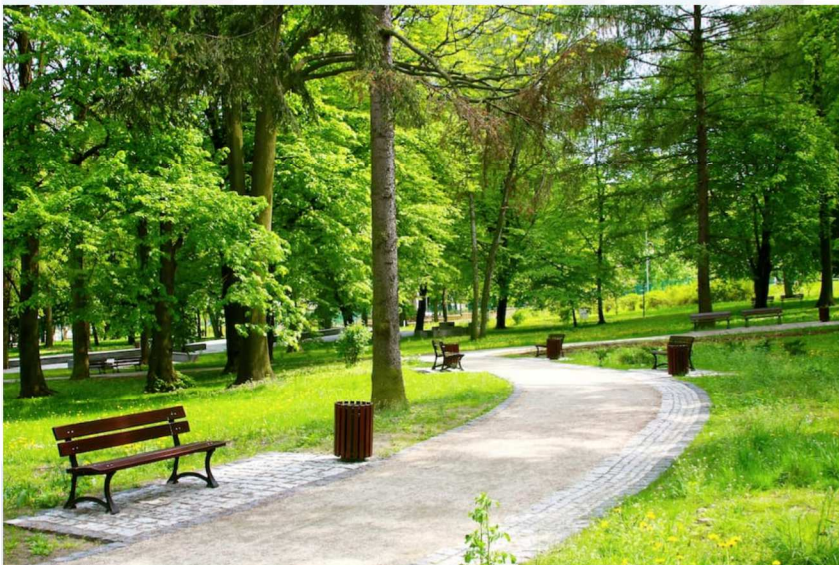




CITY OF CLOVIS

GENERAL PLAN UPDATE STRATEGY REPORT



SUBMITTED ON:
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SUBMITTED TO:
City of Clovis
Attn: Dave Merchen
City Planner

SUBMITTED BY:
De Novo Planning Group
Contact: Ben Ritchie, Principal
1020 Suncastr Ln #106
El Dorado Hills, CA 95762
(916) 949-3231



INTRODUCTION

The City of Clovis retained De Novo Planning Group to conduct a review and audit of its existing General Plan, in order to assist the City in determining the appropriate scope of work and strategies for a comprehensive update to the General Plan.

This report includes three sections, which are organized as follows:

Section 1- General Plan Update Strategy

Section 2- Regulatory Review

Section 3- Outreach Summary

This report is intended to assist staff and the City Council in the development of a scope of work, which would be included in a Request for Proposals (RFP) soliciting consultants to prepare a comprehensive update to the Clovis General Plan.



INTRODUCTION- GENERAL PLAN UPDATE STRATEGY

This writeup identifies the major components of a General Plan Update and provides a discussion of the various steps, analyses, processes and work products that the City should weigh and consider before embarking on a comprehensive General Plan Update. The information in this section is based on the results of the community and stakeholder feedback described in this report, and the General Plan State Law consistency review contained in this report. The intent of this writeup is to help the City make informed decisions regarding the steps, analysis, and processes that will be most beneficial to Clovis during a General Plan Update, and to help ensure that the City spends its financial resources in an effective manner, while achieving its desired results and outcomes.

GENERAL PLAN UPDATE OVERVIEW

Embarking on a comprehensive General Plan Update is a significant undertaking for any city or county. In general, the City should anticipate that the process will take anywhere from 2 to 3 ½ years, depending on the level of analysis, complexity, and community involvement and review. The City should expect to hire a prime consultant to lead the comprehensive effort. The prime consultant will have several specialists and subconsultants on their team to address specific issues and topics such as traffic, economic development, infrastructure, noise, etc.

In general, the process to update a General Plan follows a basic procedure, or set of steps, which are outlined below. However, the focus, emphasis, and level of analysis and public involvement in each of these steps can vary greatly depending on several factors such as the size of the city, the complexity of the issues and challenges the city faces, the level of public participation, and the city's desired outcomes.

There are two primary documents that will be adopted at the conclusion of the General Plan Update:

1. The General Plan, which includes the Land Use Map
2. The Environmental Impact Report (EIR)

While these two documents are the culmination of the work effort, there are several critical milestone documents and processes that must be done correctly in order to yield positive results for the City.

The chart on the following page outlines the basic steps in a General Plan update process. The following pages discuss each of these steps in greater detail, and includes a discussion of key considerations the City should weigh before embarking on this process.



BASIC GENERAL PLAN UPDATE FLOWCHART



Existing Conditions Report

Overview

To prepare a meaningful General Plan, existing conditions must be understood and documented. The Existing Conditions Report should identify development patterns, natural resources, traffic patterns, historical and cultural resources, socioeconomic conditions, fiscal and economic conditions, and environmental constraints in the City- basically all of the issues and topics that will be addressed as part of the General Plan Update. This report will be a resource for the City Council, Planning Commission, General Plan Advisory Committee, City staff, and the consultant team for the General Plan Update and Environmental Impact Report.

The Existing Conditions Report will provide background data and serve as a technical framework, while the General Plan will focus on goals, policies, and implementation. The information collected for the Existing Conditions Report will also be used as the basis for the "existing setting" sections of the General Plan EIR.

Is it Mandatory?

In general, yes. Existing conditions should be well documented, analyzed and understood before embarking on a General Plan Update. If done correctly, a well-prepared Existing Conditions Report will serve as the existing regulatory and environmental setting for the EIR (which is prepared at a later stage), and the City can realize cost savings via a streamlined preparation of the EIR.

A quote often-used by this report preparer is, *"It's hard to effectively plan for the future if you don't have a good understanding of your starting point."*

Special Considerations for Clovis

Existing Conditions Reports can be lengthy, and heavy on technical details and regulatory summaries. While extremely useful, they don't necessarily make for compelling reading. Some cities elect to prepare a summary document of the Existing Conditions Report in the form of a community profile summary. Think of it as the Cliff's Notes of the larger technical report. The Community Profile Summary should be graphically rich, make extensive use of charts and pictures, and highlight and describe key topics of community interest that should be considered and weighed as part of the General Plan Update. Preparation of a Community Profile Summary makes the Existing Conditions Report much more accessible to the general public, and helps to focus the community's attention on key baseline conditions that should be considered during the General Plan Update.



Existing Conditions Report

Recommendation It is recommended that the City prepare a stand-alone Existing Conditions Report (ECR) early in the General Plan Update process. The ECR should be comprehensive and detailed, and should be supported by stand-alone technical reports addressing the topics of: noise, transportation/circulation, cultural resources, utilities/infrastructure, and an economic/fiscal/market analysis.

The ECR should be drafted such that it can be used as the environmental setting for the EIR that will be prepared towards the latter part of the General Plan Update process. The ECR should also be maintained as a separate document from the General Plan policy document. This allows the actual General Plan to be a concise and streamlined document, void of extensive background information that doesn't necessarily drive policy decisions and can become quickly outdated as conditions change. The City's existing General Plan is structured as a focused policy document, which makes it very readable and user-friendly. It is recommended that the updated General Plan follow this same approach.

Preparation of a stand-alone Community Profile Summary is also recommended. This document should extract many of the most interesting and pertinent facts and data from the ECR and present them in an easy-to-read and graphically rich format. This will make the key information much more readable and accessible to the community.



Existing Conditions Report

Budget Implications For the most part, the cost of preparing an Existing Conditions Report is driven by the range of topics addressed. At a minimum, the Report should cover the range of topics addressed under CEQA and required by State General Planning law. However, based on feedback heard throughout this process, Clovis will most likely want to ensure that additional topics such as economic development, fiscal sustainability, infrastructure and utilities, community services, and environmental justice are also well addressed.

The inclusion of a Community Profile Summary can be expected to add a nominal increase to the overall project budget, and can be an effective tool in making the existing conditions analysis more accessible to the community at-large.



Public Participation and Identifying Community Priorities

Overview

The public participation process should serve as the cornerstone of the City's General Plan Update efforts. Public participation and community engagement should occur throughout all stages of the General Plan Update, and the City should utilize numerous strategies and tools to maximize effective outreach, community participation, and communication about the project.

In general, the public participation program should occur throughout the following key phases of the update process:

- Visioning and Issues Identification
- Identifying Opportunities and Priorities
- Vetting and Refining Alternatives
- Developing Strategies and Policies
- Reviewing and Providing Feedback on the Draft General Plan and Land Use Map
- Participating in Public Hearings for Plan Adoption

A range of tools and strategies should be deployed to maximize and enhance public participation. Examples include:

- Traditional in-person workshops and meetings
- Online/virtual workshops and meetings
- Online surveys
- Online interactive mapping exercises
- Stakeholder and focus group meetings/interviews
- Pop-up events at regular community gathering places (farmer's markets, arts festivals, downtown events, etc.)
- Establishment of a General Plan Advisory Committee (GPAC)
- A dedicated General Plan Update website
- Publication of periodic project newsletters



Public Participation and Identifying Community Priorities

- Use of existing social media accounts to disseminate information
- Regular or periodic updates and working sessions during public hearings (Planning Commission, City Council, etc.)

Is it Mandatory? Yes, but the City has tremendous latitude in determining what the appropriate level of public participation should look like. Not all of the tools and techniques listed above are requirements, so long as the City makes a good-faith effort to gather public input during the process.

Special Considerations for Clovis The City will want to give consideration to the appropriate balance between maximizing public participation opportunities, and ensuring that the General Plan Update is completed in a timely and efficient manner. For context, during the City's last General Plan Update, over 30 GPAC meetings were held, and the update process took over 5 ½ years to complete. Too many meetings can lead to diminishing returns, cause the project to lose momentum and stall, and lead to community fatigue and apathy. There is no magic formula for what the "sweet spot" looks like in terms of number of meetings, but in general, the City should strive to complete the update process in approximately 3 years or less.

Some other things the City may want to consider include:

- Traditional in-person meetings and workshops can be valuable and effective, however, there are large segments of the community that don't traditionally participate in such meetings. The City likely already observes that the same cohort of the community regularly attends meetings and workshops, while large



Public Participation and Identifying Community Priorities

segments of the Clovis population do not attend. General Plans can be abstract concepts to the community, and high in-person participation levels should not be assumed.

- Online workshops, surveys and other virtual outreach tools are not as personal as in-person meetings, but have the potential to attract much larger and broader participation rates.
- General Plan Advisory Committees (GPACs) can be a great way to get broad-based community and stakeholder input on key General Plan issues and topics. GPACs should serve as project ambassadors and community liaisons. If the City elects to form a GPAC, the City should be careful to select GPAC members who are committed to participating throughout a multi-year process, and who are vested in ensuring a successful, comprehensive and unbiased approach to the full range of General Plan issues, rather than focusing on narrow, or single-issue topics important to that member. The City should also take care not to schedule an excessive number of GPAC meetings or instruct the GPAC to get “too far into the weeds” on policy language word-smithing. A successful GPAC should provide guidance on key priorities and policy direction, represent the community at-large, and provide thoughtful input and feedback to questions posed by the project team. The GPAC should also review draft work products prepared by the project team to ensure that community priorities are properly articulated and addressed. Having Councilmembers (up to 2) and Planning Commissioners (up to 2) on the GPAC can be very beneficial in many situations. It’s imperative that the selected individuals view the GPAC as a roundtable of equals gathered to collaborate. Having Councilmembers on the GPAC works best when the Council has a cooperative and trusting relationship. When Councils have notable conflict and strong disagreements on key issues, this strategy can backfire.
- If the City elected to concentrate outreach efforts at the most critical stages of the Update process, some suggested milestones would include:
 - Visioning and priority setting
 - Review of Land Use Map Alternatives and Growth Plans
 - Review of Draft General Plan Work Products



Public Participation and Identifying Community Priorities

- Public participation and community feedback should be well documented. A public outreach summary report should be prepared following key stages of outreach to document what efforts were undertaken to gather public input, and articulate and summarize the feedback received.

Recommendation The following provides a general framework for the recommended approach to public outreach for the General Plan Update. These recommendations were developed to strike a balance between maximizing public participation opportunities, while maintaining adherence to an approximately 3-year update schedule:

- Community Visioning Phase: Website, newsletters, social media outreach, online surveys, 3-5 in-person visioning workshops.
- General Plan Advisory Committee (GPAC):
 - The establishment of a GPAC is recommended. The GPAC should consist of approximately 10-14 members of the community, and should include representatives from various sectors of the community (business, development, schools, City leadership, at-large, etc.). The GPAC should be appointed by the City Council.
 - The GPAC should meet approximately 10-12 times throughout the process, with meetings clustered at key phases (issues identification, land use alternatives, policy development, general plan product review). Meetings should be open to the public with structured times for public comment, but should otherwise be conducted in a roundtable discussion format with limited protocols. GPAC meetings should be facilitated by the General Plan consultant.
- Community Workshops: Community workshops should be held at key milestones, particularly for review and refinement of the Land Use Map and review and refinement of the Draft General Plan. Workshops should provide opportunities to answer questions and receive feedback and input. Approximately 6 workshops should be conducted (3 for land use and 3 for review of the full General Plan)
- City Council and Planning Commission Study Sessions: The City should plan for a series of working sessions with the Council and PC at key milestones. Depending on the level of involvement the Council



Public Participation and Identifying Community Priorities

desires, approximately 4-6 study sessions should be conducted. Assume at least 2-3 sessions for development and refinement of the Land Use Map.

Budget Implications The overall cost of an outreach program is directly correlated to the level of effort and time spent by a consultant team. Some factors for consideration include:

- In-person meetings and workshop generally cost more than virtual and online meetings and workshops, primarily due to travel time and the cost for printed materials and maps.
- GPAC meetings can be costly and can strain the project schedule. The consultant team will need to prepare materials 1-2 weeks in advance of each meeting, attend meetings, and provide summaries of meeting feedback and results.
- There are opportunities for cost savings if City staff leads some of the outreach efforts, using materials provided by the consultant team.



Issues and Opportunities Identification

Overview

Following the initial outreach and visioning process, as well as completion of the Existing Conditions Report, a series of key issues and opportunities that the General Plan Update should prioritize will likely emerge. While the General Plan will address a diverse and wide array of topics and community priorities, it is anticipated that some issues and challenges will garner the most attention and warrant a higher degree of focus and analysis.

An Issues and Opportunities Report, or a series of Issues and Opportunities Memos, provides a means of focusing the community's attention on key issues and opportunities that have major policy implications as Clovis considers how it wants to grow over the next 20 years, while balancing the City's economic development, housing, quality of life, and natural resource needs. Environmental and other constraints to be considered in the General Plan Update process should be identified and depicted on maps and figures. The Issues and Opportunities Report/memos should summarize and proactively utilize information derived from the community visioning workshops, stakeholder interviews, Existing Conditions Report, City staff observations, and input provided by the General Plan Advisory Committee, Planning Commission, and City Council.

Is it Mandatory?

No, but it can be a very useful and valuable tool. Any successful General Plan Update will specifically address local priorities and concerns via thoughtful goals, policies and implementing actions. An Issues and Opportunities Report provides an effective tool for synthesizing and organizing some of the biggest issues, priorities, and challenges facing the community.

Special Considerations for Clovis

It is assumed that the Clovis General Plan Update will be driven by two primary factors:

1. Applicable State law requirements, many of which have gone into effect after the last General Plan was adopted; and
2. Community priorities and preferences established throughout the public participation process.

An Issues and Opportunities Report can help the City focus and prioritize key areas of concern, and identify strategies and courses of action that will be most effective in addressing the most pressing and important issues



Issues and Opportunities Identification

the City is facing. It helps to set the trajectory of the General Plan Update, and can serve as a useful roadmap during the development of General Plan goals and policies.

Recommendation Based on community feedback, discussions, with the Council and Planning Commission, and a review of conditions in Clovis, there will be several discrete “big-ticket” items that will warrant detailed discussion and analysis as part of the process to develop a comprehensive and cohesive policy approach. These topics include, but are certainly not limited to:

- Preserving the City’s heritage, its Old Town Downtown, and the general small-town atmosphere of Clovis
- Enhancing and expanding recreational opportunities
- Attracting and retaining jobs and revenue-generating land uses
- Enhancing and maintaining public safety and excellent community services
- Extending infrastructure into new growth areas, and how to pay for it
- Supporting local school districts as growth continues
- How to address social equity, inclusivity and environmental justice

Assuming the City elects to appoint a GPAC, these topics should be addressed and explored via a series of Issues and Opportunities memos, or white papers, which would serve as guides to facilitate GPAC discussions and debates. It is recommended that the General Plan consultant prepare an analysis of the key issues and topics that emerge from the Visioning process, and discuss each issue with the GPAC in detail.



Issues and Opportunities Identification

Budget Implications As with most other tasks related to a General Plan Update, the costs associated with preparation of an Issues and Opportunities Report, or series of memos, are directly correlated to the level of effort required by the consultant team. The more extensive and robust the report, the higher the cost. In order to help manage costs, the City may wish to focus the Issues and Opportunities Report on a handful of key issues and challenges, and identify general approaches and strategies to address those issues and challenges. On the other hand, the City may elect to prepare a detailed and robust report that provides specific strategies and recommendations to address the full range of topics and priorities that emerge during the outreach and existing conditions analysis phases of the Update.



Land Use Alternatives Analysis

Overview

The General Plan Land Use Map is one of the most important and consequential components of the General Plan. The Land Use Map determines how the City will grow, where the City will grow, and what types of land uses will be allowed. These decisions have tremendous influence on the types of housing available in the community, the types of jobs and industries the City can attract, the level of infrastructure and public services required to serve new and existing development, fiscal implications related to revenue generation and service expenditures, and the availability of parks and open space resources.

As noted in the Outreach Summary section of this report, some of the major themes that emerged during the discussion with the City Council, Planning Commission, department heads and stakeholders included the following:

- There is a strong desire for orderly, cohesive growth that will necessitate expansion into and potentially beyond the City's existing Sphere of Influence (SOI).
- The extension of infrastructure needed to support growth and expansion of the City will be confronted with funding challenges and must be planned for accordingly.
- Public safety and high-quality services are a hallmark of Clovis and the City must maintain high levels of services for residents and businesses going forward.
- The City should aggressively attract new industry while at the same time capitalize on its position as a medical hub and nurture the growth of the medical/healthcare economy.

A well thought-out and cohesively planned Land Use Map is likely the single-most effective tool available to the City to address these goals and priorities.

Making significant changes to the Land Use Map can be a daunting task. In order to make an informed decision about future land uses and growth areas, the City will want to understand the implications of its decisions. A



Land Use Alternatives Analysis

Land Use Alternatives Report can be a very effective and powerful tool, however, there are notable cost implications associated with this task, which are discussed in greater detail below.

Is it Mandatory? No. But if Clovis is considering notable changes to its Land Use Map, it is definitely recommended.

Special Considerations for Clovis

It is generally assumed that the City will consider and likely make changes to its Land Use Map during the course of a General Plan Update. It is likely that this will involve an iterative process of developing and analyzing a range of alternatives, ultimately leading to the development of a Preferred Land Use Map to be included in the General Plan.

Based on feedback heard to-date, the City is keenly interested in maintaining its high level of public services and public safety, excellent parks and trails, and keeping the attributes that make Clovis a special place to live and work. These priorities directly relate to the need to maintain consistent and stable revenue streams. The City faces challenges in terms of utilities and infrastructure extension and delivery into new growth areas, including the identification of reliable and ongoing funding mechanisms. The City and the development community have also faced recent challenges to development posed by sensitive biological habitat being located in areas identified for future urbanization.



Land Use Alternatives Analysis

A key question for the City to consider is: how much supporting analysis and information for each map alternative or map iteration is needed in order for the City to identify a Preferred map?

As noted above, there are numerous analyses that can be completed for a potential new Land Use Map. Some questions for the City to consider:

- Is a full analysis of infrastructure and utilities needs/costs necessary to hone in on a Preferred Land Use Map? Or should these analyses occur after a Preferred Map is identified?
- How much influence will fiscal and economic considerations have on the City's selection of a Preferred Land Use Map?
- To what degree should land owners and developers have a say in the development of the Land Use Map Alternatives?

Recommendation Based on what we have learned during the General Plan review process, it is clear that the City is prepared to continue on the path of growth and expansion, provided that growth occurs in a logical and orderly manner, and that high levels of public services and utilities/infrastructure can be maintained (and properly funded).

It is strongly recommended that a robust and detailed Land Use Alternatives Report and supporting analysis be prepared. It is recommended that the City allocate and designate adequate funding towards this stage of the General Plan Update process so that decisions on land use and growth can be made with ample supporting information and understanding of the consequences and implications of growth and service costs and strategies.

The City should assess potential changes to its Land Use Map and land use designations (allowed uses, densities, development intensities) both inside the City limits in areas that are already developed (change areas), and outside of the City limits in areas that have not yet developed (new growth areas). This should include review and analysis of the existing General Plan's designations and plans for the Northwest and Northeast Urban



Land Use Alternatives Analysis

Centers, and the potential establishment of new growth areas or urban centers beyond what is currently shown in the existing General Plan.

Additionally, it is recommended that the City provide opportunities for land owners within the Planning Area to request changes to their parcel's land use designations during the GP update. It is recommended that the City establish a formal application process wherein property owners can complete an application and questionnaire explaining their requested change, and the rationale for it. The City would then compile and map all of the requested changes, and include them within one or more of the alternatives maps developed for further review and analysis in this report. The City can then review the parcel change requests within the context of the land use themes developed during this process, and determine which requests warrant approval and which are not appropriate in helping the City achieve its larger land use goals.

It is recommended that the Land Use Alternatives Report identify targeted and specific growth areas for analysis, and include a comparative analysis of multiple growth and land use scenarios within each area. It is recommended that the report analyze growth and buildout of the existing General Plan land use map, and 2-3 additional growth scenarios.

There can be major implications associated with growth and change. The Land Use Alternatives Report should include the following analysis for each growth scenario:

- Overall population growth
- Number and range/type of housing units
- Regional Housing Needs Allocation (RHNA) requirements for the current, and future, housing element cycles
- Jobs-generating potential by industry and job type
- Local jobs/housing balance
- Traffic implications, in terms of congestion (LOS), vehicle miles travelled (VMT), and new roadway infrastructure needs and costs
- Revenue generation from sales tax, property tax, etc.



Land Use Alternatives Analysis

- Cost of providing services such as police, fire, parks, etc.
- Costs associated with the extension of utilities such as water, sewer, and storm water drainage
- Availability of water supplies and wastewater treatment plant capacity
- Impacts to biologically sensitive areas
- Environmental constraints such as floodplains, geologic hazards, and prime agricultural lands
- Compatibility between adjacent land uses

The City Council should be involved in the development of the Land Use scenarios that will be analyzed in the Report. Preparation of this report will be costly, so it needs to be focused and useful. Don't waste time and money doing a detailed analysis of a growth scenario that has no potential for real consideration. The Council and the community should collaboratively identify 2-3 new growth scenarios which include a range of land use types in different areas. Once those plans "feel good on paper" then the detailed comparative analysis should begin, so that the City can understand the implications of the scenarios and plans that have been preliminarily drafted.

Based on what we have learned, the primary issues that the Council will want detailed information on when considering land use and growth scenarios include:

- Cost of services and the fiscal implications of infrastructure extension and delivery
- Availability of water supplies to serve new growth areas
- Revenue and costs associated with different land uses
- Jobs and housing generation potential
- Traffic congestion and future roadway needs
- Feasibility of development of the area (i.e., biological sensitivity, etc.)



Land Use Alternatives Analysis

In summary, the City should focus on the following when preparing a Land Use Alternatives Report:

- Identify which areas you want to study and analyze.
- Provide opportunities for property owners to request changes.
- Identify a reasonable, yet focused, range of growth scenarios for the study areas (2-3)
- Analyze the growth scenarios in detail with supporting technical analysis. Particularly infrastructure/utilities, economics/fiscal, and traffic/circulation.
- Refine the land use map based on the results of the analysis and community feedback. Pull the best features from each alternative, combine them into a single map, rework the map until you're happy with it. None of the original alternatives will get adopted in their original form. This is an iterative process and the final Preferred Map will emerge through a series of workshops, analysis and compromise.

The City will want to establish the Preferred Land Use Map at the approximate mid-point of the General Plan Update process. This ensures that the General Plan policy document is crafted to support the Preferred Land Use Map, and it allows the project team to begin work on the EIR concurrent with drafting the General Plan. The EIR relies on the growth projections associated with the Preferred Land Use Map as the basis of its analysis. Once the EIR technical studies commence (traffic, noise, air quality, GHGs, etc.), notable changes to the Land Use Map can result in the need to redo or restart technical studies, which can lead to budget increases and schedule delays.

Take the time to analyze the Land Use Map alternatives in detail. Debate them. Refine them. Then stick to them so the rest of the plan and process can be built around the Map.



Land Use Alternatives Analysis

Budget Implications The costs associated with Land Use Alternatives analyses can vary greatly, depending on the number of alternatives analyzed and the degree of technical analysis completed for each alternative. Comparative analyses of traffic, utilities/infrastructure, and economic/fiscal have the largest price tags, and can collectively cost several hundred thousand dollars if completed for multiple map alternatives. The City will want to give careful thought as to how much supporting analysis is needed in order to select a Preferred Map, and how far along development of the various map alternatives should be before any supporting technical analyses are prepared.

The City should also assume that any of the alternatives it chooses to analyze at a specific level of detail will likely change and evolve before the Land Use Map is finalized and adopted, which may necessitate updates to the technical reports. As noted above, based on what we've heard to-date, the City will want to invest heavily in the Land Use Alternatives Report, and include multiple detailed supporting technical studies.



General Plan- Goals, Policies, and Actions

Overview

The overarching purpose of a General Plan is to serve as a roadmap or blueprint for the City's growth, development, conservation, and quality of life over an approximately 20-year timeframe. It should include a series of goals, policies, and action items (implementation tools or strategies) to meet the City's identified objectives and priorities. It should also comply with all applicable requirements of California Planning Law.

There are seven State-mandated elements that must be included in all General Plans. These include:

- Land Use
- Circulation/Mobility
- Conservation
- Open Space
- Safety
- Noise
- Housing

General Plans are also required to address the topic of Environmental Justice. However, this topic may be addressed as either a stand-alone element, or included in another General Plan element.

Housing Elements are required to be updated every eight years and certified by the State. The City is currently preparing an update to its Housing Element, and it is assumed that this element will not be updated as part of any pending comprehensive General Plan Update.

The City may also elect to include any number of optional elements in the General Plan to address topics of local importance. The City's current General Plan includes Economic Development, Public Facilities and Services, and Air Quality Elements. Once adopted, optional elements hold the same weight of law as mandatory elements.



General Plan- Goals, Policies, and Actions

The City has tremendous flexibility and leeway in terms of how the General Plan is organized and which optional topics are addressed.

Is it Mandatory? Yes. Every City and County in California must have an adopted General Plan that meets the requirements of State law. Optional elements remain optional.

Special Considerations for Clovis

One notable observation from the City's existing General Plan is the omission of action items, or implementation measures. The existing General Plan is limited to a series of goals and policies within each element.

Action items provide specific direction to staff and elected/appointed officials regarding tangible steps to be taken in order to ensure that the General Plan is fully and properly implemented, and that the goals and policies are ultimately realized and carried out. It is recommended that the updated General Plan include a series of specific action items, some of which will be one-time efforts (such as comprehensively updating the Zoning Code), while others may be ongoing efforts (such as best practices when reviewing development applications). Additionally, if the City seeks to maintain fiscal sustainability and to continue providing high levels of public services, the General Plan should include strategies and approaches to ensure this occurs. Action items provide a road map to successful Plan implementation, and can help staff and the City Council stay focused on upcoming priorities and tasks in furtherance of the goals established by the General Plan.

Another key observation in reviewing the City's existing General Plan is the relationship between the General Plan and its corresponding EIR. The General Plan EIR includes numerous mitigation measures that must be



General Plan- Goals, Policies, and Actions

implemented by staff when reviewing development projects and/or implementing the General Plan. This requires staff and project applicants to reference multiple documents when navigating the planning and development review process. It can result in inconsistencies between the two documents, and adds a layer of administrative review that can be cumbersome.

An alternative approach is to develop the updated General Plan to be a self-mitigating document, wherein any steps, methods, procedures or other mitigation approaches are included in the General Plan as a policy or action item. This approach places all relevant General Plan requirements within a single cohesive document that is internally consistent, and can help streamline the subsequent review of development projects, infrastructure improvements, and overall implementation of the General Plan.

It is also important to note that the City need not identify every key issue and topic to be included in the General Plan Update prior to embarking on the update process. It is inevitable that new issues and topics will emerge through the public outreach process, and the City can remain flexible in terms of how new topics are addressed, which new goals should be prioritized, and how to address new challenges via policies and actions.

Once the City has undertaken the initial stages of public outreach, existing conditions documentation, and identification of key issues and opportunities, the project team should undertake a comprehensive review of the existing General Plan goals and policies to determine if they are still relevant and appropriate, and if they effectively meet the City's restated goals and priorities. It is likely that many of the goals and policies in the existing General Plan will remain relevant and applicable, but may require augmentation or expansion in order to meet the City's vision.

As noted in the Regulatory Review section of this report, there have been numerous changes to State Planning law since the existing Clovis General Plan was prepared and adopted. The new regulatory topics and issues that will need to be addressed in the General Plan Update include:

- Adherence to the 2017 OPR General Plan Guidelines
- Planning to achieve the most current CA GHG reduction targets



General Plan- Goals, Policies, and Actions

- Climate change adaptation planning
- Flooding and flood hazards
- Emergency response and evacuation
- Environmental justice and disadvantaged communities

Recommendations Based on the feedback received during the preparation of this report, the following recommendations are offered:

- Actions, or Implementation Measures, should be added to the General Plan in order to ensure that goals are met and policies are implemented. The existing Clovis General Plan does not have any action items. Action items help provide a roadmap to staff to ensure the General Plan is effectively implemented. They help make the document more proactive and less reactive. Actions can assist the Council with budget prioritization and direction to staff on key undertakings and City-initiated efforts.
- The General Plan should be developed to be a self-mitigating document, and the City should not rely on the General Plan EIR to provide mitigation or guidance to staff and developers. The City's existing General Plan EIR includes numerous mitigation measures that apply to City actions and private-party development actions. This means that applicants, and staff, need to review two documents (the General Plan and EIR) to determine what is required for a given project or action. By incorporating CEQA-style mitigation into the General Plan in the form of actions and policies, the City is able to place all General Plan related requirements under a single document cover, which reduces the potential for confusion, and streamlines the project review process. In order to accomplish this, the General Plan and the EIR should be written concurrently, and as mitigation measures are identified via the CEQA analysis, they should be incorporated into the General Plan.
- All existing General Plan elements should be thoroughly reviewed in terms of their effectiveness in meeting the goals and objectives of the existing General Plan, and potential to meet the goals and objectives of the updated General Plan. Keep what's working, fix or replace what isn't working, and add new policies and actions to meet newly-identified priorities.



General Plan- Goals, Policies, and Actions

- Create a new stand-alone Community Health and Environmental Justice Element. The topic of environmental justice is required to be addressed in the General Plan. Some communities opt for a stand-alone element, while others opt to integrate the topic into another element, such as Land Use. The issues of community health and civic engagement were raised by multiple stakeholders during the outreach for this report. Combining the topics of community health and environmental justice into a single stand-alone element would help the City take a comprehensive and cohesive approach to these topics.
- Consider inclusion of a stand-alone Parks and Recreation Element. Stakeholders consistently noted the City's excellent parks and trails networks as key community resources. Discussions related to future growth noted the important of integrating new development into the City's parks and trails networks, and ensuring that new development was well-served by such resources. This topic may warrant its own element in the General Plan.
- The existing stand-alone Air Quality Element could be folded into the Conservation Element.
- The Economic Development Element could be expanded to include more policy direction related to fiscal sustainability. Consider preparation of a Fiscal Sustainability Element.
- Provide greater policy direction and emphasis on historic preservation and Old Town Clovis. In 2016 the City updated the Central Clovis Specific Plan (CCSP). The City should review the CCSP as part of the General Plan Update and determine if revisions are required in order to meet the full range of priorities for downtown Clovis identified during the General Plan update. The City may wish to expand how these topics are addressed in the Land Use and Conservation Elements, or create a new stand-alone element focused on historic preservation and Old Town.



General Plan- Goals, Policies, and Actions

Budget Implications Prior to embarking on a comprehensive General Plan update, the City should strive to identify those elements that it knows should be included in the update, and also identify key issues and topics that it knows should be addressed. The City should also assume that new issues and topics are likely to emerge throughout the process, which warrant inclusion in the General Plan. Addressing new and unanticipated goals and policies mid-stream through a General Plan update should not have significant bearing on the overall project budget, provided that new detailed technical analyses are not required. From a consultant perspective, writing new goals, policies and actions is not necessarily an overly time-consuming or expensive process. One of the most costly and time-consuming aspects of drafting a new General Plan is the identification and refinement of the Preferred Land Use Map, which is discussed previously in this report.



Environmental Impact Report (EIR)

Overview An EIR will be required for any comprehensive update to the General Plan, particularly if changes to the land use map occur. The EIR must be completed at the Programmatic level, and must analyze and disclose potential environmental effects associated with adoption, implementation, and buildout of the General Plan and Land Use Map.

If prepared correctly, the EIR can assist in streamlining the environmental review of subsequent development and infrastructure projects which are consistent with the General Plan.

Is it Mandatory? Yes.

Special Considerations for Clovis As discussed above, the City should consider preparing a General Plan that is self-mitigating. The City should also consider preparing the EIR and the General Plan document concurrently, in order to ensure that potential environmental impacts are identified early in the process, thus ensuring that the General Plan can address such impacts via the inclusion of appropriate policies and actions items. If potential environmental impacts and their associated mitigation strategies are not considered during the preparation of the General Plan, the City could find itself in a situation where EIR mitigation measures end up conflicting with the General Plan policy direction and implementation strategies, resulting in the need to revisit key aspects of the General Plan or Land Use Map. In other words, don't let the tail wag the dog.

Recommendations A well-prepared program-level EIR for the General Plan can provide significant benefits that assist in streamlining the CEQA review of subsequent projects and proposals that are consistent with the General Plan. The City should ensure the following when preparing the next General Plan EIR:



Environmental Impact Report (EIR)

- Ensure that the EIR establishes a detailed and realistic future buildout projections for growth and resource demands.
- Utilize the Existing Conditions Report as the environmental setting in the EIR in order to reduce the project budget and project schedule.
- Clearly identify what types of projects and future actions are covered by the General Plan EIR, so that these projects and actions can undergo future streamlined review. Examples include but are not limited to: zoning code updates, adoption of infrastructure master plans, review of development proposals, etc.
- Don't be afraid to find certain impacts Significant and Unavoidable, provided that the General Plan includes all feasible strategies and approaches to reduce the impact to a less than significant level. Ensure that the General Plan provides guidance as to how mitigation strategies should be implemented.
- Ensure that the EIR includes a detailed discussion and analysis of cumulative conditions and cumulative impacts. The primary questions that are asked when future projects are tiering off of a General Plan EIR are: Would the project result in new or more significant cumulative impacts? And, are there any peculiar site-specific impacts that cannot be mitigated via the application of policies and standards?
- Utilize the Land Use Alternatives that were generated in the Land Use Alts report in the Alternatives section of the EIR. The City will already have lots of technical analyses of these alternatives, which will help provide a robust comparative analysis in the EIR.

Budget Implications If done correctly, EIR costs need not be overly high as a single line-item in the project budget. Components and analysis from the Existing Conditions Report, Land Use Alternatives analysis, and General Plan development can be melded together to create a defensible and useful tiering document that can be used for many years following General Plan adoption.



General Timeline and Phasing

Overview The City has expressed a desire to complete the comprehensive General Plan Update within a 3-year schedule. This schedule is realistic, provided the City maintains focus and momentum throughout the process.

Project Phasing In general, the General Plan Update should be completed in approximately 3 separate phases. While this phased timeline is generally linear, there can be significant overlap between tasks within each phase. Think of the phases as links in a chain, rather than a straight rope.

Phase I: Visioning, Existing Conditions, Issues Identification

Phase II: Land Use Alternatives and Preferred Land Use Map

Phase III: General Plan Policy Document, EIR, Adoption

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- Steps the City can take to Keep the Project on Schedule**
- Have a dedicated staff project manager with ample time available to focus on this project.
 - City Council should provide decisive guidance at critical project milestones. For example, the Land Use Map may never be perfect. Don't let this trip you up. Look at options. Weigh the pros and cons. Have a healthy debate. Give direction and move forward.
 - Don't fall into "meeting creep." Identify the number of GPAC and community meetings you plan to conduct and stick to it.



General Timeline and Phasing

- Provide feedback and resources to the consultant team in a timely manner.
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INTRODUCTION- REGULATORY REVIEW

De Novo Planning Group has undertaken a review of the existing Clovis General Plan (2014) to assess its consistency with current state regulations. The intent of this memorandum is to provide the foundation for determining how the City will address these requirements while reflecting Clovis-specific priorities, and ultimately to help inform the General Plan Update strategy.

California state law requires every city and county to prepare a general plan which serves as a blueprint for the physical development of the jurisdiction. General plans must be comprehensive, internally consistent, and long-range. State law requires that local governments update their general plans periodically but does not specifically define how often. According to California Government Code § 65040.5, the Governor's Office of Planning and Research (OPR) is required to notify a city or county when their General Plan has not been updated within eight years, and then notify the Attorney General if a general plan has not been revised within ten years. In practice, most cities and counties in California comprehensively update their general plans every 10-15 years.

It is important to note that the age of a general plan does not necessarily mean it is inadequate. However, there have been such significant changes to state law and local conditions in and around Clovis since the City's existing General Plan was adopted in 2014 that a comprehensive General Plan Update is in the City's interest and would help align the City's primary planning document with both state law and the community's current goals and objectives.

Compliance with state regulations in regard to the General Plan are explored in detail in this memorandum. Sections of the existing General Plan are identified as priority areas that will need to be updated to fall within regulatory compliance.

As the Housing Element is currently being updated separate from this review of the Clovis General Plan, new legislation related to housing and housing elements is not addressed in this memorandum, although it must be noted that the introduction of new housing bills over the past few years has been broad and sweeping.

Existing Clovis General Plan

General plans are still required to cover seven primary elements: land use, housing, circulation, conservation, open space, noise, and safety. However, a new regulation mandates that cities and counties that have identified "disadvantaged communities" or "DACs" (per Senate Bill 1000 guidelines described below) are also required to address environmental justice in their general plan, including air quality. Within the context of these overarching elements, the State has provided direction on how to cover specific topics including climate change and resiliency, environmental justice, flooding, complete streets, and transportation impact metrics. In addition, the California Office of Planning and Research (OPR) updated its General Plan Guidelines in 2017, which must be considered when undertaking a General Plan Update. Relevant changes to state



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law are described on the following pages, along with an assessment on how the City might respond to the legislation.



GENERAL PLAN ASSESSMENT

California Global Warming Solutions Act of 2006 (California Assembly Bill No. 32)

California Assembly Bill No. 32 (AB 32), the California Global Warming Solutions Act of 2006, set a statewide goal to reduce greenhouse gas emissions (GHG) to 1990 levels by 2020 (a 15% reduction from a “business-as-usual” scenario). In May 2014, the California Air Resources Board (CARB) approved its first update to the Climate Change Scoping Plan, which defines primary strategies to achieve the most technologically feasible and cost-effective GHG emissions reductions. Pursuant to the Scoping Plan, local governments are encouraged to take a number of potential actions to reduce local GHG emissions, including shifts in land use patterns to emphasize compact, low-impact growth over development in greenfields, resulting in fewer vehicle miles traveled (VMT). Based on the State Attorney General’s interpretation of AB 32, local GHG reduction targets and strategies must be addressed by the General Plan.

Furthermore, Senate Bill No. 32 (SB 32), which passed into law in 2016, sets the target of reducing greenhouse gas emissions to 40 percent below the 1990 level by the year 2030. SB 32 extends the original set of greenhouse gas targets provided by the passage of AB 32. This new target sets an aggressive goalpost, helping the State along a pathway to achieve its longer-term goal of an 80 percent reduction in greenhouse gas emissions by the year 2050.

Note that the 2022 Climate Change Scoping Plan Update is currently being prepared and assesses progress toward the statutory 2030 target, while laying out a path for the State to achieve carbon neutrality no later than 2045.

Response: The existing General Plan defines goals and policies intended to reduce potential greenhouse gas impacts of future development under the land use plan, and to comply with the GHG reduction requirements of AB 32. The existing General Plan EIR provides in-depth analysis on air quality and GHG emissions to determine consistency with legal requirements current at the time of the General Plan’s adoption and through to full buildout in year 2035. The existing General Plan EIR established thresholds and GHG reduction strategies that the City identified in consideration of its GHG reduction targets for 2020 and 2035 (in support of the statewide GHG reduction goals). The goals and policies in the existing General Plan and the Mitigation Measures in the EIR ensure that GHG emissions from buildout of the General Plan would be minimized to the extent feasible.

The General Plan Update and new General Plan EIR should be prepared to continue to address the requirements of AB 32 and SB 32, to a level consistent with current legal requirements, and to provide certainty and consistency in how future development projects are reviewed and analyzed in terms of their potential GHG impacts. This will ensure



that the General Plan is prepared in a manner that is legally defensible in accordance with state regulations and will contain strategies to meet GHG reduction goals.

Flood Control (California Assembly Bill No. 162 and Senate Bill No. 5)

California Assembly Bill No. 162, Land Use: Water Supply (AB 162) and the interrelated Senate Bill No. 5 (SB 5) were approved in 2007 to improve flood management in a sustainable way, strengthening the linkage between local land use planning decisions and flood management practices. AB 162 requires cities and counties to update specified elements (land use, safety, and conservation) of the general plan to account for flood management and protection. AB 162 expands the general plan requirements for flood management in the following ways:

- Requires the land use element to identify and annually review areas that are subject to flooding as identified by federal and state floodplain maps.
- Requires the conservation element, upon the next housing element review on or after January 1, 2009, to identify rivers, creeks, streams, flood corridors, riparian habitat, and land that may accommodate floodwater for specified purposes.
- Requires the safety element, upon the next housing element review on or after January 1, 2009, to identify flood hazard zones and establish policies to avoid or minimize the unreasonable risks of flooding.
- Allows the housing element to exclude from the determination of land suitable for urban development those areas where the flood management infrastructure is inadequate and housing development would be impractical.

Response: The existing General Plan addresses flooding as required by AB 162 in the Environmental Safety Element by identifying water bodies, flood zones, and flood control infrastructure, and through policies designed to minimize the risk of injury, loss of life, property damage, and economic and social disruption caused by flooding. However, the Land Use Element and Open Space and Conservation Element do not address flooding and floodwater in accordance with the AB 162 regulations outlined above. In order to develop a comprehensive General Plan Update, the Land Use Element and Open Space and Conservation Element should be updated to integrate discussions of flood hazards and to meet the legislative requirements established in AB 162. The General Plan Update should provide a comprehensive assessment of flood hazards beyond the Environmental Safety Element, which will establish a broad approach to mitigating flood hazards as required by state law.

Complete Streets Act (California Assembly Bill No. 1358)

The Complete Streets Act (2008) revised requirements for general plan circulation elements to plan for a more balanced multimodal transportation network that meets the needs of all users of streets, roads, and highways, which includes bicyclists, children, persons with disabilities, motorists, movers of commercial goods, pedestrians, users of public transportation, and seniors.



The Complete Streets Act is intended to help fulfill the State's commitment to reduce GHG emissions through innovative ways to reduce vehicle miles traveled (VMT) and shifting from short trips in an automobile to biking, walking, and using public transit.

Response: The City's 2014 Circulation Element addresses complete streets and strategies to reduce VMT. Goal 1 of the Circulation Element and its underlying policies support "A context-sensitive and 'complete streets' transportation network that prioritizes effective connectivity and accommodates a comprehensive range of mobility needs." Nonetheless, the General Plan could be updated (specifically the Circulation and Land Use Elements) to not only address planning for multimodal circulation, but also to bring complementary land uses closer together to reduce VMT.

It should be noted that the 2022 Clovis Active Transportation Plan (ATP) is currently under development and supports walking, bicycling, transit, and use of other emerging modes of personal transport as alternatives to driving within Clovis, to neighboring cities, and regional destinations. The ATP identifies strategies to improve safety and accessibility for active forms of travel such as walking and bicycling and is intended to help the City create a sustainable and multimodal transportation network. The ATP identifies policy actions that support complete streets strategies and supplements the existing General Plan. The General Plan Update should in turn consider the Active Transportation Plan and be consistent with it.

As well, any effort to update the Land Use and Circulation Elements to comply with complete streets should work cohesively with the City's separate initiative to update its transportation model to recalibrate for the use of vehicle miles traveled in compliance with SB 743 (described below).

Sustainable Communities and Climate Protection Act (California Senate Bill No. 375)

The Sustainable Communities and Climate Protection Act (SB 375) of 2008, also known as the California Anti-Sprawl Bill, was signed into law on September 30, 2008. The SB 375 regulations provide incentives for cities and developers to bring housing and jobs closer together and to improve public transit. The goal behind SB 375 is to reduce automobile commuting trips and thus help meet the statewide targets for reducing greenhouse gas emissions set by AB 32. The legislation requires Metropolitan Planning Organizations (MPOs) to look at the interface between land use and transportation. It also requires MPOs to develop strategies to reduce vehicle miles traveled (VMT), which is a precursor to greenhouse gas emissions (GHG).

Response: The Fresno Council of Governments (Fresno COG), which is the federally-designated Metropolitan Planning Organization for Fresno County, adopted the 2022 Regional Transportation Plan (RTP) on July 28, 2022, along with the associated Conformity Analysis in order to attain consistency with the Federal Transportation Improvement Program (FTIP). The RTP comprehensively assesses all forms of transportation available in Fresno County as well as travel and goods movement needs through 2046. The updated



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General Plan will be required to address strategies to reduce VMT and assess the role the City's land use plays in transportation outcomes. As a member of Fresno COG, the City of Clovis could update its General Plan to create consistency between the policy direction included in the RTP with the goals and policies of the General Plan as a measure to meet SB 375 requirements.

Disadvantaged Communities (California Senate Bill No. 244)

Senate Bill No. 244 (SB 244) was approved in 2011 and requires cities and counties to address the infrastructure needs of unincorporated disadvantaged communities (DACs) in general plans. A disadvantaged community is an unincorporated fringe, island, or legacy community in which the median household income is 80 percent or less of the statewide median household income. In addition to identifying disadvantaged communities, SB 244 requires cities to analyze the water, wastewater, stormwater drainage, and structural fire protection needs and potential funding mechanisms for the extension of services to identified disadvantaged communities.

Response: Using the CalEnviroScreen 4.0 tool, disadvantaged communities are identified within the City's Sphere of Influence (SOI). Therefore, the City will need to update its General Plan to address the infrastructure needs of DACs as described in SB 244.

Fire Protection (California Senate Bill No. 1241)

Senate Bill No. 1241, Fire Hazard Impacts (SB 1241) was approved in 2012. SB 1241 requires the safety element, upon the next revision of the housing element on or after January 1, 2014, to be reviewed and updated as necessary to address the risk of fire in State Responsibility Areas (SRA) and Very High Fire Hazard Severity Zones (VHFHSZ). The update must include:

- Consideration of guidance given in the Office of Planning and Research's (OPR) Fire Hazard Planning document;
- Specific information regarding fire hazards; and
- A set of goals, policies, and objectives to protect the community from unreasonable wildfire risks and a set of feasible implementation measures to achieve these goals, policies, and objectives.

This bill also requires cities and counties to make certain findings regarding available fire protection and suppression services before approving a tentative map or parcel map.

Response: The City adopted the Fresno Multi-Jurisdictional 2015-2023 Housing Element in April 2016 and like all other jurisdictions in the Fresno Council of Governments (Fresno COG) region, Clovis is required to update its Housing Element as part of the ongoing 6th Cycle Regional Housing Needs Allocation (RHNA). The City is currently in the process of preparing the 6th Cycle Housing Element, which is anticipated to be adopted in 2023.



Although the existing Environmental Safety Element identifies Fire Hazard Severity Zones within the Clovis Planning Area (as defined by the General Plan), it does not depict the State Responsibility Areas (SRA) also located within the Planning Area, which are identified on CAL FIRE's Fire Hazard Severity Zone Viewer (<https://egis.fire.ca.gov/FHSZ/>). It must be noted that these Fire Hazard Severity Zones and State Responsibility Areas are outside of the City Limits and Clovis Sphere of Influence (SOI), but within the existing Planning Area. Therefore, depending on how the updated General Plan defines the Planning Area will determine whether there is a risk of wildfire to Clovis and the extent of the goals, policies, objectives, and implementation measures that the Safety Element will need to incorporate related to fire hazards in order to meet the requirements of SB 1241.

Transportation Impacts (California Senate Bill No. 743)

Senate Bill No. 743 – addressing Alternative Transportation Metrics – was approved in 2013. SB 743 is also known as the Transit Oriented Development Act. SB 743 created a process to change the way that transportation impacts are analyzed under the California Environmental Quality Act (CEQA). Specifically, SB 743 required OPR to amend the CEQA Guidelines to provide an alternative to LOS (level of service) for evaluating transportation impacts. Measurements of transportation impacts may include “vehicle miles traveled, vehicle miles traveled per capita, vehicle miles traveled per employee, and net vehicle miles traveled.”

On December 28, 2018, regulatory changes to the CEQA Guidelines that implement SB 743 were approved. Statewide implementation of new VMT-based metrics was required on or before July 1, 2020. However, SB 743 leaves it up to local jurisdictions to establish the methodology to calculate VMT and the appropriate thresholds and significance criteria. As an example, OPR has identified types of projects that should not result in an increase in VMT, such as infill retail uses and small residential projects near transit. In addition, automobile delay (as measured solely by roadway capacity or traffic congestion) no longer constitutes a significant impact under CEQA.

Response: In response to SB 743, the City of Clovis initiated efforts to establish a framework for analyzing transportation impacts that was both consistent with the State's mandates, and City policy. This effort led to the development of the Interim Transportation Impact Analysis Guidelines (adopted July 20, 2020, Resolution 20-93), which provides guidance to City staff, applicants, and consultants on the requirements to evaluate transportation impacts for projects in the city for the purpose of determining impacts under the California Environmental Quality Act (CEQA). The Interim Transportation Impact Analysis Guidelines are intended to:

- promote conformance with applicable City and State regulations;
- provide evaluation consistent with CEQA;
- ensure consistency in preparation of studies by applicants and consultants; and



- provide predictability in content for City staff and the public in reviewing studies.

Following adoption of the Interim Transportation Impact Analysis Guidelines, in response to the requirements of SB 743, it became evident that the City's Circulation Element needed to be updated to be in alignment with the State's mandates, and the Interim TIA Guidelines. City staff then embarked on an update to the Circulation Element, which focused on policy language additions that are aimed at reducing VMT by way of a variety of planning mechanisms. In late 2022 the City adopted the updated Circulation Element and the updated Transportation Impact Guidelines, which include thresholds and analysis requirements for VMT, consistent with the requirements of SB 743. The City's new 2022 Circulation Element is consistent with the requirements of SB 743, and may not warrant any further revisions as part of a larger General Plan Update. However, if the City elects to make notable land use changes as part of a General Plan Update, the Circulation Element may need to be revisited in order to ensure internal consistency between elements within the General Plan. It's anticipated that only targeted updates to the Circulation Element would be required.

Climate Adaptation and Resiliency Strategies (California Senate Bill No. 379)

Senate Bill No. 379 (SB 379) was approved on October 8, 2015. SB 379 requires cities and counties to include climate adaptation and resiliency strategies in the safety element of their general plan upon the next revision of their housing element or upon the next update to their general plan. The requirements took effect beginning January 1, 2017. The bill requires the climate adaptation update to include a set of goals, policies, and objectives for the respective community based on the most current information available regarding climate change adaptation and resiliency. It also requires cities and counties to include a set of goals, policies, and objectives and specified feasible implementation measures based on this information. SB 379 further provides that if a city or county has already adopted a climate change plan separate from the general plan that it must contain the information required by the bill. The climate change plan can be attached to the general plan by reference.

Response: The City of Clovis updated its Environmental Safety Element in 2014. The Environmental Safety Element does not incorporate climate reduction strategies in accordance with SB 379. Likewise, the City does not have a climate change plan or climate action plan that may be incorporated into the General Plan by reference to satisfy the planning requirements established under SB 379. Furthermore, the 2018 Fresno County Multi-Jurisdictional Hazard Mitigation Plan, for which Clovis is a participating jurisdiction, does not contain strategies specific to climate adaptation and resiliency. However, for reference, Fresno County released a report in 2010 that includes climate mitigation and adaptation strategies developed by local leaders and experts. Some strategies include conserving water and promoting efficiency technology, preserving open space and



avoiding conversion to sprawl, and increasing resilience of forests to climate change impacts. The Environmental Safety Element will need to be revised to satisfy SB 379.

Environmental Justice (California Senate Bill No. 1000)

Senate Bill No. 1000, Safety and Environmental Justice (SB 1000) was approved in September 2016. SB 1000 achieved two primary purposes. First, it narrowed the scope of previous revisions to the Planning and Zoning Law, which required cities and counties to consider new information when updating their safety element to now only consider new information as it relates to flooding and fires. Second, SB 1000 added to the required elements of a general plan an environmental justice element, or related goals, policies, and objectives integrated into other elements, that identify disadvantaged communities (DACs) within the area covered by the general plan (if such disadvantaged communities exist) and address special topics as they relate to DACs. In this context, cities are now required to identify objectives and policies to:

- Reduce the unique or compounded health risks in disadvantaged communities;
- Promote civil engagement in the public decision-making process; and
- Prioritize improvements and programs that address the needs of disadvantaged communities.

SB 1000 requires cities to address these topics upon the adoption or next revision of two or more general plan elements concurrently on or after January 1, 2018.

Response: The City of Clovis has disadvantaged communities within both its City Limits and Sphere of Influence. Given that the City is considering comprehensively updating its General Plan (which clearly includes an update to two or more elements), the City must also address special topics related to DACs as described in SB 1000. As stated above, it is up to the City whether to prepare a standalone Environmental Justice Element or to address environmental justice within the context of other elements. However, it is a legal mandate that the City address environmental justice within its updated General Plan. The determination of which approach to environmental justice may largely be informed by an analysis of the prevalence and types of DACs within the City.



Emergency Evacuation Routes (California Assembly Bill No. 747 and Senate Bill No. 99)

Assembly Bill (AB) 747, approved in October 2019, requires cities and counties to update the safety element of their general plan to identify evacuation routes and assess the capacity, safety, and viability of those routes under a range of emergency scenarios. Senate Bill (SB) 99, approved in August 2019, similarly requires jurisdictions to identify residential developments in hazard areas that do not have at least two emergency evacuation routes. State guidance has not yet been developed to determine the type and level of analysis needed under AB 747 or SB 99.

Response: The City should prepare an evacuation routes analysis consistent with both AB 747 and SB 99 to assess possible evacuation routes and to identify residential developments in high hazard zones that do not have adequate emergency egress. The analysis could be included as an appendix to the Environmental Safety Element and help inform policies and implementation actions in the Environmental Safety, Circulation, and/or Land Use Elements to address any shortcomings with evacuation routes in the City and Planning Area. The high hazard zones should include CAL FIRE's High Hazard Severity Zones and seismic hazard zones. A GIS map and layers could be prepared, identifying access for residential areas in high hazard zones.

Evacuation Locations (California Assembly Bill No. 1409)

Assembly Bill No. 1409, General plan: safety element (AB 1409) was approved in October 2021. AB 1409 requires local jurisdictions to amend the safety element of the general plan to identify evacuation locations, in addition to evacuation routes, for identified fire and seismic hazards within the jurisdiction. The additional information required for the safety element must be completed upon the next revision of a local hazard mitigation plan on or after Jan. 1, 2022, or beginning on or before Jan. 1, 2022, if a local jurisdiction has not adopted a local hazard mitigation plan.

Cities and counties need to evaluate sites for potential evacuation locations as part of any revision to the general plan safety element. AB 1409 provides no guidance for determining appropriate evacuation sites. As a result, local jurisdictions need to consider various factors when evaluating their appropriateness, including accessibility to evacuation routes, capacity, suitability, proximity to emergency services, and short and long-term appropriateness.

Response: As with the emergency evacuation routes analysis discussed above, the City will need to identify evacuation locations where residents can assemble during an emergency incident or disaster event and seek shelter. As incidents/events are often dynamic, evacuation locations should be assigned based upon the nature of the incident, availability of the location/shelter, and the population need (e.g., families with children, seniors). Evacuation locations should be studied in conjunction with evacuation routes by way of a more wholistic evacuation planning analysis.



Housing Element Legislation

As noted, this memorandum does not delve into legislation related to housing law or the Housing Element since the Housing Element is well into the process of being updated. Nonetheless, a spate of housing bills has been approved since the last update of the General Plan including the 2017 Legislative Housing Package which provided a renewed focus on housing in California. More recently, SB 8, SB 9, and SB 10 were all approved in September 2021.

Senate Bill No. 8 extends the duration of the Housing Crisis Act (HCA) from 2025 to 2030 and requires any decrease to residential capacity in a general plan or zoning to be concurrently offset by an increase elsewhere in the city to ensure there is “no net loss” of housing units. SB 8 defines “concurrently,” for purposes of no-net-loss requirements under the HCA, to mean:

- The action is approved at the same meeting; or
- If the action that would result in a net loss of residential capacity is requested by an applicant for a housing development project, then within 180 days; or
- If by local initiative, then that “the action is included in the initiative in a manner that ensures the added residential capacity is effective at the same time as the reduction in residential capacity.”

Under Senate Bill No. 9, local agencies must ministerially approve certain subdivisions of one lot into two without discretionary review or a hearing. SB 9 also requires local agencies to ministerially approve a proposed two-unit development project on a lot in a single-family residential zone without discretionary review or a hearing. This applies to building two new units or adding a second one.

Senate Bill No. 10 authorizes cities to provide a streamlined upzoning process in certain areas. SB 10 does not impose any mandatory requirements upon cities; however, it empowers cities to adopt an ordinance allowing for up to 10 dwelling units per parcel provided the parcel is located in either a transit rich area or an urban infill site. The ordinance must set a height limit. When adopting the ordinance, the city must make the finding that the increased density “is consistent with the city or county’s obligation to affirmatively further fair housing pursuant to [Government Code] Section 8899.50.”

General Plan Guidelines Summary

The current State General Plan Guidelines were adopted in 2017, three years after the City adopted the 2014 General Plan, and they provide guidance to cities and counties in the preparation of their local general plans. Given that OPR has recently revised the Guidelines to include new resources, data, tools, and model policies to help cities and counties update their general plans, there are numerous new requirements to comply with when updating the City of Clovis General Plan. The 2017 General Plan Guidelines also incorporate updated and expanded sections on visioning and



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community engagement, which could provide creative tools for public outreach that the City may find more effective for meeting local needs.



CONCLUSION

Although only eight years have passed since the City of Clovis adopted its current General Plan (2014), there have been significant changes to California Planning and Zoning Law which the City needs to address in its General Plan. A comprehensive General Plan Update – whereby the City updates the entire General Plan at once and prepares a Program EIR – would provide the City with the opportunity to engage the community in a robust discussion regarding Clovis’ vision and values. This is a chance for the City to create a Vision Statement and clearly articulate the community’s goals, policies, and desired implementation actions. By addressing all state requirements and considering the City’s unique vision, an updated Clovis General Plan would prove to be an effective backbone for existing and future growth. Any future update made to the General Plan should meet all defined requirements within this memo in order to prove legally defensible.



INTRODUCTION- OUTREACH SUMMARY

This writeup summarizes the stakeholder input received during the Clovis General Plan Update Strategy process. This initial outreach effort was conducted with the Clovis City Council, Planning Commission, City departments and agencies, community-based stakeholder groups, California Health Sciences University (CHSU), and stakeholders from the residential and commercial development community.

The City of Clovis initiated a review of its current General Plan to develop strategies and recommendations for how to approach an update to the document, and began a targeted outreach to engage City decision-makers, staff, and a sample cross-section of community stakeholders in order to learn more about key issues and challenges facing the community, which should be addressed in any subsequent General Plan Update. The outreach was designed to facilitate a meaningful conversation with community stakeholders about the issues, challenges, and vision for the future for the City of Clovis.

Any future General Plan Update project will involve numerous opportunities for the public to learn about the project and provide their input, including traditional in-person workshops, open houses, and online surveys. For now, this Outreach Summary Writeup memorializes what was discussed during the joint meeting held between the City Council and Planning Commission and the stakeholder surveys distributed to department heads and community stakeholders. This input serves as the foundation for the City of Clovis' General Plan Update Strategy.

Outreach Objectives

Engage City decision-makers and key stakeholders for early input on the General Plan

Develop a strategy for the most effective approach to updating the General Plan

Establish a greater connection between the General Plan and current issues facing Clovis

JOINT MEETING OF CITY COUNCIL & PLANNING COMMISSION

A joint meeting between the Clovis City Council and Planning Commission was held on February 6, 2023. The intent of the meeting was to hear from City decision-makers regarding community priorities and to identify Clovis' opportunities, assets, and challenges. A brief overview of the General Plan was presented at the meeting, including why it is important and why the City is considering updating the General Plan at this time. A summary of what was heard from the City Council and Planning Commission is provided in the following pages. The



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intent of this Summary Writeup is to present and memorialize the information we received, which will be used to help inform the General Plan Update Strategy.

Assets, Challenges, and Vision Brainstorming: The City Council and Planning Commission were asked what they think are Clovis’ biggest assets and challenges, along with their vision for the future of Clovis. The results are summarized by topic area on the following pages. Questions posed to the decision-makers for their consideration included:

Assets	Challenges	Vision
		
<p>What do you value most about Clovis?</p> <p>What makes this a special place to live or work?</p> <p>What are your favorite things about this city?</p>	<p>What issues are facing the City that need to be addressed in the General Plan?</p>	<p>What ideas do you have for the future of Clovis?</p> <p>What would make your community better?</p> <p>What three things would you like to see accomplished by 2045?</p>

Common ideas expressed during the joint meeting are summarized and presented below.



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Table 1: Assets, Challenges, and Vision

Topic Area	Assets	Challenges	Vision
Community	Sense of family	Aging population	Continue w/ at-large City Council representation
	Safe community	Need to overcome influence of Fresno	Value all members of the community
	Small town feel/atmosphere		Retain young people
	Value heritage		Emphasize and improve inclusiveness
	Forward-thinking		Maintain small town feel
	Distinct identity		Small community in a large city
	Competency of local government		Be imaginative w/ how the City does things
	City's partnership with school district		Improve community integration
	Civic pride		Educate constituency on what Sacramento is imposing on cities
			Maintain excellent City leadership
Services	High-quality services	Maintaining public safety as the City builds out	Maintain excellent safety and services
	Varied services	Funding for safety and services	Find innovative revenue streams
		Managing future water and infrastructure needs	Take care of the little problems so they don't become big problems
			Secure diverse revenue sources
Mobility	Connected trails	Traffic congestion	Reexamine transit routes and ensure that transit extends to new development
	Walkable, bikeable	Deficient in sidewalks	
	Well-maintained and well-functioning streets	How can transit system be made usable/efficient?	



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Topic Area	Assets	Challenges	Vision
		Need regional transit	
Development	Village concept Medical hub of Central California	Lack of commercial development close to residents Annexation may be the only way to grow and improve quality of life Expansion of infrastructure needed for growth How to attract businesses/employers How to support small business Environmental law challenges Loss of local control Lack of regional collaboration/coordination Changing retail trends, i.e. how to repurpose malls and big box stores	Look to infill and redevelopment of existing older areas Promote Clovis as a medical hub Commercial/retail must keep pace w/ residential growth in new areas New neighborhoods should be self-supportive Promote business development and attraction of new industry Take a holistic approach to SOI growth Distribute density Diverse mix of housing for different lifestyles, demographics, and income Promote mixed-use development Emphasis on quality of economic growth and not quantity Attract major medical suppliers and integrate medical economy Sustainable growth



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Topic Area	Assets	Challenges	Vision
Conservation/ Preservation	Parks and trails Old Town Downtown	Aging housing stock; some blight Lack of recreational assets	Protect and preserve the downtown Revitalize older neighborhoods Retain open space Protect historical landmarks, features; preserve heritage Ensure open space in new growth areas and plan for a regional park



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Major Themes: Major themes that emerged during the discussion with the City Council and Planning Commission include the following:

- Preserving the City's heritage, its Old Town Downtown, and the general small-town atmosphere of Clovis is critically important.
- There is a strong desire for orderly, cohesive growth that will necessitate expansion into the City's Sphere of Influence (SOI).
- The extension of infrastructure needed to support growth and expansion of the City will be confronted with funding challenges and must be planned for accordingly.
- Public safety and high-quality services are a hallmark of Clovis and the City must maintain high levels of services for residents and businesses going forward.
- The City should aggressively attract new industry while at the same time capitalize on its position as a medical hub and nurture the growth of the medical/healthcare economy.

STAKEHOLDER SURVEYS

This section provides a summary of responses and feedback from the General Plan Stakeholder Surveys distributed to City staff and key stakeholders within Clovis, including California Health Sciences University (CHSU), local community services providers, and representatives from the residential and commercial development sector. The survey responses provide insight into how the General Plan is used and the effectiveness of existing goals and policies, characteristics of the City that attract businesses and residents, challenges to economic growth and opportunities for economic expansion and diversification, and the type of housing and development that should be prioritized over the next 20 years. Of the participating stakeholders, survey respondents tended to prioritize the following themes:

- Clovis is regarded as a safe and well-managed city that provides high-quality services and public amenities, including police and fire protection, parks and trails, top performing schools, and a business-friendly environment.
- Clovis has a small-town charm with big city aspirations. There is a strong desire to maintain the small town feel while encouraging growth in terms of area (i.e. through annexation), population, and business development (e.g., becoming a medical education, healthcare, and technology hub).
- The City needs to grow in a sequential and cohesive manner with a focus on one major expansion at a time, as funding for the extension of infrastructure is limited.



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- Growth, housing development, and the attraction of new industry are and will be constrained by the lack of developable land within the City. Growth is also complicated by the limited capacity of the major facilities for both sewer and water.
- A variety of housing types should be planned for and encouraged to provide options for different lifestyles, incomes, and stages of the lifecycle.

Below are the collated survey results.

City Department Head Survey Summary

1. What are some of Clovis' unique characteristics that attract businesses and residents?

- Safety, Police & Fire, CUSD, well-managed city.
- High quality public safety, education, housing stock, and public spaces attract residents and subsequently businesses to Clovis. For businesses specifically, the ability to have reasonable processing timelines and clear communication during the entitlement process is very valuable to attracting businesses. One significant tool is having areas ready to go entitlement-wise including CEQA and zoning.
- Safety, small town feel, Old Town Clovis, great parks and trails.
- "Small town" feel and a clean community, safe, great parks/trails, great school district, Downtown Clovis is unique and offers a variety of entertainment.
- Vibrant Old Town, trail system, well known for public safety, fire and school district. Small town feel maintained even as the City continues to expand. Accessible personnel within government who are capable of responding to small issues before they become large problems.

2. Does your department utilize or reference the General Plan on a regular basis? Please elaborate.

- Yes, the GP is the document we refer to on any land use decision. Deviations from the plan should be minimized.
- The General Plan is used daily. Economic development and housing development staff see it as the blueprint of what the City should be pursuing for attraction purposes. We are tasked with selling the General Plan to investors to encourage the fulfillment of the General Plan.
- Very rarely does General Services reference the General Plan.
- The GP is used as a reference for a variety of water and sewer reports.
- Clovis Fire references the General Plan regularly as it relates to plan review for developments. Specifically, plan checking for circulation, access, and response capacity to maintain the right distribution and concentration of fire stations necessary to meet adopted response goals. The Safety Element of the General Plan also incorporates the Local Hazard Mitigation Plan which is essential in prevention and mitigation of large-scale events per FEMA requirements. The challenge is that the General Plan typically is treated as a "could have been" document versus what is actually built. The City needs to improve adherence to the General Plan and be more thoughtful in allowing for project deviation.



3. Do you feel that the City's current General Plan meets the needs of your department and the community at-large? Do you have any specific recommendations for improvement?

- I believe that things have changed so much since 2009 when we began the 2014 GP. Those changes, primarily at the State level, make our current plan somewhat dated and in need of an update.
- It has done a very good job of setting up properties in our city for development. However, we are beginning to run short on property and the growth areas don't have the necessary entitlements and/or environmental compliance reviews in place to offer a competitive edge compared to other jurisdictions. The use of mixed use areas or master plans that were not defined left large areas of the City's plan area not ready for development, or ambiguous at best; this has been a challenge.
- Need more open space for sports fields. We receive many requests for sports fields from the public – especially lighted fields.
- WATER:
 - Land needs to be "earmarked" for future public facilities (e.g., water treatment plants, recharge basins, pump stations, etc.).
- SOLID WASTE:
 - Due to new state laws re: organics diversion (e.g., SB 1383), goals and policies that encompass edible food recovery and other climate action goals would be beneficial. In addition, references to "green waste" diversion should be updated to "organics" diversion, as the latest regulations require food scraps and green waste to be composted and are banned from landfill.
 - We would benefit from consideration of Solid Waste collection and safety in Circulation Element goals and policies. This is especially the case in higher-density communities that are reducing the drive isle width and the smaller parcel commercial/industrial developments. They are creating safety issues and risks for Solid Waste collection vehicles.
 - All developments should be set-up to safely and properly dispose of all forms of waste (liquid and solid).
 - We feel that it would be a benefit to consider planning of Solid Waste and disposal facilities in the land use element. Some facilities that could be considered are composting facilities, waste-to-energy plants, etc. We envision this as part of our goal to conserve resources and protect the environment, reduce waste, and encourage manufacturing of products using recycled materials. The facilities within the City of Clovis would benefit the local community by reducing greenhouse gas emissions, creating jobs, and addressing edible food recovery.
- STREETS:
 - Ensure that truck routes (Policy 6.1) are designed to accommodate heavier traffic. Do we want to accommodate overnight commercial truck parking in the City?
 - Policy 1.7 implies narrow streets are allowed to promote pedestrian and bicycle connectivity and to enhance safety. Is this how the narrow streets are being considered currently? Does the 36' wide street account for promotion of pedestrian and bicycle connectivity?



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- We feel that Policy 3.1 (employing traffic-calming measures when appropriate in new developments and existing neighborhoods to control traffic speeds and maintain safety) may need additional emphasis and/or clarity for consistent implementation.
- PARKS:
 - Update parkland standard (Policy 1.1) to provide a minimum of 4 acres of public parkland for every 1,000 residents. This standard should be coordinated and made consistent with the Parks Master Plan. Per the Parks Master Plan, March 2018, p. 47, Clovis has 3.05 acres/1,000 residents (including trails and CUSD fields). We think the Parks Master Plan should be updated to match Policy 1.1 of the General Plan.
- In our experience, the General Plan is developed with stakeholder input but too often allows for easy changes based on singular projects. These “project” based plan amendments degrade the character of neighborhoods, reduce commercial options for residents, and ultimately lead to a patchwork of projects versus a cohesive plan that supports community. Prime examples are the now defunct Loma Vista community center and changes we’re already seeing in Heritage Grove. At the granular level, the continued allowance of non-linear streets in a grid format pose challenges in response. Compounded with piecemeal and phased development, we see many instances where circulation is delayed which aggravates emergency response delivery.

4. What challenges does your department face that may benefit from clear or expanded policy guidance in the General Plan?

- It would be nice if the General Plan provided some guidance on where development occurs sequentially. Are we going to grow in the NW and the NE at the same time? We cannot afford the infrastructure building out both at the same time.
- The use of mixed use areas or master plans that were not defined left large areas of the City’s plan area not ready for development or ambiguous at best; this has been a challenge. Also, setting goals for job/revenue creation that are well-defined would be valuable to help the City balance types of growth.
- Bus stop locations during development.
- Planning strategies to provide services in the future are guided by the GP and the more clear and defined these strategies are, without major deviations, the better for the PUD planning effort. As the City develops, major infrastructure is installed per current master plans to serve the future General Plan. Deviations from the GP can change the infrastructure needs.
- WATER:
 - We would benefit from clear policy guidance that is in line with the Sustainable Groundwater Management Act (SGMA). In the future, our system will rely more heavily on surface water and it would benefit us greatly if the General Plan supported that through policies intended to expand our focus on surface water delivery (i.e., the Kings River Pipeline and the Northwest SWTP). While we are master planning for these projects, we ultimately will support the General Plan. Clear policies that we can align with will be greatly beneficial when explaining these to the public.
- SEWER:
 - Recycled Water is a critical asset. Policy stating this as such would be beneficial, as we would need to expand our ST-WRF to deliver reliable supply. At current, the Plant is not considered reliable, as there is no redundancy at the Plant should part of the operation



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- fail. If it fails during the RW delivery season, we do not have adequate storage or reliability to continue to serve our customers.
- Examples (there will likely be more suggested edits to include in the EIR and GP policies):
 - Amend Policy 1.2 Water Supply of Goal 1 of our Public Facilities and Services Element to read as follows: "Policy 1.2: Water supply. Require that new development demonstrate contractual and actual sustainable water supplies adequate for the new development's demands through reliable surface water deliveries."
 - Policy 1.5: Recycled water. Maximize the use of recycled water to reduce the demands for new water supplies. Support the reliable expansion of recycled water infrastructure throughout Clovis and require new development to install recycled water infrastructure where feasible.
 - SOLID WASTE:
 - We are challenged to plan for organics waste compost/recycling capacity and edible food recovery capacity for the next 15 years. The General Plan may want to include SB 1383 and organics diversion planning. Including climate action goals to reduce greenhouse gas emissions through the Circulation Element and other sections of the GP.
 - Fire faces challenges related to higher densities allowed by right which can't always be addressed within the General Plan when allowed by the State. Ongoing inclusion within the Circulation and Safety Elements of the General Plan would allow more effective planning without Fire weighing in only when a tract is proposed and having our requirements come as a "surprise" to Planning or developer. Expanded policy guidance developed as part of the Addressing Committee has been helpful and those types of working groups that include cross-departmental representation should be encouraged.

5. Are there specific issues of community concern that the City should be more proactive in addressing?

- Funding Public Safety – Police and Fire.
- Having areas available for larger scale industrial would be valuable to the City. Plans on re-purposing/redeveloping older retail corridors is needed. Plans to improve quality of life conditions in older neighborhoods. A comprehensive plan to mitigate VMT for commercial/industrial areas. Addressing affordable housing needs clearly; not sure if the overlay is the best solution.
- Open Space and Conservation Element need Policy 1.10: Establish funding to purchase property in underserved areas for conversion to open space via parks and trails.
- Continue and strengthen the requirements of HOAs' maintenance responsibilities of pathways, sidewalks, and crosswalks in and adjacent to their HOA area, outlining maintenance agreements when necessary so it is understood clearly.
- Large motor carriers and the presence they have in the City, and whether or not we will allow or not allow commercial vehicles to park long-term in the City. This should be addressed citywide and not after the fact when complaints arise.
- Circulation, addressing, density and maintaining existing street width standards. In addition, expanded growth continues to stress the existing emergency response system to the point where neighborhoods on the border of the City boundary receive service levels outside of adopted standards. If the General Plan is to provide staff, stakeholders and potential



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residential/commercial buyers a document for planning, we need to improve sticking to the plan and making more holistic decisions versus project specific modifications.

6. Is there any additional input you would like to provide?

- There is a need to consider water supply and availability as the GP changes/expands and land use densities increase.
- There is/will be an overall increase in service demand intensity for all services with the higher densities and additional population as we move towards full buildout.
- There is a challenge in planning for organics waste compost/recycling capacity and edible food recovery capacity for the next 15 years. The General Plan may want to include SB 1383 and organics diversion planning.
- If the General Plan allows for making Clovis an attractive, unique and diverse destination for commercial or residential development we need to do a better job of sticking to it.



Community Services Focused Survey Summary

1. What are some of Clovis' unique characteristics that attract businesses and residents?

- Top-performing schools; private university and medical school; desire to make Clovis a medical education, health care, and technology hub; family-friendly; small town charm; clean, with limited graffiti or blight; nice range of housing options, from rural to upscale; good restaurants and shopping; active Chamber of Commerce; impactful and community-oriented police force; great city services; great city management and planning team; smart growth plans; City Council that prioritizes community over politics.

2. What challenges does Clovis face with regard to the provision of community services and support for residents?

- Keeping city infrastructure in great working condition and prepared for growth; maintaining strong investment in city to support growth while trying to maintain affordable cost of living; enhancing mental health services; expand reach of public transit; minimizing traffic congestion; maintaining "Clovis" way of life during population and city growth; attracting industry and good paying jobs.

3. What opportunities are present to expand and diversify the City's support for its special-needs populations?

- Enhancing mental health services; expand patient capacity for hospital, clinics and health care practices; expand reach of public transit; more trails and walkable access to retail/commercial centers; job growth for all income levels.

4. Are there specific issues of community concern that the City should be more proactive in addressing?

- Eliminating vagrancy on trails and at businesses; address increasing crime.

5. How can the City better support local schools and community-based organizations in their efforts to provide services?

- Assist, support, and consider reduced fees to help schools meet the planned growth.

6. Are there specific housing types, or housing densities, that the City should prioritize and plan for over the next 20 years?

- More multi-family units to accommodate college students and young professionals, especially near the hospital and medical school.

7. Is there any additional input you would like to provide?



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- We are proud to part of the Clovis community and appreciate all efforts to make this the best place to live and work in California!

Economic Development Focused Survey Summary

1. What are some of Clovis' unique characteristics that attract businesses and residents?

- The City of Clovis has many unique characteristics that make it a desirable location for businesses and residents. It is clean and safe, with great trails and parks. For businesses, access from Highway 168, Willow Avenue, Herndon Avenue is very important. Old Town and the Clovis Avenue corridor is also a major attraction. For residents, there is a great choice of housing types, as well as highly rated Clovis Unified Schools.
- Some of Clovis' most unique characteristics are the city's safety, cleanliness, and curb appeal. Clovis streets and street landscaping are, for the most part, well maintained. I believe that these characteristics help to provide residents and businesses with a feeling of quality and peace of mind. I think that the city planning department should prioritize well landscaped residential areas, with traffic flows that work well. An example of a great residential street layout and landscaping plan is at the homes located on the southeast corner of Shaw and Leonard. The streets are wide, traffic flows well, and the landscaping is well maintained. I think that the imposition of the LMD fees, if used to provide this level of quality, are well worth it.
- Business-friendly, safe, good schools and generally good governance.
- Clovis is seen as a safe community. The trail system in Clovis is much more refined than the City of Fresno and an amenity that is widely used.

2. What challenges does Clovis face with regard to economic growth, housing development, and diversification?

- Being able to continue provide a wide variety of housing types at reasonable prices is very important. Similarly, attracting desirable retail and office users is very important in creating jobs and economic activities. The cost of development, particularly infrastructure and fees, is an important factor for future growth. Additionally, the City will need to balance and manage the increasing level of regulation from the State with the market realities of urban growth.
- The number one challenge that Clovis faces is lack of available housing, commercially developable land, and industrial zoned property. The population of Clovis has doubled in 20 years. If this trend continues, the population will be at approximately 168,000 in 2030 and 225,000 people in 2040. In order to meet the demand of our new population, we need more homes, more businesses, and a more efficient way to create all of them. The city should incentivize new development by prioritizing an expanded SOI boundary in the next general plan. The SOI should extend to Copper Ave in the north and Academy Ave in the east. The city will need to develop to those areas by 2040 to keep pace with demand and create more opportunity for residents and businesses.
- Housing development does not have enough room for growth. The new growth area north of Shepherd is controlled by a limited number of landowners. This restrictive growth is and will



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continue to make housing unaffordable in Clovis for most first time and move-up buyers, unless the general plan is expanded elsewhere.

- The biggest concern and challenge to growth in the City is the limited capacity of the major facilities for both sewer and water. Both sewer and water require expansion of their Wastewater Treatment Facility and Water Treatment facility in order to grow. Both sewer and water require large trunk mains from the Southeast urban center to the northeast/northwest urban center for service.

3. What opportunities are present to expand and diversify the City's economy?

- Creating hubs of activity as described in previous General Plans is very important, specifically in the Heritage Grove and Loma Vista growth areas. In the past, the City has created incentive programs to help attract businesses and development (e.g., Old Town fee reduction). There may be ways to provide similar incentives for specific areas in town or land uses. For example, the City could focus on opportunities to attract office users, which would increase jobs and stimulate economic activity.
- A great example of a city-incentivized business growth project is the Dry Creek Business Park. Our company has purchased a total of 5 industrial lots in the business park. We have developed 4 light industrial buildings with 5 new buildings planned; the existing buildings are all leased by local businesses. My understanding is that the city helped kickstart the development of the business park by funding the street and utility improvements. This model is a great way to spur development that will create jobs. Clovis historically has lacked new industrial development and land zoned for manufacturing. The demand for space at the business park is huge. Our company leased out all of our buildings months before completion. I think that the city needs to look in the new growth areas for opportunities to replicate what has been accomplished at the Dry Creek Business Park.
- The City has an opportunity with the Northeast Urban Center to create a job generating venue. The proximity to the 168 Freeway and the blank canvas will allow this area to proceed in advance of housing to create jobs close to home.

4. How can the City better support the growth of existing businesses and/or new businesses to locate in Clovis?

- Lowering impact fees for new and expanding businesses would help to support growth. At the same time, the City does need to continue providing a high level of service and desirable public amenities (e.g., parks, trails, events). Finding ways to do both is challenging, but will go a long way to helping the City grow.
- Clovis continues to grow, while maintaining a safe, clean, and overall nice city, existing businesses will do better and more opportunity for new businesses will be created. The two areas that Clovis should focus on to help increase demand are zoning more rural properties for housing, and also supporting those developments' construction by funding a portion of the utility improvements that may be necessary. In addition to incentivizing residential development, the city should also prioritize and plan ahead for the commercial needs of new growth areas.



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- By providing more opportunities for housing so businesses and employees can afford to live in Clovis.
- Time is money. City should take the lead and prezone, annex these business areas to allow for quick development. Could the City have parcels of land that submit a site plan and CUP and are off and running in 90 days? This would create a business-friendly environment. Ensure that adequate sewer and water services are available.

5. Is there adequate vacant or developable land available in Clovis to meet housing and economic development growth needs over the next 20 years?

- There is adequate land to meet growth needs for the near and intermediate future (1 to 10 years)? Perhaps more important, efforts should be made to ensure that there is sufficient infrastructure (e.g., sewer, water) for the land that is available under the current General Plan. As part of this general plan update, it would be good to better understand where and how growth will occur in the long term (10 to 25 years).
- I believe there is adequate volume of land, but not adequately prepared land to handle future growth needs. There is a lot of agricultural land existing in areas that need to be developed in order to provide more housing and commercial spaces. The city should make it easier for land owners to sell their properties, and developers to develop said properties, by increasing the amount of land zoned for the two uses. In general, I believe that most rural land owners will be amenable to selling their land, if the process for the buyer to develop is not a long and drawn-out ordeal. Committing their property to a two-year escrow, while waiting for GPAs and rezones to happen is much less secure than if their property is poised to be developed quickly.
- No. With Loma Vista near build out, land is very scarce. Our company is currently not looking for land in Clovis because the availability is at or near zero.
- There is not. The Sphere of Influence needs to be expanded eastward, and a bit south, along pretty much the entire eastern boundary. Especially near the new CUSD school location. Land is running out that is not already spoken for! Expanding east of Heritage Grove would be wise too.
- No, Clovis is a desirable place to live in the valley and opportunities are limited at this time. Buyers want choice.

6. Are there specific housing types, or housing densities, that the City should prioritize and plan for over the next 20 years?

- Housing density has continued to increase and most believe that it will continue to do so over the next 20 years. That being said, one of the great advantages Clovis has had is the wide range of housing densities it offers residents. There should be specific strategies in place to allow for the continued development of a wide range of housing types. Housing density over 25-30 units per acre will most likely require structured parking, which is a significant added cost. If the City aims for higher density above 30 units per acre, it is important to have strategies in place to accommodate and support the needed parking.
- I believe that one of the most attractive qualities to Clovis housing is the opportunity for spacious lots. In general, new developments in Fresno have squished houses together so tightly, that a backyard or side yard is but a sliver of concrete. Clovis should prioritize the development of more single-family homes and use the city's gift of vast surrounding land to offer people something different than what they are able to purchase in Fresno, and most of California. I believe there



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should be a minimum side yard and backyard space requirement per square foot of home size. I understand this may add additional costs to developers' home building budgets, but I believe that our community can continue to attract new residents and offer a higher standard of living than other places in the area and state.

- 5,000 s.f. lots or below is accepted by the market. A product mix with these higher density lots and some low density 6 - 7,000 SF lots would be good.
- The City should adhere to their General Plan by providing lifecycle housing options. The trend will naturally be and has been to higher density developments. I would discourage low density development as much as possible to maximize land within the City.

7. Is there any additional input you would like to provide?

- I think that Clovis must choose certain ways to adapt and compromise to continue to grow and offer the Clovis way of life to more people. The city must also think innovatively in zoning and planning. For instance, our company had created a proposal for a 30,000sqft. Clovis Public Market, but was not optimistic about our chances to work through parking constraints on the project after discussions with staff. Therefore, we abandoned an idea that we think would have been an amazing addition to the local economy, in the name of expediency. We have now pivoted to building office/warehouse buildings instead, which are not bad investments for our company, and will render benefits to the city, but will not be anything new or innovative for the city. Developers such as ourselves can only tolerate so much lead time and permitting delays on projects. In developers' positions, time is money, and there is only so much time to get projects off the ground.

Clovis needs to think of the community's desires and needs, as well as developer's timelines and feasibility of certain projects. When considering these areas, there should not be any exceptions or compromises made to lower the quality of appearance of projects, but I do believe that more compromising on the part of the city when considering developments of homes and businesses, will help meet the demand of our growing city.

NEXT STEPS

The goal of the joint meeting between the City Council and Planning Commission and the stakeholder surveys was to start a conversation with the City's decision-makers, staff, and key stakeholders regarding their thoughts and their vision for the City and how the General Plan should address key issues, opportunities, and challenges that are most important to the City of Clovis. Using this feedback, a General Plan Update Strategy will be crafted and presented to the City Council for consideration. Based on the direction the City Council chooses to take, City staff, a consultant team, and any General Plan Technical Steering/Advisory Committee may continue to use this information as well as other future milestone reports to evaluate priorities and develop goals, policies, and implementation actions that best reflect the community's vision for the future.

