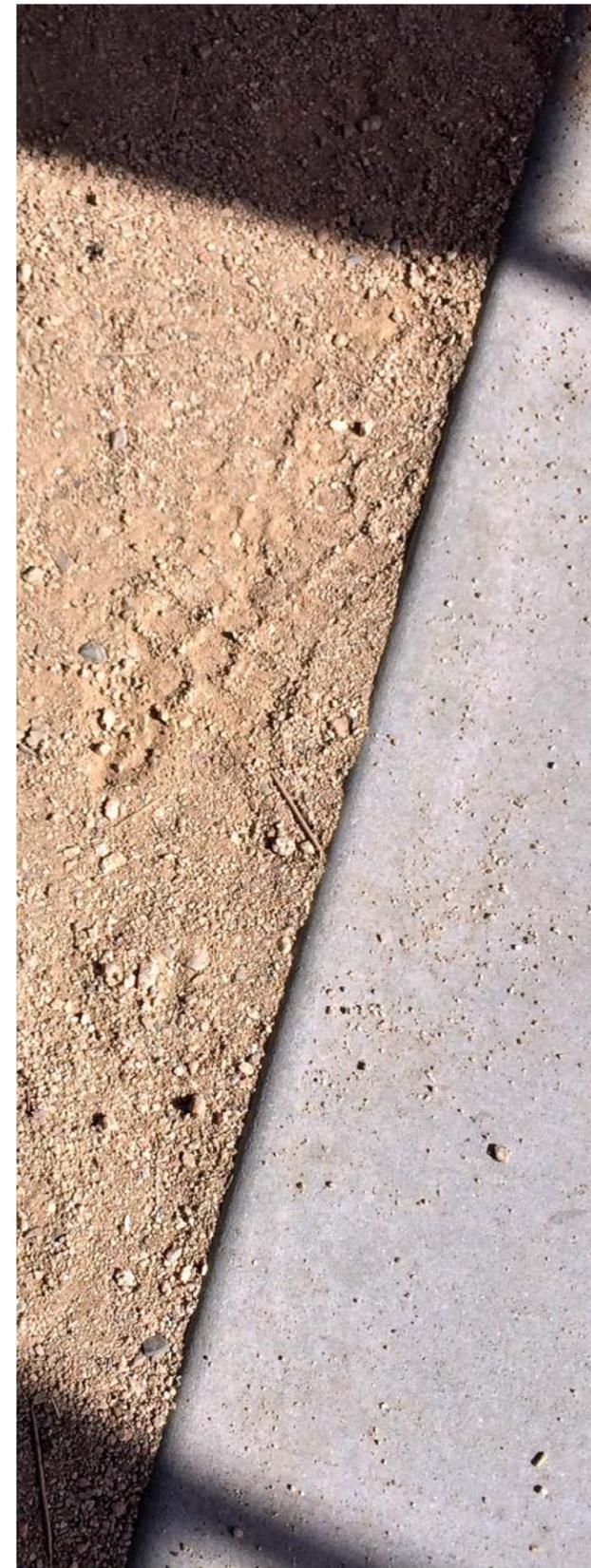
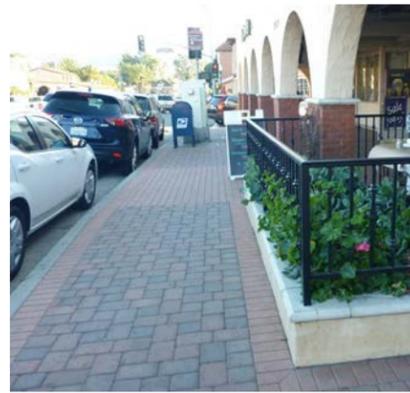
Lighting fixtures help define the architectural style of a building. And common parking, pedestrian, and building lighting helps create a unified image of a commercial property.

Most importantly, though, lighting illuminates parking areas, walkways, and building exteriors, influencing the customer's experience after sundown and ensuring business visibility.

Some things to keep in mind are:

- When possible, use natural material colors
- Plastic light fixtures may endure time as long as they are protected from the sun
- Light color fixtures are best for direct sun exposure
- LED warm tone lights are best used in hard to reach places as they last longer
- Use downlit lighting to avoid nighttime light pollution
- Use low-profile parking and walkway lighting to avoid shadows from shade trees





## A9. MATERIALS AND TEXTURES

Using different materials and textures can go a long way to distinguishing a commercial site from others, improve the customer experience, and affect long-term maintenance costs. It is a design component that warrants careful consideration

For walkways exposed to direct sunlight, consider using wood because it does not get as hot as conventional concrete.

Compacted sand also is not as hot for pedestrians, and it can be easily cleaned. Brick pavers are used extensively for sidewalks because they add color and depth. Mosaics from different materials can also be used to delineate gateways (pedestrian and vehicular) and help guide customers.

Some things to keep in mind are:

- Natural color materials are more effective than painted materials, and they require less maintenance over time
- Natural materials have a variation of colors and feel that machine-made tiles do not have
- Lighter colors reflect heat best; darker colors retain heat the most
- Vary materials and textures across a shopping center site to complement the businesses and delineate different uses

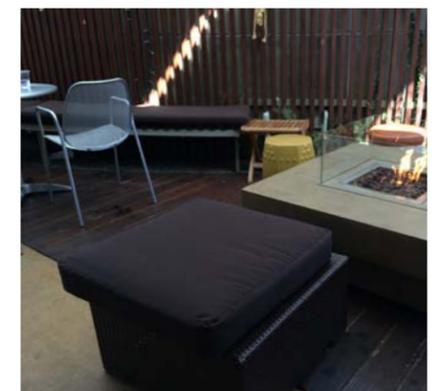
## A10. OUTDOOR SEATING

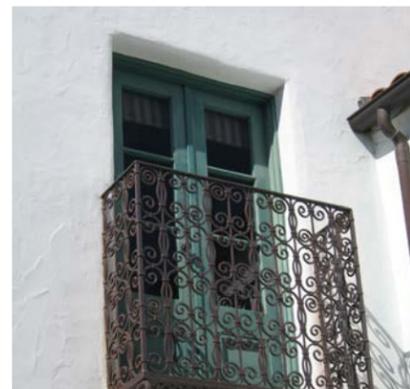
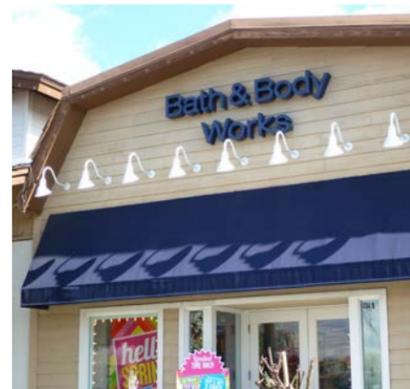
Outdoor seating and outdoor dining areas are a fundamental design element to capitalize on the evolving trend of experience-oriented shopping. After all, sitting and socializing with friends is something that the internet cannot replicate.

As the examples show, there are an almost endless variety of seating styles and materials. Outdoor seating areas should incorporate a mix of seating types and include garden features. Outdoor dining areas generally need ample shading, and often have landscaping, wall, or fence structures to separate diners from pedestrians.

Some key points to keep in mind are:

- Outdoor seating areas should have movable chairs that the public can rearrange as needed; they should be heavy enough to inhibit removal
- Outdoor dining seats need to be easily movable, but they should be durable and sturdy
- Shading, water fountains, fire pits, and other garden features enhance the experience
- Outdoor dining usually needs to be cordoned off if alcohol will be served





## A11. PAINT AND COLOR

Color is probably the easiest, and perhaps the most inexpensive way to improve the attractiveness of commercial buildings. It is also the most effective improvement to create distinctive storefronts and enable customers to easily distinguish among various businesses in a shopping center.

Color, however, is an accent, not the key feature of a storefront. Avoid using colors to attract attention. Rather, focus on using colors that complement the brand identity of individual businesses.

Bright earth tones, like beige, are subtle background colors and do not fade quickly in bright sun light. Modern highlighting colors can enhance the feel and look of traditional earth tones. To improve durability, consider using a base color on the first 36 inches of the building—ideally one that is easy to clean and durable.

Some key points to keep in mind are:

- Lighter colors should go on the outside of the building
- Darker colors may be appealing when there is plenty of natural light
- Allow building details to have the accent colors
- Make the shop front the center of attention, not the building

## A12. PERGOLAS

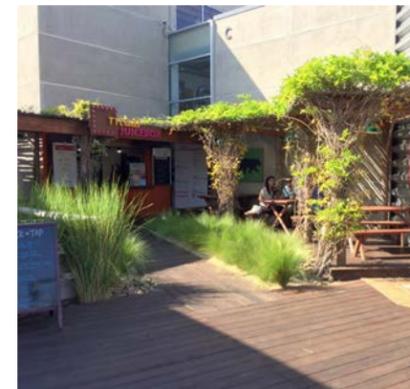
Pergolas are an inexpensive way of adding an interesting architectural feature to complement commercial buildings and individual storefronts. They can also create a transition from a hard noise zone to a more relaxed and quiet area.

Depending on the space between each lintel, more or less sun shines through. Historically, pergolas also incorporate different types of vines to provide shade and add color.

The examples show a number of other materials that can also be used to create intricate shade patterns.

Some key points to keep in mind are:

- Use durable materials to avoid rebuilding every few years
- If incorporating vines, use water resistant or treated materials
- Darker colors work best for shading; lighter colors bring more brightness to the space below.
- The pergola posts (columns) should be thicker in dimension than the lintels to convey a visual sense of stability
- Lintels can be thin, but should have great depth to block out sun





## A13. SIGNAGE

Storefront signage is an effective way to improve visibility while promote a business's brand identity. Leases should allow businesses to have signs that artistically express a sense of individualism.

Leases can easily manage the dimensions of painted down lit signs yet allow flexibility in colors and fonts. Blade signs can be elegant and individualized. Murals can function as both signage and art.

Monument signs and directional signs are other key components of wayfinding and advertising.

Some key points to keep in mind are:

- Internally lit signs can be great but are not always legible
- Simple fonts work best on all scales
- Down lighting works best with a soft light, so as not to wash out colors
- Blade signs can be of different size and designs, depending on the shops
- Monument signs placed by the road should minimize the number of tenant signs; more signage does not equal more visibility
- Wayfinding signage can reinforce the image or theme of a shopping area







# APPENDIX B

## ECONOMIC DEVELOPMENT STRATEGIES



# ECONOMIC DEVELOPMENT STRATEGIES

## General Funding and Financing Mechanisms

This section presents a variety of funding and financing mechanisms to realize the economic development goals along Shaw Avenue.

District-based assessment tools and communities facilities districts are options that would allow areas along the corridor to benefit from the funding they collect.

Developer contributions are another vehicle. Negotiated developer agreements, impact and in-lieu fees, and standard agreements can all be used by the City to initiate public right-of-way improvements. Regional, state, and federal grants as well as City funds such as the Capital Improvement Program are also potential funding sources.

Multiple funding mechanisms could be used collectively to create a funding strategy. For instance, the creation of new park space could be funded by a private development project.

However, maintenance and ongoing funds for improvements could be the responsibility of the City.

## DEVELOPMENT AGREEMENTS

The City may require a development agreement for any development projects proposed along Shaw Avenue, particularly when Tier 2 or Tier 3 projects are proposed. A development agreement may stipulate how the proposed project will pay its fair share of the onsite and offsite public improvements, ensure that the proposed project will be served by adequate public infrastructure and services, and address other issues.

## DEVELOPMENT IMPACT FEES

The City may establish alternative development impact fees for properties along Shaw Avenue

to incentivize development and recognize the reduction in costs associated with infill development and improved properties.

## GRANTS AND LOAN PROGRAMS

The City may also tap into various federal, state, local, and private grants that are particularly applicable to the project. In particular, the project's focus on increasing transit ridership, promoting pedestrian- and bike-friendly environments, and relieving traffic congestion may help the project qualify for various grants dedicated to these goals.

The following list provides a few examples of state and federal programs currently available and relevant to the corridor area.

### State

- Transit-Oriented Development Housing Program
- Housing Related Parks Program
- Infill Infrastructure Grant Program
- Land and Water Conservation Fund
- Active Transportation Program
- Highway Safety Improvement Program
- Transportation Enhancement Program
- Infrastructure State Revolving Fund Program
- Public Agency Revenue Bond Program

### Federal

- Economic Development Initiative Grant
- Community Development Block Grant
- Section 108 Loan Guarantee

## DEVELOPER-FUNDED IMPROVEMENTS

In some cases, the development of one or more parcels in the area may require the construction of offsite infrastructure improvements, the size of which may be larger than what is needed to serve just the proposed development.

In such cases, if the City does not have the funds available to pay for the additional infrastructure capacity, the property owner or developer may agree, through a development agreement, to pay for the full cost of the offsite infrastructure improvement and to be repaid as additional development occurs.

The development agreement would stipulate the terms of such repayment. If the cost of infrastructure improvements is to be repaid to a property owner, developer, or other entity that paid the upfront cost, the City may prohibit other development until the project applicant has paid the required infrastructure cost repayment fee in accordance with the terms of the development agreement.

## ASSESSMENT DISTRICTS

The City anticipates that development impact fees, contractual assessments, and City revenues may not be sufficient to fund the public realm improvements.

Accordingly, groups of property owners and the City may find that assessment districts could help finance the construction of public improvements on public property, public rights-of-way, and public easements.

The public must pay for the portions of the improvements that provide general benefit to the public at large, but real property that receives a special benefit may be assessed for the costs, proportional to the level of benefit received.

Three different provisions of state law authorize assessment:

- Improvement Bond Act of 1915 (Streets and Highways Code Sections 8500 et seq.)
- Improvement Act of 1911 (Streets and Highways Code Sections 5000 et seq.)
- Municipal Improvement Act of 1913 (Streets and Highways Code Sections

10000 et seq.), which contains only provisions for establishing assessment districts

Assessment districts are intended to finance construction of physical improvements. They cannot pay for operations and maintenance or additional services. If additional improvements are desired after an assessment district is established, the entire process is required for those additional improvements.

Assessment districts may be used to finance improvements in one of two general ways. The assessments may repay the City or an initial developer for the up front costs of infrastructure. The City may also issue bonds pursuant to an assessment district and use the proceeds to fund the infrastructure improvements and use the assessments to repay the bonds.

Generally, assessment districts can be used to finance these improvements:

- Local streets
- Streetlights
- Parks
- Water supply and distribution facilities
- Gas and electric power
- Landscaping
- Sidewalks
- Sanitary sewers
- Flood control and drainage improvements
- Parking facilities

The authorizing statutes referenced above set forth procedures for establishing assessment districts. Under existing State law, however, establishment of an assessment district cannot occur if a majority of the affected property owners object (weighted by the value of the proposed assessment).

# ECONOMIC DEVELOPMENT STRATEGIES

## COMMUNITY FACILITIES DISTRICTS

Community facilities districts (CFDs) can fund the planning, design, purchase, construction, expansion, improvement, or rehabilitation of capital facilities defined as having a useful life of five or more years.

CFDs can also fund the provision of a variety of public services, such as public safety, parks and recreation, schools, library and cultural facilities, landscape maintenance and lighting, flood control, and site remediation.

The Mello-Roos Community Facilities Act of 1982 (Government Code section 53311 et seq.) authorizes the establishment of CFDs. However, these districts are not assessment districts, as discussed above, and differ in several important ways.

CFDs levy a special tax instead of a special assessment. This tax may be applied to the value of each property rather than assessed based on the level of special benefit received. However, because it is a special tax, a two-thirds majority vote is required to approve the levy of the special tax.

If the district has 12 or more registered voters, the election polls voters, with each having an equal vote. If there are less than 12 registered voters, the election polls property owners, with each vote weighted by acreage owned within the district boundary. Properties within the district need not necessarily be contiguous.

Finally, establishing a CFD requires only a general description of the facilities, services, and costs associated with the district, not the detailed engineer's report required for assessment districts.

CFDs may fund the construction of the following types of facilities:

- Local park, recreation, parkway, and open-space facilities

- Elementary and secondary school sites and structures
- Libraries
- Child care facilities
- Transmission/distribution facilities for water, natural gas, telephone, electrical energy, and cable television
- Flood, storm protection, and storm drainage facilities
- Other governmental facilities the legislative body creating the district is authorized by law to contribute revenue toward, construct, own, or operate
- Work to bring public or private buildings or real property into compliance with seismic safety standards and regulations

CFDs may also fund the following types of services:

- Police protection services
- Fire protection and suppression services and ambulance and paramedic services
- Recreation program services, library services, maintenance services for elementary and secondary school sites and structures, and the operation and maintenance of museums and cultural facilities
- Maintenance of parks, parkways, and open space
- Flood and storm protection services including, but not limited to, the operation and maintenance of storm drainage systems and sandstorm protection systems
- Removal or remedial action services for the cleanup of any hazardous substance released or threatened to be released into the environment

A CFD might include the entirety of the Shaw Avenue Corridor area, a larger area if deemed

necessary by the City, or a smaller area.

If a CFD is initially established to include only a portion of the plan area, the City may condition any subdivision, zoning, development, building, or other approval upon annexation into the CFD. Furthermore, such conditioning may stipulate that the annexation take place at some point prior to the issuance of a certificate of occupancy or other milestone in the development process.

## BUSINESS IMPROVEMENT DISTRICTS

Business improvement districts (BIDs) are public-private partnerships to improve the attractiveness and functionality of a business district, improve the business climate, help existing businesses grow and prosper, attract new businesses, and attract more visitors and customers to the district.

There are two types of BIDs. Business-based BIDs (B-BIDs) are funded through assessments levied on individual businesses, not properties, in the district, usually through the municipalities business license fee.

Property-based BIDs (P-BIDs) are funded through assessments on real property, similar to the standard assessment district.

Generally, businesses are less willing to agree to significant levels of assessment and, thus, B-BIDs tend to be less effective and successful than P-BIDs, although they are appropriate for certain needs.

The two types of BIDs have separate authorizing legislation. The Parking and Business Improvement Area Law of 1989 (Streets and Highways Code section 36500 et seq.) allows for B-BIDs. The Parking and Business Improvement Area Law of 1989 (Streets and Highways Code section 36500 et seq.) provides for P-BIDs.

BIDs are authorized to provide a wide range of improvements and services, and are more flexible and can accomplish much more than standard assessment districts.

BIDs may fund the following types of improvements and services :

### Business-Based

- Parking facilities
- Benches
- Trash receptacles
- Street lighting
- Decorations
- Parks
- Fountains
- Promotion of public events which take place on or in public places
- Furnishing of music in any public place
- Promotion of tourism
- Activities which benefit businesses located and operating in the area

### Property-Based

- All B-BID improvements, plus:
- Closing, opening, widening, or narrowing of existing streets
- Facilities and equipment to enhance security of persons and property within the area
- Ramps, sidewalks, plazas, and pedestrian malls
- Rehabilitation or removal of existing structures
- Marketing and economic development, including retail retention and recruitment
- Supplemental security, sanitation, graffiti removal, street and sidewalk cleaning, and other municipal services
- Activities which benefit businesses and real property located in the district

Establishing a BID follows a process similar to that used for standard assessment districts. A B-BID requires support of the majority of businesses in the district, and a P-BID requires support of a

# ECONOMIC DEVELOPMENT STRATEGIES

majority of the property owners. Unlike assessment districts, however, the P-BID must be initiated by a petition of a majority of the property owners rather than a resolution of the city council.

One other key difference is that a P-BID must have a non-profit property owners association (similar to a homeowners association). This non-profit operates the bid under a contract with the city. The association manages the BIDs programs and activities, and it proposes a work program each year.

Because BIDs provide services and activities, they require an annual public hearing, at which the city council approves the work program for the following year. There is no voting by affected businesses or property owners unless the program proposes an increase in the assessment. When an assessment increase is proposed, the annual work program goes through a process similar to that for establishing a district.

A BID could accomplish the construction and operations of many proposed enhancements. A BID could also be highly effective promoting public events, providing supplemental public safety and other services, and marketing and advertising the corridor as a destination.

## LIGHTING AND LANDSCAPING MAINTENANCE DISTRICTS

Lighting and landscaping maintenance districts (LLMD) can fund the construction of certain public improvements and the operation and maintenance of public improvements. LLMDs are authorized by the Landscaping and Lighting Act of 1972 (Streets and Highways Code section 22500 et seq.).

An LLMD requires an annual assessment process for any assessments other than previously approved assessments to pay previously approved and issued debt. The annual assessment process is similar to that used to establish assessment districts.

The improvements and services provided by LLMDs include:

- Landscaping
- Statuary, fountains, and other ornamental structures
- Public lighting, including traffic signals
- Appurtenant facilities, including grading, clearing, and removal of debris; the installation or construction of curbs, gutters, walls, sidewalks, or paving; or water, irrigation, drainage, or electrical facilities
- Park or recreational improvements
- Land preparation
- Lights, playground equipment, play courts, and public restrooms
- The maintenance or servicing or both of any of the foregoing
- Acquisition of land for park, recreational, or open-space purposes
- Acquisition of existing improvements
- Acquisition or construction of any community center, municipal auditorium or hall, or similar public facility for the indoor presentation of performances, shows, stage productions, fairs, conventions, exhibitions, pageants, meetings, parties, or other group events, activities, or functions, whether those events, activities, or functions are public or private

LLMDs can be expanded over time, following a process similar to that used to establish the district. As with the CFD, the City may condition development activity in the plan area on annexation into a LLMD (existing or new).

An existing LLMD has been established along Shaw Avenue east of Clovis Avenue. The City may encourage property owners to annex into the existing LLMD or establish one or more new LLMD(s) for west of Clovis Avenue.

## PARKING DISTRICTS

The standards and concepts in the pattern book and Shaw Avenue Overlay District envision parking reduction strategies such as shared parking to provide sufficient space for parking while fostering pedestrian, bicycle and transit friendly design.

The design and management of parking is integral to the long term success of the properties along Shaw Avenue and its surrounding neighborhoods.

Jurisdictions may form a parking district and levy assessments per Streets and Highways Code Section 31500 et seq. to finance the:

- Acquisition of land
- Construction, operation and maintenance of parking facilities and garages
- Associated project costs, including professional staff

Streets and Highways Code Section 11000 et seq. also permit parking districts to fund pedestrian improvements including:

- Street paving
- Water lines, flood control facilities, sewer, and drainage works
- Street lighting
- Fire protection,
- Statues, fountains, and decorations,
- Landscaping and tree planting
- Child care facilities
- Public assembly facilities
- Other improvements associated with pedestrian facilities

Special assessments under the 1911 Act may be levied to replace the use of fees and charges to repay outstanding bonds. Other revenue sources may include user fees, parking meter charges, and property taxes.

One or more parking districts could cover part or all of the corridor area, and adjacent neighborhoods.

Within a parking district, funds collected from parking charges are spent directly on improvements that make the district more attractive, such as sidewalks, landscaping, and other amenities or aesthetic improvements.

New parking meter technologies have improved customer convenience (customers can pay remotely by credit card or cell phone), increased pricing flexibility (rates can be changed in real-time based on location, time of day, day of week, or level of occupancy), reduced streetscape clutter, and reduced operating costs.

A parking district could be responsible (and contract out) for the following operations associated with managing parking within the area:

- Enforcement of parking regulations
- Parking permits
- Parking meter operations (including revenue collection)
- Day-to-day management of shared parking
- Researching parking usage and developing parking pricing strategies
- Staff services

## INFRASTRUCTURE FINANCING DISTRICTS

Recent legislation enabled the formation of Infrastructure Financing Districts (IFDs), even in former redevelopment areas. An IFD diverts new local property tax revenues to either pay directly for the construction of infrastructure and public facility improvements, or to issue bonds to finance those improvements.

However, IFDs cannot divert property tax increment revenues from schools and can only pay for public facilities like roads, sewer, water, libraries, and parks—not routine operations and maintenance or, except in limited cases, affordable housing or economic development projects.

However, onerous approval requirements may limit the formation of an IFD: two-thirds of

# ECONOMIC DEVELOPMENT STRATEGIES

property owners or voters must vote in favor of forming the district, and all affected taxing entities (e.g., counties, special districts) must approve the contribution of their portion of the tax increment to the IFD.

## CAP-AND-TRADE AUCTION PROCEEDS

California established a cap-and-trade program to limit allowable greenhouse gas emissions. Beginning in late 2012, the state began regular auctions of greenhouse gas emission allowances.

The revenue produced by these allowance auctions may be available to fund transportation and sustainability improvements in the Harbor Corridor Plan. However, the amounts, uses, and means of distributing the revenue are still evolving and will continue to change as state agencies finalize programs and rules for their use in the context of the state budget process.

## Shaw Avenue P-BID Concept

The following is draft language craft by the City and its consultant to explore the concept of a property-based business improvement district (P-BID) for Shaw Avenue.

The Shaw Avenue P-BID would be crafted by the City and property owners to improve and convey special benefits to properties located within the Shaw Avenue Business Improvement District area.

The Shaw Avenue P-BID would provide services and activities that are above and beyond what the City currently provides.

The P-BID would also be designed to improve the physical appearance of the overall Shaw Avenue corridor as well as individual parcels along the corridor, to increase building occupancy and lease rates, to encourage new business development, and to attract ancillary businesses and services for parcels within the District.

## P-BID IMPROVEMENTS AND ACTIVITY PLAN

### Shaw Avenue P-BID Management Plan

As determined by a steering committee and meetings with property and business owners within the existing district, the top priorities for improvements and activities within the Shaw Avenue corridor are physical enhancements, traffic and mobility improvements, marketing and promotions, and business recruitment and retention.

Based upon this finding, the following improvements and activities may be funded by the P-BID and provided during each of the five years of District operation. Every year the Owner's Association would determine which of the services to provide, as discussed below.

All of the services and activities detailed below would be provided only within the boundaries of the P-BID and provide special benefit to the parcels in the boundary area.

All benefits derived from the assessments would go only for services directly benefiting each assessable parcel in the P-BID to increase commerce and fulfill the goals and objectives of the P-BID.

### Physical Enhancements

The P-BID would provide funds to invest in highly visible improvements that would add to the attractiveness of, and create a special identity for, the District.

Physical enhancements may include:

- Unique signage to create an identity for the District
- Wayfinding and directional signage to help visitors navigate through the District
- Public art
- Landscaping, planters and other green elements
- Seasonal holiday decorations and banners
- Cosmetic capital improvements, including bike racks, street furniture, information kiosks, unique District lighting and other amenities
- Other beautification improvements as determined year-to-year by the P-BID Owner's Association

### Economic Enhancements

An economic development program would be included as a key component of the P-BID to proactively work on filling retail, restaurant and office vacancies with targeted businesses, combat the challenges associated with a prolonged economic downturn, compete with other commercial districts, and bring more visitors and shoppers to the District.

A portion of the funds for this program may be used to hire an economic development coordinator that would work with property owners, real estate professionals, and civic leaders to promote the advantages of the Shaw Avenue corridor as a business location. Based upon "best practices"

from other P-BIDs throughout the country, four primary program activities are proposed:

**Business Retention and Recruitment:** The P-BID would provide funds dedicated to business development, including business retention and recruitment programs which would provide a primary one-stop point of contact for all business prospects looking to locate and/or grow in the Shaw Avenue corridor. Comprehensive marketing information on the District would be researched, packaged and maintained. Specialized research would identify specific target business groups and niches that are most likely to locate within the District.

The District might also conduct educational workshops to inform property and business owners of changes in the City's code and regulations, or latest advancements in technology to incubate and grow business whether through social media, advertising, etc. Industry specialists may also lead workshops so that participants leave with valuable information to more effectively manage or market their property or business.

**Marketing:** P-BID funds would be used to build a strong marketing program as part of an overall effort to economically enhance the Shaw Avenue corridor. Marketing efforts would aim to support business retention and recruitment efforts as well as encourage both locals and visitors to explore the District.

Traditional and non-traditional marketing activities and products would be explored and may include an interactive website and electronic communications tools, stronger public and media relations efforts to communicate ongoing positive changes in the marketplace, social media, and printed products including periodic press releases and updates, maps and brochures that provide users with information about the amenities the District has to offer.

## ECONOMIC DEVELOPMENT STRATEGIES

In addition, programming and events to activate the District may be developed as part of an overall image and marketing campaign.

**Traffic & Mobility:** The P-BID would work in concert with City staff to explore options for improving mobility options to and within the District. It would work on better traffic circulation in and around the District and improvements that will make the corridor more walkable and bikeable.

**Leadership and Policy:** The P-BID would provide advocacy for district business interests and will help the business community to speak with one clear voice.

### Management

Like any business, a P-BID would require a professional staff to properly manage programs, communicate with stakeholders and provide leadership. The P-BID would support a professional staff that delivers programs and advocates on behalf of the parcels in the Shaw Avenue corridor. The P-BID advocacy services would provide direction on policies and issues that affect the business district.

Management services could include compensation for an Executive Director, an administrative assistant or any other staff member, or subcontractor the Owner's Association deems necessary to manage the P-BID programs. The management team would be responsible for providing the day-to-day operations of the District. P-BID funds could be used to leverage additional monies from sponsorships, contracts, grants and earned income.

Additional administrative costs would include: accounting and annual financial reviews; insurance; program support costs including supplies, equipment, and rent; County P-BID assessment collection fees, estimated at 1% of assessments; and other administration costs associated with the overhead and administrative support of programs.

A 5% reserve fund should also be budgeted to provide a contingency for unforeseen program needs and to provide a cushion for assessment delinquencies.

### GOVERNANCE

#### City Council Approval

District formation would require the submission of favorable petitions from property owners representing more than 50 percent of total assessments to be paid and the return of mail ballots evidencing a majority of ballots cast in favor of the assessment. Ballots would be weighted by each property owner's assessment as proportionate to the total proposed District assessment amount.

#### P-BID Governance

The Shaw Avenue P-BID would be managed by an Owner's Association that would have a governing board of 5 to 9 member directors. The board would be representative of the geographic areas and property types along Shaw Avenue. The Owner's Association would be structured as a non-profit organization.

The role of the Owner's Association is consistent with similar P-BIDs throughout California and downtown management organization throughout California and the nation. The Owner's Association would determine budgets, assessment rates and monitor service delivery. The Owner's Association may decide to either employ its own staff and/or contract with service providers and other partner organizations, in order to:

- Reduce overall administrative costs of the P-BID
- Leverage P-BID funds with other resources and capabilities provided by program partners such as the City of Clovis and others
- Minimize the potential for duplication of enhanced services and activities
- Ensure that the P-BID is represented by

a unified property owner voice, thereby maximizing the District's influence in policies and civic affairs

Pursuant to the State of California P-BID legislation, the P-BID Owner's Association would be subject to disclosure and notification guidelines set by the Ralph M. Brown Act and California Public Records Act.

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# APPENDIX C

## GENERAL PLAN GOALS AND POLICIES

# GENERAL PLAN GOALS AND POLICIES

The General Plan establishes a comprehensive framework through which the City manages its growth and development to ensure it efficiently and effectively provides public facilities and services. With great public facilities and services, Clovis delivers and continually enhances a high quality of life and a desirable business climate, maintaining its position as the premier community of choice in the San Joaquin Valley.

Great communities develop over time, and Clovis is no exception. In addition, great communities are the product of countless individual decisions by residents, businesses, investors, tourists, and organizations, as well as numerous collective decisions through elected and appointed officials and public sector staff.

The purpose of the General Plan is to provide a common vision for the future of Clovis and to provide coordination for the many individual and collective decisions that, over time, will lead to the envisioned future.

The General Plan is comprised of eight topical elements and an overall Vision.

This section identifies some of the most relevant goals, policies, and figures from the City's General Plan. These should be referred to when evaluating and planning development and improvements along Shaw Avenue.

## General Plan Vision

**A City that is committed to the Clovis Community Family, their needs, their values, and a quality way of life for all; reflecting that commitment in how it develops and in the activities it undertakes.**

## Land Use Element

### GOAL 1

**The quality of buildings and neighborhoods within the older parts of Clovis is in the same class as the quality of those in recently developed areas.**

#### Policy 1.1 Long term plans.

Establish and implement long term plans for areas identified on Figure LU-5 as older areas that may not be on par with recently developed areas.

#### Policy 1.2 Open to changes.

Be open to potential changes in land use, circulation, and development standards to reposition areas identified on Figure LU-5 if necessary for revitalization and redevelopment.

#### Policy 1.3 Priority for public investments.

Assign a high priority to public investments (infrastructure, services, facilities, and open space) in areas identified in Figure LU-5.

#### Policy 1.4 Code enforcement.

Prioritize code enforcement activity in areas identified in Figure LU-5.

### GOAL 5

**A city with housing, employment, and lifestyle opportunities for all ages and incomes of residents.**

#### Policy 5.3 Innovative housing.

Encourage innovative housing product types, including multigenerational, cooperative, and variations on live-work housing.

#### Policy 5.4 Transit oriented development.

Encourage the provision of retail and employment opportunities in areas served by transit, recognizing the needs of the transit-dependent population.

## Economic Development Element

### GOAL 2

**A thriving local economy enriched by its connections and linkages to regional assets and to the national and global communication and transportation networks.**

#### Policy 2.5 Fresno State University.

Maintain and enhance direct relationships with Fresno State University; build on relationships with and proximity to the university to support existing businesses and attract new business to Clovis.

### GOAL 3

**Distinctive commercial destinations, corridors, and centers that provide a wide variety of unique shopping, dining, and entertainment opportunities for residents and visitors.**

#### Policy 3.1 Quality of life.

Promote retail development with the primary objective of improving the quality of life by providing a full range of goods and services in Clovis.

#### Policy 3.2 Convenience goods and services.

Encourage businesses providing convenience goods and services to locate in retail centers in neighborhoods and communities throughout the city.

#### Policy 3.3 Comparison goods.

Encourage comparison goods businesses to locate in areas that are planned for larger community- and regional-scale shopping centers and that are served by adequate roadways.

#### Policy 3.4 Large-scale retail centers.

Require community- and regional-scale retail centers and districts to create a pedestrian-friendly, human-scale atmosphere with street furniture, shading, landscaping, and gathering spaces that enhance the experience of shopping and socializing. Such centers and districts should provide entertainment and dining in addition to retail sales and services.

#### Policy 3.5 Neighborhood-scale retail centers.

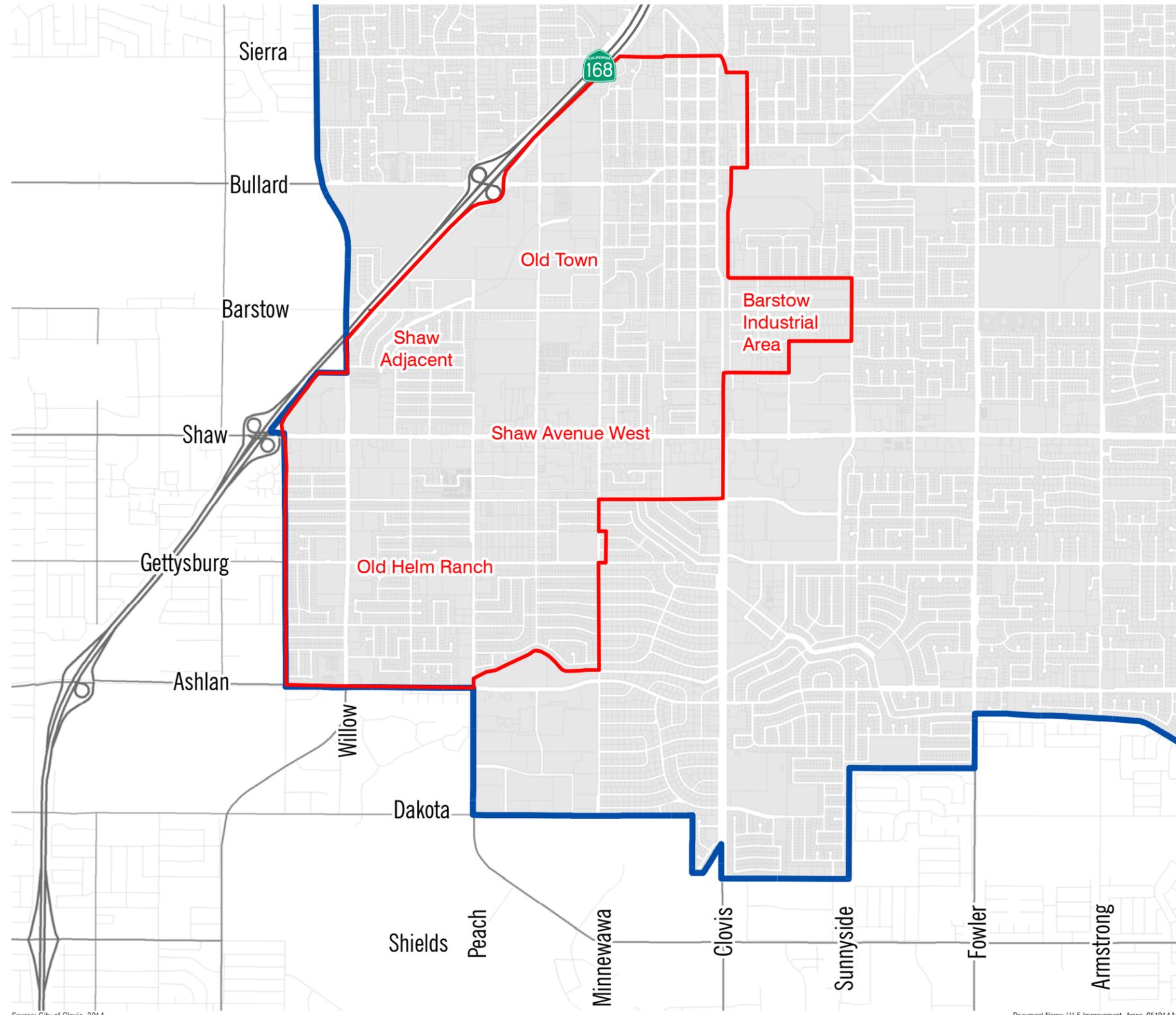
Require neighborhood-scale centers and districts to provide street furniture, shading, landscaping, pedestrian circulation, and gathering spaces that enhance the experience of shopping.

#### Policy 3.6 Regionally competitive retail destinations.

Those proposing new development and redevelopment of community and regional-scale retail centers and districts should demonstrate how their projects will create appropriately unique, functional, and sustainable places that will add value to the city and compete well with the quality of place in other centers and districts in the region.

#### Policy 3.7 Retail trends.

Anticipate the emptying of big box stores and changing trends in retailing; proactively evaluate development policies and adopt plans appropriate to minimize negative consequences and capitalize on new retail opportunities.



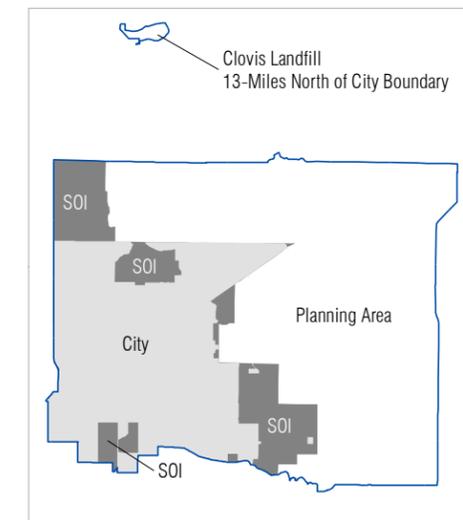
Source: City of Clovis, 2014

Document Name: LU-5 Improvement\_Areas\_051914.MXD

Land Use Element

### Figure LU-5 Improvement Areas

- Clovis Improvement Focus Area
- Planning Area Boundary



# GENERAL PLAN GOALS AND POLICIES

## Circulation Element

### GOAL 1

A context-sensitive and “complete streets” transportation network that prioritizes effective connectivity and accommodates a comprehensive range of mobility needs.

#### Policy 1.1 Multimodal network.

The city shall plan, design, operate, and maintain the transportation network to promote safe and convenient travel for all users: pedestrians, bicyclists, transit riders, freight, and motorists.

#### Policy 1.2 Transportation decisions.

Decisions should balance the comfort, convenience, and safety of pedestrians, bicyclists, and motorists.

#### Policy 1.3 Age and mobility.

The design of roadways shall consider all potential users, including children, seniors, and persons with disabilities.

#### Policy 1.4 Jobs and housing.

Encourage infill development that would provide jobs and services closer to housing, and vice versa, to reduce citywide vehicle miles travelled and effectively utilize the existing transportation infrastructure.

#### Policy 1.5 Neighborhood connectivity.

The transportation network shall provide multimodal access between neighborhoods and neighborhood-serving uses (educational, recreational, or neighborhood commercial uses).

#### Policy 1.8 Network completion.

New development shall complete the extension of stub streets planned to connect to adjacent streets, where appropriate.

### GOAL 3

A multimodal transportation network that is safe and comfortable in the context of adjacent neighborhoods.

#### Policy 3.1 Traffic calming.

Employ traffic-calming measures in new developments and existing neighborhoods to control traffic speeds and maintain safety.

#### Policy 3.7 Conflict points.

Minimize the number of and enhance safety at vehicular, pedestrian, and bicycle conflict points.

#### Policy 3.8 Access management.

Minimize access points and curb cuts along arterials and prohibit them within 200 feet of an intersection where possible. Eliminate and/or consolidate driveways when new development occurs or when traffic operation or safety warrants.

#### Policy 3.9 Park-once.

Encourage “park-once” designs where convenient, centralized public parking areas are accompanied by safe, visible, and well-marked access to sidewalks and businesses.

#### Policy 3.10 Pedestrian access and circulation.

Entrances at signalized intersections should provide sidewalks on both sides of the entrance that connect to an internal pedestrian pathway to businesses and throughout nonresidential parking lots larger than 50 spaces.

#### Policy 3.11 Right-of-way design.

Design landscaped parkways, medians, and right-of-ways as aesthetic buffers to improve the community’s appearance and encourage non-motorized transportation.

### GOAL 4

A bicycle and transit system that serves as a functional alternative to commuting by car.

#### Policy 4.1 Bike and transit backbone.

The bicycle and transit system should connect Shaw Avenue, Old Town, the Medical Center/R&T Park, and the three Urban Centers.

#### Policy 4.2 Priority for new bicycle facilities.

Prioritize investments in the backbone system over other bicycle improvements.

#### Policy 4.4 Bicycles and transit.

Coordinate with transit agencies to integrate bicycle access and storage into transit vehicles, bus stops, and activity centers.

#### Policy 4.5 Transit stops.

Improve and maintain safe, clean, comfortable, well-lit, and rider-friendly transit stops that are well marked and visible to motorists.

#### Policy 4.6 Transit priority corridors.

Prioritize investments for, and transit services and facilities along the transit priority corridors.

### GOAL 5

A complete system of trails and pathways accessible to all residents.

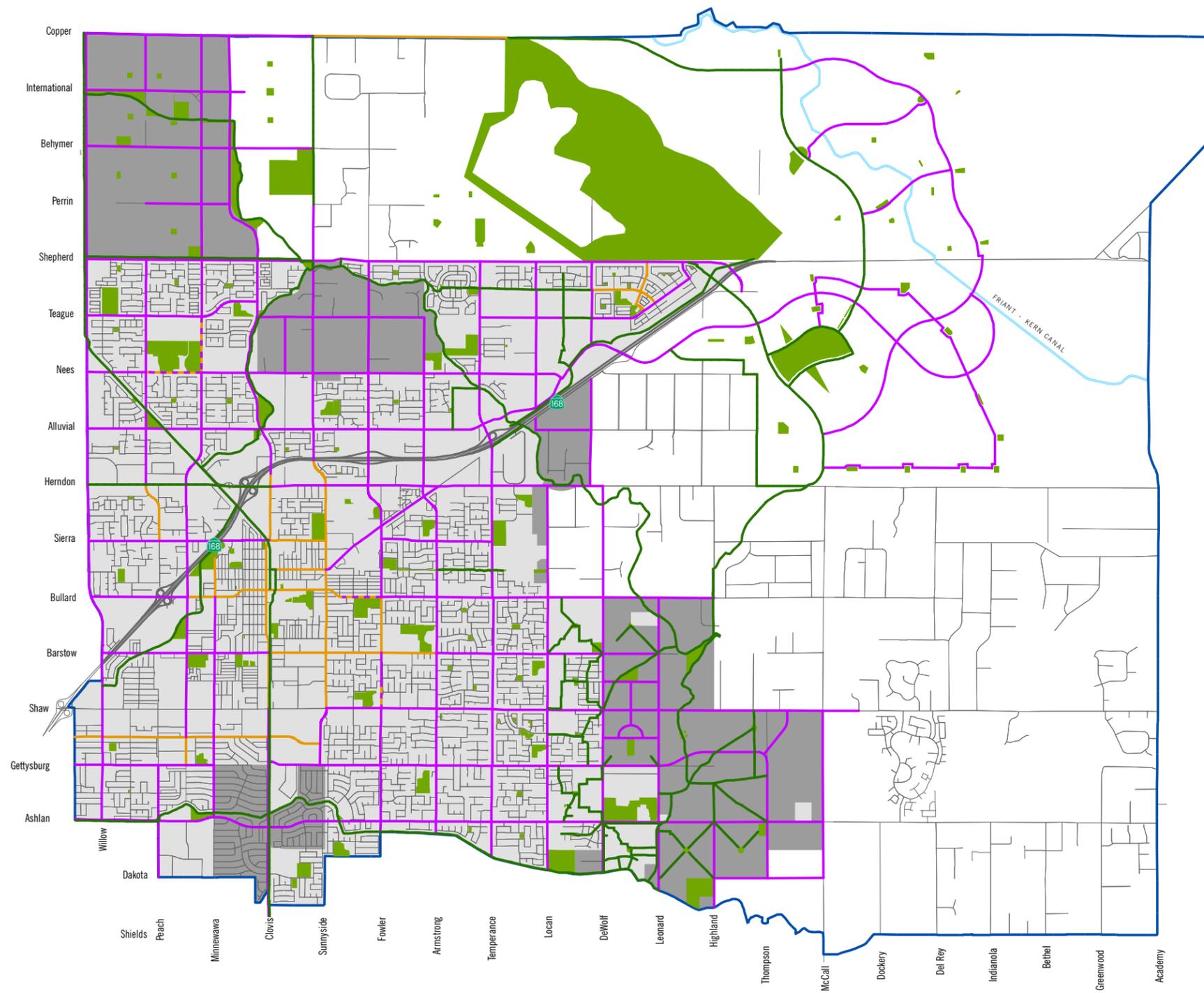
#### Policy 5.1 Complete street amenities.

Upgrade existing streets and design new streets to include complete street amenities, prioritizing improvements to bicycle and pedestrian connectivity or safety, consistent with the Bicycle Transportation Master Plan and other master plans.

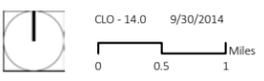
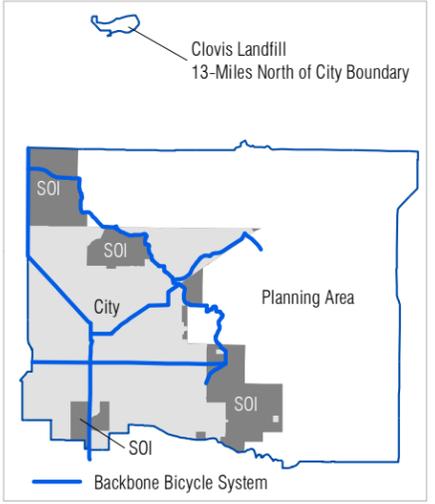
#### Policy 5.5 Pedestrian access.

Require sidewalks, paths, and crosswalks to provide access to schools, parks, and other activity centers and to provide general pedestrian connectivity throughout the city.

**Figure C-2  
Bicycle and Trails System**



- Class I - Multipurpose Trail
- Class II - Bike Lane
- Class III - Bike Route
- Class II or III - Bikeway
- Park/Recreation Facility
- City Boundary
- Sphere of Influence Boundary
- Planning Area Boundary

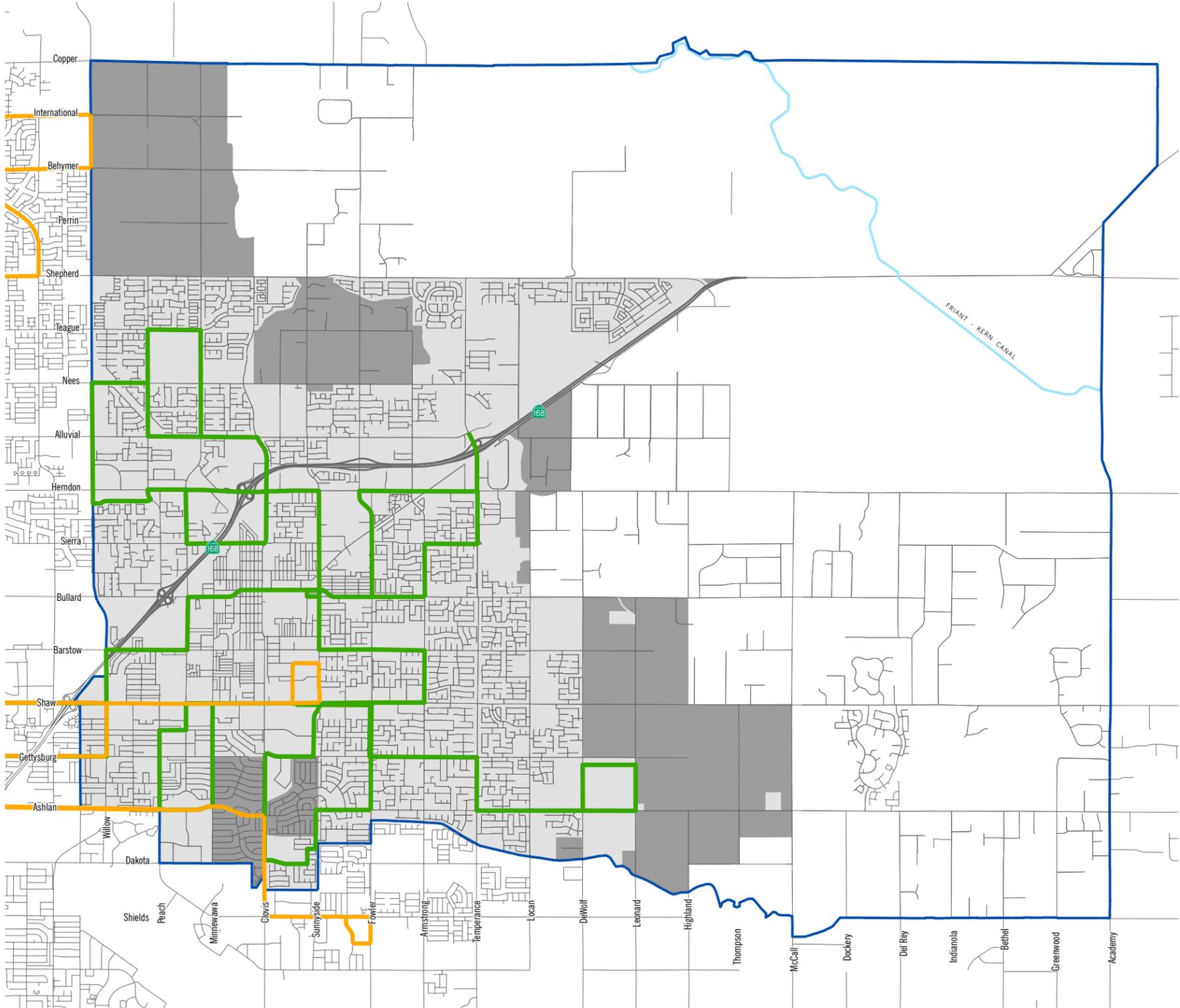


Source: City of Clovis, 2014

Document Name: C-2 Bicycle\_and\_Trails\_System\_092914.MXD

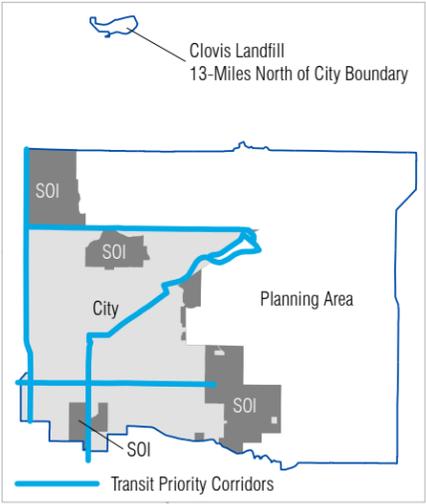
**Figure C-3  
Transit System**

-  FAX Routes
-  Clovis Stagline Route
-  City Boundary
-  Sphere of Influence Boundary
-  Planning Area Boundary



Source: City of Clovis Bicycle Master Plan, 2013

Document Name: C-3 Transit\_System\_052914.MXD



**CLOVIS  
GENERAL PLAN**

CLO - 14.0 10/1/2014




# GENERAL PLAN GOALS AND POLICIES

## Public Facilities and Services Element

### GOAL 5

**A community that promotes a physical, social, and business environment that improves the health and well-being of its citizens.**

#### **Policy 5.3 Healthy and local food venues.**

Encourage stores and restaurants to offer and promote healthy food options, with a focus on underserved areas and areas near schools. Support incentives that encourage the development of retail venues that sell local, fresh produce.

#### **Policy 5.4 Restrict unhealthy options.**

Discourage new liquor and tobacco stores and fast food restaurants near schools, neighborhoods, and in areas with an existing high concentration of such stores.

#### **Policy 5.5 Health and social services.**

Support the permitting of sites for and services from organizations providing a broad range of health, prevention, and treatment services that reach individuals and families commensurate with the needs in Clovis. Locations of sites should be consistent with the Development Code.

#### **Policy 5.6 Healthy workplace.**

Encourage building design and employee programs and policies that maintain and improve the health, well-being, and productivity of employees.

#### **Policy 5.7 Multiagency coordination.**

Coordinate the activities and communications between code enforcement, fire, police, and public health agencies in the City of Clovis and County of Fresno to proactively identify and ameliorate hazardous building and living conditions that create chronic health problems.

#### **Policy 5.8 Access to medical facilities.**

Work with healthcare providers to improve transit connections to local and regional healthcare facilities for people who are transit dependent.

### GOAL 6

**High quality emergency services that establish a real and perceived sense of safety and security for Clovis residents, businesses, and visitors.**

#### **Policy 6.5 Public safety hot spots.**

Prioritize improvement and enforcement activities to minimize existing and prevent future public safety hot spots. Reevaluate siting and development standards for facilities that generate high demands for service calls.

## Environmental Safety Element

### GOAL 3

**An environment in which minimized noise contributes to the public's health, safety, and welfare.**

#### **Policy 3.1 Land use compatibility.**

Approve development and require mitigation measures to ensure existing and future land use compatibility as shown in the Noise Level Exposure and Land Use Compatibility Matrix and the city's noise ordinance.

#### **Policy 3.3 New residential.**

When new residential development is proposed adjacent to land designated for industrial or commercial uses, require the proposed development to assess potential noise impacts and fund feasible noise-related mitigation measures.

#### **Policy 3.4 Acoustical study.**

Require an acoustical study for proposed projects that have the potential to exceed acceptable noise thresholds or are exposed to existing or future noise levels in excess of the thresholds in the city's noise ordinance.

#### **Policy 3.5 Site and building design.**

Minimize noise impacts by requiring appropriate site, circulation, equipment, and building design, and sound walls, landscaping, and other buffers.

#### **Policy 3.7 Mixed-use buildings.**

Require that mixed-use structures be designed to prevent transfer of noise and vibration between uses.

## Open Space and Conservation Element

### GOAL 3

**A built environment that conserves and protects the use and quality of water and energy resources.**

#### **Policy 3.4 Drought-tolerant landscaping.**

Promote water conservation through the use of drought-tolerant landscaping on existing and new residential properties. Require drought-tolerant landscaping for all new commercial and industrial development and city-maintained landscaping, unless used for recreation purposes.

#### **Policy 3.5 Energy and water conservation.**

Encourage new development and substantial rehabilitation projects to exceed energy and water conservation and reduction standards set in the California Building Code.

#### **Policy 3.6 Renewable Energy.**

Promote the use of renewable and sustainable energy sources to serve public and private sector development.

#### **Policy 3.7 Construction and design.**

Encourage new construction to incorporate energy efficient building and site design strategies.

## Air Quality Element

### GOAL 1

**A local environment that is protected from air pollution and emissions.**

#### **Policy 1.1 Land use and transportation.**

Reduce greenhouse gas and other local pollutant emissions through mixed use and transit-oriented development and well-designed transit, pedestrian, and bicycle systems.

#### **Policy 1.6 Alternative fuel infrastructure.**

Encourage public and private activity and employment centers to incorporate electric charging and alternative fuel stations.

#### **Policy 1.8 Trees.**

Maintain or plant trees where appropriate to provide shade, absorb carbon, improve oxygenation, slow stormwater runoff, and reduce the heat island effect

### GOAL 2

**A region with healthy air quality and lower greenhouse gas emissions.**

#### **Policy 2.6 Innovative mitigation.**

Encourage innovative mitigation measures to reduce air quality impacts by coordinating with the SJVAPCD, project applicants, and other interested parties.



# APPENDIX D

## PUBLIC REALM IMPROVEMENT CONCEPTS



# PUBLIC REALM IMPROVEMENT CONCEPTS

## Public Safety

### COUNTDOWN SIGNALS

Countdown signals indicate the amount of time remaining to safely cross the street and enable pedestrians and bicyclists to make better decisions about when it is safe to cross the street. The City will install countdown signals as other scheduled improvements are made to intersections and traffic control systems along Shaw Avenue.

### PEDESTRIAN LIGHTING

Although there are street lights along Shaw Avenue, there is not enough lighting at the ground level or on cross streets for residents to safely travel the corridor by foot or bike in the evenings. Improved lighting would not only help create safer conditions along the corridor, the new lighting could also help establish a stronger identity.

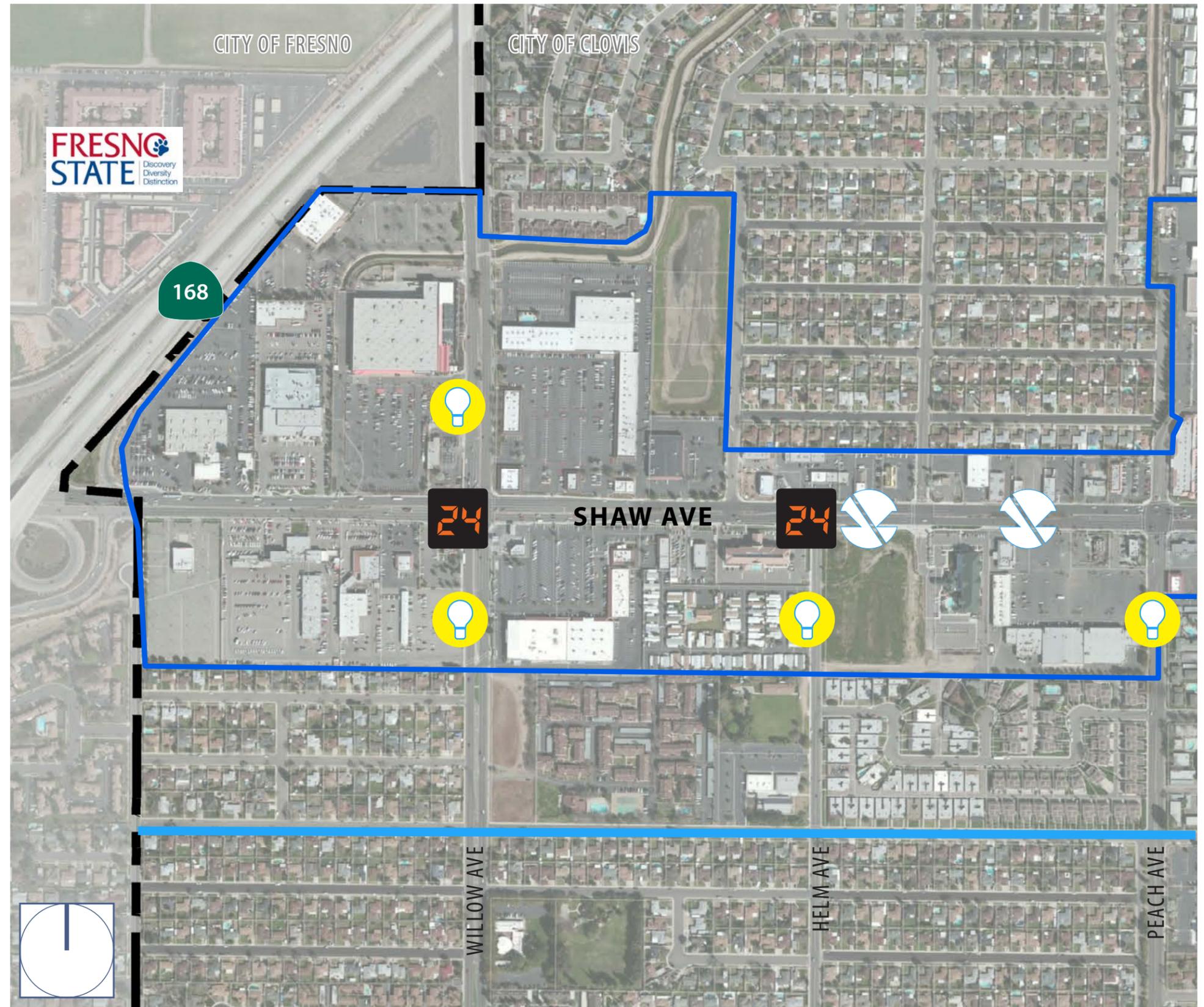
### CURB CUT/DRIVEWAY CONSOLIDATION

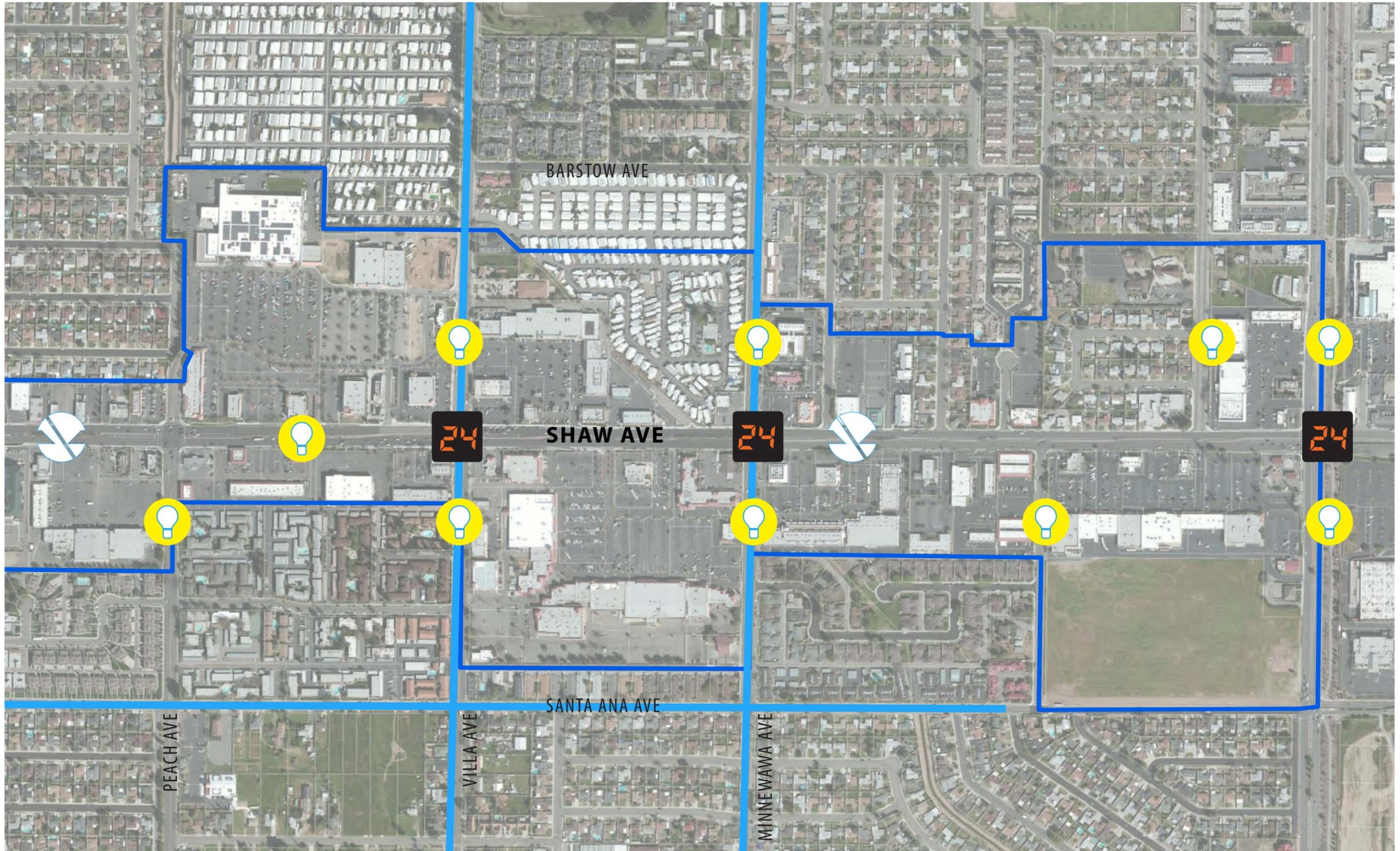
While curb cuts (driveways) allow vehicular access, too many within a short distance create unnecessary conflict points and a fractured streetscape. As properties are intensified or redeveloped, the City will encourage a consolidation of curb cuts—particularly where there is already a concentration of driveways.

### RIGHT-OF-WAY DESIGN

Improvements to pedestrian and bicycle facilities within the public right-of-way (ROW) are illustrated and discussed on the next set of pages.

-  Crosswalk countdown timers
-  Enhanced pedestrian lighting
-  Curb cut consolidation
-  Right-of-way design





# PUBLIC REALM IMPROVEMENT CONCEPTS

## Right-of-Way Design

### VILLA AND MINNEWAWA AVENUES

Villa and Minnewawa Avenues connect surrounding residents to the primary shopping areas along the corridor. Both roadways also serve as key bicycle connections between Fresno State and Shaw Avenue by way of Barstow Avenue.

It is key that these roadways serve as a multimodal facilities to serve residents and students that do not have access to vehicles or wish to travel to shops and services without getting into a car.

For Villa Avenue, the proposed redesign maintains the same ROW width and number of travel lanes, while replacing onstreet parking and a central turning lane with expanded walkways and a Class II bike lane on both sides of the street.

For Minnewawa Avenue, the proposed redesign maintains the same ROW width and number of travel lanes, while replacing a central turning lane with a large Class II bike lane on both sides of the street.

Both designs feature the addition of street trees to provide shade for pedestrians and bicyclists.

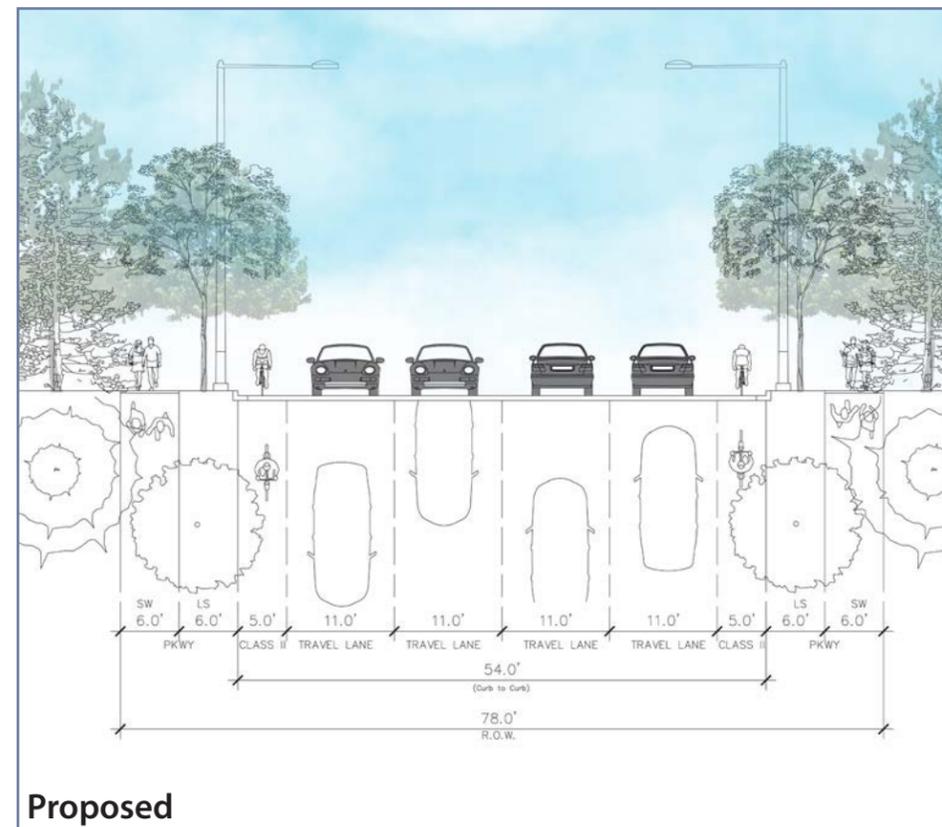
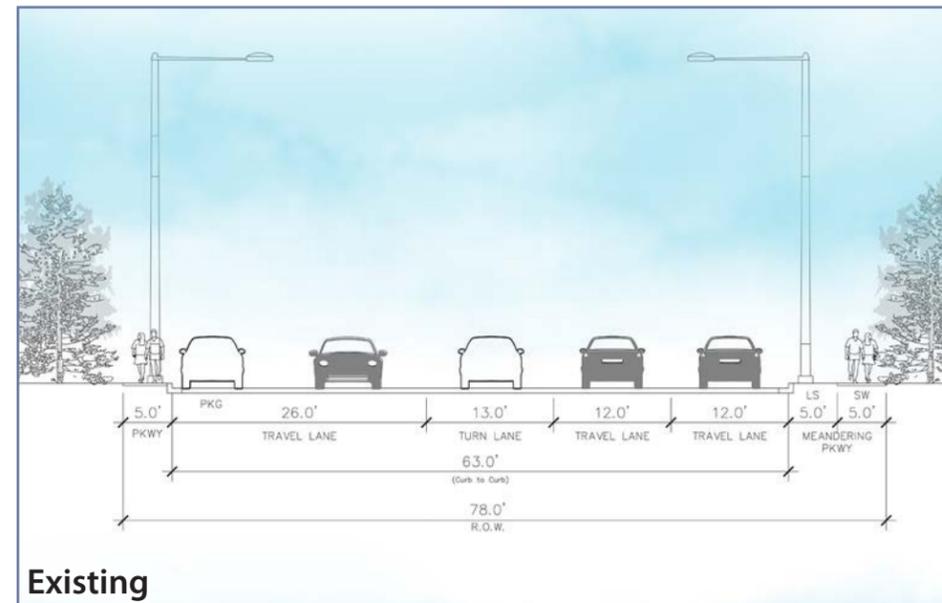
### SANTA ANA AVENUE

Santa Ana Avenue Parallels Shaw Avenue and serves as the primary roadway that runs along the medium and high density neighborhoods to the south.

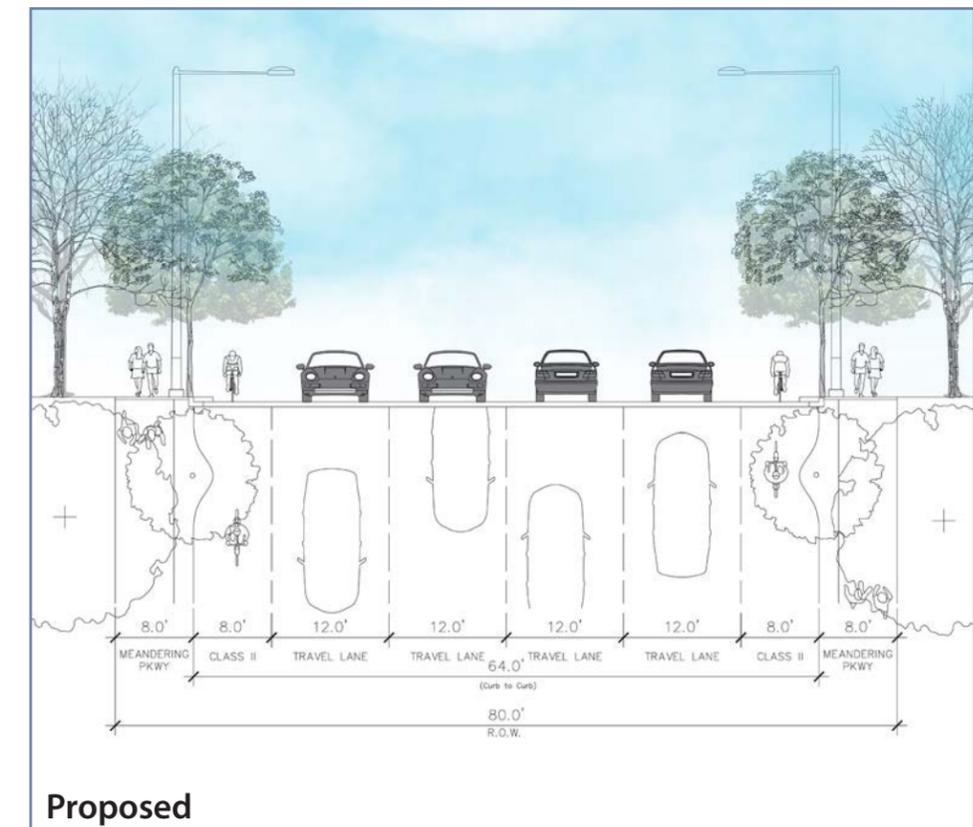
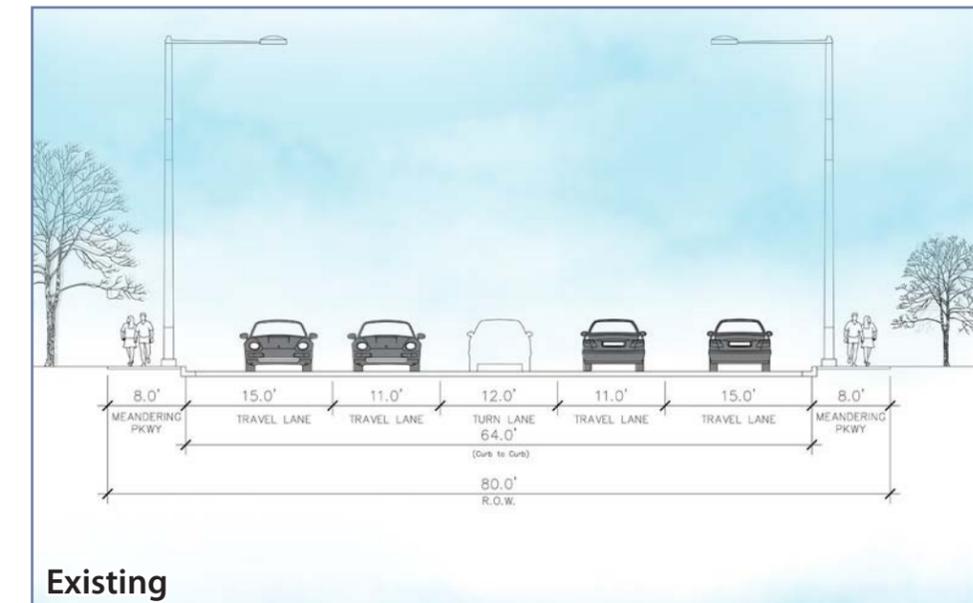
This roadway connects to all of the cross streets that provide access to Shaw Avenue. Accordingly, the proposed design for Santa Ana Avenue introduces shared travel lanes to add bicycle access.

Traffic calming measures would be used to slow down vehicle traffic. These measures may include enhanced signage, speed tables or humps, and restricted turning movements.

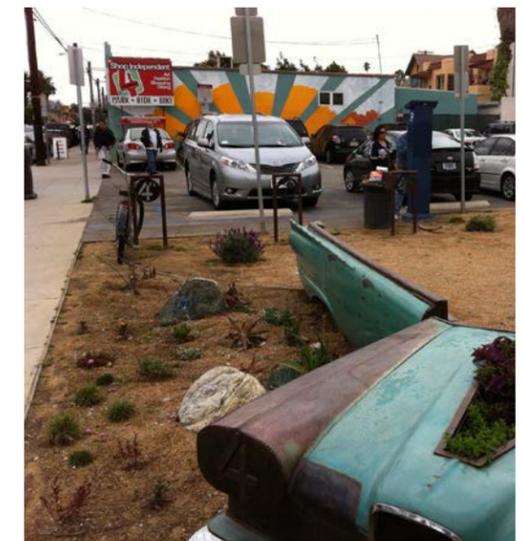
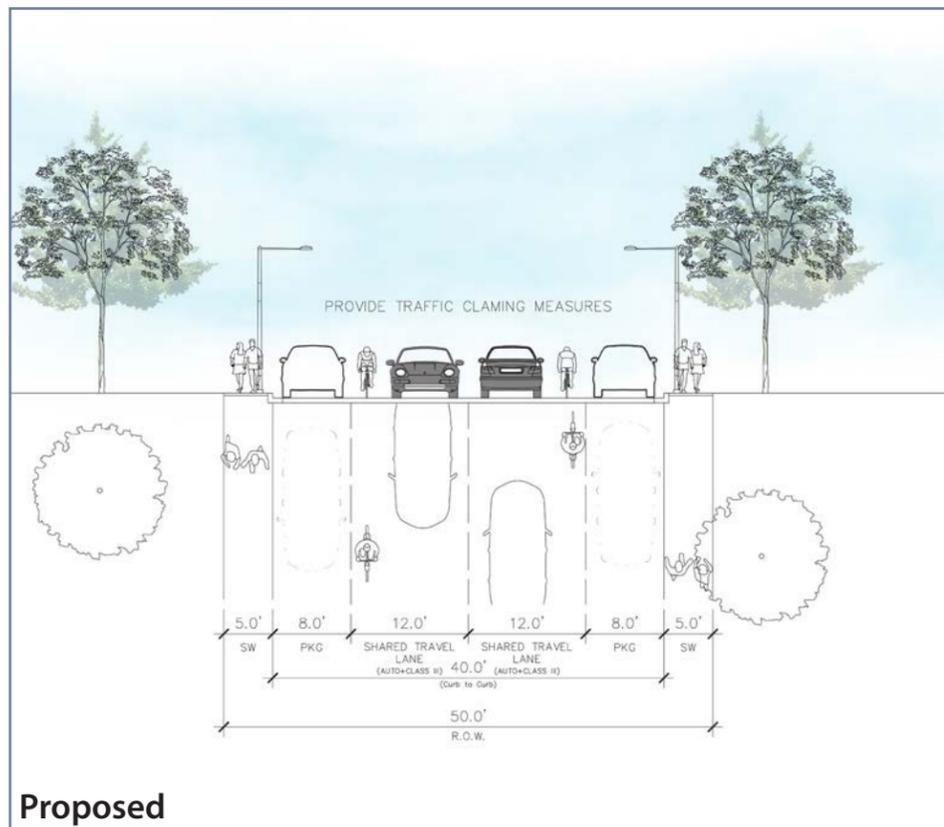
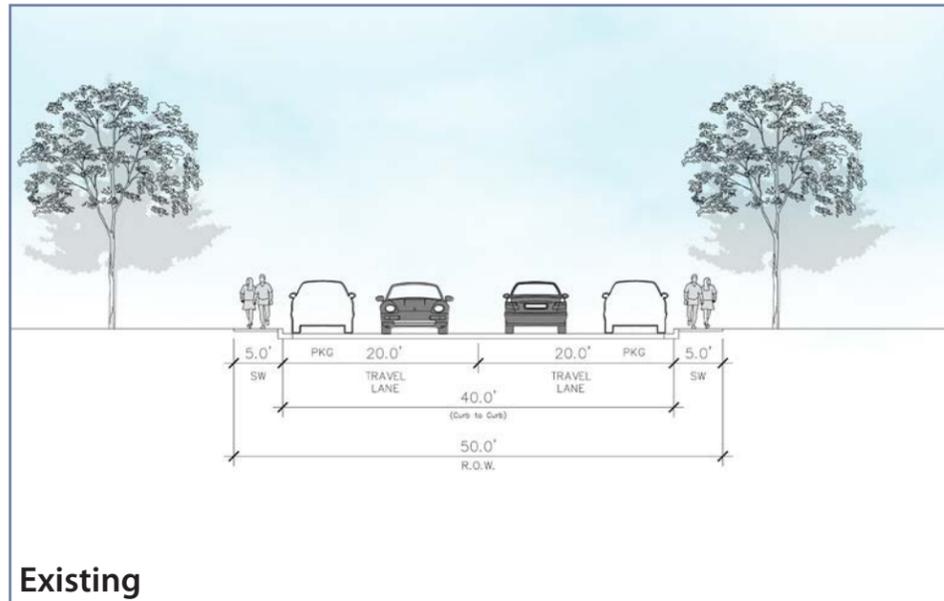
## Villa Avenue



## Minnewawa Avenue



# Santa Ana Avenue



**EXAMPLES OF PEDESTRIAN AND BICYCLE IMPROVEMENTS**  
 These images show street designs and equipment that encourage the safe and efficient use of roadways by pedestrians and bicyclists.

# PUBLIC REALM IMPROVEMENT CONCEPTS

## Perceptions from the Right-of-Way

### PERCEPTIONS ALONG SHAW AVENUE

Shaw Avenue serves three main users: businesses, drivers, and pedestrians. The following graphic considers the perception of each group under existing conditions and how the perception could change based on ideas and suggestions from this pattern book.

The statements do not apply to all places along Shaw Avenue, but do reflect the general sentiment from residents, students, and businesses when discussing the overall perception of the corridor.

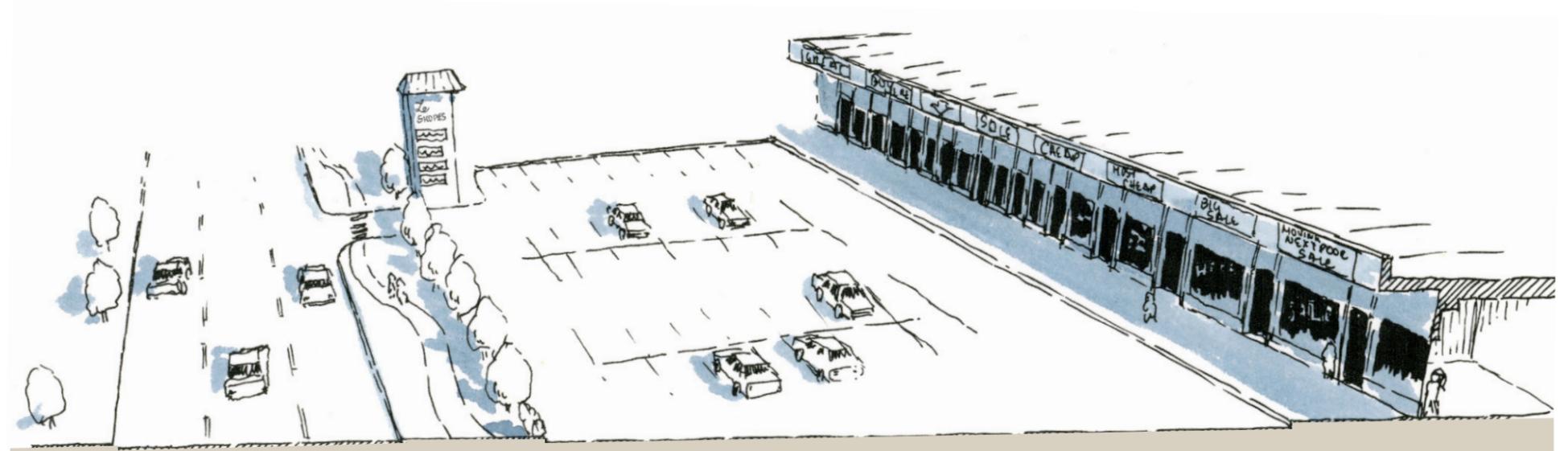
### FROM AUTO-ORIENTED TO PEOPLE-ORIENTED

Corridors that prioritize cars focus on pushing cars through and providing large parking lots. This approach worked well from the 1960s to the 1990s, especially on the outskirts of cities and towns.

Preferences for shoppers have shifted and customers increasingly seek places that are not only convenient, but are also interesting and provide a pleasant experience. Shopping centers will be hard pressed to be more convenient than the internet; this pattern book presents solutions to improve businesses and the overall corridor.

That is not to say that Shaw Avenue should ignore the car, but it should recognize that every person that travels to and along Shaw by vehicle transforms into a pedestrian or bicyclist.

## PERCEPTIONS | BEFORE IMPROVEMENTS



	STREET	SIDEWALK	PARKING	STORE
PEDESTRIAN PERCEPTION	Noisy, fast moving cars, safety concerns	Mostly complete but not engaging	It is a sea of asphalt with few (if any) trees, and so is incredibly hot in the summer, park as close as possible to avoid walking in the parking lot	Final destination, interesting things and people to see.
DRIVER PERCEPTION	Easy to drive by, not much different along Shaw, watch for cars at driveways	The sidewalks are narrow, maybe I should just drive to the next store	Even if I make it to my first stop, I would need to drive to the other shop as the parking lots do not connect. Specially a problem when I will be carrying bags.	I found the store I want, but I don't see others; the signage is too cluttered and the buildings are far away.
RETAILER PERCEPTION	Potential customers - If only they could see the store	Doesn't add much, just blocks my store	Deep lots decrease visibility of my store from the street. I wonder if I can buy a bigger sign to put on the sidewalk for drivers to see me?	I need more signage and sign twirlers to let everyone know we are back here.

PERCEPTIONS | AFTER IMPROVEMENTS



STREET	SIDEWALK	STORE	PARKING
<p><b>PEDESTRIAN PERCEPTION</b></p> <p>Still noisy, but they are buffered by trees and a wider sidewalk</p>	<p>Sidewalks close to windows are entertaining</p>	<p>Destinations are connected by sidewalks both along Shaw and internally. The businesses contain nice open spaces that encourage me to stay.</p>	<p>Parking is available, but is secondary to the pedestrian experience.</p>
<p><b>DRIVER PERCEPTION</b></p> <p>It is easy to drive along Shaw and I don't have to worry about so many driveways.</p>	<p>The trees look great and still allow me to see the businesses.</p>	<p>I can see the building, store front, and signage from my car.</p>	<p>I know there is parking in the back, and since the parking is shared, there will always be spaces available. Plus I won't have to drive to the next lot.</p>
<p><b>RETAILER PERCEPTION</b></p> <p>Potential customers can now see me.</p>	<p>People are now comfortable on the sidewalk. They look better and so make my business look better.</p>	<p>I can use the building facade as part of my signage and engage cars and pedestrians.</p>	<p>There is enough parking to satisfy my customers and shared parking means we will not be short of spaces.</p>

# PUBLIC REALM IMPROVEMENT CONCEPTS

## Streetscape Signage

Signage is the most obvious element that attracts customers and communicates your brand. Signage also speaks to the quality of the shopping areas and the identity of the overall corridor.

Contrary to conventional design, more signage does not equal greater exposure. Within and adjacent to the right-of-way, the City, property owners, and businesses should work together to create a signage program for Shaw Avenue.

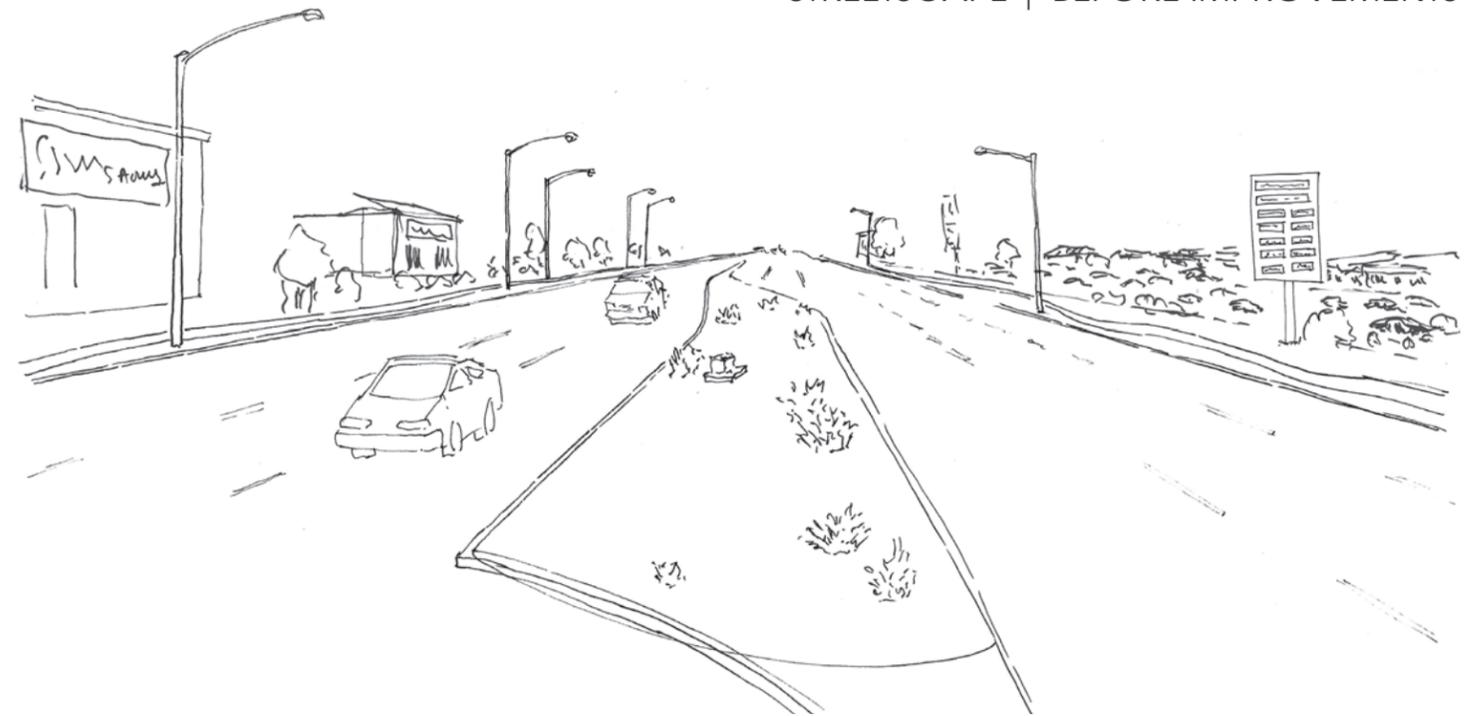
Not all areas along Shaw Avenue merit the same level or type of signage, as shown in the sketches in this pattern book.

## STREETSCAPE | BEFORE IMPROVEMENTS

### BEFORE IMPROVEMENTS

Businesses along car-oriented corridors often compete with each other by building as many signs as possible along the roadway and removing any vertical features that could potentially block the views of passing motorists.

This can result in a bland and unappealing streetscape that both overloads and underwhelms the senses of those driving by.

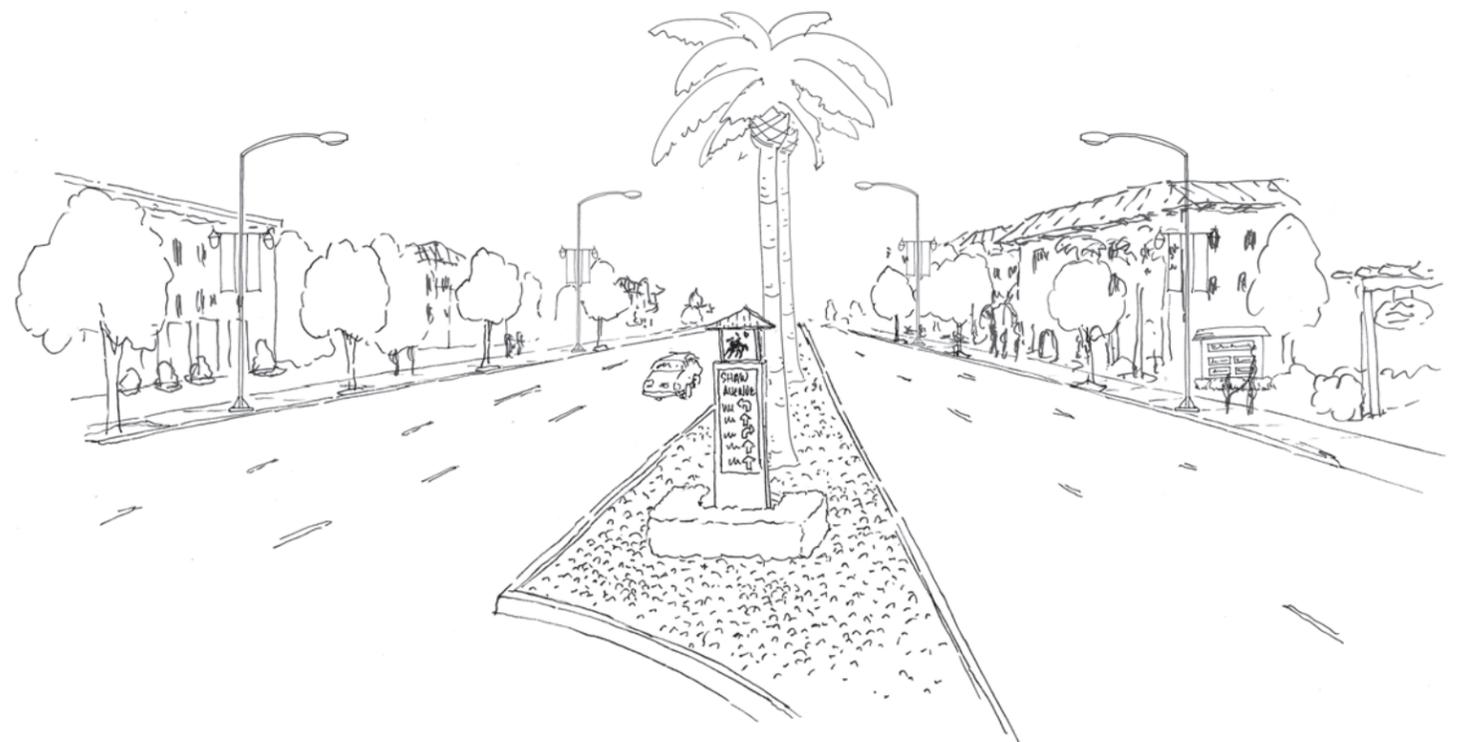


## STREETSCAPE | AFTER IMPROVEMENTS

### AFTER IMPROVEMENTS

A reduction and redistribution of signage combined with a variety of landscaping creates a more appealing and dynamic driving experience.

Signage becomes a feature of the streetscape that clearly informs those passing by and indicates that there are destinations along the corridor.



Monument sign

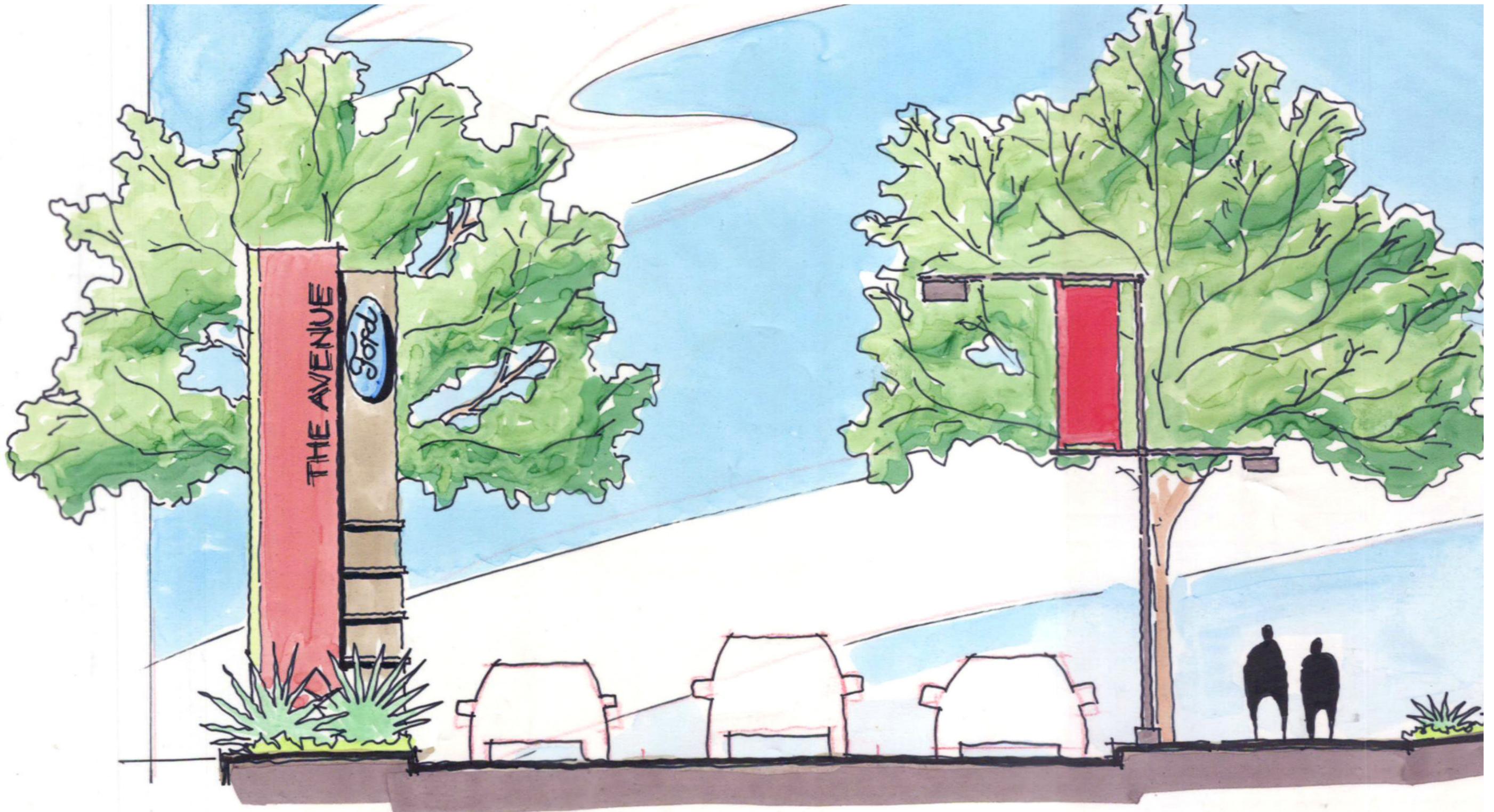


Pole flag



Directional sign

Signage can communicate key businesses, celebrate community and corridor themes, and assist drivers and others in finding their designation.



# PUBLIC REALM IMPROVEMENT CONCEPTS

## Streetscape Features

This page contains a number of streetscape features that can be used to improve the public right-of-way. Some of these features may be required when intensifying or redevelopment properties under the Shaw Avenue Overlay District.

These features should be designed and connected to retail components. Ideally, the features would also be visible along Shaw Avenue and integrated into or next to public open spaces (e.g., a plaza) or private open spaces (e.g., outdoor dining).

The features are encouraged to use high quality and durable materials that balance aesthetics with maintenance requirements. For example, painted bike racks will require more frequent maintenance compared to aluminum racks. Also, if plants are incorporated into the streetscape feature, they should require little watering and care.

## EXAMPLES OF STREETSCAPE FEATURES

### GARDEN FEATURES



Wall-attached water fountain

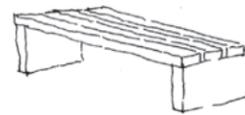


Water fountain



Sculptured landscape

### BENCHES



Simple bench



Bench with back



Higher material bench

### SEATING SPACES



Moveable seats



Seats with fireplace



Built in tree planter

### BIKE RACKS



Wall attached bike parking

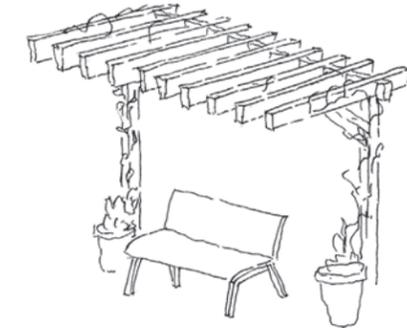


Three-bike parking

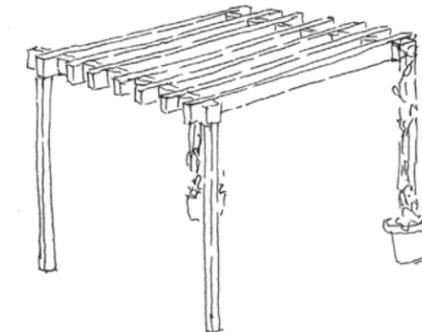


Multi-bike parking

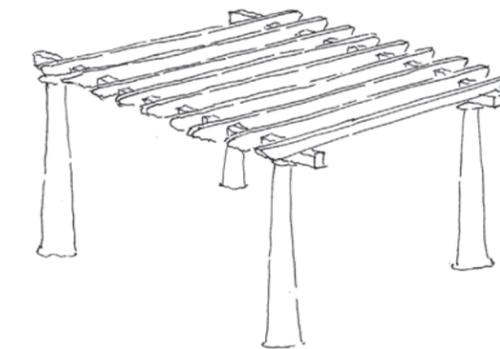
### PERGOLAS



Simple pergola with planting



8 ft deep wood pergola with planting



12 ft deep pergola with cement or stone columns

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A GUIDE FOR COMMUNITY BASED CHANGE

# COMMERCIAL CORRIDOR PATTERN BOOK