



Directing Our Future

Welcome to the City Leadership Workshop. The General Plan team is excited to share the opportunities and challenges ahead and to hear your expert opinions on these issues. Even though we won't all be together all February 20th, the work in the workshop starts now. We have designed this workbook to gain your insight on the key choices we are making and to begin a dialogue on challenges. We also hope to energize continued involvement in your key 2030 General Plan.

The General Plan is an opportunity to take a step back from the daily rush to day activities of running the City and envision a future we can work towards together. You are part of a very special group, the elected and appointed City leadership and top professionals that hold the keys to our collective future. It is that nature we are asking you to wear as you consider your options.

For the next 25 years, all of our decisions, from how we spend our money to how we manage our parks, will be impacted by the choices we make together during this workshop. Please use your unique experience to help us make decisions that are in the best interests of the City and all of our current and future residents.

During the course of the evening we will:

- Review our overall vision for the City
- Discuss the guiding principles that will steer decisions in the future
- View the potential areas for key areas of the City that are likely to transform during the planning time period of the General Plan
- Gain your insight on our preliminary conclusions for these areas.

The bulk of the workshop is focused on taking the "reality" of what we know about the City Council's selection of a 2030 General Plan and identifying a substantial number of key areas for consideration over the next 25 years. Our shared challenge is to grow in a way that sustains a high quality of life for our residents, a healthy economy, and a clean environment.

Workshop Objectives

- Work together to help you understand the opportunities and critical areas for focus to be considered during this growth.
- Gain your insight and feedback on the appropriateness of the preliminary conclusions of a new General Plan about land use and transportation, based on the current City Council, City Committee, and City Planning staff.

About this Workbook

You are told that the time you spend on this workbook will pay for itself many times over. We know that's true. We would like you to spend your time reading it to be able to come to the workshop with a better understanding of the material in the workbook and to be able to contribute more to the workshop. We have provided a great deal of information. If you need even more information, it can be obtained on our special City Leadership Workshop web page at <http://www.sacramento.gov/LeadershipWorkshop.html>

The workshop will be more successful for you and for us if you will take time to carefully review each part of this workbook and capture your own thoughts, thoughts, and notes.

During the workshop we will provide visual aides and time to discuss issues before we collect your final thoughts. On the night of the workshop we will collect the perforated tear out duplicate forms of your final thoughts recorded on the workbook workbook.

It is very important that you bring your workbook the night of the workshop. At the presentation, staff, discussions, and you provide your input to the City Committee.

Workshop Snapshot

tuesday, February 20th
 5:30 p.m. - 9 p.m.
 tsakopoulos library gallery
 828 i Street

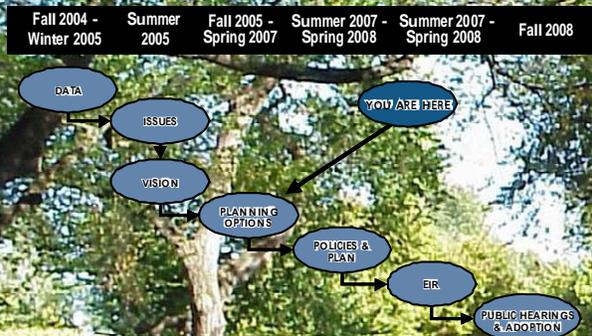
5:30 p.m. - Arrive, Check-in, and dinner
 5:25 p.m. - directin ourFuture Welcome
 5:35 p.m. - Vision and Guiding Principles
 Community put
 5:50 p.m. - Shaping ourFuture
 6:00 p.m. - Choices for ourFuture
 8:00 p.m. - report out
 8:50 p.m. - nextSteps for ourFuture
 Closing comments
 9:00 p.m. - Adjourn

Thank you for agreeing to share your valuable time with us and we look forward to a stimulating evening!

Background

General Plan Update Process to Date

The General Plan update process was initiated in 2004 and is scheduled to conclude with the adoption of the 2030 General Plan in Fall 2008. The following graphic shows the steps in the update program.



The Update program has already produced several milestone products and activities, including the following (note the documents below and results of public outreach efforts to date can be viewed on the General Plan website at <http://www.sacgov.org/CityLeadership/Workshop.html>):

- Technical Background Report**
 - Final major product of the General Plan Update program, published in June 2005.
 - Provides a profile and analysis of existing conditions and trends within Sacramento and the surrounding area as of December 2004.
 - Provides a foundation for policy in the new General Plan.
 - Serves as the environmental setting for the Environmental Impact Report (EIR) to be prepared for the General Plan later in the update process.

Town Hall Forums (first round)

- 14 Town Hall Forums held between May and June 2005, based on the issues in the Technical Background Report.

Planning Issues Report

- Identified 100 issues that were most important to the community.
- Based on the issues identified in the Planning Issues Report, the City and consultants developed 100 questions to be asked at the second round of Town Hall Forums.

Vision & Guiding Principles

- Established the vision and guiding principles for the 2030 General Plan.

Town Hall Forum (second round)

- 14 Town Hall Forums held between August and September 2005.
- Focused on 100 questions for the entire City of Sacramento residents.

Land Use Scenarios and Technical Analysis

- At Spring 2006 City staff and the City's consultants prepared assessments that depict three possible configurations of future land use development to accommodate Sacramento's projected population and employment growth over the next 25 years.
- The three scenarios were presented for public input during the second round of Town Hall Forums.
- In Fall 2006, City staff and the City's consultants prepared a technical analysis to compare the implications of implementing any of the three scenarios.

Public Opinion Survey

- At December 2006 and January 2007, the City conducted a citywide telephone survey of 1,500 residents.
- Assessed community attitudes about future planning issues.

Vision and Guiding Principles

The Vision and Guiding Principles, adopted by the City Council in November 2005:

- 1. Sets out a philosophical foundation for the City's new 2030 General Plan, and
- 2. Is based on existing City Smart Growth policies and community input from the first round of Town Hall Forums and from the General Plan Advisory Committee.

The overarching vision for the new General Plan is to make Sacramento the most livable city in America.

The Vision Statement is supported by 46 Guiding Principles, summarized below:



Vibrant Downtown and Town Centers

- Creating great places that include jobs, housing, culture, entertainment, and shopping
- Designing a beautiful skyline
- Increasing job opportunities outside the City Center



Energized Commercial Corridors

- Redesigning car-oriented areas into people-friendly places with new housing, shopping, and better public services
- Creating attractive gathering places in each community



Expanded Transportation Choices

- Giving priority to the movement of people
- Increased public investment in alternatives to traffic congestion
- Building a walkable community with convenient and comfortable public transit



Safe and Livable Neighborhoods

- Designing streets and homes with good visibility and security
- Providing adequate protection from flood, fire, and natural disasters
- Increasing housing choice with a full range of unit types, prices, and locations
- Ensuring convenient access to neighborhood services and amenities (parks, schools, shopping)



Sustainable Development

- Ensuring permanent open space and conserving farmland for future generations
- Increasing access to our rivers and natural resources
- Protecting our architectural and cultural heritage
- Designing communities and buildings that save energy and reduce pollution
- Improving public health through planning and development strategies

The Vision and Guiding Principles can be reviewed on the General Plan website at <http://www.sa.cgp.org/CityLeadershipWorkshop.html>

Community input

The City has sought community input from the beginning of the General Plan Update in the following ways:

- Intensive round of interviews with community stakeholders and community groups.
- Community input provided by the General Plan Advisory Committee (GPAC). Appointed by the Mayor, this 25-member GPAC has met regularly to advise City staff and the City's consultants at each step in the Update process.
- Public opinion survey conducted in December 2006 and January 2007.
- Two rounds of Town Hall Forums (THF) conducted in 2006 and 2007.

First THF participants ranked the following as the most important issues facing the City of Sacramento:

- Safe neighborhoods.
- Mixed-use and higher density developments around light rail stations and along commercial corridors.
- Distribution of affordable housing throughout the City.
- Protection of agricultural land and open space, and improving streetscape quality.
- Amount of affordable housing, improving air quality, and expanding the light rail system.

Second THF participants collectively favored the following options for the key future growth areas of the City:

New Growth Areas

- Keeping the Main's Joint Veterans open space or designating it urban reserve.
- Developing a significant job center on Delta Shores.
- Annexing the East Area and developing it at moderate densities.
- Maintaining Executive Airport in its current use.

Centers

- Significantly increasing the density of the Downtown, Railyards, and Richards Boulevard.
- Creating several smaller sub-regional centers rather than two major ones.
- Maximizing revitalization of commercial centers with new housing and retail.

Employment Centers

- Increasing the number of employment centers.
- Converting some or none of the Natick employment center land to housing.

Corridors

- Maximizing revitalization of the corridors with moderate to higher density mixed use development.

Public Opinion Survey Data Summary

Top rated	Very Acceptable %	Meaning rating
Improve flood protection in all developed areas (Q8)	64%	4.7
Encourage development that maintains or improves response time for police and fire (Q12)	59%	4.2
Protect the tree canopy and urban forest in the city limits (Q4)	58%	4.1
Preserve open space, farmland, and natural habitat at the city's edges (Q10)	56%	4.1
Build light rail extensions and other public transportation facilities (Q13)	53%	4.0
Reuse and revitalize old buildings and vacant lots in ways that match the surrounding area (Q7)	48%	3.9

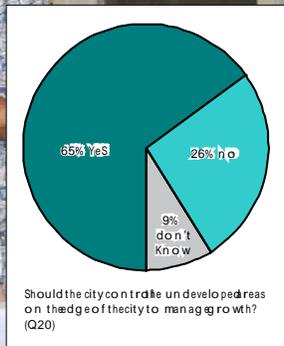
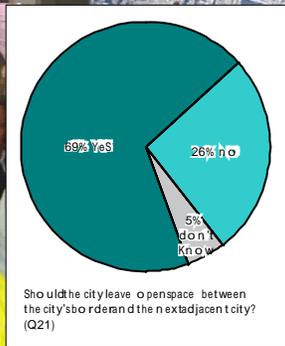
Scale of 1=not at all acceptable to 7=very acceptable

Lowest rated	Very Acceptable %	Meaning rating
Encourage development of a distinguishing skyline (Q18)	14%	4.6
Offer high density residential development (Q14)	14%	4.6
Encourage low density development outside the central city in currently undeveloped areas (Q19)	13%	4.5

Scale of 1=not at all acceptable to 7=very acceptable

In December 2006 and January 2007 the City conducted a citywide telephone survey of 1,500 residents to assess community attitudes about future planning issues. The survey was designed to be a scientific, statistically valid sample of a diverse cross-section of the general population of the City, and was used to verify the results of the prior Town Hall Forums. It will help City decision makers select a preferred land use scenario for the new 2030 General Plan. The survey questions were based on the Vision and Guiding Principles organized around the following topics:

- Complete Neighborhoods
- Community Design and Character
- Affordable and Safe Places to Live
- Enhanced Mobility
- Economic Vitality and Prosperity
- Public Health and a Sustainable Environment
- Integrated City Services



The Vision and Guiding Principles can be reviewed on the General Plan website at <http://www.sacgp.org/CityLeadershipWorkshop.html>

Exercise: Vision & Guiding Principles

The **PURPOSE** of this exercise is to:

1. Review the Vision and Guiding Principles adopted by the City Council for the new 2030 General Plan.
2. Gather your feedback on the Vision and Guiding Principles.

DIRECTIONS
 You have just read details about the Vision and Guiding Principles and information on the community input process. In the workshop you will have a chance to discuss your thoughts.

To prepare for the workshop discussion, please consider each major area and rate it from 1 to 5: 1 is the **MOST IMPORTANT** for the future of our City 5 is the **LEAST IMPORTANT** for the future of our City
 Please consider each area independently, and add any comments on the back of your worksheet.

You'll notice that there are duplicates of the following worksheets. Please complete one of the worksheets before the City Leadership Workshop. You will have the opportunity to discuss the Vision and Guiding Principles with your colleagues at the workshop. Then, after that discussion, you will also have the opportunity to revise the worksheet.

1. Vibrant Downtown & Town Centers

- Creating great places that include jobs, housing, culture, entertainment and shopping
- Designing a beautiful skyline
- Increasing job opportunities outside the City Center

Rate this Vision & Guiding Principle:
 1 2 3 4 5

* COMMENTS:

2. Energized Commercial Corridors

- Redesigning car-oriented areas into people-friendly places with new housing, shopping and better public services
- Creating attractive gathering places in each community

Rate this Vision & Guiding Principle:
 1 2 3 4 5

* COMMENTS:

3. Expanded Transportation Choices

- Giving priority to the movement of people
- Increased public investment in alternatives to traffic congestion
- Building a walkable community with convenient and comfortable public transit

Rate this Vision & Guiding Principle:
 1 2 3 4 5

* COMMENTS:

4. Safe and Livable Neighborhoods

- Designing streets and homes with good visibility and security
- Providing adequate protection from flood, fire and natural disasters
- Increasing housing choice with a full range of unit types, prices and locations
- Ensuring convenient access to neighborhood services and amenities (parks, schools, shopping)

Rate this Vision & Guiding Principle:
 1 2 3 4 5

* COMMENTS:

5. Sustainable Development

- Ensuring permanent open space and conserving farmland for future generations
- Increasing access to our rivers and natural resources
- Protecting our architectural and cultural heritage
- Designing communities and buildings that save energy and reduce pollution
- Improving public health through planning and development strategies

Rate this Vision & Guiding Principle:
 1 2 3 4 5

* COMMENTS:

*in addition please answer the following question:

 1. Would you recommend adding any guiding principles for consideration?

*Please put your comments on the back page.

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- Creating great places that include jobs, housing, culture, entertainment and shopping
- Designing a beautiful skyline
- Increasing job opportunities outside the City Center

Rate this Vision & Guiding Principle:
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* COMMENTS:

2. Energized Commercial Corridors

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1. Vibrant Downtown & Town Centers

4. Safe and Livable Neighborhoods

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4. Safe and Livable Neighborhoods

2. Energized Commercial Corridors

5. Sustainable Development

2. Energized Commercial Corridors

5. Sustainable Development

3. Expanded Transportation Choices

1. Would you recommend adding any guiding principles for consideration?

3. Expanded Transportation Choices

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Shaping Our Future

Foundations for Planning

The new 2030 General Plan is being developed based on a foundation established by the Sacramento Area Council of Governments Regional Blueprint Project. The general consensus of policy makers and citizens is a preference for a different pattern of growth to accommodate the nearly one million new people expected to reside in our region by 2030. This "Blueprint" strategy funnels significant growth within the borders of existing cities and their immediate adjacent areas, rather than continuing sprawl outwards into agricultural lands and open spaces in our six County Region.

Key principles from the Blueprint Project guided our thinking on where, how much, and what type of development we should consider. Also considered were important values such as:

- Protecting our environmental assets,
- Creating a robust economy,
- Celebrating our social and cultural diversity, and
- Even maintaining the "small town feel" so many appreciate in Sacramento.

Accommodating Future Growth



Projections state the City needs to plan for 200,000 additional people and 140,000 new jobs by 2030. This number may, of course, be larger or smaller based on market forces over time but scientific projections are a good way to help planners consider options.

Accommodating that much growth required us first to sort out which areas of the City might benefit from the opportunity to grow and change, and which areas the community would like to keep more stable. This led to the identification of "Opportunity Areas." Three types of areas were found to fit the criteria for placing additional growth:

- **Greenfields:** Areas that currently contain little or no development. Example areas include Natomas Joint Vision Area and Delta Shores.
- **Major Infill Areas:** Areas with the most potential for new development or reuse and intensification based on potential market demands. Examples areas include Railyards, Richards Boulevard, and Downtown.
- **Underutilized Lands:** These areas are often older commercial corridors.



Developing New Ideas

- **New Concepts in Land Use and Urban Form:** New ideas for the way the City could grow were introduced into the planning process in order to provide a mix of uses that promotes complete neighborhoods and encourages a more sustainable pattern of land use.
- **Scenarios as a Planning Tool:** Three different ways the City might grow were identified considering types of uses, density and intensity, and how building design and natural amenities can enhance quality of life and livability for Sacramento residents. The first scenario considered was the existing general plan. This scenario was contrasted against two options that followed the Blueprint principles. The scenarios were used by the General Plan Advisory Committee and the public via the Town Hall Forums to help shape and modify the scenarios which have evolved into the preliminary land use conclusions for the new General Plan that follow.



Choices for Our Future



Choices for Our Future

Four key challenges arise for the leadership of the City of Sacramento as we shift to a more sustainable land use and urban form pattern of development. This sustainable pattern of development translates into:

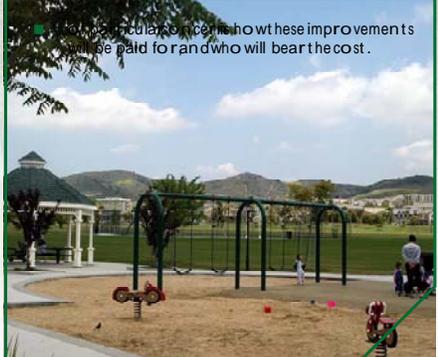
- Higher density.
- A greater mix of development types within an area.
- The opportunity to walk or use transit instead of driving.

KEY CHALLENGE NO. 1

Infrastructure Financing

The first key challenge is Infrastructure Financing and the timing of improvements of things such as public transportation, parks, utilities, and schools.

- The city will need to determine how these improvements will be paid for and who will bear the cost.



Richards Boulevard Area



railyards



executive Airport



Natoma Junction Vision Area



East Area new growth



Delta Shores



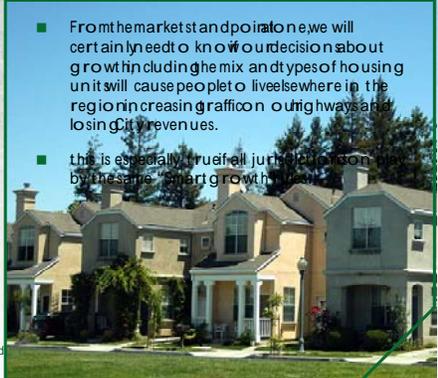
Fruitridge North incorporation Area

KEY CHALLENGE NO. 2

Regional Consensus on "Smart Growth"

The second key challenge is Regional Consensus on the application of Smart Growth Principles.

- From the market standpoint, one we will certainly need to know our decision about growth in the mix and types of housing units will cause people to live elsewhere in the region, increasing traffic on our highways and losing City revenues.
- This is especially true for all jurisdictions that have by the same "Smart Growth" plan.



KEY CHALLENGE NO. 3
Traffic and Congestion



Central Business District



Sub-regional Centers



Employment Centers

The third key challenge is managing the level of Traffic and Congestion that comes with denser development.

- Street traffic near new developments likely to increase due to the growth and higher density of local population and jobs.
- Are we willing to live with this to reap the benefits of a more vibrant community that come with an urban lifestyle?



KEY CHALLENGE NO. 4
Protection and Enhancement of Neighborhood Character



Mixed-use Corridors



Transit Centers



Commercial Centers

The fourth key challenge is the Protection and Enhancement of Neighborhood Character with the acceptance of new Smart Growth types of development and the impact on neighborhoods that desire to maintain or enhance their traditional character.

- Maintaining "small town feel" with big City amenities is a challenge.





Key Challenge No.1 – Infrastructure Financing

Water, sewer, gas, water lines, sewers, public transit, parks, schools, flood protection, and other infrastructure necessary to support new development is particularly important when we compare the financing challenge for:

- infill versus greenfield development

Financing in-fill development and reuse of existing urban areas is more difficult for a variety of reasons:

- it often costs more to acquire bare parcels with higher land values
- in undeveloped areas, the full cost of improvements normally assessed on the developed parcels is spread across all housing and other development projects.
- But in urban areas, usually only a few parcels with high land values are developed, often with infrastructure impact fees limited by State legislation. The high cost of improvements necessary to meet the demand for services is not reflected in the price of the land, so the cost of infrastructure improvements in urban areas must be financed with other sources of billions of dollars.

in considering this issue, the cost to the community and society at large should be overlooked.

- it may cost more especially up front to fund infrastructure in-fill development.
- However, the external public health cost from long-term traffic associated with greenfield development such as air pollution, loss of habitat and agricultural land, lost family time and other factors may be greater in comparison with the cost of the construction of physical infrastructure to support in-fill development.

if we truly support "in-fill" development, the financing approach needs to be adopted such that half of the expense to the public is borne by the supported house of new axes of infrastructure that exist in urban areas that help to revitalize and serve neighborhoods.

The Richards Boulevard and rail yards areas are used to highlight his key challenges shown in the following section. We also discuss the Executive Summary.

Richards Boulevard Area

What do we have today?

- Today, the Richards Boulevard area consists primarily of industrial and office uses with large undeveloped parcels west of the current Sutter's Landing Regional Park and underutilized properties throughout the Area.



existing conditions



What development do you like in the current general plan

What does our current general plan say?

- The current plan projected a growth allocation of 1,200 dwelling units and 11,000 jobs.
- The Plan called for a 100-foot setback from the top of the levee with a frontage street.
- With this plan building heights for residential areas would most likely range from 1-3 stories, for transit centers from 3-5 stories, and for business and offices from 3-8 stories.

Railyards

What do we have today?

- Historically associated with freight rail use, the Railyards is a large underutilized area just north of downtown.
- A current application for redevelopment includes 1.3 million square feet of retail and almost 4 million square feet of office space, and between 7000 and over 10,000 housing units.
- The proposal incorporates the proposed Intermodal Facility.



What development can look like under the current general plan



existing conditions

What does our current general plan say?

- The current General Plan also accommodates development into a significant new urban neighborhood but with almost half the number of dwelling units and jobs and less retail focus.
- Accommodates development into a significant new urban neighborhood but with almost half the number of dwelling units and jobs and less retail focus when compared with the current thinking.
- A new intermodal transportation facility was also in the current plan.





new general Plan

Planning Commission Recommendation:

- The Board of Supervisors should approve the General Plan Amendment and the General Plan for the City of Sacramento, California, as presented to the Board of Supervisors on 11/15/2011.
- The Board of Supervisors should direct the City Manager to implement the General Plan Amendment and the General Plan for the City of Sacramento, California, as presented to the Board of Supervisors on 11/15/2011.

Workshop Director's Recommendation:

- The Board of Supervisors should approve the General Plan Amendment and the General Plan for the City of Sacramento, California, as presented to the Board of Supervisors on 11/15/2011.
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KEY CHALLENGE NO. 1
AFFORDABLE HOUSING





CityLeadership workshop workbook : Sacramento 2030 General Plan

CHOICES For our Future 21

Executive Airport

What do we have today?

- The Executive Airport is a 540-acre general aviation airport that is part of the Sacramento County airport system.
- The airport is currently surrounded by a golf course and existing single family homes to the south and east and commercial development on the west.
- The land is owned by the City but leased and operated by the County and controlled by the Federal Aviation Authority.



existing conditions

What does our current General Plan say?

- Under the current General Plan, the airport would remain unchanged with limited development and reinvestment in the area.

What developments look like under the current general plan





KEY CHALLENGE NO. 1
 EXECUTIVE AIRPORT



Preliminary conclusion on a new direction:

- By working with the Sacramento County Airport System on their Master Plan, we can determine if any surplus lands are available for airport-compatible development, such that it improves the streetscape of Freeport Boulevard and/or 24th Street, and has economic benefits for both the airports system and the City.

Implications of new choices:

- Multiple interests are involved in this area including the master plan process currently underway in the County.
- Participants in the Town Hall Forums favored maintaining the current use of this property.

Exercise: Worksheet

The PURPOSE of this exercise is to:

1. Understand the choices, trade-offs, and implications of the preliminary conclusions on the land use direction for the new General Plan identified for each of the opportunity areas.
2. Gather your feedback about land use directions for each opportunity area.

DIRECTIONS

Each of the four Key Challenge discussions cover some implementation challenges that may arise in the City under the new General Plan. They are paired with geographic opportunity areas for discussion purposes only, which are useful for providing context to the challenges. After considering the background information for each Key Challenge contained in the

preceding pages of this workbook, answer the questions on this page. The first questions relate to whether you support the general direction of the new General Plan for each of the opportunity areas. These are then followed by more specific questions for some of the opportunity areas. There is also a place for you to provide any additional comments.

You'll notice that there are duplicates of the following worksheets. Please complete one of the worksheets before the City Leadership Workshop. You will have the opportunity to listen to a presentation outlining these issues and discuss these questions with your colleagues at the workshop. Then, after that discussion, you will also have the opportunity to revise the worksheet.

Key Challenge No.1: INFRASTRUCTURE FINANCING

Pages 18-23 of this workbook include pictures and descriptions of a preliminary conclusion for land use decisions in three geographic opportunity areas.

Please let us know if you generally support the land use direction for the new General Plan or not. Also, please help us understand why you support or do not support the direction, such as provisions that must be in place for support, or specific concerns you have.

A. Richards Boulevard

- I generally support this direction.
- I do not support this direction.

Why:

B. Railyards

- I generally support this direction.
- I do not support this direction.

Why:

C. Executive Airport

- I generally support this direction.
- I do not support this direction.

Why:

In addition, please answer the following questions:

1. Should the City invest in infrastructure improvements in advance of development in areas like Richards Boulevard as well as the larger downtown area? Yes No
2. How do we fund public transit improvements in order to provide the transportation choices envisioned in the Smart Growth principles?
3. Does it make sense to have taller buildings in the Richards Boulevard area in exchange for better access and greater setbacks from the River? Yes No

Additional thoughts after workshop discussion:

Key Challenge No.1: INFRASTRUCTURE FINANCING

Pages 18-23 of this workbook include pictures and descriptions of a preliminary conclusion for land use decisions in three geographic opportunity areas.

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Why:

B. Railyards

- I generally support this direction.
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Why:

C. Executive Airport

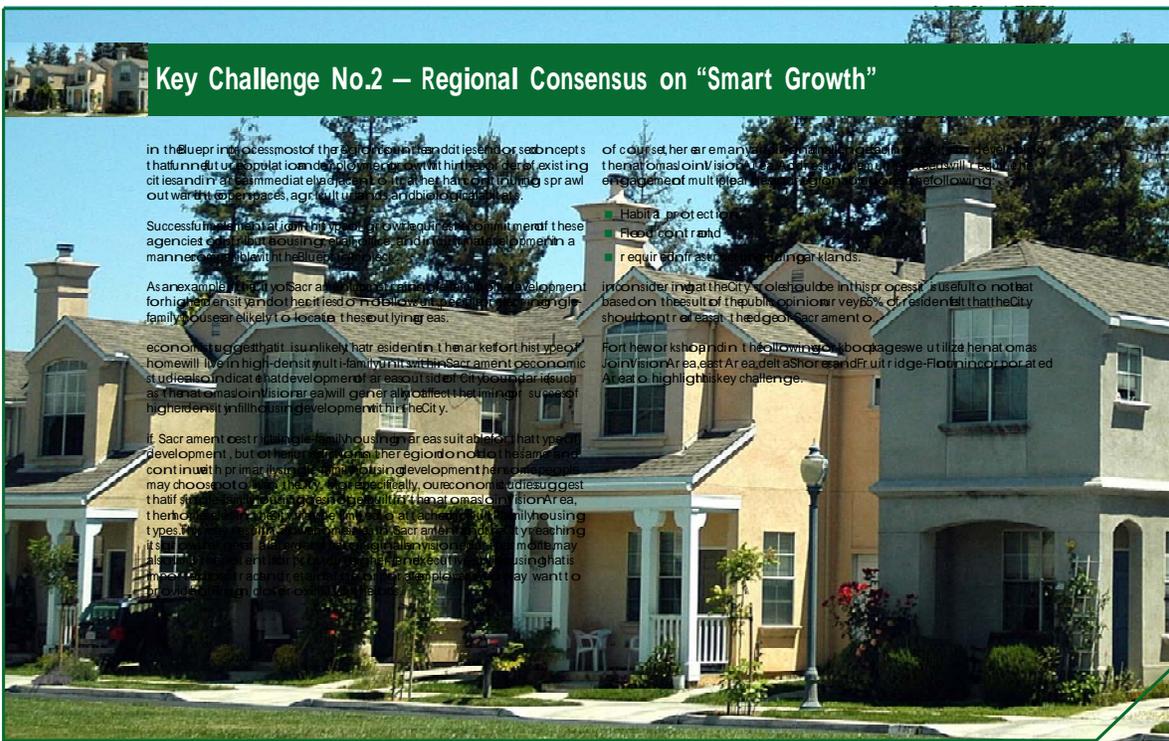
- I generally support this direction.
- I do not support this direction.

Why:

In addition, please answer the following questions:

1. Should the City invest in infrastructure improvements in advance of development in areas like Richards Boulevard as well as the larger downtown area? Yes No
2. How do we fund public transit improvements in order to provide the transportation choices envisioned in the Smart Growth principles?
3. Does it make sense to have taller buildings in the Richards Boulevard area in exchange for better access and greater setbacks from the River? Yes No

Additional thoughts after workshop discussion:



Key Challenge No.2 – Regional Consensus on “Smart Growth”

in the process of most of the state's planning and development concepts that have not been fully adopted or implemented. This includes existing cities and rural areas that have not fully adopted smart growth principles. Smart growth is a term used to describe a range of development strategies, including:

Successful smart growth programs provide a mix of housing types and densities in a manner that is consistent with the local community's needs and preferences.

As an example, the City of Sacramento is currently reviewing development for high-density multi-family housing in the city center. The city is currently family housing is likely to locate these outlying areas.

Economic studies suggest that it is unlikely that residents in the area will be able to afford to live in high-density multi-family units with the same economic studies also indicate that development in areas outside of city boundaries such as the Thomas Division Area will generate a higher return on investment than high-density multi-family housing development in the city.

If Sacramento restricts multi-family housing in areas suitable for that type of development, but other areas in the region do not, it is likely that the same amount of multi-family housing development will occur in other areas. People may choose to live in the city, but if they are unable to do so, they may choose to live in the Thomas Division Area. Therefore, it is likely that the Thomas Division Area will attract more multi-family housing development than the city. Each city has its own unique characteristics and needs. Some cities may have more space available for multi-family housing than others. Some cities may have more people who want to live in multi-family housing than others. Some cities may have more people who want to live in single-family homes than others.

of course, there are many other factors that can influence the development of multi-family housing in the region. The following are some of the key challenges that the region will face in the future:

- Habitat protection
- Flood control and
- Requirements for protecting farmlands.

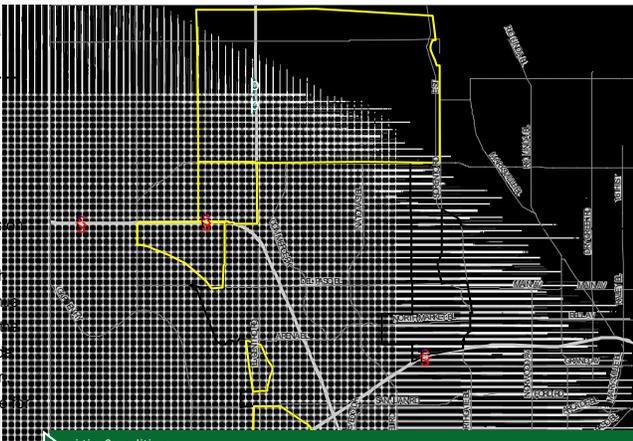
In considering that the City should be in this process, it is useful to note that based on the result of the public opinion survey, 65% of residents in the City should not be able to afford the cost of housing in the city.

For how or when to find in the following table, the table shows utilization of the Thomas Division Area, East Area, Delta Shoreland, and Fruitridge Flats in the City of Sacramento.

Natomas Joint Vision Area

What do we have today?

- The Natomas Joint Vision Area is 9,000 acres
- The City and County are working on a regional growth approach for the area.
- In 2002, both the City and County adopted the Joint Vision Memorandum of Understanding (MOU), which outlines the goals of the regional planning effort, the roles of both entities in the future of the area, land use planning, revenue sharing and other principles that form the framework for the regional growth approach. The goals of the MOU include mutual benefits achieved through agricultural preservation, habitat preservation, airport protection, and quality of life for all our citizens.
- The City is expected to oversee the urban development that may be allowed in the area and the County is responsible for the permanent open space. While the exact amount of open space to be provided has not yet been determined, the open space area has generally been anticipated to be located: within a one-mile wide buffer along the east side of the Sacramento River; a one-mile community separator along the south side of the Sacramento County/ Sutter County line, and around the Sacramento International Airport.



existing conditions

- A study of the Natomas Joint Vision Area will be conducted to evaluate its habitat, agricultural, and other open space values compared to the costs of developing the area. The actual location of the urban development and permanent open space areas is to be guided by studies and analysis conducted as part of the Natomas Joint Vision Sphere of Influence Amendment undertaken by the City and County in 2006, anticipated to be completed in 2008.

KEY CHALLENGE NO. 2: SMART GROWTH™

Natomas Joint Vision Area



existing conditions





What does our General Plan say?

- The Natomas Joint Vision Area is not annexed by the City.
- The City would consider treatment of the area for urban uses.

Preliminary conclusion on a new direction:

- The preliminary conclusion for this area under the new General Plan is to maintain flexibility in the Natomas Joint Vision Area until the Sphere of Influence Amendment study effort is complete.
- The area could be designated as Urban Reserve until basic issues affecting development are addressed through the separate study. These issues include habitat conservation, 100 year or greater flood protection, and transportation infrastructure.
- Once these issues are addressed, development of the area could proceed and would include an integrated mix of housing, retail, and office uses built around common greenways and open spaces in a series of mixed use villages.

Implications of new choices:

- Annexing the Natomas Joint Vision Area can help ensure that development options support City objectives.
- Important issues such as flood protection, habitat and open space conservation, and infrastructure financing need time to be fully addressed.
- Town Hall Forum participants greatly favored options that provided maximum open space in this area.

▶ East Area New Growth

What do we have today?

- The East Area consists of 3,500 acres in the unincorporated area south of the Rosemont Community, east of the current City limits.
- There are former gravel pits being considered for annexation and urban development by the City.



existing conditions



What development looks like under the current general plan

What does our current general plan say?

- Under the current General Plan this area would not be annexed into the City, and remain under County jurisdiction.
- This area would most likely be developed by the County as suburban residential and low density retail.

SMART GROWTH

**KEY CHALLENGE NO. 2
East Area New Growth**

Preliminary conclusion on a new direction:

- This area would be an asset to the City if annexed and developed into key centers along major corridors.
- These new centers would create a focal point for the area with village centers, a mix of shops, offices and different types of housing.

Implications of new choices:

- If annexed, additional revenue would accompany the new plan, but demand for city services would also







new general Plan

What development do you like in the new general Plan

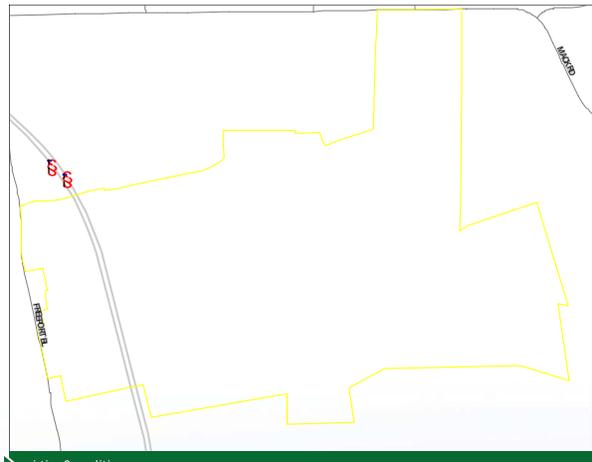
City Leadership workshop workbook :: Sacramento 2030 General Plan

CHOICES For our Future 31

▶ Delta Shores

What do we have today?

- Delta Shores includes approximately 920 acres of vacant land located on the City's southern boundary, and is one of the largest remaining vacant land areas within the City.
- An active application for development is currently under consideration.



existing conditions



What development can look like under the current general plan

What does our current general plan say?

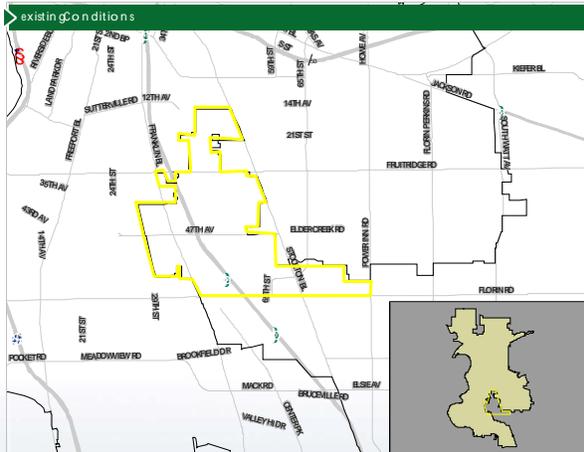
- The existing General Plan would have the area primarily be developed as an employment center and business park adding 3,000 suburban-type housing units, and keeping the building heights at three stories maximum.



Fruitridge-Florin Unincorporated Area

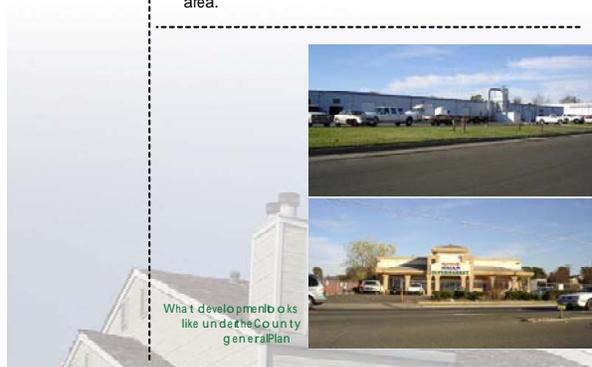
What do we have today?

- The Fruitridge-Florin area consists of 3,000 acres of primarily residential neighborhoods and small industrial and commercial districts; services are provided by the County, but the unincorporated area is within City's sphere of influence.
- The area is challenged by infrastructure deficiencies and significant amounts of underutilized and vacant land.
- A collaborative effort between jurisdictions would benefit the area.



What does our renegePlan say?

- The area is not in the current General Plan area.
- Some joint efforts to date are redevelopment planning through SHRA on Franklin Boulevard and Stockton Boulevard and joint streetscape improvement projects.
- The existing County General Plan calls for continued investment in the Florin Mall area and mixed use development on Stockton Boulevard.



What developments like under the County general Plan

SMART growth™
Unincorporated Area

KEY CHALLENGE NO. 2
Multiple Jobs Unincorporated Area

Implications of new choices:

- Improved coordination between that City and County would improve service to the area.
- Jobs would be located near an existing population.
- Challenges include revenue sharing issues with the County, inadequate infrastructure, and underutilized land.

Exercise: Worksheet

The **PURPOSE** of this exercise is to:

DIRECTIONS

- Understand the choices, trade-offs, and implications of the preliminary conclusions on the land use direction for the new General Plan identified for each of the opportunity areas.
- Gather your feedback about land use directions for each opportunity area.

Each of the four Key Challenge discussions cover some implementation challenges that may arise in the City under the new General Plan. They are paired with geographic opportunity areas for discussion purposes only, which are useful for providing context to the challenges. After considering the background information for each Key Challenge contained in the

preceding pages of this workbook, answer the questions on this page. The first questions relate to whether you support the general direction of the new General Plan for each of the opportunity areas. These are then followed by more specific questions for some of the opportunity areas. There is also a place for you to provide any additional comments.

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Key Challenge No.2: REGIONAL CONSENSUS ON "SMART GROWTH"

Pages 28-35 of this workbook include pictures and descriptions of a preliminary conclusion for land use decisions in three geographic opportunity areas.

Please let us know if you generally support the land use direction for the new General Plan or not. Also, please help us understand why you support or do not support the direction, such as provisions that must be in place for support, or specific concerns you have.

A. Natomas Joint Vision Area

- I generally support this direction.
 I do not support this direction.

Why:

B. East Area New Growth

- I generally support this direction.
 I do not support this direction.

Why:

C. Delta Shores

- I generally support this direction.
 I do not support this direction.

Why:

In addition, please answer the following questions:

- Should the City create an action strategy to take a leadership role on regional issues such as mixed-use and infill development, habitat and open space conservation, flood protection, public transit and affordable housing? Yes No
- Rather than addressing permitting and other regulatory issues on a project-by-project basis, should a comprehensive regional plan be prepared by affected jurisdictions in the region to address the need for habitat mitigation, flood protection, and open space preservation? Yes No
- In order to attract and retain large corporate employers who may want to provide housing in close proximity to their jobs, should portions of areas such as the Natomas Joint Vision Area, East Area, and Delta Shores be used for low density executive housing? Yes No
- In addition to residential neighborhoods and a transit center, should the I5 frontage in the Delta Shores area contain A balance of both employment uses and retail development Only retail uses

Additional thoughts after workshop discussion:

Key Challenge No.2: REGIONAL CONSENSUS ON "SMART GROWTH"

Pages 28-35 of this workbook include pictures and descriptions of a preliminary conclusion for land use decisions in three geographic opportunity areas.

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 I do not support this direction.

Why:

B. East Area New Growth

- I generally support this direction.
 I do not support this direction.

Why:

C. Delta Shores

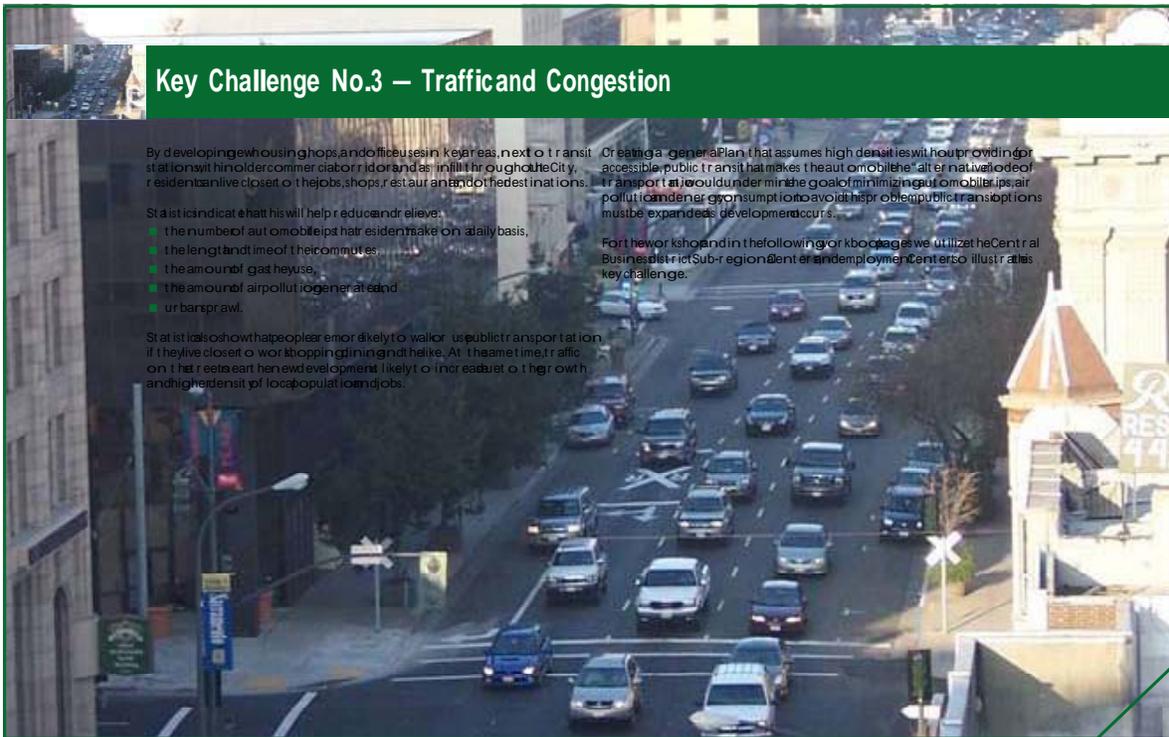
- I generally support this direction.
 I do not support this direction.

Why:

In addition, please answer the following questions:

- Should the City create an action strategy to take a leadership role on regional issues such as mixed-use and infill development, habitat and open space conservation, flood protection, public transit and affordable housing? Yes No
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- In addition to residential neighborhoods and a transit center, should the I5 frontage in the Delta Shores area contain A balance of both employment uses and retail development Only retail uses

Additional thoughts after workshop discussion:



Key Challenge No.3 – Traffic and Congestion

By developing new housing groups and offices in key areas, next to transit stations within older commercial corridors and as infill throughout the City, residents can live closer to their jobs, shops, restaurants and other destinations.

Statistics indicate that this will help reduce and relieve:

- the number of automobile trips that residents take on a daily basis,
- the length and time of their commutes,
- the amount of gas they use,
- the amount of air pollution generated and
- urban sprawl.

Statistics also show that people are more likely to walk or use public transportation if they live closer to work, shopping and transit. At the same time, traffic congestion that results from development likely to increase due to their own and higher density of local population and jobs.

Creating a general plan that assumes high densities with providing for accessible, public transit that makes the automobile a more alternative mode of transportation would under the goal of minimizing automobile trips, air pollution and gas consumption to avoid this problem public transportation must be expanded as development occurs.

For the work shown in the following workbook pages we utilize the Central Business District Sub-region Center and employment centers to illustrate this key challenge.

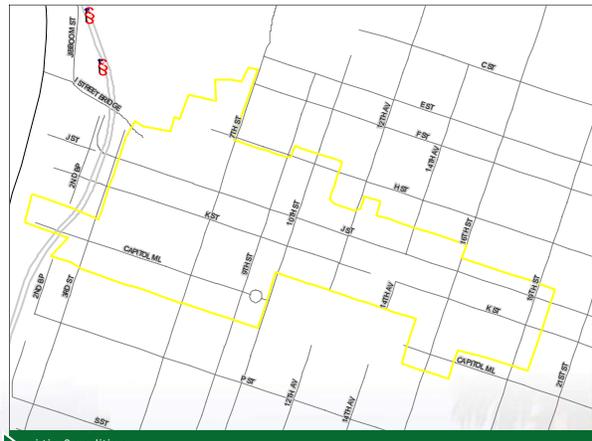
Central Business District

What do we have today?

- Consisting of approximately 315 acres, the Central Business District is an opportunity area for additional high density housing, office and retail.
- As a redevelopment area with a high level of transit access and connections to regional freeways, this area will continue to be the focus of significant reinvestment.



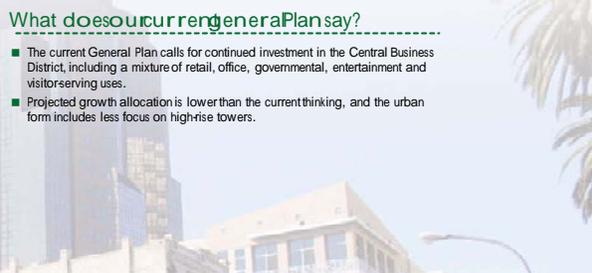
What developments look like under the current general plan



existing conditions

What does our current general plan say?

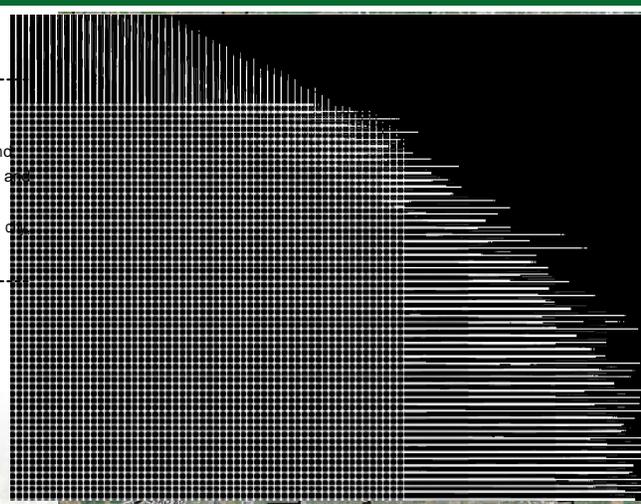
- The current General Plan calls for continued investment in the Central Business District, including a mixture of retail, office, governmental, entertainment and visitor-serving uses.
- Projected growth allocation is lower than the current thinking, and the urban form includes less focus on high-rise towers.



▶ Sub-Regional Centers

What do we have today?

- Sub-Regional Centers are a new concept for the city and would produce areas similar to downtown in character and mix of uses, but are somewhat smaller.
- These centers would enable distribution of jobs through out creating shorter commuting distances.



Potential locations for sub-regional centers

What does our existing general plan say?

- This is a new concept and would not occur with implementation of the current General Plan.



Preliminary conclusion on a new direction:

- The new plan should include four new Sub-Regional Centers of varying size, but provide a mix of mid-rise development from 2 to 15 stories in height with an emphasis on employment. Nearby housing rich communities would enjoy access to new jobs, amenities, and unique places that support local character.
- Sub-Regional Centers would be designed to be compatible with existing adjacent residential neighborhoods.
- Sub-Regional Centers should be located at Arco Area, Florin Road, and Swanson Station/ Point West with a smaller scale version at 65th Street/ University Town.

implications of new choices:

- Parks can be added as buffers to taller buildings and provide an additional amenity.
- Residents would live closer to employment.
- Town Hall participants favored creating multiple Sub-Regional Centers.



What development do you like in the new general plan

KEY CHALLENGE NO. 3
Sub-Regional Centers

 A large graphic with a grid pattern and a green arrow pointing right. The text "KEY CHALLENGE NO. 3" and "Sub-Regional Centers" is written vertically on the left. Below the grid is a green bar with a white arrow pointing right and the text "new general plan".

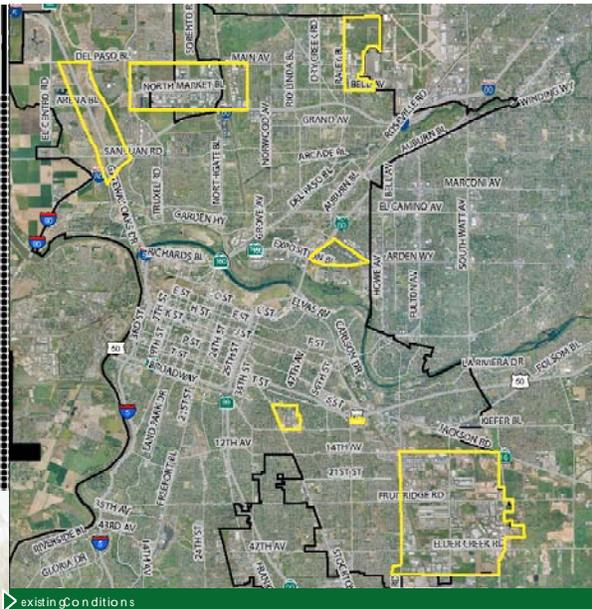
Employment Centers

What do we have today?

- Today, Employment Centers are located through city primarily as auto-oriented office spaces, typically developed as business parks or office parks with a "campus" feel.



What developments look like under the current general plan



existing conditions

What does our current general plan say?

- The current General Plan allows some expansion at current locations with no change in uses.
- No new employment centers would be added.

**KEY CHALLENGE NO. 3
EMPLOYMENT CENTERS**

Preliminary conclusion on a new direction:

- The new plan should feature Employment Centers with an integrated mix of office, retail, housing, and public amenities that foster pedestrian activity and support transit use.

implications of new choices:

- Changing the character of Employment Centers can reduce overall vehicle travel in the City but may increase local congestion.
- Town Hall Forum participants favored adding new Employment Centers that feature a mix of uses.

CityLeadership workshop workbook :: Sacramento 2030 General Plan

CHOICES For our Future 5

Exercise: Worksheet

The **PURPOSE** of this exercise is to:

1. Understand the choices, tradeoffs, and implications of the preliminary conclusions on the land use direction for the new General Plan identified for each of the opportunity areas.
2. Gather your feedback about land use directions for each opportunity area.

DIRECTIONS

Each of the four Key Challenge discussions cover some implementation challenges that may arise in the City under the new General Plan. They are paired with geographic opportunity areas for discussion purposes only, which are useful for providing context to the challenges. After considering the background information for each Key Challenge contained in the

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You'll notice that there are duplicates of the following worksheets. Please complete one of the worksheets before the City Leadership Workshop. You will have the opportunity to listen to a presentation outlining these issues and discuss these questions with your colleagues at the workshop. Then, after that discussion, you will also have the opportunity to revise the worksheet.

Key Challenge No.3: TRAFFIC AND CONGESTION

Pages 40-45 of this workbook include pictures and descriptions of a preliminary conclusion for land use decisions in three geographic opportunity areas.

Please let us know if you generally support the land use direction for the new General Plan or not. Also, please help us understand why you support or do not support the direction, such as provisions that must be in place for support, or specific concerns you have.

A. Central Business District

- I generally support this direction.
 I do not support this direction.

Why:

B. Sub-Regional Centers

- I generally support this direction.
 I do not support this direction.

Why:

C. Employment Centers

- I generally support this direction.
 I do not support this direction.

Why:

In addition, please answer the following questions:

1. Do you agree that it is acceptable to allow development of housing and job-generating destinations in existing key areas, at transit stations, along corridors and in other areas that may increase traffic on local streets, if doing so enables people to live closer to their jobs, retail, services, and entertainment?
2. Would you support a downtown with very limited parking if public transportation was convenient, frequent, and safe?

Yes No

Yes No

Additional thoughts after workshop discussion:

Key Challenge No.3: TRAFFIC AND CONGESTION

Pages 40-45 of this workbook include pictures and descriptions of a preliminary conclusion for land use decisions in three geographic opportunity areas.

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A. Central Business District

- I generally support this direction.
 I do not support this direction.

Why:

B. Sub-Regional Centers

- I generally support this direction.
 I do not support this direction.

Why:

C. Employment Centers

- I generally support this direction.
 I do not support this direction.

Why:

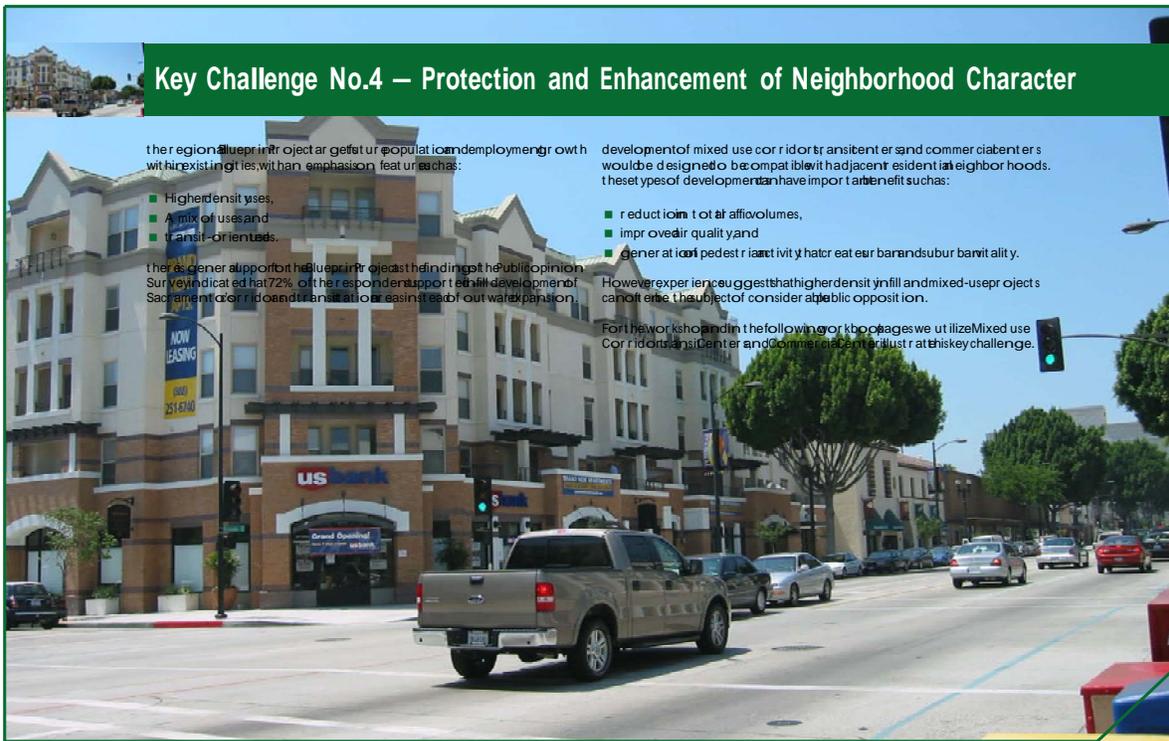
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2. Would you support a downtown with very limited parking if public transportation was convenient, frequent, and safe?

Yes No

Yes No

Additional thoughts after workshop discussion:



Key Challenge No.4 – Protection and Enhancement of Neighborhood Character

the regional blueprint project are getting our population and employment growth with existing cities with an emphasis on features such as:

- Higher densities,
- A mix of uses and
- Transit-oriented.

There is general support for the blueprint's findings on the public opinion survey indicated that 72% of the respondents support the fill development of Sacramento corridor transit station as a result of our water expansion.

development of mixed use corridors for transit and commercial centers would be designed to be compatible with adjacent residential neighborhoods. These types of development can have important benefits such as:

- reduction of air pollutant volumes,
- improved air quality and
- generation of pedestrian activity that reduces our dependence on automobiles.

However, experience suggests that higher density fill and mixed-use projects cannot be the subject of consideration without public opposition.

For the workshop and in the following book pages we utilize Mixed use Corridors, Transit Center and Commercial Center to illustrate this key challenge.

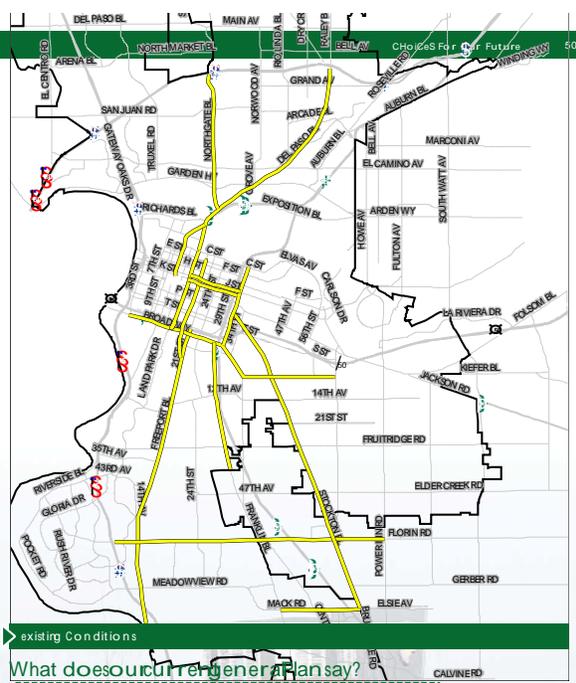
Mixed-Use Corridors

What do we have today?

- Today we have at least 19 major commercial corridors that are primarily auto-oriented; many were previously major thoroughfares that were bypassed by freeways.
- These corridors are currently in varying stages of development ranging from existing businesses to vacant and underutilized parcels.
- Many are in Redevelopment Areas, thus having access to additional resources for new infrastructure and development assistance.



What development can look like under the current General Plan



existing Conditions

What does our current General Plan say?

- The current General Plan calls for corridors to maintain a retail and auto-oriented focus, with limited investment in the form of housing, mixed use, and infrastructure.
- Minimal "local" traffic would be generated, but there would be an increase in pass through traffic due to increased regional sprawl.

Transit Centers

What do we have today?

- Today, many existing and planned light rail stations include adjacent surface parking lots, and are surrounded by commercial and industrial zones exhibiting varying economic vitality.



What development can look like under the current general plan



existing conditions

What does our current general plan say?

- The current General Plan policies limit opportunities to develop around light rail stations, minimizing opportunities to locate residences and jobs closer to transit.



ment of neighborhood CHARACTER

Preliminary conclusion on a new direction:

- Our light rail stations should become bustling mixed use centers.
- Design requirements would promote safety and function, and the highest densities would be closest to the station.
- Transit Centers may contain housing, offices, retail and public spaces or green spaces.

Implications of new choices:

- Transit Centers can help redirect growth away from the edges, thereby improving air quality, creating more housing choice and transportation options. Congestion on freeways and major arteries would be eased.
- Traffic impacts to immediate neighborhoods may increase.
- Town Hall Forum participants favored fully maximizing Transit Centers, using them as local gathering places.



KEY CHALLENGE NO. 4
TRANSIT CENTERS

new general plan

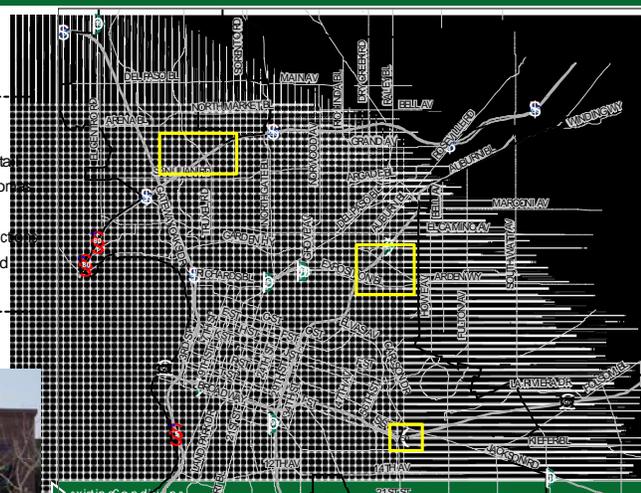


What development looks like under the new general plan

Commercial Centers

What do we have today?

- Commercial centers include more intensive, regional retail shopping centers such as Arden Fair Mall and the National Marketplace.
- Commercial centers are generally located at the intersection of commercial corridors, and they are also often located near freeway interchanges.



What development can look like under the current general plan

existing conditions

What do our current general plan say?

- The current General Plan places little emphasis on these areas, but would continue to consist mainly of retail and service businesses with little mixed use.
- The primary access to the centers would continue to be by car with parking lots located in front of buildings.

ment of neighBorHood CHARActer

KEY CHALLENGE NO. 4
COMMERCIAL CENTERS



Preliminary conclusion on a new direction:

- The plan should place the greatest emphasis on revitalizing commercial Centers by including a mix of uses. New designs should create more of a "town center" feel and help create a sense of place.
- A focus on transit access should be a priority.

implications of new choices:

- Increased traffic congestion will be experienced with additional regional retail.
- Mixing of uses may capture more revenue but will call for more City services.
- Town Hall Forum participants favor maximizing revitalization of commercial centers with housing and other public amenities.

town development to look like in the new era Plan

Exercise: Worksheet

The PURPOSE of this exercise is to:

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Key Challenge No.4: PROTECTION AND ENHANCEMENT OF NEIGHBORHOOD CHARACTER

Pages 50-55 of this workbook include pictures and descriptions of a preliminary conclusion for land use decisions in three geographic opportunity areas.

Please let us know if you generally support the land use direction for the new General Plan or not. Also, please help us understand why you support or do not support the direction, such as provisions that must be in place for support, or specific concerns you have.

A. Mixed-Use Corridors
 I generally support this direction.
 I do not support this direction.

Why:

B. Transit Centers
 I generally support this direction.
 I do not support this direction.

Why:

C. Commercial Centers
 I generally support this direction.
 I do not support this direction.

Why:

In addition, please answer the following questions:

1. Do you think that taller buildings in local neighborhoods would be acceptable to residents if it means they can walk to services, have transportation choices, job choices, and the like?
 Yes No
2. How can we obtain the public's support for higher-density, mixed-use developments located within areas such as Transit Centers and Mixed Use Corridors?
 Yes No

Additional thoughts after workshop discussion:

Key Challenge No.4: PROTECTION AND ENHANCEMENT OF NEIGHBORHOOD CHARACTER

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 Yes No
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 Yes No

Additional thoughts after workshop discussion:



Next Steps for Our Future



Next Steps for Our Future

This workshop is an important step towards determining our final land use decisions. Next Up:

- City staff, consultants and General Plan Advisory Committee will review the options in depth and make a recommendation for City Council consideration.
- City Council will consider the Recommended Land Use Scenario in late Spring of this year.

Each of you also has a personal and unique 'next step' to the future. As the leadership team that will be implementing new directions, we ask that you begin to think through the detailed impacts in your areas of expertise. Talk with your colleagues and begin to consider what new things you may need to begin doing and, just as important, what you may need to stop doing to make this plan a reality.

These deliberations will be invaluable as we begin to consider new land uses policies that will need to be developed or modified to support the decision. In this workshop you started the conversation with just a few of these important policy challenges. Policy will be the focus of our next round of public outreach and of course, much internal discussion.



The adopted land use plan will also trigger the development of a wide range of detailed studies that will cover important issues such as environmental impacts, economic development implications, traffic and circulations patterns, and infrastructure requirements.

A final comprehensive plan will be ready for public hearings and council deliberations by Fall 2008. You will be hearing from the General Plan Team as each of these steps unfold and your insights will guide our work.

Resources

For more information on the documents and materials referenced in this workbook, please go to the City of Sacramento's 2030 General Plan website at:

www.sacgp.org/cityleadershipworkshop
Once there, you can link to view **General Plan Project Documents and Materials** including:

- Description of the General Plan Update process.
- Technical Background Report (June 2005).
- Planning Issues Report (November 2005).
- Vision and Guiding Principles (November 2005).
- Town Hall Forum Results (Spring 2005 and Spring 2006).
- Land Use Scenarios Technical Memorandum, Executive Summary (Fall 2006).
- Public Opinion Survey Results (December 2006 and January 2007).

Thank you for your participation in the City Leadership Workshop and your dedication to our future!

Next Steps

► Please answer the following additional questions.

Expectations

1. What are the most important "tools" that the new General Plan needs to provide so that you can best pursue your role in creating the future of the City?

2. What do you believe are the two most important land use questions/issues to be answered during the General Plan process?

3. Are there any other land use planning issues that you would like to be considered?

Other Issues

Considering the diminishing supply of land area for industrial uses, should the City reserve a significant tract of land in expansion areas for large-scale industrial complexes?

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