San Joaquin Valley BLUEPRINT

Fresno County Progress Report

SAN JOAQUIN VALLEY
Blueprint
Planning Process

Prepared for:

Council of Fresno County Governments

Prepared by:

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Sierra Foothills in Eastern Fresno County on a beautiful clear day

Face the facts: WE HAVE TO ACT!

Table of Contents

Preface — Adoption of San Joaquin Valley Blueprint i

Chapter 1 — Setting the Stage 1

Chapter 2 — Blueprint Planning Process 5

Chapter 3 — Fresno County's Blueprint Concept 11

Chapter 4 — Imagine the Possibilities for Fresno County 17

Chapter 5 — Face the Facts: WE HAVE TO ACT – Key Challenges 19

Chapter 6 — If We Don't Act…Negative Trends Continue to 2050 21

Chapter 7 — If We DO Act…A Positive Outlook for 2050 25

Chapter 8 — How We Get There: Implementation Strategy 29

Chapter 9 — Working Together: Staying Focused on a Common Goal 41

Appendix A — Modeling the Alternative Scenarios Using UPLAN 43

Appendix B — Fresno Blueprint Summary of Goals, Objectives and Performance Measures 49

Appendix C — Fresno COG's Blueprint Roundtable & Reference Summary of Common Abbreviations 67

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San Joaquin Valley Blueprint ~ April 2009 Update
These future leaders need your ideas today.
SAN JOAQUIN VALLEY
Blueprint
Planning Process
Submitted by:
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MADERA CTC
Madera County Transportation Commission
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www.valleyblueprint.org

San Joaquin Valley Blueprint Adoption

On April 1, 2009 the San Joaquin Valley (SJV) Regional Policy Council reviewed the Valley COGs' collaborative work on the Blueprint and took the following actions:

- Adopted a list of Smart Growth Principles to be used as the basis of Blueprint planning in the San Joaquin Valley.
- Adopted Scenario B+ as the Preferred Blueprint Growth Scenario for the San Joaquin Valley to the year 2050. This preferred scenario will serve as guidance for the Valley's local jurisdictions with land use authority as they update their general plans.

This document is meant to serve as a progress report on the San Joaquin Valley Blueprint Planning Process and a guide to implementation in Fresno County.

San Joaquin Valley Blueprint Planning Process

In early 2006 the eight Councils of Governments in the San Joaquin Valley came together in an unprecedented effort to develop a coordinated valley vision – the San Joaquin Valley Regional Blueprint. This eight county venture is being conducted in each county, and has recently been integrated to form a preferred vision for future development throughout the Valley to the year 2050.

Eight individual Valley COGs planning in unison.

Phase 1: Values and Vision – gathered from community input

Phase 2: Goals, Objectives and Performance Measures based upon Values and Vision

Phase 3: Evaluation of alternative "what if" growth scenarios in each county.

- Selection of preferred county level scenarios for Valleywide analysis.
- Evaluation of four Valleywide alternative scenarios
- Adoption of Smart Growth Principles and Preferred Growth Scenario for Valley

Next Steps:
Work with local agencies to integrate Blueprint principles into general plans.

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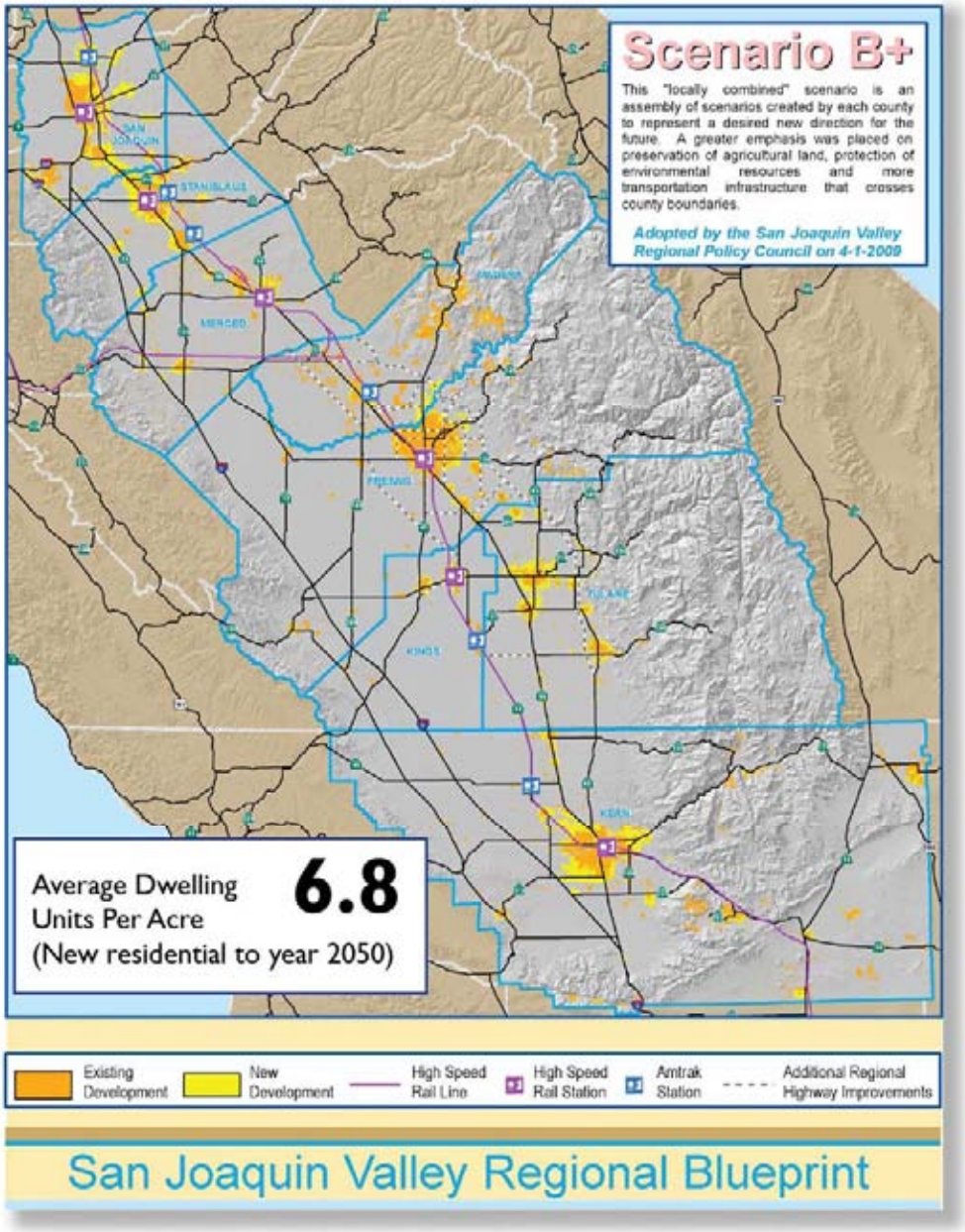
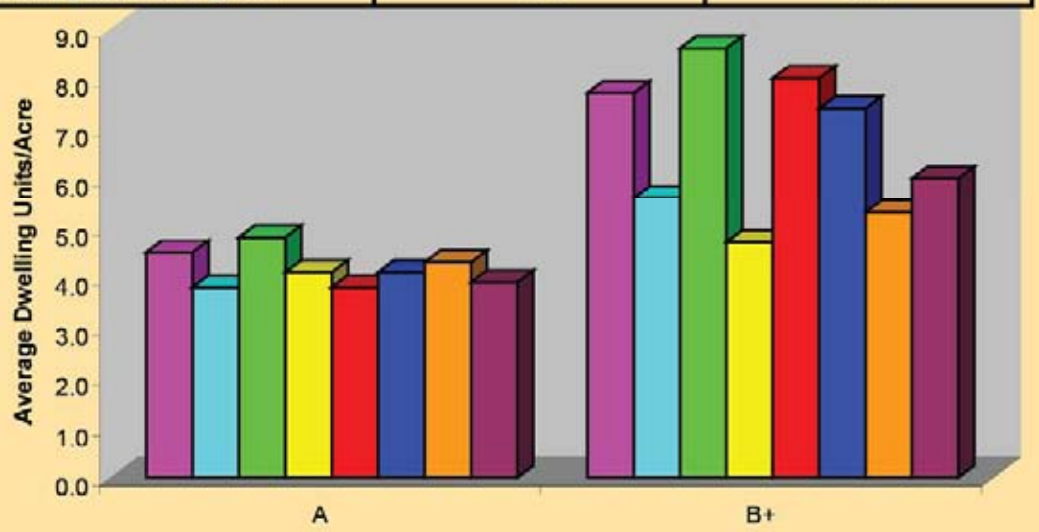
SJV Adopted Smart Growth Principles and Scenario

1. Create a range of housing opportunities and choices
2. Create walkable and bikeable neighborhoods
3. Encourage community & stakeholder collaboration
4. Foster distinctive, attractive communities with a strong sense of place
5. Make development decisions predictable, fair and cost effective
6. Mix land uses
7. Preserve open space, farmland, natural beauty and critical environmental areas
8. Provide a variety of transportation choices
9. Strengthen and direct development towards existing communities
10. Take advantage of compact building design
11. Enhance the economic vitality of the region
12. Support actions that encourage environmental resource management
13. Plan for future water needs



Comparing Average Dwelling Units Per Acre

County:	Current Trends A	Preferred Growth Scenario B+
San Joaquin	4.5	7.7
Stanislaus	3.8	5.6
Merced	4.8	8.6
Madera	4.1	4.7
Fresno	3.8	8.0
Kings	4.1	7.4
Tulare	4.3	5.3
Kern	3.9	6.0
Valley Averages:	4.3	6.8

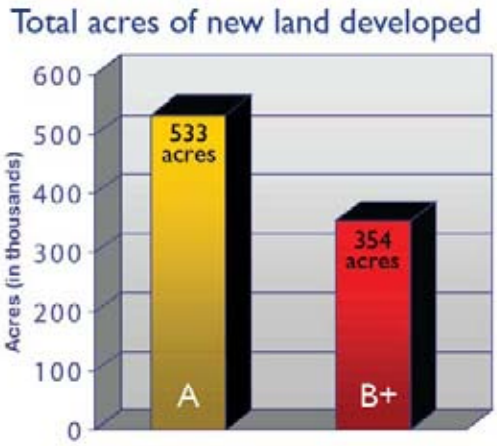


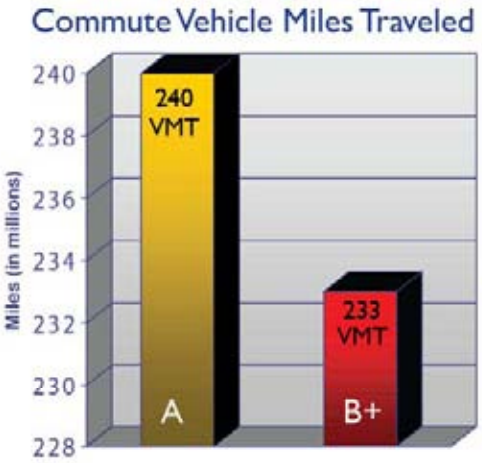
Comparing Scenario Outcomes:

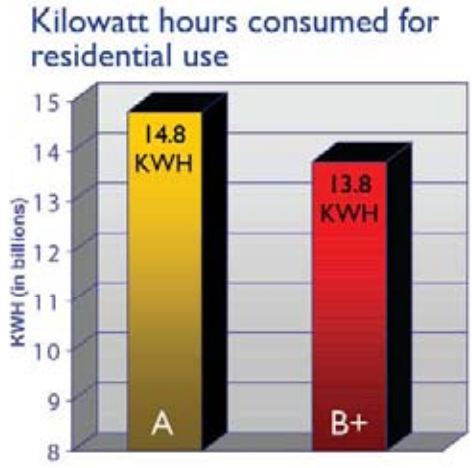
How we choose to grow will result in different outcomes.

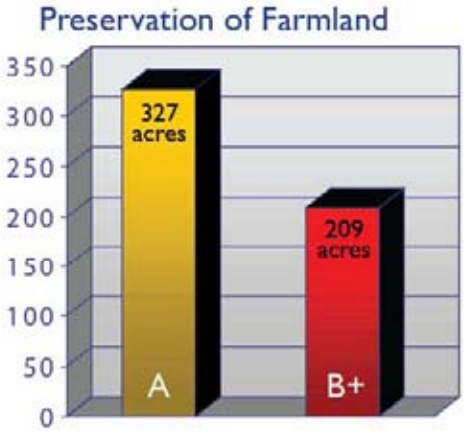
Scenario A represents current trends

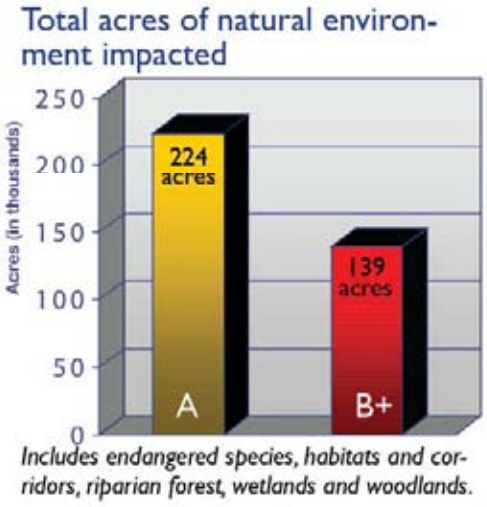
Scenario B+ uses "Smart Growth" principles

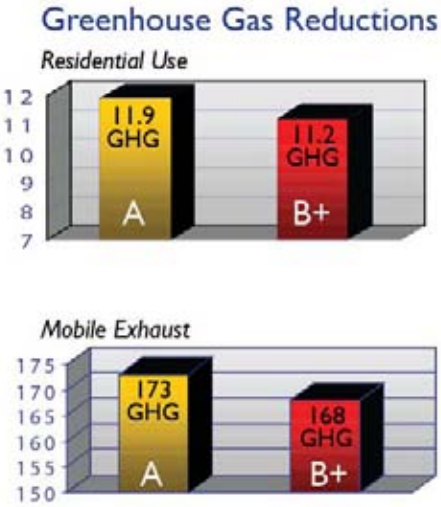












Next Steps:

Blueprints are being developed around the state by Metropolitan Planning Organizations to plan for the population growth that is anticipated in California over the next 40+ years. Blueprints are regional in scope and integrate land use, transportation and resource planning. The planning process considers the "Three Es" of sustainable communities: *prosperous economy, quality environment, and social equity*. Blueprint planning is a comprehensive undertaking that requires innovation, collaborative planning, thinking on a macro scale and a willingness to follow through to implementation. While this is a voluntary process, the anticipated outcomes from smart growth make a compelling case for action.

The eight Valley COGs are committed to work with their member agencies – the 62 cities and 8 counties in the Valley - to integrate the Valley Blueprint principles into their general plans. The goal is to achieve the outcomes necessary for an improved quality of life for all who live here.

As we move into the implementation phase, the COGs will be working closely with their local agencies in determining the best way to incorporate the Blueprint strategies into their planning process. To assist with that effort we will:

- Publish the Valleywide Blueprint Final Report
- Develop a Toolkit for implementation
- Translate Valley Blueprint principles into local implementation strategies and develop local government commitment
- Convene meetings with local officials to discuss funding challenges of local government (and related "fiscalization of land use")
- Address new greenhouse gas directives (SB 375) and develop adequate modeling tools for compliance with SB 375
- Address the increasing of residential densities:
    - Determine the impact of various development densities on the fiscal health of cities and counties in the San Joaquin Valley
    - Determine the market demand for higher density residential housing projects
- Promote a Greenprint - incorporate Farmland Conservation Model Program mapping, that includes improved information on water resources into the Blueprint for each of the Valley Counties
- Work with Central California EDCs and Partnership for SJV to address jobs/housing issue
- Continue Blueprint's Valleywide presence by maintaining partnership with Great Valley Center for website oversight and production of one Valleywide Blueprint event
- Continue Using Adopted Methods to Measure the Effectiveness of the Regional Blueprint Plan
- Continue Extensive Public Outreach Efforts

We hope to engage a diverse group of community members and stakeholders as we move forward with implementing the Blueprint.

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Plum orchard along the Fresno Blossom Trail

Citizens enjoying themselves at an outdoor cafe

Chapter 1 Setting the Stage

From wildflowers to warehouses, tractors to tract homes, the central San Joaquin Valley offers a vibrant panorama of sights that are uniquely its own. The nation's agribusiness capital is also one of the state's most rapidly growing population centers. There's something for everyone. Just take an afternoon drive from the Sierra down through Fresno, across the vast expanse of farmland on the Valley's west side to the Coast Range and beyond. Talk about diversity: it's embedded in the very fabric of a region that boasts some of the tallest trees, richest fields and greatest vistas.

Keeping this unique place in perspective, the ideal vision for the Valley and Fresno County is presented below.

Valleywide—Preserve what's great about the Valley:

- 25 national/state parks, forests, wildlife refuges nearby
- 150 years of agricultural heritage
- 6 of the top10 agricultural counties in California are in the Valley
- $15.8 billion or half of the state's total agricultural production comes from the Valley
- Housing costs are only 50% of those in the Bay Area

Fresno County Future Vision:

- Unique cities, communities and a diverse population
- A healthy, sustainable environment
- A vibrant economy built on competitive strengths and world class education
- Cultural and community stewardship where all people enjoy fundamental rights as members of a free society
- A system of high capacity multi-modal transportation corridors

The SJV Region at a Glance — 2000

Counties: Fresno, Kern, Kings, Madera, Merced, San Joaquin, Stanislaus, andTulare

Total area: 27,280 square miles; 17% of the land area of California

Total population: 3.3 million; 10% of California's population

Ethnic composition:
53% White
34% Hispanic
8% Asian/Pacific Islander
4% African American
1% Native American

Age distribution:
0-9 years old, 18%
10-19 years old, 16%
20-44 years old, 36%
45-64 years old, 19%
65+ 10%

Adult educational attainment: 66% are high school graduates; 14% have Bachelor's degrees

Source: Great Valley Center. *The Economic Future of the SJV: Growing a Prosperous Economy that Benefits People and Place.* 2000

THE FACTS: Positive Outlook

73% of us love where we live[10]

50% lower housing costs than the Bay Area[7]

25 nearby national and state parks, forests, and wildlife refuges

150 YEARS of proud agricultural heritage[7]

6 OF THE TOP 10 agricultural counties in CA are in the San Joaquin Valley[7]

$15.8 BILLION or half of the state's total agricultural production comes from the San Joaquin Valley[7]

For sources of facts and figures, visit www.valleyblueprint.org

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Looking Back: A Brief History of Fresno County

The San Joaquin Valley is approximately the southern half of the Great Central Valley of the State of California. This vast area includes 6,018 square miles between the crests of two mountain ranges, the Sierra Nevada on the east, the Coast Range on the west. The enormous volume of agricultural products grown in the area has resulted in the Valley becoming known as the "Bread Basket" of the World.

Orchard in northern Fresno County

Since the mid-twentieth century, the population of the Valley has grown and become more centralized in the major cities of Fresno, Bakersfield and Stockton. This development pattern was accompanied by a consolidation of family farms into large corporate agriculture. Rural cities have become population centers for agricultural workers. Growth in the Valley has been a function of its climate, soils, and other natural resources; its lower costs of living and business-friendly environment; and strategic investments in education, transportation and other infrastructure.

The Valley was first inhabited by Native Americans. In the 1700's, Franciscan Friars in their search for suitable sites for new Missions, settled in the Valley. The area was part of that ceded to the United States by Mexico in 1846 at the conclusion of the Mexican-American war. New counties were created as the State of California evolved, and as population grew. Fresno County was created in 1856. The original county seat was located in the Village of Millerton, but eventually moved to the new city of Fresno, which had been created by the Southern Pacific Railroad as it moved south through the Valley.

"Fresno" is the Spanish word for Ash Tree, which grew in abundance in the area of the new settlement, and lent its name to the new county and town. The county's geography includes approximately 6,018 square miles. The area has experienced four distinct stages of development:

- First was exploitation of the existing natural resources such as timber and ore;
- Second was raising live stock to meet existing demand for meat and wool;
- Third, with the development of better methods of irrigation, the development of grape and tree fruit industry; and
- Fourth, the eventual creation of industries adding value to the existing agricultural products.

Fresno County Then & Now

1856

Square Miles: 11,000 formed from parts of Merced, Mariposa and Tulare Counties. Territory was then taken from Fresno County to form Madera and Mono Counties

Population: Approximately 7,900 (including 3,300 American Indians counted separately in the 1860 Census)

President: Franklin Pierce

Governor: John Neely Johnson

2008

Square Miles: 6,018

Population: Approximately 899,400 (July 2007 U.S. Census Bureau)

President: George W. Bush

Governor: Arnold Schwarzenegger

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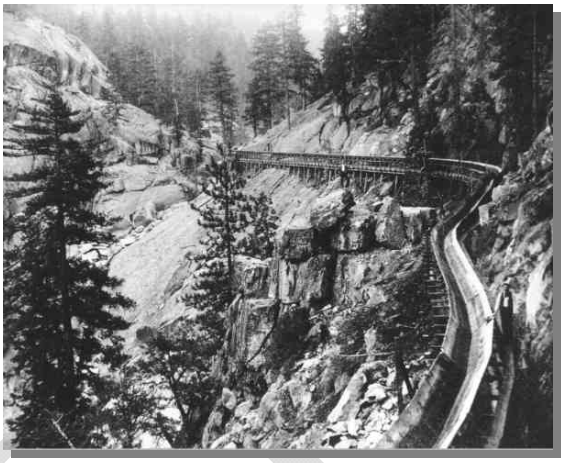
The growing population led also to a fifth stage of development with the creation of service industries, including insurance, banking and medicine.



Fresno Lumber Flume in Northeastern Fresno County, 1920's

Timber production was the first major industry in Fresno County. As the population continued to grow, the need for finished lumber also grew. Vast areas of virgin timber were harvested, moved to a nearby mill, rough sawn into manageable pieces, and floated in water-bearing flumes to finishing mills many miles distant in the Valley.

The Civil War eliminated the principal source of cotton for factories in the North, and the demand for wool skyrocketed. Sheepherding soon became one of the principal agricultural businesses in Fresno County. The demand for tallow hides and meat nurtured the growing demand for cattle. The number of cattle in California quadrupled to one million head by 1860, with the Valley being a leading producer.

The continuing improvements in irrigation techniques led to an amazing growth of agricultural products grown in the Valley. The soils proved to be very fertile and Fresno County quickly became the top-producing county in the United States in the dollar-value of the agriculture products grown because of improvements in irrigation processes. The crops commonly grown include grapes, almonds, tree fruit, pistachios, alfalfa and cotton.

The city of Selma, commonly referred to as the "*Raisin Capital of the World*" headlines one of the county's signature agricultural products. This enormously valuable crop was apparently discovered by accident when a severe drought dried grapes into raisins while they still hung on the vines. That year's crop, most likely harvested in desperation, was sold in San Francisco as an import from Peru. Today, grapes planted specifically to be harvested as raisins, account for about half of the grape harvest income.

Farmworkers near Mendota in the early 1920's

Value added agriculture - processing fruit in the same area in which it is grown is a logical expansion of the agricultural industry, and has facilitated economic growth in the area. A capable transportation system evolved simultaneously to transport the finished products to market. Fresno County's current economic vision focuses on building an innovative economy and creating higher-wage jobs to complement its historic strengths in tourism, agriculture and services.

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Chapter 2 Blueprint Planning Process

Face the facts: WE HAVE TO ACT!

THE STAKES ARE HIGH
THE RESPONSIBILITY IS OURS
THE TIME IS NOW

What is the Valley Blueprint?

The San Joaquin Valley Blueprint planning process is a chance to plan for the future of transportation and land use in the San Joaquin Valley to the Year 2050. The Blueprint is a goals oriented mechanism for regional integration of land use and transportation planning that is not one size fits all. The Fresno effort also includes a goals document that makes recommendations on: *Community Culture and Identity; Sustainable Development; Economic Vitality and Global Competitiveness; Complete Transportation System; and Environmental Resources Management (see Appendix B).*

Blueprints are being developed around the state by Metropolitan Planning Organizations to plan for the population growth that is anticipated in California over the next 40+ years. Blueprints are regional in scope and integrate land use, transportation and resource planning. The planning process considers the "Three Es" of sustainable communities: prosperous economy, quality environment, and social equity. Blueprint planning is a comprehensive undertaking that requires innovation, collaborative planning, thinking on a macro scale and a willingness to follow through to implementation.

Why is the Blueprint important?

The San Joaquin Valley is a special place. It has a rich, diverse population; communities that blend rural calm with urban vibrancy; and unrivaled agricultural productivity. These qualities also mean the region will grow. In the next 45 years, the Valley will almost triple in population from 3.9 million to more than 9.5 million. With this growth comes many challenges. Where should we grow? How will we grow? The San Joaquin Valley Blueprint Planning Process provides an opportunity to work together to answer these questions.

What is the Blueprint planning process?

The eight Councils of Governments (COGs) in the San Joaquin Valley have come together in an unprecedented effort to develop a coordinated valley vision – the San Joaquin Valley Regional Blueprint. This eight county venture is being conducted in each county, and will ultimately be integrated to form a preferred vision for future development throughout the Valley to the year 2050. All of the counties have undertaken a process that identifies community values in order to define a common vision. From

Workshop participant discussing a land use/transportation alternative

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the values and vision, goals and performance measures were formulated that were used to work toward an evaluation of the potential future outcomes. Technical activities led to the development of alternative growth scenarios that were modeled to illustrate the various potential footprints and the consequences of each alternative. Ultimately, the goal is to select a preferred growth alternative that will guide the activities of the State, counties, cities and special districts with their planning activities and capital facilities construction.

The Blueprint is a "bottom up" approach. The planning process started with the local stakeholders, community members and the COGs' member agencies. Fresno COG also established a Blueprint Roundtable comprised of a diverse group of stakeholders charged with providing guidance and recommendations on Fresno COG's county-level Blueprint activities and decision making process.

Blueprint Summit Workshop participants discussing our "Vision" for the future

The regional aspect of the Blueprint extends to all of the 62 cities and 8 counties within the Valley. Our challenge is to create a compelling, high-level vision that local agencies with land use authority will implement. While the Blueprint effort might seem daunting both logistically and politically, those involved in the process are committed to outcomes and have made measurable progress.

Blueprint: Phase I

During Phase I, Fresno COG heard from over 2,600 community members about what was important to them and what they wanted for their future. Staff synthesized these comments into ten overarching values and crafted a vision statement that attempts to capture the essence of the feedback received.

What are Fresno County's Values as it grows to the year 2050?

1. Environmental Health and Sustainability
   Rational stewardship of environmental resources to provide the highest quality of life.
   Protection from and prevention of potential environmental health threats

2. Vibrant Economy
   A healthy, independent, and sustainable economy that benefits all residents

3. Public Safety
   Provision of effective and sustainable public services

Blueprint Workshop participant using "Clickers" to provide their opinion

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4. World Class Education
   Provision of a breadth and depth of educational opportunities that challenge each student and trains the leaders of tomorrow

5. Transportation Options
   A variety of options available to all income, age and cultural groups

6. Housing Choices
   A variety of options available to all income, age and cultural groups

7. All People Have Worth
   Respect for all people that truly reflects equal opportunity

8. Aesthetic Quality
   Well-designed buildings with character

9. Cultural Richness
   Activities, structures, and districts that enrich religious, cultural, social and economic development

10. Positive Image
    Promoting and experiencing creative, innovative, and viable communities and region

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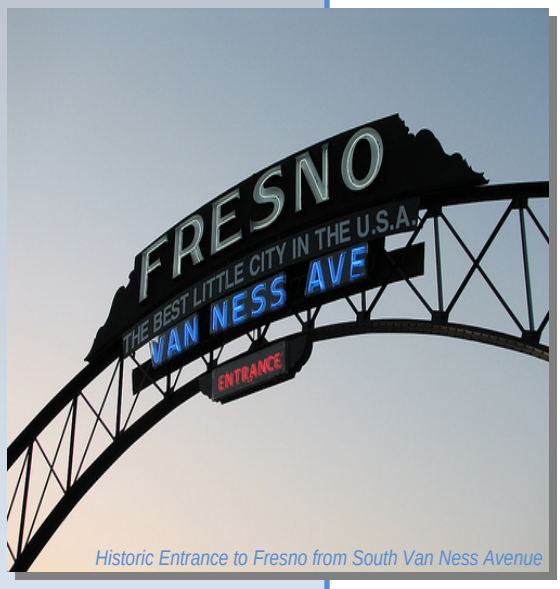
Blueprint Workshop participants reviewing results of the "Clicker Polling" process

Fresno County's Blueprint Vision

Fresno County will be composed of unique cities, communities and a diverse population in a connected high quality environment that accommodates anticipated population growth and is supported by:

- ***A vibrant economy built on competitive strength, and world class education***
- ***A healthy and sustainable environment where air, aquifers, surface waters, forests, soil, agriculture, open space and wildlife resources are enhanced and protected.***
- ***A focus on cultural and community stewardship where all people enjoy fundamental rights as members of a free society, and where the community takes ownership of problems and their solutions.***



Historic Entrance to Fresno from South Van Ness Avenue

The form of the Fresno region recognizes its economic, environmental, and cultural connectedness while maintaining a system of high capacity multi-modal transportation corridors that link the metro area to the rural areas and the state while preserving and maintaining the character of individual communities and the vital agricultural and natural resources between and around them.

Major Blueprint Concepts

To date, the Blueprint planning process has been one of refinement. In order to develop goals, objectives and performance measures (refer to the cog website www.fresnocog.org), it was important to identify the major Blueprint concepts that emerged from the defined values and vision for Fresno County; ones that would provide the framework for the tasks that would follow. Fresno's major Blueprint concepts are:

- Community culture and identity
- Sustainable development
- Economic vitality/global competitiveness
- Complete transportation system
- Environmental resource management

Planning Principles to Guide Action

In order to proceed to implementation, planning principles reflecting the community values need to be in place. The Blueprint Roundtable agreed that the widely accepted "Smart Growth Principles" could best serve as the basis for further action.

Rendering of a "walkable" mixed-use activity center

Example of a well-designed multi-family residential complex in Fresno

Principles of Smart Growth (*Source: Smart Growth Network)*

1. Create a range of housing opportunities and choices
   Availability of quality housing for people of all income levels is an integral component in any smart growth strategy.
2. Create walkable/bikeable communities
   Walkable communities are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth.
3. Encourage community and stakeholder collaboration
   Growth can create great places to live, work and play -- if it responds to a community's own sense of how and where it wants to grow.
4. Foster distinctive, attractive communities with a strong sense of place
   Smart growth encourages communities to craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation.
5. Make development decisions predictable, fair and cost effective
   For a community to be successful in implementing smart growth; it must collaborate with the private sector.
6. Mix land uses
   Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live.
7. Preserve open space, farmland, natural beauty and critical environmental areas
   Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving our communities' quality of life, and guiding new growth into existing communities.
8. Provide a variety of transportation choices
   Providing people with more choices in housing, shopping, communities, and transportation is a key aim of smart growth.
9. Strengthen and direct development toward existing communities
   Smart growth directs development toward existing communities already served by infrastructure, seeking to utilize the resources that existing neighborhoods offer, and conserve open space and irreplaceable natural resources on the urban fringe.
10. Take advantage of compact building design
    Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development.
11. Enhance the economic vitality of the region
    Increase economic vitality through diversification by expanding existing businesses; attracting new, high paying employers; and promoting a business climate which supports entrepreneurial innovation.
12. Support actions that encourage environmental resource management
    The over-arching goal is to promote the informed use, management and protection of water, land, air, and related natural resources of the Fresno County region.
13. Plan for future water needs *As a framework for sustainable development; support the Ahwahnee Water Principles developed by the Local Government Commission in its publication A Blueprint for Regional Sustainability, which can be found at: www.lgc.org/ahwahnee/h2o_principles.html.*

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Local Government Commission
"The LGC is a nonprofit organization working to build livable communities."

The Ahwahnee Water Principles for Resource Efficient Land Use

Preamble
Cities and counties are facing major challenges with water contamination, storm water runoff, flood damage liability, and concerns about whether there will be enough reliable water for current residents as well as for new development. These issues impact city and county budgets and taxpayers. Fortunately there are a number of stewardship actions that cities and counties can take that reduce costs and improve the reliability and quality of our water resources.
The Water Principles below complement the Ahwahnee Principles for Resource-Efficient Communities that were developed in 1991. Many cities and counties are already using them to improve the vitality and prosperity of their communities.

Community Principles

1. Community design should be compact, mixed use, walkable and transit-oriented so that automobile-generated urban runoff pollutants are minimized and the open lands that absorb water are preserved to the maximum extent possible. (See the Ahwahnee Principles for Resource-Efficient Communities)
2. Natural resources such as wetlands, flood plains, recharge zones, riparian areas, open space, and native habitats should be identified, preserved and restored as valued assets for flood protection, water quality improvement, groundwater recharge, habitat, and overall long-term water resource sustainability.
3. Water holding areas such as creek beds, recessed athletic fields, ponds, cisterns, and other features that serve to recharge groundwater, reduce runoff, improve water quality and decrease flooding should be incorporated into the urban landscape.
4. All aspects of landscaping from the selection of plants to soil preparation and the installation of irrigation systems should be designed to reduce water demand, retain runoff, decrease flooding, and recharge groundwater.
5. Permeable surfaces should be used for hardscape. Impervious surfaces such as driveways, streets, and parking lots should be minimized so that land is available to absorb storm water, reduce polluted urban runoff, recharge groundwater and reduce flooding.
6. Dual plumbing that allows graywater from showers, sinks and washers to be reused for landscape irrigation should be included in the infrastructure of new development.
7. Community design should maximize the use of recycled water for appropriate applications including outdoor irrigation, toilet flushing, and commercial and industrial processes. Purple pipe should be installed in all new construction and remodeled buildings in anticipation of the future availability of recycled water.
8. Urban water conservation technologies such as low-flow toilets, efficient clothes washers, and more efficient water-using industrial equipment should be incorporated in all new construction and retrofitted in remodeled buildings.
9. Ground water treatment and brackish water desalination should be pursued when necessary to maximize locally available, drought-proof water supplies.

Implementation Principles

1. Water supply agencies should be consulted early in the land use decision-making process regarding technology, demographics and growth projections.
2. City and county officials, the watershed council, LAFCO, special districts and other stakeholders sharing watersheds should collaborate to take advantage of the benefits and synergies of water resource planning at a watershed level.
3. The best, multi-benefit and integrated strategies and projects should be identified and implemented before less integrated proposals, unless urgency demands otherwise.
4. From start to finish, projects and programs should involve the public, build relationships, and increase the sharing of and access to information.
5. Plans, programs, projects and policies should be monitored and evaluated to determine if the expected results are achieved and to improve future practices.

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Editor: *Judy Corbett*

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Chapter 3 Fresno County's Preferred Blueprint Concept

Example of a Bus Rapid Transit System

As mentioned in Chapter 2, the goal is to plan for the future of transportation and land use in the San Joaquin Valley to the Year 2050. To achieve this, Fresno COG, representing the 15 cities and the County, formed the Blueprint Roundtable to develop a preferred land use and transportation concept. This concept will be Fresno County's contribution to the San Joaquin Valley Valleywide Blueprint.

Fresno COG's Preferred Blueprint Concept is referred to as the "Hybrid" concept, which was primarily based upon the Metro Rural Loop Scenario (Scenario E) together with important elements of several other alternative scenarios originally developed by the Roundtable. Four additional scenarios were also developed and considered by the Roundtable. Details regarding those scenarios are included in Appendix A.

Elements of Fresno County's *Preferred Blueprint Concept* include the following:

- It borrows from other proposed scenarios
- It is based on a high capacity, multi-modal transportation network that provides connectivity throughout the region. The transportation system includes east-west transportation corridors connecting to Interstate 5
- County-wide average residential density of new growth between now and 2050 will average 8.0 dwelling units/acre. The density of new growth in the Fresno Clovis Metropolitan Areas (FCMA) will be 9.0 units/acre while the average density of new development in the non-FCMA areas will be around 5.7 units/acre
- It will involve infill development, greenfield development and redevelopment (at levels somewhere between those projected in Scenarios C (Metro-Focused) and E [or averaging 515 units per year countywide])
- This scenario allows for growth to meet regional housing needs and general plan growth areas; consistent with the smart growth principles of Diversity, Density, Design and Destination (adjusting allocations to deal with the Regional Housing Needs Allocation (RHNA) and future adopted General Plans). This does not preclude expansion of spheres of influence under certain circumstances that include smart growth principles
- It will discourage, but not prohibit, growth on strategic farmland and resource conservation/open space land. (Strategic farmland maps will be provided as part of the Blueprint toolbox)
- It will provide for employment centers to serve the west side of Fresno County either along the I-5 Corridor or other appropriate locations
- It will require collaborative planning in order to ensure that policies are in place for planned, orderly growth within planned growth areas while allowing flexibility in meeting the performance goals
- It will allow some flexibility in allocating growth, but in a manner that will ensure acceptable performance outcomes

A principal objective of the preferred scenario is competitive economic development. Job growth should be balanced with housing growth in order to reduce vehicle miles traveled (VMT), and should include appropriate job growth for west side cities.

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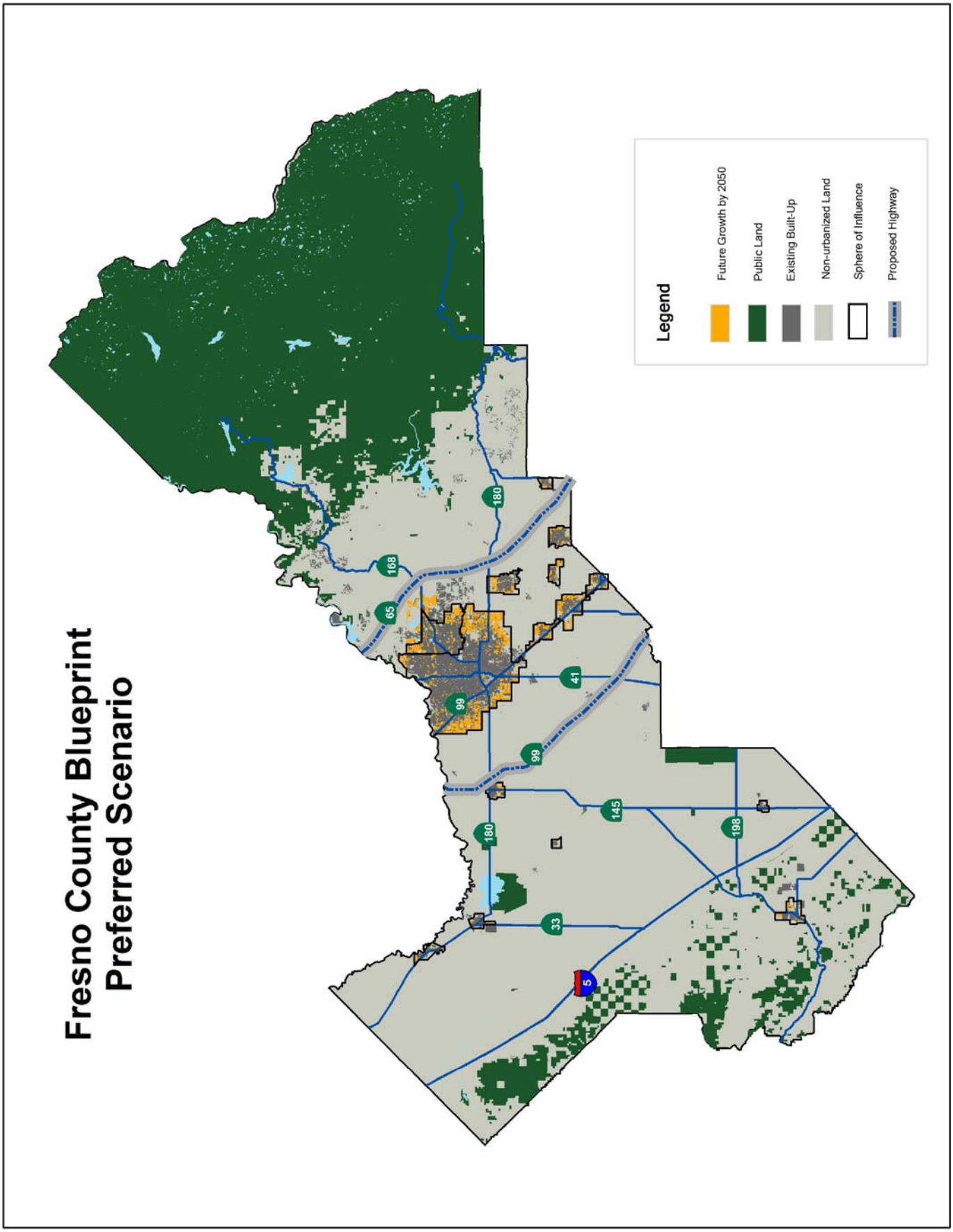
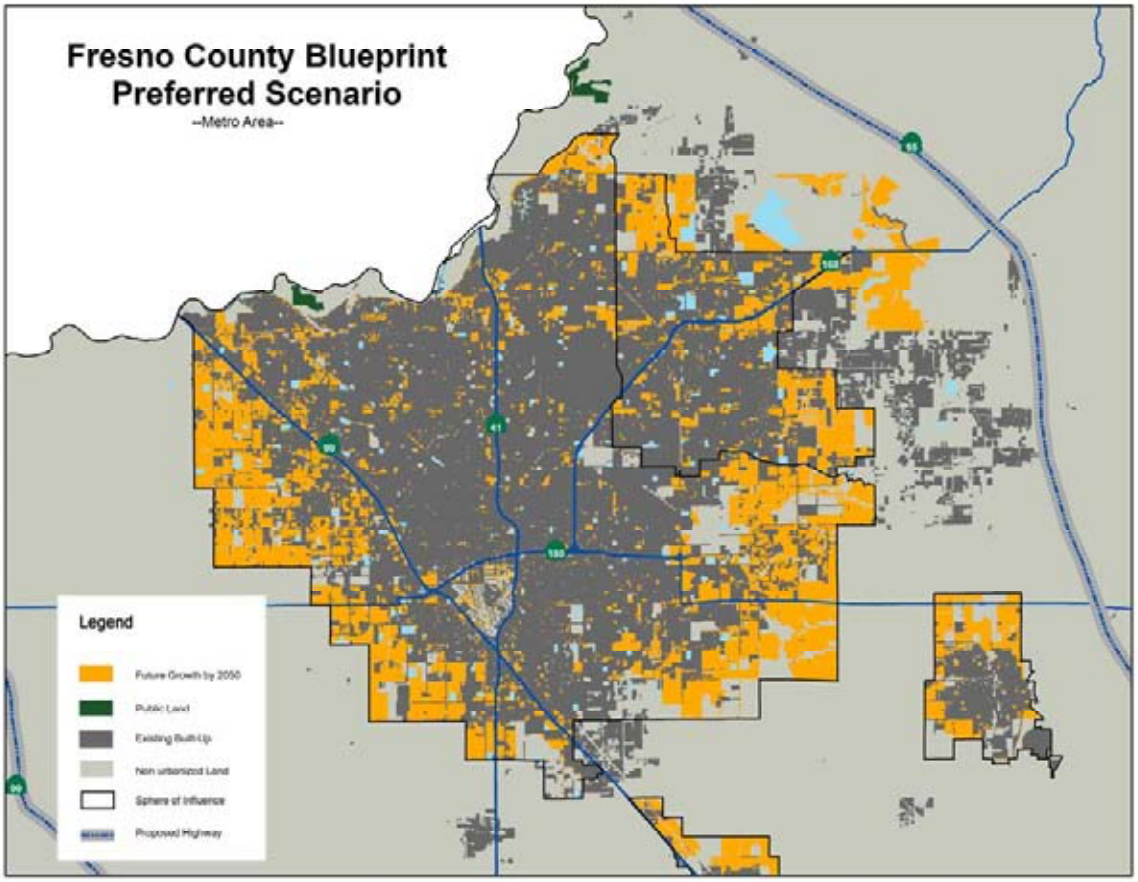
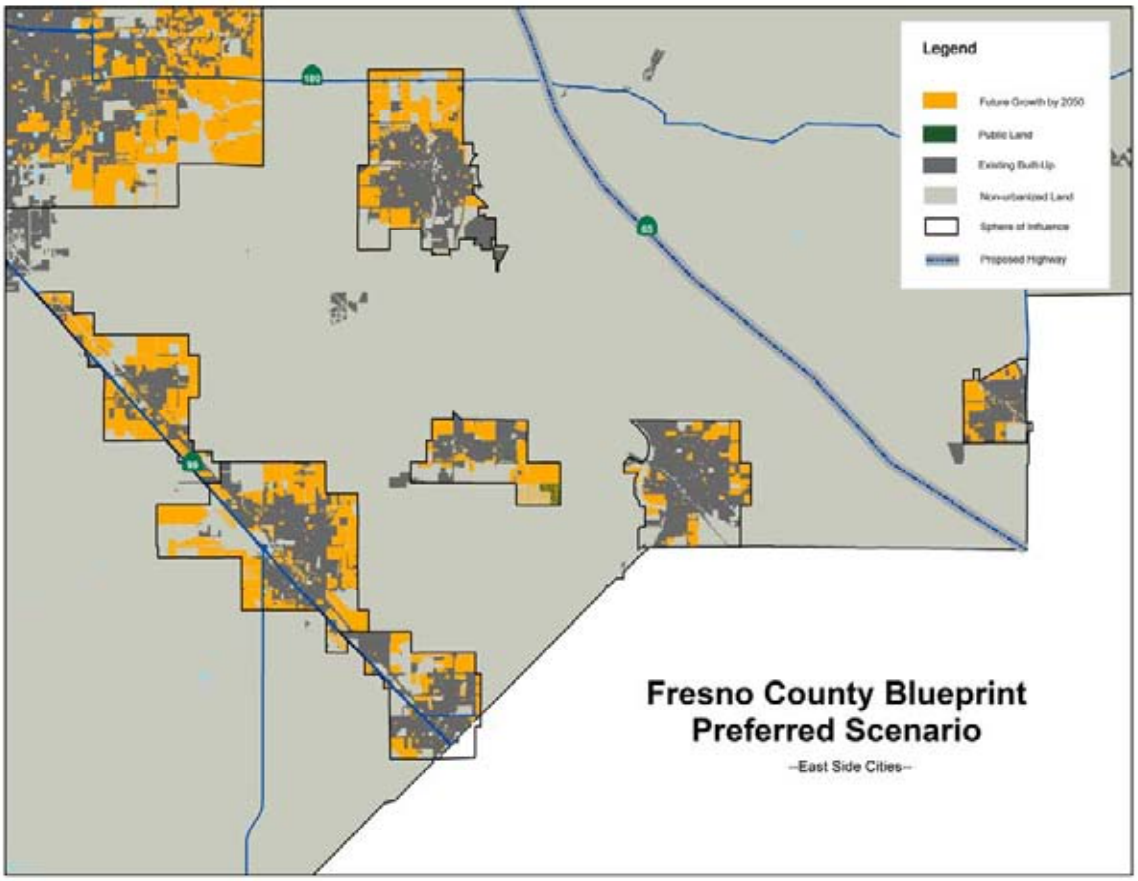
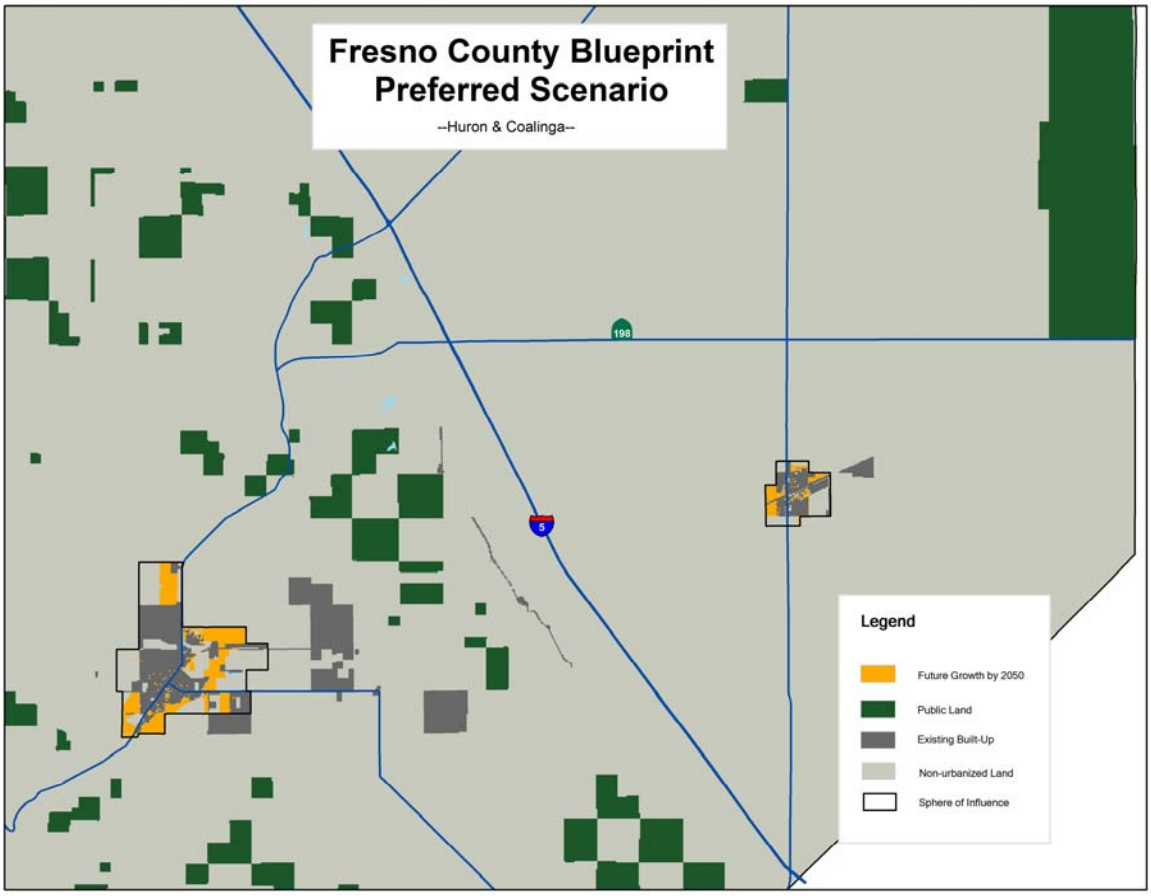
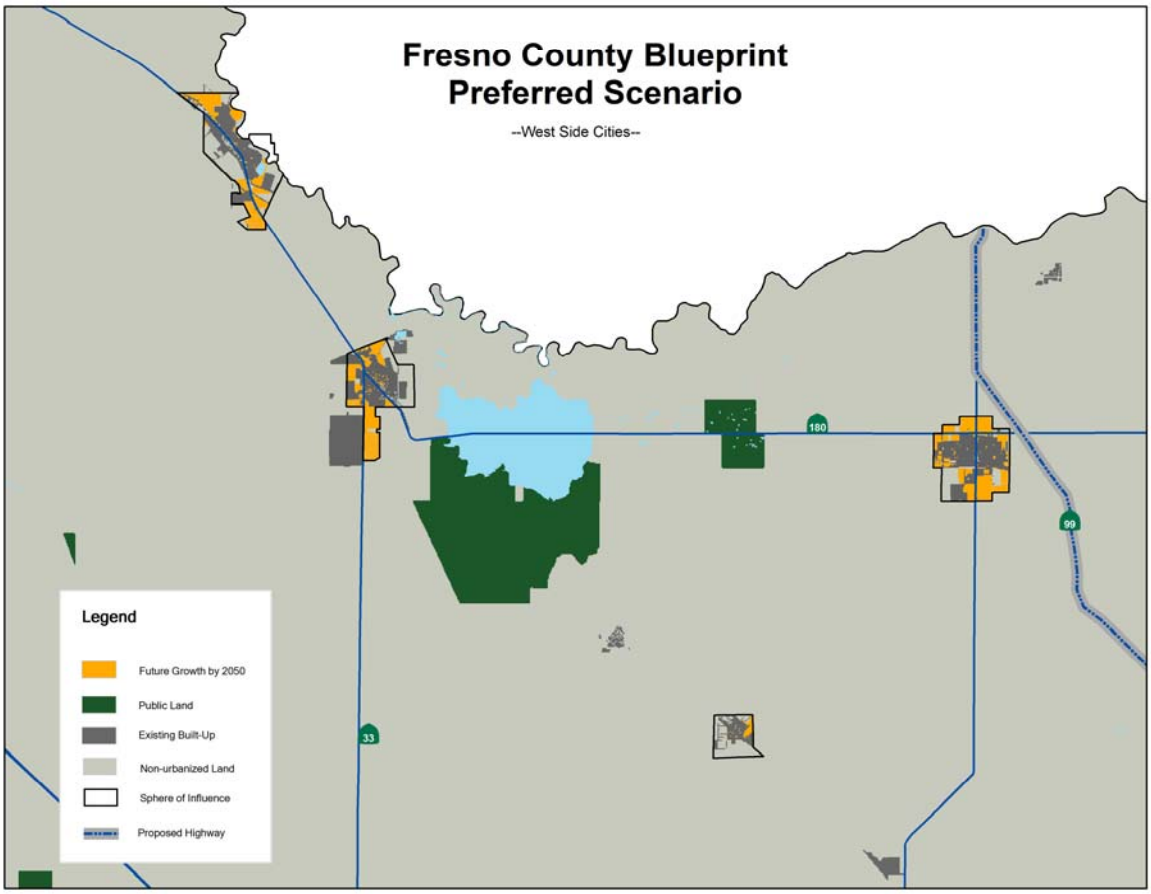
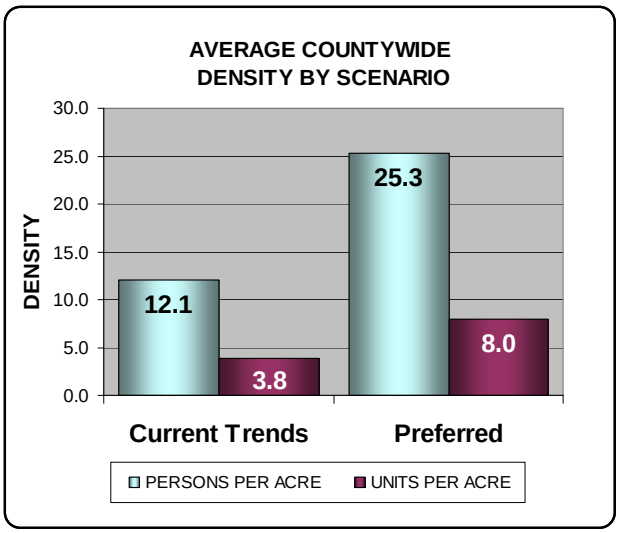

Fresno County Blueprint
Preferred Scenario
Legend
Future Growth by 2050
Public Land
Existing Built-Up
Non-urbanized Land
Sphere of Influence
Proposed Highway
180
168
65
99
41
99
145
198
180
33
5

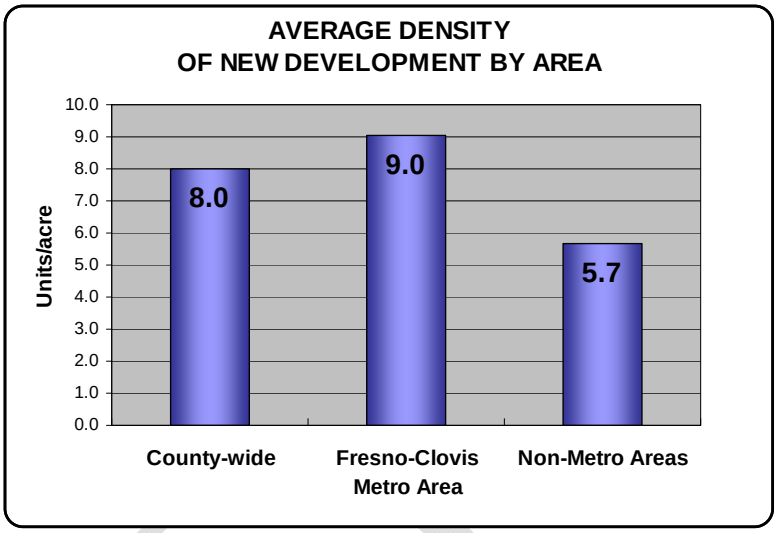

Fresno County Blueprint
Preferred Scenario
--Metro Area--
Legend
Future Growth by 2050
Public Land
Existing Built-Up
Non urbanized Land
Sphere of Influence
Proposed Highway

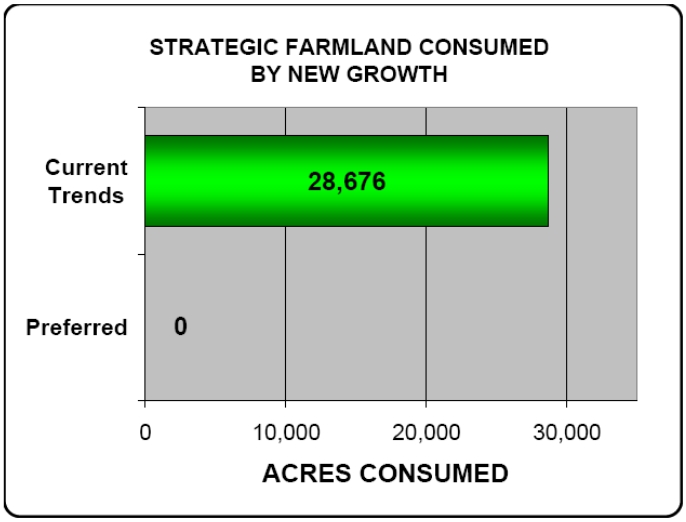

Legend
Future Growth by 2050
Public Land
Existing Built-Up
Non-urbanized Land
Sphere of Influence
Proposed Highway
Fresno County Blueprint
Preferred Scenario
--East Side Cities--

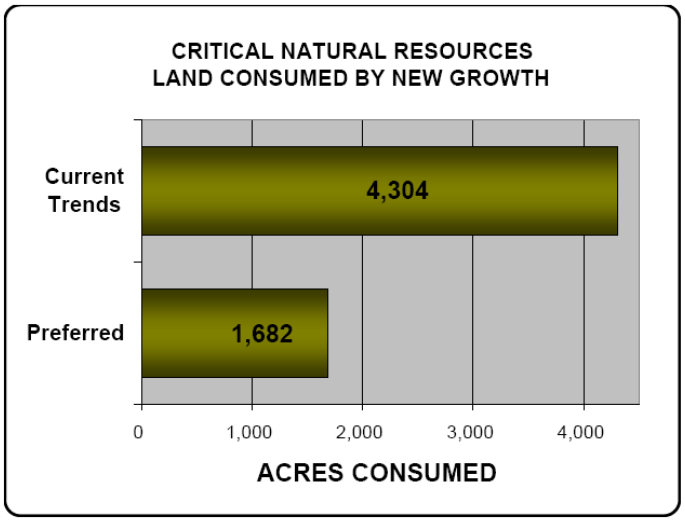

Fresno County Blueprint
Preferred Scenario
--Huron & Coalinga--
198
5
Legend
Future Growth by 2050
Public Land
Existing Built-Up
Non-urbanized Land
Sphere of Influence

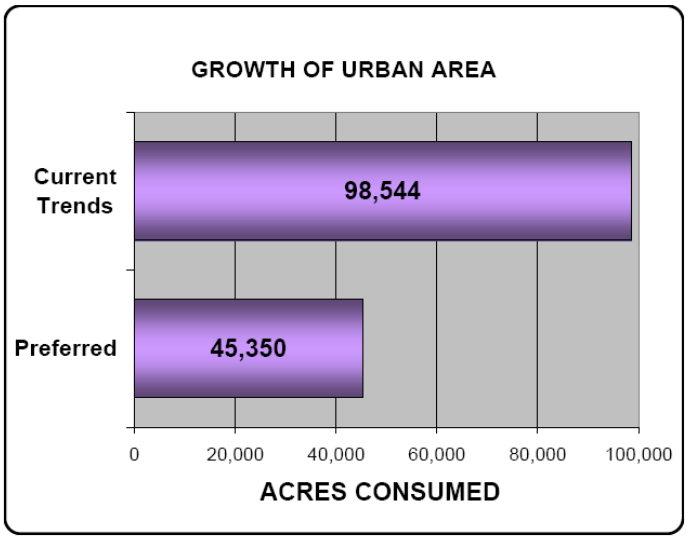

Fresno County Blueprint
Preferred Scenario
--West Side Cities--
180
99
33
Legend
Future Growth by 2050
Public Land
Existing Built-Up
Non-urbanized Land
Sphere of Influence
Proposed Highway


AVERAGE COUNTYWIDE DENSITY BY SCENARIO
DENSITY
30.0
25.0
20.0
15.0
10.0
5.0
0.0
12.1
3.8
25.3
8.0
Current Trends
Preferred
PERSONS PER ACRE
UNITS PER ACRE


AVERAGE DENSITY OF NEW DEVELOPMENT BY AREA
Units/acre
10.0
9.0
8.0
7.0
6.0
5.0
4.0
3.0
2.0
1.0
0.0
8.0
9.0
5.7
County-wide
Fresno-Clovis Metro Area
Non-Metro Areas


STRATEGIC FARMLAND CONSUMED BY NEW GROWTH
Current Trends
28,676
Preferred
0
0
10,000
20,000
30,000
ACRES CONSUMED


CRITICAL NATURAL RESOURCES LAND CONSUMED BY NEW GROWTH
Current Trends
4,304
Preferred
1,682
0
1,000
2,000
3,000
4,000
ACRES CONSUMED


GROWTH OF URBAN AREA
Current Trends
98,544
Preferred
45,350
0
20,000
40,000
60,000
80,000
100,000
ACRES CONSUMED

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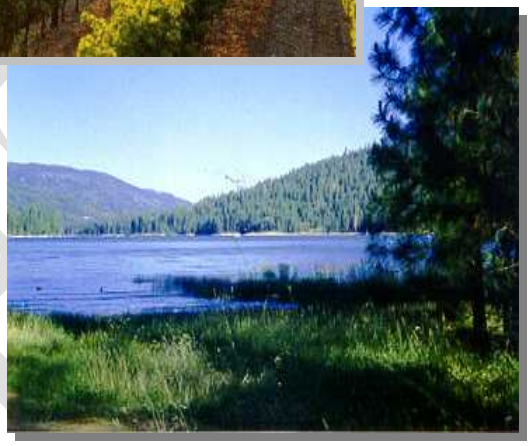
Chapter 4 Imagine the Possibilities for Fresno County

Imagine a place where natural resources are treasured: the air is clean, lakes and rivers are crystal clear. Unique wildlife, vegetation and ecosystems thrive. Open space is protected and abundant. Water and land are used responsibly, so that they are preserved for future generations. Residential, commercial and public buildings and infrastructure enhance the region's environment, respecting private property rights, wildlife habitats, critical waters and other natural resources.



Top photo: View of a grape vineyard in Fresno County
Above: A View of Shaver Lake in Northeastern Fresno County

Imagine a place where historic farms and villages exist alongside 21st century cities. Traditional rural communities maintain their character and heritage. Rural development of the Valley floor area is compact, has clear boundaries and respects the important role of agriculture in the region's economy. Parts of the region still feel untouched by the rapid growth of the last 100 years.

Focusing on Blueprint principles will ensure that future growth in Fresno County preserves the uniqueness of who we are.

Welcome to one of the world's most inviting regions.
Welcome to Fresno County, Year 2050

Imagine a place where people can live close to their jobs, schools, stores, restaurants and recreational areas. Schools, hospitals, public transportation systems, parks, museums, and other cultural amenities are easy to reach and reflect the character of the communities they serve. Walking and bicycle trails connect residents with commercial centers. Street-level retail shops and restaurants form a welcoming space. Neighborhoods have charm and character. People see family, friends and co-workers on a regular basis, creating a sense of community.

Imagine a place where travel within and between communities is efficient and dependable. Residents and visitors have choices for how they move within the region and to other locations. These choices save travel time, allowing people to spend more time with family and friends. They also include multi-modal transportation options as depicted in the Metro Rural Loop concept, which is intended to reduce dependence on automobile travel and improve connectivity. Businesses can easily access national and global markets with their products and services and are able to expand their reach worldwide.

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Chapter 5 Face the Facts: We Have to Act – Key Challenges

Why it's important to act now

Negative Trends in the San Joaquin Valley

Traditional single-family residential subdivision in California

- 74% of the 115,000 acres of land urbanized in the Valley from 1990-2004 was agricultural land
- 70%+ of all urban development occurred on prime, unique, or statewide important farmland in five Central San Joaquin Valley counties
- 57% of Valley residents report they or a family member have asthma
- Valley counties rank higher than state average for obesity, diabetes and heart disease.
- Chronic health conditions are associated with poor access to fresh, healthy food choices and physical activity resources.
- $3 billion/year is spent on health problems related to air pollution

Smoggy day in the City of Fresno

- 118% increase in traffic delays in Fresno and Kern counties from 1999-2002
- 7.9% average Valley unemployment rate is higher than the state average and among the highest in the U.S.
- Groundwater overdraft

Traffic Congestion in North Fresno

Negative Trends in Fresno County

- Loss of high-quality agricultural land
- Increasing health problems due to poor air quality
- Increased traffic congestion and traffic that travels through Fresno County along SR 99 and I-5
- Lack of affordable housing

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Chapter 6 If We Don't Act…Negative Trends Could Continue to 2050

A broad range of population forecasts and historic trends indicate that significant growth is on the horizon for Fresno County and the San Joaquin Valley. Although population growth by geographic regions, racial/ethnic groups and age will vary, growth will be a consistent trend. This growth in population implies growth in households and increased demand for housing units.

If we don't want to develop the way Los Angeles and the Bay Area have, then we have to act now so that Fresno County can grow in a livable and sustainable fashion.

Population growth

The San Joaquin Valley faces major challenges, one of which is accommodating future growth. Population in the Valley is expected to nearly triple by 2050, from 3.9 million to 9.5 million people, which is the equivalent of adding 10 new cities the size of Fresno.

Fresno County is growing faster than the state itself, with a 20% increase in population between 1990 – 2000. As of July, 2007, the census bureau estimated Fresno County's population at approximately 899,400. This is a 12.5% increase from the 2000 census as shown in the table below. The table also shows the projected population for Fresno County through the year 2050. Population projections for the years 2010 thru 2050 are based on the July 2007 State of California, Department of Finance report as noted in the fall 2007 Blueprint Update. This information is also available on the Fresno COG website.

Year	2000*	2010	2020	2030	2040	2050
Fresno County	799,400	983,500	1,201,800	1,429,200	1,670,500	1,928,400

**April 2000 U.S. Census Data rounded to nearest 100.*

This population growth will place increasing pressure on both the County's unique environment and its evolving transportation system.

Housing growth and affordability

The Fresno County 2007 Regional Housing Needs Allocation (RHNA) Plan estimates that by June 2013, our population will be approximately 999,400 with approximately 328,300 households. These estimates

Above: Well designed multiple-family residential complex in Fresno
At left: Medium-high density single-family home in Fresno

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were calculated using State Department of Finance population figures, population to housing unit ratios and occupancy rate figures for Fresno County.

The following table shows household projections by income group rounded to the nearest 100. These projections are based on numbers from the State of California Department of Housing and Community Development.

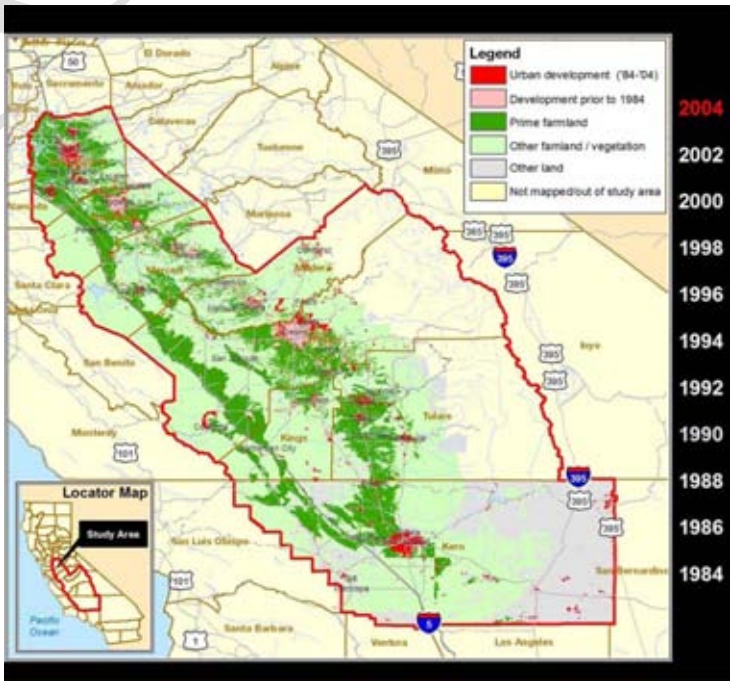
	June 30, 2013	
Income Group	Number	Percent
Very Low	77,900	23.74%
Low	53,300	16.25%
Moderate	59,400	18.09%
Above Moderate	137,600	41.92%
Total	328,300	100.00%

Based on information from the Fresno Housing Alliance, since 2000, Fresno home price increases have averaged 28.4% per year – while median family incomes have averaged only a 6% increase per year. The affordability index has dropped from 54% in 2000 to 17% in 2007, substantially reducing the number of households that can afford to buy a median priced home. Fresno's housing market has changed considerably since June 2007. According to recent statistics, between June 2007 and September 2008, the average home sales price has dropped 31% or from $246,446 to $170,000.

Development on agricultural land

Productive agricultural land is a finite and irreplaceable resource. Along with the food and fiber products that Fresno County's agricultural land provides, it also supplies products which have little market value but substantial cultural and ecological importance. These values can be both immediate and long-term. The immediate values include social heritage, scenic views, open space and community character. The long-term environmental benefits could be wildlife habitat, clean air and water, flood control, ground-water recharge and carbon sequestration.

By 2040, it is projected that 34% of Fresno County's high-quality farmland will be developed. That equates to roughly 40,000 acres of lost farmland.



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Traffic congestion

Traffic congestion, a condition of traffic delay, occurs when the number of vehicles using a roadway exceeds the design capacity. Rapid growth in urban areas contributes to traffic congestion as the area grows faster than the overall capacity of the transportation system. The resulting slow-downs have a negative effect on residents and businesses through impacts on air quality, business activities and overall quality of life. Road-building attempts to ease congestion have only been temporarily effective. Transportation costs for the average American outweigh health care, education and food cost.

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Chapter 7 If We DO Act…A Positive Outlook for 2050

The goal is to position Fresno County as an economically viable area with a diversified economic base. Fresno County needs to remain business friendly and make the right choices for enhancing quality of life through predictable and sustainable development.

In developing the Blueprint in Fresno County we have learned that community members do not want to continue with current development patterns, but prefer to see future growth that preserves environmental and agricultural lands, focuses development in urban centers and connects these centers with transportation corridors that provide choices.

Through workshops and interactive surveys, the residents, business leaders and elected officials of Fresno County worked together to envision a future that is different from what exists today. A future where Fresno County is recognized as a world-class place to live, learn, work and play. A future where people with diverse backgrounds and talents come together to enhance a global economy that rivals the greatest communities in the world. A future where the natural beauty and other amenities are enjoyed by all. A future where we consume less land, preserve more environmental resources, create more distinctive places to live and provide travel choices.
A future where Fresno County is recognized as a world class place to live, learn, work and play.

Mosaic mural along State Route 168 in Clovis

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Conservation:
Enjoying Fresno County's most precious resources – land, water, air and wildlife

Fresno County's natural settings are important to all of us. Within a relatively short drive, we can enjoy the beauty of several national parks, hike or bike on numerous trails, or enjoy a variety of community activities.

A view of Huntington Lake in Northeastern Fresno County

As good stewards, we seek to ensure that these resources will be available for our children and grandchildren. We want them to have access to parks, trails and recreational areas. We want them to see how wildlife, plants and ecosystems can thrive in balance with a healthy economy. The coming generations should inherit a sustainable environment that includes clean air and clean water.

We must conserve land for future generations, including sensitive lands and habitats. Additional conservation lands will create new spaces for

recreation, wildlife and groundwater recharge. Conservation lands protect natural ecosystems and provide better mobility for wildlife and recreational travelers. Water consumption and greenhouse gas emissions can be reduced so that even as we add new residents, our overall "footprint" on the environment will be limited.

Countryside:
Maintaining Fresno County's heritage of agriculture and small towns

Agriculture should remain a viable option for large areas of the region's land. Local farms will continue to provide a significant portion of the food supply, as well as valuable exports to other states and nations. Farms, small towns and undeveloped countryside will remain a key element of Fresno County's landscape. They will provide options for where people choose to live. These rural areas provide the soft edges to major urban areas of the community.

A spring crop in southern Fresno County

Rural communities will welcome retirees, visitors and families. These towns will combine a relaxed lifestyle with easy access to world-class urban centers throughout the region. With modern transportation and communication systems, easy access to markets in other regions, states and nations will be available.

Centers:
A variety of places to live, work and play

An example of a "mixed-use" development

Distinctive cities and towns will provide choices for how our residents live. Communities will meet the needs of residents, from those who want to live in an urban setting to those who desire a larger parcel in the country. The area's most vibrant centers will provide a mix of residential and commercial development. Housing options will be available for all residents of all income levels. Desirable, attractive, compact and convenient shopping will be readily available. Opportunities will exist for farmer's markets and other fresh food purveyors. Rich architectural details, urban parks, and commercial and cultural amenities will create a unique feel for each center. Most urban areas will have fewer single-family homes and an increased mix of apartments and condominiums. Schools, jobs, shopping, health care facilities and cultural amenities will be located in close proximity to residential areas. Residents will feel safe and secure and will see Fresno County as a place where they can raise families and retire.

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Corridors:

Connecting the region with more choices for how people and goods move

Transportation corridors will provide the network that links communities to each other as well as to the rest of the state and nation. A wide range of travel options will be available to residents and businesses of our area. People in the most compact urban centers will be able to walk, bicycle or take a bus to school, to work or to shop, thus reducing reliance on the automobile. People moving between centers will be able to drive or use transit or passenger rail systems. Greater choices and shorter trips will help reduce congestion, save time and money, and alleviate the stress of waiting in traffic.

A conceptual rendering of the proposed Metro Rural Loop in Fresno County looking easterly toward Downtown Fresno in the Year 2050

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Chapter 8 How We Get There: Implementation Strategy

Smart Growth Principles

Fresno's Blueprint planning process endorsed the ten smart growth principles as a method to guide future growth decisions in Fresno County, as well as strategies to implement each principle:

1. Create a range of housing opportunities and choices
2. Create walkable and bikeable neighborhoods
3. Encourage community and stakeholder collaboration
4. Foster distinctive, attractive communities with a strong sense of place
5. Make development decisions predictable, fair and cost effective
6. Mix land uses
7. Preserve open space, farmland, natural beauty and critical environmental areas
8. Provide a variety of transportation choices
9. Strengthen and direct development toward existing communities
10. Take advantage of compact building design
11. Enhance the economic vitality of the region
12. Support actions that encourage environmental resource management
13. Plan for future water needs

An example of light rail in a downtown center

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1. Create a range of housing opportunities and choices

Making available quality housing for people of all income levels is an integral component in any smart growth strategy. The region's housing stock is becoming less affordable due to rapid price increases and limited wage gains. Housing is increasingly out of reach not just for the working poor, but also for the teachers, nurses, police, firefighters, and other public servants who are so essential to our communities. Housing for residents from every walk of life is integral to our future. We will work together to:

- **Set regional goals**
  Determine how to make housing more affordable in the region for both owners and renters and how to maintain this affordability over time.
- **Educate communities about affordable housing**
  Better understanding about affordable housing will help debunk myths, relieve fears, and otherwise reduce opposition to placing a range of housing in communities.
- **Balance the geographic distribution of affordable housing**
  All types of communities, not just urban centers, should provide an appropriate share of the region's housing. Where possible, the design of housing should be integrated with market rate housing in the communities in which it is located. Without a diverse array

of suitable housing locations, workers will be forced to live further from their jobs.

- **Provide incentives for affordable housing** Dedicated public funding will continue to be one source of investment in affordable housing. Creative solutions can help leverage public funding, such as community land trusts, developer incentives, and co-location of housing for essential service workers on school properties and other public lands.

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2. Create walkable and bikeable neighborhoods

Accessible neighborhoods are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth. Fresno County's people are its most significant asset and today's society is the most mobile in history. In implementing the shared regional vision, Fresno County will strive to:

- **Encourage development standards that promote** fully accessible neighborhoods and that accommodate the safe movement of pedestrians, bicyclists, and the disabled.
- **Coordinate the location of school sites** with the location of new residential development, as well as the location of parks, recreational areas, and transportation services. Create safe routes for students to walk and ride bicycles to schools.
- **Coordinate commercial centers where** access to local, fresh foods, jobs etc. can be reached by walking and bike paths.
- **Provide access** to healthcare, social services, child care, elder care, and other family support services at locations throughout the region.
- **Create, preserve, and provide access** to museums, performing arts, public art, historic properties, and other cultural amenities at locations throughout the region.
- **Create safe routes** for people to walk and ride bicycles to work and community centers.
- **Create healthy forms of transportation** that will support a more active citizenry. A transportation system that supports walking and bicycling will improve the overall health of citizens in Fresno County and reduce our dependence on the automobile.

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3. Encourage community and stakeholder collaboration

Growth can create great places to live, work and play -- if it responds to a community's own sense of how and where it wants to grow. Collaboration is a mutually beneficial relationship between two or more parties who work toward common goals by sharing responsibility, authority and accountability for achieving results. A collaborative process relies on trust, inclusion and constructive engagement to achieve a broad common purpose.

- **Develop a shared vision**
  The needs of the communities are best defined by the people who live and work there.
- **Formulate creative solutions**
  Community and stakeholder collaboration can lead to creative, speedy resolution of development issues and greater community understanding of the importance of good planning and investment. Collective problem solving will lead to innovative strategies that fit the unique needs of communities.
- **Work together**
  Collaboration is less competitive and focuses on interests rather than positions. Through negotiation and mediation underlying value differences can be safely explored. Community capacity expands with conflict management and trust and furthers mutual learning and fact finding.

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4. Foster distinctive, attractive communities with a strong sense of place

Smart growth encourages communities to craft a vision and set standards for development and construction, which respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation. Centers ranging from villages to towns to cities will be the region's focal point for future development. The region already offers many choices for where and how we live. How can we expand these options and create new ones in the future?

- **Enhance existing communities**
  Each community should develop according to the size and character envisioned by its residents, consistent with the shared regional vision. Some communities may choose to create compact developments that can accommodate more residents; others may redevelop and redesign downtowns and central business districts to be more inviting; still others may remain much the same as they are today, whether they are rural communities or urban centers.

A well-designed office complex in Clovis

- **Create new centers**
  A small number of new centers may be created at locations that are suitable for compact development. These locations should reflect market demand, avoid environmental conflicts and be contiguous

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to or near existing or planned transportation corridors.

- **Encourage creativity**
  The development of cities, towns and other centers should reflect the diversity of our people and our economy. Incentives could be provided for creative design practices; developing mixed use, more compact centers located close to regional transit stations and expressway interchanges; and implementing "green" community designs that require a reduced urban and environmental footprint.
- **Address the unique needs of diverse population groups**
  The region should develop centers that appeal to people of all ages and walks of life. Some centers may be family friendly with good schools and child care; others may appeal to active retiree populations by providing accessible health care and recreational and cultural amenities.
- **Foster peace of mind**
  From the smallest neighborhood to the largest city, residents of each community prosper when they feel safe and secure. The public and private sectors should consider public safety, public health, and emergency evacuation needs in community design decisions.
- **Build creative communities**
  Communities should provide a stimulating mix of educational, cultural, and environmental resources that will attract and retain highly skilled workers.

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5. Make development decisions predictable, fair and cost effective

If a community is to be successful in implementing smart growth; it must be embraced by the private sectors. According to Smart Growth Online "only private capital markets can supply the large amounts of money needed to meet the growing demand for smart growth developments. If investors, bankers, developers, builders and others do not earn a profit, few smart growth projects will be built. Fortunately, government can help make smart growth profitable to private investors and developers. Since the development industry is highly regulated, the value of property and the desirability of a place are largely affected by government investment in infrastructure and government regulation. Governments that make the right infrastructure and regulatory decisions will create fair, predictable and cost effective smart growth." Methods to engage the private sector, elected and the public about development decisions are to:

A small lot single-family home in Fresno

Downtown Clovis along Clovis Avenue with buildings depicting the old town character

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- **Make smart growth profitable for the private sector and developers**
- **Expedite the approval process, listening to the "time is money" mantra**
- **Balance interests fairly**

A charrette, or collaborative session, engages community members, developers and designers. A charrette is a way of quickly generating a design solution while integrating the aptitudes and interest of a diverse group of people.

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6. Mix land uses

Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live. Mixing Land Uses is one of ten key principles of Smart Growth identified by the Smart Growth Network. The organization states, "Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live. By putting uses in close proximity to one another, alternatives to driving, such as walking or biking, once again become viable.

- **Live, work and play in close proximity**
  It is becoming more and more desirable to balance jobs and housing and give residents a wider range of housing options to reduce congestion caused by workers commuting. Mixing land uses will help achieve these goals while maintaining the character of adjacent neighborhoods.
- **Provide for a more diverse community**
  Mixing land uses also provides a more diverse and sizable population and commercial base for supporting viable public transit.
- **Enhance the vitality and security of the community**
  Increasing the number and attitude of people on the street can enhance the vitality and perceived security of an area.
- **Revitalize the community in which we live**
  Streets, public spaces and pedestrian-oriented retail again become places where people meet and spend time; attracting pedestrians back onto the street while helping to revitalize community.

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7. Preserve open space, farmland, natural beauty and critical environmental areas

Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving a communities' quality of life, and guiding new growth into existing communities. Preserving and enjoying natural resources matters to citizens. This is the foundation of a shared regional vision – the principles that we follow if our region is to become the place our children and grandchildren will want to live in 2050.

An endangered Blunt-Nosed Leopard Lizard in Fresno County

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- **Identify the "must save" lands**
  The centerpiece of the regional vision is a "greenprint," which is a plan for a network of farmland, conservation land, open space and recreational areas.
- **Invest in preserving critical lands.**
  Dedicated public funding will be one way to purchase lands for this "greenprint." However, conservation can also occur through private investment. Incentives can encourage landowners to conserve green-print lands and other open space, and to set aside lands for preservation as part of major development projects
- **Ensure that residents can easily access recreational areas**
  It is not enough to conserve lands; we also need to make sure we can access and enjoy nature. Communities should be designed so that the majority of residents are within a short walk or bike ride from a green space. Appropriate transportation access to recreational areas located outside the urban areas will be needed.
- **Develop in a sensitive manner**
  The environment will be a critical factor in future decisions about public and private investment in the region. Development should focus in existing centers and other areas that do not pose significant risk to environmental resources and that makes efficient use of the land required to support future growth. Transportation corridors should impact sensitive lands only when necessary. The design of buildings and infra-structure should help reduce the region's water consumption, greenhouse gas emissions, and other "footprints" on the environment.
- **Plan for future water needs**
  The region should also develop strategies for providing sufficient water and ensuring that water supply is available to support new development. A regional water resources plan should include strategies for reducing consumption, sharing available water sources, and developing alternative water sources. In addition, according to the website *Low Impact Development (LID) Urban Design Tools* (www.lid-stormwater.net/index.html), "Low Impact Development (LID) is an innovative storm water management approach with a basic principle that is modeled after nature: manage rainfall at the source using uniformly distributed decentralized micro-scale controls." The goal is to mimic a site's predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source.
- **Encourage sustainable agric*u*lture**
  Agriculture should remain a viable option for our land to provide part of our food supply and to serve export markets. Local governments, land owner and farmers should work together to promote the importance of agriculture and to retain suitable lands in agriculture so that farming remains economically and environmentally viable.

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8. Provide a variety of transportation choices

Providing people with more choices in housing, shopping, communities, and transportation is a key aim of smart growth. Transportation is the key factor that will shape urban and rural development around the greenprint. The region's transportation investments will support the shared regional vision by providing:

Passenger Airplane & Truck Trailers at a local loading facility

- **Connectivity between centers and to other regions**
  Existing or new corridors will connect the major city centers within Fresno County. Where possible, the preference should be to enhance existing corridors, but new corridors may be needed where there are gaps in this system. It also will be important to work with the state to enhance the corridors that connect Fresno County to other parts of California, other states, and other nations, using a mix of road, rail, water and air.
- **Congestion relief**
  Fresno County's residents desire to spend less time traveling, and our businesses are looking for ways to reduce the cost and improve the reliability of transporting goods. The regional transportation strategy will include ways to reduce traffic delays, eliminating bottlenecks and creating more travel options. One option will be telecommuting through the provision of high-speed, broadband communication channels.
- **Choices for moving people and goods**
  Residents of Fresno County envision a regional transit system that connects existing and future urban centers in all parts of the region. They also envision local light rail, street car, or bus rapid transit systems that connect neighborhoods with the regional transit service. They seek to expand the use of freight rail and high-speed passenger rail to move people and freight between Fresno County and other regions. They desire a transportation system that includes accommodations and access for the disabled. They also desire a street circulation system for bicyclists that encourages and supports bicycling as an alternative form of transportation. Residents also desire a system of greenways and trails for walking or bicycling. Such a system would improve the health of residents and result in a more active citizenry. A regional transportation plan should identify where these choices are most feasible and set priorities to implement these investments. Governor Schwarzenegger signed the Complete Streets Act of 2008 into law September 30, 2008. The law requires cities and counties statewide to incorporate complete streets when updating their general plans.

Example of Light Rail

- **Concurrency with new development**
  Local governments should work with developers to implement needed roads and transit systems along with anticipated growth. This balancing of growth and infrastructure should occur at both local

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and regional levels to better address impacts of growth that spill over city or county lines. Regional standards can help ensure that development in one county or municipality does not adversely impact other counties or municipalities.

- **Ensure access to key economic assets**
  The regional transportation plan should also identify needs for efficient transportation access to key economic assets such as:
  - International gateways for commerce and visitors
  - "Idea factories" that generate new research and products
  - Key gathering places for business people and creative leaders
- **Provide connectivity to global markets**
  The regional transportation plan should set priorities for investing in the highway, rail, water, aviation and communication systems that link Fresno County businesses with customers in other states and the nation. The Metro Rural Loop, once implemented, is expected to foster greater investment, increase the local and global scale of economic development, and entrepreneurial and business formation opportunities, enhance diversified employment opportunities, provide for affordable housing, and result in efficient transportation throughout the regional metropolitan system.

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9. Strengthen and direct development toward existing communities

Smart growth directs development toward existing communities already served by infrastructure, seeking to utilize the resources that existing neighborhoods offer, and conserve open space and natural resources on the urban fringe.

Develop centers that will function as hubs of economic activity.
Jobs and housing can be spread throughout the region, enabling people to live close to their jobs. Plans should ensure that sufficient land is designated for economic centers with appropriate transportation and other infrastructure already in place.

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10. Take advantage of compact building design

Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development.

- **Build up not out**
  More compact building design provides an alternative to conventional, land consumptive development. Compact building design suggests that communities be designed in a way which permits more open space to be preserved, and that buildings be constructed which make efficient use of land and resources.
- **Supports other modes of travel**
  Compact building design is necessary to support wider transportation choices in the county, and provides cost savings for localities. As we seek to encourage transit use to reduce air pollution and congestion, we recognize that minimum levels of density are required to make public transit networks viable.

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11. Enhance the economic vitality of the region

Increase economic vitality through diversification by expanding existing businesses; attracting new, high paying employers; and promoting a business climate which supports entrepreneurial innovation. Fresno County's future as a desirable place to live, work, and visit is dependent upon a dynamic, diversified, and growing economic base that compliments the character of our region. The County will attract businesses that offer employment to its citizens, provide essential services, respect the agricultural environment, compliment the tourist industry, and bolster the tax base. The overarching goal is for Fresno County to be globally competitive to ensure its future as a desirable place to live, work, and visit.

- **Promote economic development**
  There must be a concerted effort in the County to promote economic development which is compatible with existing residential neighborhoods and other business developments, encourages the rehabilitation of public facilities and the transportation and utilities infrastructure to accommodate new businesses, promotes spin-off manufacturing of products related to agricultural and other high-tech research and development operations, and promotes public-private partnerships, including the selective use of local incentives which facilitate the growth of capital investment and high paying jobs.
- **Encourage high-tech industries**
  The County's economic future is dependent upon the growth of high-technology industries including agricultural research, as well as finance, insurance and real estate. Fresno County should focus on opportunities that are non-polluting and that support telecommuting and alternative transportation modes and recruit quality companies at the forefront of economic and technological change.
- **Foster a strong diversified economic base**
  Enhancement of the County's economic health while each of the local agencies grow will require a variety of strategies that provide the ability to balance future development with the preservation of natural systems and sensitive areas, allow a mix of uses through redevelopment, infill, subarea planning and master planning, develop and implement clear economic policies; and encourage interaction between the private sector and the remainder of the community.
- **Encourage economic activity**
  Fresno County jurisdictions should foster a regulatory environment that supports diverse businesses, property owners, and regional and local developers through provision of adequate and well maintained urban and rural services and facilities, promote a consistent and predictable planning, regulatory and permitting processes, develop flexible requirements such as zoning and development regulations that are responsive to market forces, and provide for the efficient processing of applications and a healthy economic atmosphere.
- **Develop a successful future economic strategy**
  Fresno County's future economic strategy rests on optimizing its strategic location among expected growth areas for quality residential and commercial development, and generating a potential significant tax base to enhance public services and facilities at service levels that enhance the quality of life of the community. Fresno County jurisdictions should also encourage a diversity of local businesses to attract and enhance regional tourism, maintain accessibility to regional employment and residential areas, and provide residents with quality natural settings while preserving the urban and rural character of the County.

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12. Support actions that encourage environmental resource management

The over-arching goal is to promote the informed use, management and protection of water, land, air, and related natural resources of the Fresno County region through inter-jurisdictional coordination and consistency in the development and implementation of laws, programs, and policies addressing resource management and environmental protection issues. Protecting Fresno County's remaining natural resource lands in the urban and rural areas will build on past investments and will continue to offer opportunities for further investment in the regional open space system as the County grows over the next 40 years.

- **Understand the resource environment** Scientific, technical and policy advice available to each jurisdiction within Fresno County is vital to ensure science-based decision-making. Research will be required to maintain and enhance the regional database so that policymakers and managers are armed with accurate and comprehensive environmental resource data and information on which to base their decisions regarding growth and development.
- **Support a well-informed and active public** Local agencies in Fresno County should coordinate on a regional scale to develop a system that contributes to the timely development and aggressive implementation of sound resource management and environmental protection programs. It is important to develop educational materials, such as kiosks, articles, and maps to inform public about the value of natural resources.
- **Preserve natural resources and enhance environmental protection** Create livable communities in the County where future development respects and integrates the natural resources by preserving adequate open space areas for major habitat types to maintain ecosystems in a natural balance for recreation, scientific, conservation, economic, educational, agricultural, and scenic purposes.
- **Manage the natural environment** Fresno County jurisdictions and other responsible agencies should protect wetlands, excessive slopes, tree canopy, significant natural habitats, and scenic views from environmentally insensitive development and encourage re-vegetation and management of areas to restore native habitat and natural aesthetic qualities that contribute to environmental quality. One of the first steps to identify and prioritize natural areas in the County is to encourage practices that stress soil conservation as a means to retain native vegetation, maximize water infiltration, provide slope stabilization, allow scenic enjoyment, and reduce flood hazards.
- **Reduce environmental impacts of growth and development** Local agencies in Fresno County should encourage activities that conserve energy and result in less pollution such as waste reduction, recycling, alternative transportation modes, alternative energy sources and composting. The agencies should also encourage and support sustainable farming practices, pest control practices and continue to provide and encourage the City of Fresno's leading curbside recycling program through educational events, promotional materials and volunteer efforts. Other effective strategies include using natural resource open space to physically separate elements, which are incompatible by scale or function, work with appropriate landowners and

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government agencies to rehabilitate abandoned resource fields, and preserve mature trees and establish requirements for their replacement. Finally, local agencies in Fresno County should strive to ensure that protected animal species and sensitive native plant communities are not illegally destroyed as a consequence of any new development or urban activity.

- **Enhance recreation opportunities in natural areas**
  Local agencies should work with state and federal agencies to coordinate protection and enhancement of natural corridors and ensure the preservation of large, contiguous natural areas that provide the greatest opportunities for animal and plant habitat, as well as a contiguous trail system.
- **Address clean air and climate change**
  Meeting air quality standards for ozone and particulate matter and addressing climate change will lead to creation of a healthier environment that helps maintain the economic vitality of the Fresno County region. Since pollution and climate change reduction measures typically reduce the use of fuel and electrical power, they may provide substantial cost savings as well. Valley counties should coordinate efforts to address climate change and improve air quality where technology and policy options are available that address both issues simultaneously.

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13. Plan For Future Water Needs

As a framework for sustainable development, support the Ahwahnee Water Principles developed by the Local Government Commission in its publication A "Blueprint for Regional Sustainability", which can be found at: www.lgc.org/ahwahnee/h2o_principles.html. As noted in the Ahwahnee Principles, there are, and will continue to be demands for water resources, resulting from population growth. To achieve success, water management should be conducted within a regional framework as a key element in sustainable smart growth development.

- **Promote water sustainability**
  Maintaining the value of the water resource base will be required in order to sustain growth and development in Fresno County. Responsible agencies will need to reconcile equity and efficiency in the allocation of resources, provision of water services and the protection of the resource base. These agencies must also continue to manage the allocation of water resources, taking into account the principle that access to safe drinking water and sanitation is essential for satisfying basic human requirements, and that other allocations should be based upon consideration of economic efficiency and equity.
- **Promote water conservation**
  Water conservation should be promoted through the linkage of water with land and forestry policies. The management of resource demand will focus on water conservation through re-cycling and re-use and where appropriate, will be driven by pricing policies and by adopting best practices and appropriate technologies.
- **Manage water supply and demand**
  Water supply and demand should be managed through the formulation and implementation of research, monitoring and information management programs focusing on the quantity and quality of the

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resource base, and the social and economic forces affecting them.

- **Protect the aquatic environment**
  The aquatic environment should be protected, including wetlands, from local and regional pollution sources and from other threats necessary to maintain the physical and chemical balance and biological integrity of the water resource system.
- **Manage variations in water supply**
  The Fresno County region would benefit from a plan that focuses on the annual variations in water supply. Responsible agencies in the County should identify methods for coping with extreme events and disturbances, particularly droughts, floods, and erosion, through implementation of drought preparedness and flood protection and mitigation strategies including adequate monitoring and early warning systems.
- **Provide adequate resource management**
  It is important to support institutions that recognize the need for water capacity building, public information and education. Such institutions will continue to provide appropriate mechanisms for the management of land and water resources on an integrated basis. Further, there is a need for more and better water information, specifically data on water use, efficiencies and water availability, to facilitate decision making.

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Chapter 9 Working Together: Staying Focused on a Common Goal

Next Steps

5 Regional Actions

The decisions made today about growth will shape Fresno County's future over the next 50 years. The public and community organizations who have participated in this planning process propose the following five actions to initiate implementation of a shared regional vision.

WORK TOGETHER

Continue to meet as regional leaders to review progress toward the regional vision, and begin the work of carrying out key actions. The San Joaquin Regional Blueprint participants will continue to meet as needed to discuss growth issues and policies. They will facilitate a forum for public, private and civic organizations from related disciplines – agriculture, environmental, transportation, land use, economic development, housing, education, health, safety and others.

DEVELOP A REGIONAL "GREENPRINT"

Future plans should emphasize our sensitive lands and waters. We must develop a strategy to effectively balance Fresno County's natural resources and urban systems in order to protect, sustain and provide access to these important places. State and local governments, landowners, and environmental interests should define a "greenprint" of critical lands and waters, and use public funding and private incentives to preserve these lands, waters, open space and recreational areas. In doing so, we will preserve the best of our region for those that follow.

DEVELOP REGIONAL TRANSPORTATION CORRIDORS

The transportation and other infrastructure needed to connect our city centers to each other and to other regions will be identified. Transportation corridors will link centers into a region, and together with the greenprint, will establish the broad framework for where future growth should occur. The long-range regional transportation plan will address connectivity, relieve congestion, and expand travel choices. Particular emphasis will be given to developing regional transit corridors that can serve as the future backbone for travel, much like the major highways do today. To do so, we will need to coordinate planning activities across jurisdictions to include all modes—highway, rail, water, air, and space.

UNLEASH CREATIVITY

Through market forces and incentives, encourage local governments and developers to imagine and implement creative solutions for reducing sprawl, promoting compact development, designing distinctive places, making housing more affordable, and growing economic centers of excellence. We will begin the detailed process of revising regional and local plans, regulations, and processes to convert these dreams into reality.

MEASURE, INSPECT AND IMPROVE

Finally, we will monitor the progress of the region toward implementing a shared regional vision and make any midcourse corrections necessary to keep us on track. We will work with other partners to develop an annual regional progress report, and periodically convene regional leaders to make adjustments to the vision and related plans.

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Appendix A Modeling the Alternative Scenarios Using UPLAN

The following section provides additional detail and specifics regarding development of the UPLAN modeling process applied to analyze the four land use and transportation scenarios referenced in Chapter 3.

A number of technical steps were taken to identify and evaluate how Fresno County should grow over the next 42 years. The modeling effort required collecting Geographic Information System (GIS) based data from various County agencies and cities in the county; standardizing it, and converting it to inputs for the UPLAN land use modeling software. Each of the steps is detailed below.

- DATA COLLECTION
  Various sets of data; Assessor's Parcel Data, General Plans, and geographical & environmental data were collected. The data sets were analyzed and standardized to create the different inputs for the model.

- GENERAL PLANS
  16 general plans in Fresno County and many available community plans were standardized to same land use categories.

- ASSESSOR'S DATA
  Assessor's parcel data was utilized to identify vacant, developable and re-developable parcels for the different scenarios. A set of criteria were utilized to identify parcels that had the potential for new development or re-development.

- GEOGRAPHICAL & ENVIRONMENTAL DATA
  Geographical and environmental data such as slopes, rivers and wetlands were obtained from UC Davis and the State's GIS data banks accessible on the internet (CASil & Ceres). Strategic farmland dataset was provided by the Fresno Model Farmland Conservation Program. Infrastructure and political datasets such as Sphere's of Influence and roads and highways were obtained from the Fresno County and other jurisdictions in Fresno County. All of these datasets were primarily used as attractors or discouragers to development in the UPLAN software model.

- MODELING PROCESS ASSUMPTIONS
  The Blueprint process objective was to give communities an opportunity to envision alternative futures of their region based upon development choices made in the present. For the Fresno Blueprint process the goal was to envision the following five alternative scenarios:

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SCENARIO DESCRIPTIONS AND PERFORMANCE MEASURES

SCENARIO	A Current Trends	B Countywide Growth	C Metro-Focused	D Maintaining Boundaries	E Metro Rural Loop
GROWTH AREAS	Countywide	Countywide, Industrial growth on Interstate 5	Metro area 80%, Remaining county 20%	Within the current Spheres of Influence, Millerton New Town	Countywide, parameters in model
SPHERE DEVELOPMENT	Expansion allowed Some expansion occurs	Expansion allowed Some expansion occurs	Expansion allowed Some expansion occurs	Expansion allowed	Expansion allowed
POPULATION	1,928,400	1,928,400	1,928,400	1,928,400	1,928,400
EMPLOYMENT	758,400	758,400	758,400	758,400	758,400
DENSITY	Same as now	10% lot size reduction	25% lot size reduction	50% lot size reduction	As per model
REDEVELOPMENT	250 units per year	500 units per year	1,500 units per year	3,000 units per year	465 units per year
AGRICULTURAL LAND PROTECTION	Same as now	Some protection	Some protection	Protected	Protected
ENVIRONMENTAL LAND PROTECTION	Same as now	Some protection	Some protection	Protected	Protected

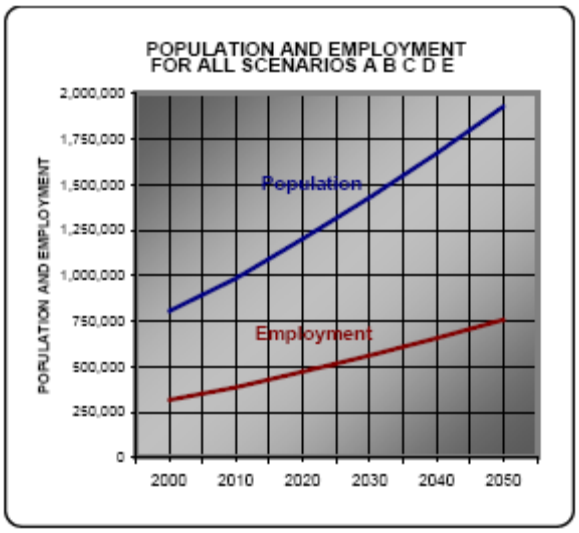
SCENARIO A: Current Trends – Reflecting the land use pattern of recent development practices. Growth would not be constrained within the current Spheres of Influence (SOI).

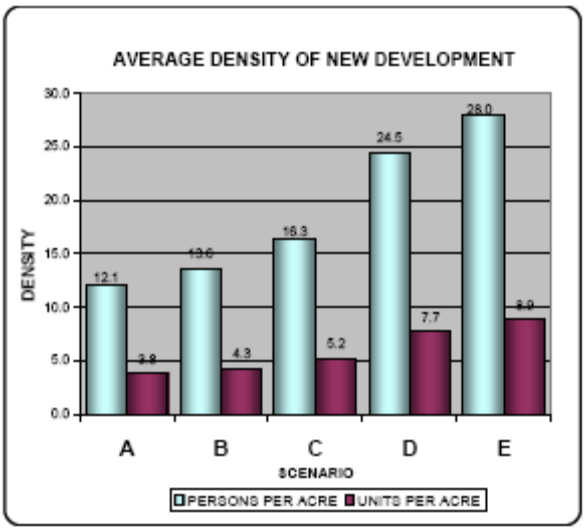
SCENARIO B: Countywide Growth - Distributing a small increase in density within all of the cities and unincorporated communities, and include industrial growth on Interstate 5. It includes some density increase from infill development and redevelopment. It would allow for expansion of the spheres of influence to accommodate growth. It would discourage further growth in areas of strategic agricultural or resource conservation land. There would be limited growth in the remainder of the county (unincorporated areas) to support agriculture.

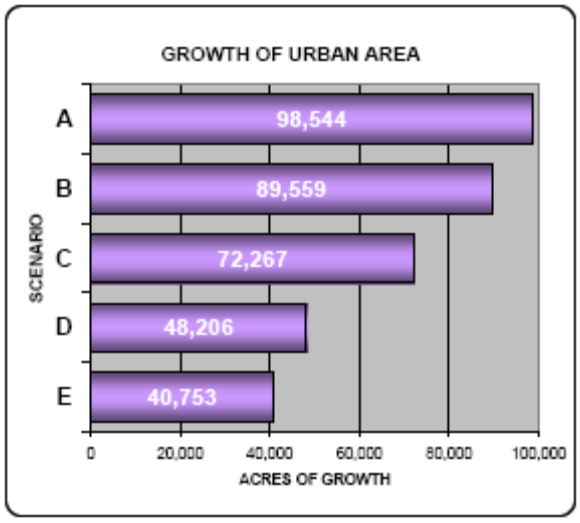
SCENARIO C: Metro-Focused - Density increase, metropolitan area growth, expanding spheres of influence. This scenario directs 80% of the future growth in Fresno County to the metropolitan area. It would involve infill development, redevelopment and significant greenfield development. It would allow for expansion of the SOI to accommodate growth. It would discourage further growth in areas of strategic agricultural or resource conservation land. There would be limited growth in the remainder of the county.

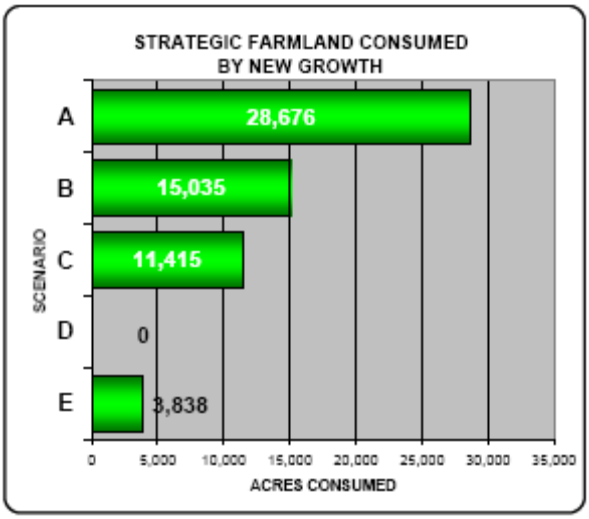
SCENARIO D: Maintaining Boundaries - High density metropolitan area growth. This scenario directs almost all of the future growth in Fresno County to the city spheres and Millerton New Town. It would emphasize higher density infill development and redevelopment; some greenfield development would also occur. It would maintain or shrink the existing SOI. It would allow no further development on strategic agricultural land or on strategic resource conservation land. There would be limited growth in the remainder of the County.

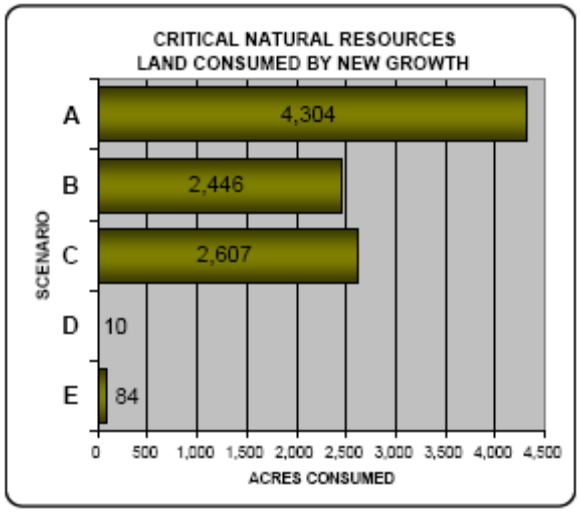
SCENARIO E: Metro Rural Loop - Moderate growth and high density increases utilizing the concept of the "Metro Rural Loop". Growth would be distributed within the County along the major transportation corridors and at designated "Nodes" which could expand existing cities or be "new cities/towns". This scenario would provide for significant infill/redevelopment in the metropolitan area and greenfield development to accommodate projected population. Spheres of Influence would be adjusted accordingly. Growth corridors and nodes would be developed using the strategic farmlands study and strategic resource land mapping. There would be 2050 and 2110 versions.


POPULATION AND EMPLOYMENT
FOR ALL SCENARIOS A B C D E
POPULATION AND EMPLOYMENT
2,000,000
1,750,000
1,500,000
1,250,000
1,000,000
750,000
500,000
250,000
0
Population
Employment
2000
2010
2020
2030
2040
2050


AVERAGE DENSITY OF NEW DEVELOPMENT
DENSITY
30.0
25.0
20.0
15.0
10.0
5.0
0.0
12.1
3.8
13.6
4.3
16.3
5.2
24.5
7.7
28.0
8.9
A
B
C
D
E
SCENARIO
PERSONS PER ACRE
UNITS PER ACRE


GROWTH OF URBAN AREA
SCENARIO
A
98,544
B
89,559
C
72,267
D
48,206
E
40,753
0
20,000
40,000
60,000
80,000
100,000
ACRES OF GROWTH


STRATEGIC FARMLAND CONSUMED
BY NEW GROWTH
SCENARIO
A
28,676
B
15,035
C
11,415
D
0
E
3,838
0
5,000
10,000
15,000
20,000
25,000
30,000
35,000
ACRES CONSUMED


CRITICAL NATURAL RESOURCES
LAND CONSUMED BY NEW GROWTH
SCENARIO
A
4,304
B
2,446
C
2,607
D
10
E
84
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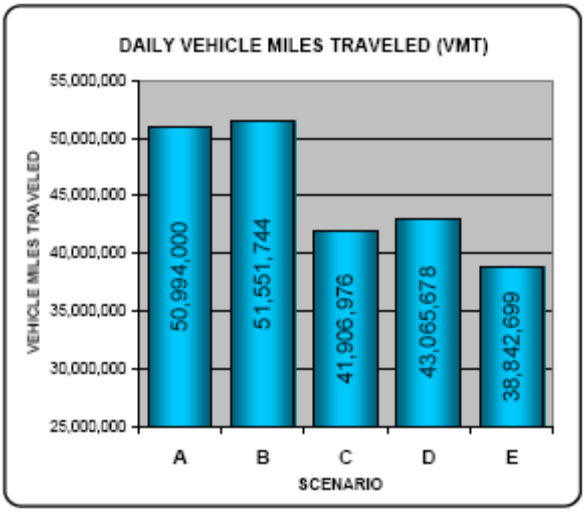
500
1,000
1,500
2,000
2,500
3,000
3,500
4,000
4,500
ACRES CONSUMED


DAILY VEHICLE MILES TRAVELED (VMT)
VEHICLE MILES TRAVELED
55,000,000
50,000,000
45,000,000
40,000,000
35,000,000
30,000,000
25,000,000
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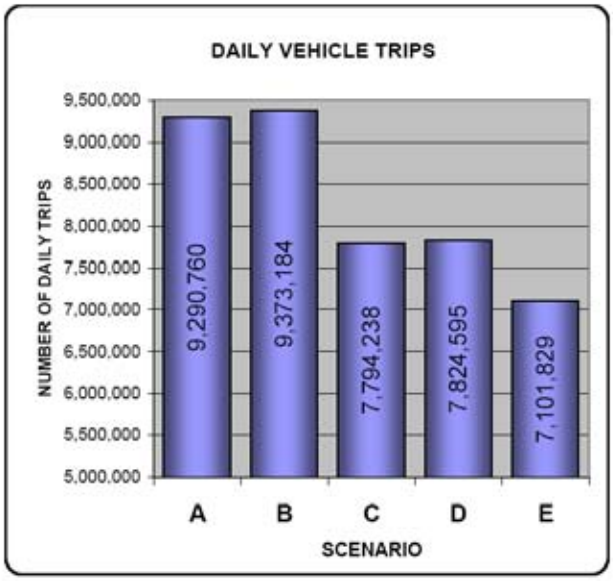
A
B
C
D
E
SCENARIO


DAILY VEHICLE TRIPS
NUMBER OF DAILY TRIPS
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9,000,000
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7,500,000
7,000,000
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6,000,000
5,500,000
5,000,000
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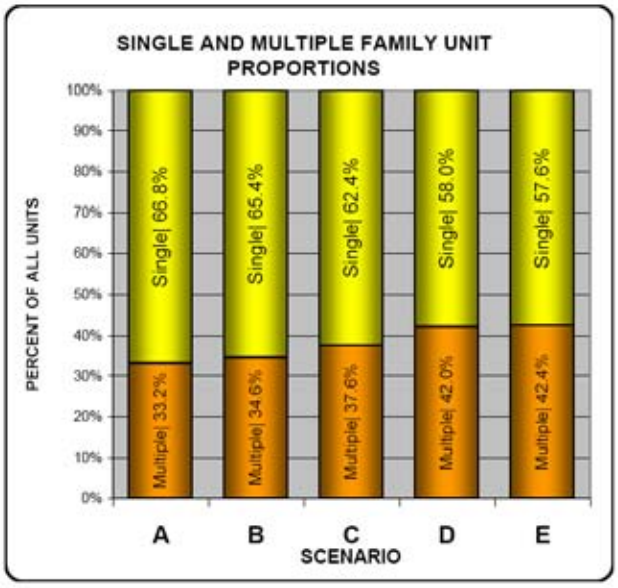
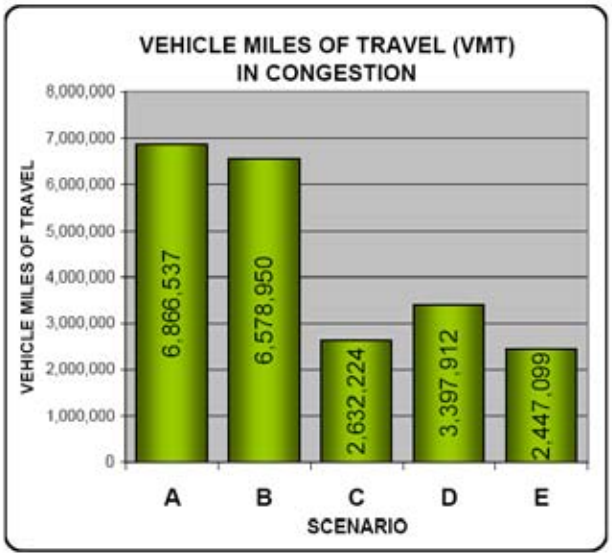
7,824,595
7,101,829
A
B
C
D
E
SCENARIO


SINGLE AND MULTIPLE FAMILY UNIT PROPORTIONS
PERCENT OF ALL UNITS
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Single| 66.8%
Single| 65.4%
Single| 62.4%
Single| 58.0%
Single| 57.6%
Multiple| 33.2%
Multiple| 34.6%
Multiple| 37.6%
Multiple| 42.0%
Multiple| 42.4%
A
B
C
D
E
SCENARIO


VEHICLE MILES OF TRAVEL (VMT) IN CONGESTION
VEHICLE MILES OF TRAVEL
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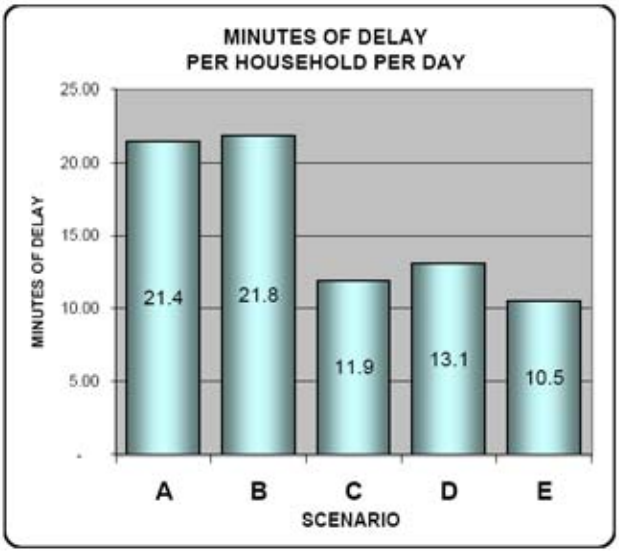
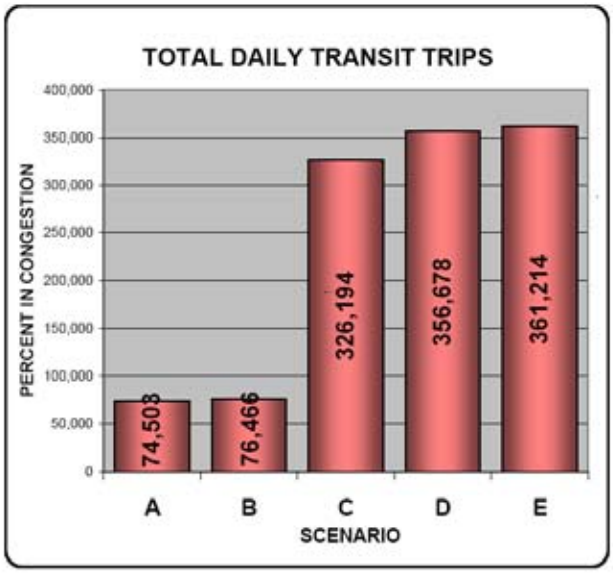
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
0
6,866,537
6,578,950
2,632,224
3,397,912
2,447,099
A
B
C
D
E
SCENARIO


MINUTES OF DELAY PER HOUSEHOLD PER DAY
MINUTES OF DELAY
25.00
20.00
15.00
10.00
5.00
21.4
21.8
11.9
13.1
10.5
A
B
C
D
E
SCENARIO


TOTAL DAILY TRANSIT TRIPS
PERCENT IN CONGESTION
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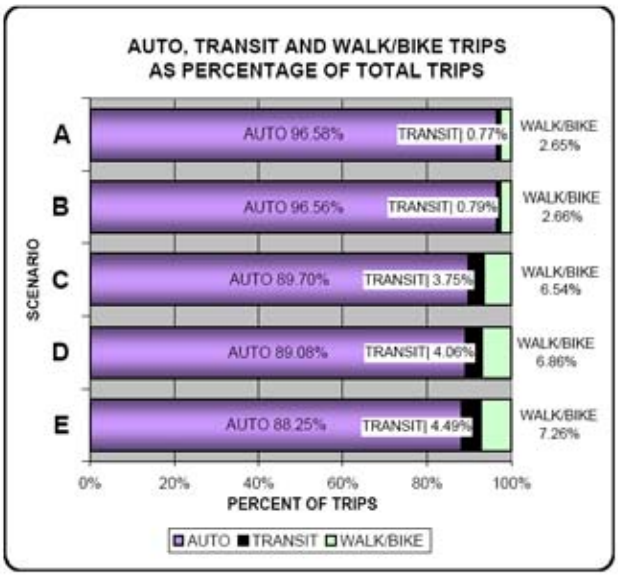
350,000
300,000
250,000
200,000
150,000
100,000
50,000
0
74,503
76,466
326,194
356,678
361,214
A
B
C
D
E
SCENARIO


AUTO, TRANSIT AND WALK/BIKE TRIPS AS PERCENTAGE OF TOTAL TRIPS
SCENARIO
A
B
C
D
E
AUTO 96.58%
TRANSIT| 0.77%
WALK/BIKE 2.65%
AUTO 96.56%
TRANSIT| 0.79%
WALK/BIKE 2.66%
AUTO 89.70%
TRANSIT| 3.75%
WALK/BIKE 6.54%
AUTO 89.08%
TRANSIT| 4.06%
WALK/BIKE 6.86%
AUTO 88.25%
TRANSIT| 4.49%
WALK/BIKE 7.26%
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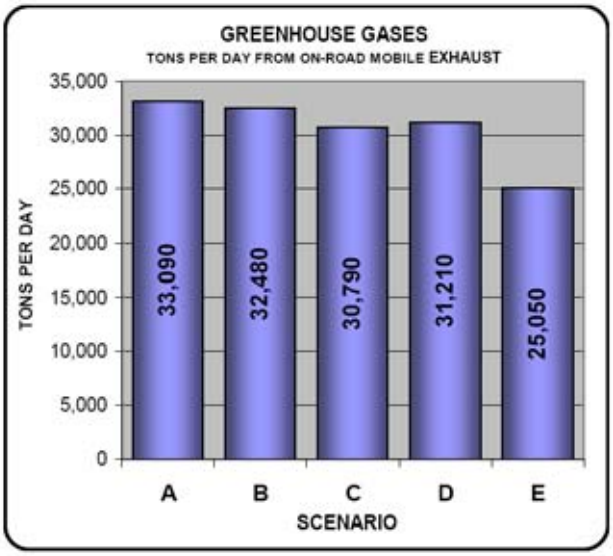
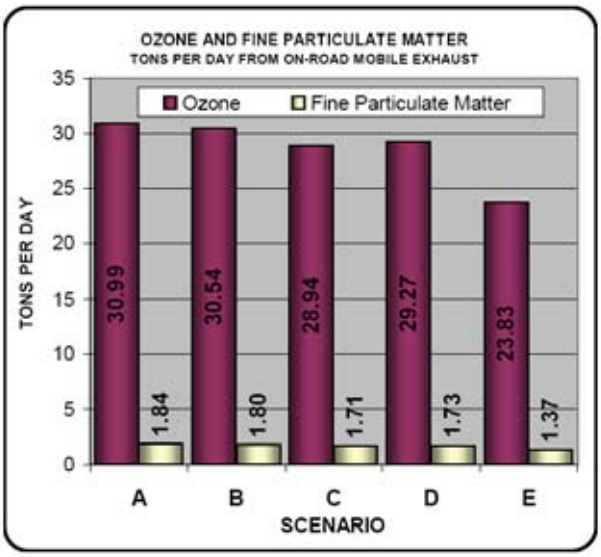
TRANSIT
WALK/BIKE


GREENHOUSE GASES
TONS PER DAY FROM ON-ROAD MOBILE EXHAUST
TONS PER DAY
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
33,090
32,480
30,790
31,210
25,050
A
B
C
D
E
SCENARIO


OZONE AND FINE PARTICULATE MATTER
TONS PER DAY FROM ON-ROAD MOBILE EXHAUST
Ozone
Fine Particulate Matter
TONS PER DAY
35
30
25
20
15
10
5
0
30.99
1.84
30.54
1.80
28.94
1.71
29.27
1.73
23.83
1.37
A
B
C
D
E
SCENARIO

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Appendix B Fresno Blueprint Summary of Goals, Objectives and Performance Measures

Fresno Blueprint
Community Values and Underlying Themes

Values ➡ Principles ➡ Goals ➡ Performance Measures

Fresno County Blueprint ~ Vision Statement

Fresno County will be composed of unique cities, communities and a diverse population in a connected high quality environment that accommodates anticipated population growth and is supported by:

- A vibrant economy built on competitive strength, and world class education
- A healthy and sustainable environment where air, aquifers, surface waters, forests, soil, agriculture, open space and wildlife resources are enhanced and protected.
- A focus on Cultural and Community Stewardship where all people enjoy fundamental rights as members of a free society, and where the community takes ownership of problems and their solutions.

The form of the Fresno Region recognizes its economic, environmental, and cultural interconnectedness while maintaining a system of high capacity multi-modal transportation corridors that interconnect the metro area to the rural areas and the state while preserving and maintaining the character of individual communities and the vital agricultural and natural resources between and around them.

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The Blueprint Planning Process

Background

Blueprints are being developed around the state by Metropolitan Planning Organizations (MPOs) to plan for the population growth that is anticipated in California over the next 40+ years. Blueprints are regional in scope and integrate land use, transportation and resource planning. The planning process considers the "Three Es" of sustainable communities: prosperous economy, quality environment, and social equity. Blueprint planning is a comprehensive undertaking that requires innovation, collaborative planning, thinking on a macro scale and a willingness to follow through to implementation. The larger metropolitan areas in the Bay Area, Southern California, San Diego and Sacramento have already completed their Blueprints and are moving forward with implementation.

Process

The eight Councils of Governments (COGs) in the San Joaquin Valley have come together in an unprecedented effort to develop a coordinated valley vision – the San Joaquin Valley Regional Blueprint. This eight county venture is being conducted in each county, and will ultimately be integrated to form a preferred vision for future development throughout the Valley to the year 2050. All of the counties have undertaken a process that identifies community values in order to define a common vision. From the values and vision, goals and performance measures have been formulated that will be used to work toward and evaluate the potential future outcomes. Technical activities will lead to the development of alternative growth scenarios that will be modeled to illustrate the various potential footprints and the consequences of each alternative.

Ultimately, the goal is to select a preferred growth alternative that will guide the State, counties, cities and special districts with their planning activities and capital facilities construction.

The Blueprint is a "bottom up" approach. The planning process starts with the local stakeholders, community members and the COGs' member agencies. The regional aspect of the Blueprint extends to all of the 62 cities and 8 counties within the Valley. Our challenge is to create a compelling, high level vision that local agencies with land use authority can implement. While the Blueprint effort might seem daunting both logistically and politically, those involved in the process are committed to outcomes and have made excellent progress to date.

During Phase I, Fresno COG heard from over 2,600 community members about what was important to them and what they wanted for their future. Staff synthesized these comments into ten overarching values and crafted a vision statement that attempts to capture the essence of the feedback received. (This is summarized on the first/cover page.)

Goals, Objectives, Performance Measures

The attached summary of goals, objectives and performance measures was derived from working in conjunction with Fresno COG's Blueprint Roundtable, local agency planners and community stakeholders. These goals reflect the community values and are purposely general in nature. A full array of options will be provided in the final Blueprint

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document in a technical appendix that will provide – *A Toolbox for Local Agencies*. This approach will allow local jurisdictions to adapt locally viable concepts into their plans and programs.

These goals, objectives and performance measures will also be used to evaluate the alternative growth scenarios that evolve during the planning process. (They have not been written to support any one scenario.) As we model the various scenarios and determine their impacts, we can then evaluate how they compare to the "status quo" scenario and which alternative comes closest to helping reach agreed upon regional goals. These performance measurement tools will be available to local agencies at the implementation stage.

Major Blueprint Concepts

To date, the Blueprint planning process has been one of refinement. Ten overarching community values were derived from thousands of comments provided by stakeholders, elected officials and the general public. From that input, a vision statement was crafted. In order to develop these goals, objectives and performance measures, it was important to identify the major Blueprint concepts that emerged, ones that would provide the framework for the tasks that would follow. The major Blueprint concepts are:

- Community Culture and Identity
- Sustainable Development
- Economic Vitality/Global Competitiveness
- Complete Transportation System
- Environmental Resource Management

Blueprint / Partnership Interface

We would be remiss if we did not acknowledge the relationship of the Blueprint planning process to the strategic action plan developed by the California Partnership for the San Joaquin Valley. The Blueprint primarily addresses land use and transportation, recognizing how these elements affect related issues such as economic vitality, a healthy environment and enhanced social conditions. The Partnership's goal is "to achieve a prosperous economy, quality environment, and social equity" (http://www.sjvpartnership.org). The Partnership has formed working groups focusing on ten sectors to accomplish their goal. While the Blueprint and Partnership seem to be addressing overlapping issues, the Blueprint will focus on land use and transportation and support the Partnership in it endeavors to achieve progress on the quality of life issues within its mandate.

Next Steps

Blueprint planning provides the opportunity for local agencies to work together and with the community to develop a vision for the future. The work taking place today will ultimately guide development at the local level and throughout the region. The principles that emerge should provide the foundation for implementation of the Blueprint.

Thus far work has been completed on Phase 1 (*Values and Vision*) and Phase 2 (*Goals, Objectives and Performance Measures*). During Phase 3 - next steps include:

- Modeling the "Status Quo" growth scenario with performance measures to identify outcomes
- Developing "Alternative Growth Scenarios" (hybrids)

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- Comparing outcomes of alternative scenarios to the status quo
- Determining a "Preferred Growth Scenario"
- Adopting the Blueprint Preferred Growth Scenario
- Implementation of Blueprint by local agencies

At this stage, the Blueprint is still a work in progress. It is being refined and will be tested for potential outcomes as it moves forward. Reaching consensus on the preferred growth alternative is anticipated in the fall of 2008.

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Principles of Smart Growth

(Source: Smart Growth Network)

- **Encourage Community and Stakeholder Collaboration**
  Growth can create great places to live, work and play -- if it responds to a community's own sense of how and where it wants to grow.
- **Foster Distinctive, Attractive Communities with a Strong Sense of Place**
  Smart growth encourages communities to craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation.
- **Make Development Decisions Predictable, Fair and Cost Effective**
  For a community to be successful in implementing smart growth, it must be embraced by the private sector.
- **Create a Range of Housing Opportunities and Choices**
  Providing quality housing for people of all income levels is an integral component in any smart growth strategy.
- **Create Walkable Neighborhoods**
  Walkable communities are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth.
- **Mix Land Uses**
  Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live.
- **Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas**
  Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving our communities' quality of life, and guiding new growth into existing communities.
- **Provide a Variety of Transportation Choices**
  Providing people with more choices in housing, shopping, communities, and transportation is a key aim of smart growth.
- **Strengthen and Direct Development Toward Existing Communities**
  Smart growth directs development toward existing communities already served by infrastructure, seeking to utilize the resources that existing neighborhoods offer, and conserve open space and irreplaceable natural resources on the urban fringe.
- **Take Advantage of Compact Building Design**
  Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development.

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Major Blueprint Concepts	Goals	Objectives	Performance Measures
Community, Culture and Identity: Adopt and implement an urban/rural form promoting identification and preservation of the Valley's history and cultural richness. Focus growth around centers, neighborhoods and communities that draw upon the area's heritage and embody the best in design.	**Goal 1:** Encourage communities to identify, respect, celebrate and preserve the region's historic and cultural resources.	• Encourage historic preservation ordinances, including incorporating historic sites, infrastructure and landscape features into new developments. • Encourage historic and archaeological surveys using State of California standards. • Promote the unique identity and cultural heritage of the region's small towns.	• **New developments that incorporate reference to historic and cultural resources.**
	Goal 2: Encourage communities to craft a vision and set standards for development and construction that responds to the community values of architectural beauty and uniqueness.	.• Support cultural destinations that connect to the broader story of California history and the development of the American West. • Help promote communities that choose to adopt a "theme" that represents its history and values.	• **Development standards that incorporate reference to historic and cultural resources.**
	Goal 3: Promote mixed-use communities that integrate a variety of housing choices along with neighborhood and community oriented uses.	• Encourage cities and the county to adopt mixed-use ordinances • Encourage cities and the county to provide that a percentage of new proposed housing be affordable in accordance with the most recent RHNA Plan. • Encourage cities and the county to adopt design guidelines which preserve or create neighborhood character and promote street oriented design.	• **Adopted mixed use ordinances.** • **Affordable housing units constructed.** • **Smart growth design guidelines.**
	Goal: Promote the region through heritage and cultural tourism planning.	• Encourage creation of a tourism plan that connects regional heritage to the broader story of California history and the development of the American West. • Support cultural corridors that connect cultural experiences and destinations, such as heritage and farm trails.	• **Heritage/cultural tourism**

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Major Blueprint Concepts	Goals	Objectives	Performance Measures
Sustainable Development: Adopt and implement an urban/rural form establishing the framework for sustainable development. Identify appropriate growth areas and multimodal transportation corridors that foster economic development, significant long term farmland, open space and natural resources.	**Goal 1:** Accommodate projected population growth by designating appropriate areas for urban and rural growth, economic development, and multi modal transportation corridors that support smart growth principles. *Smart growth implies development that accommodates growth in economically viable, environmentally responsible, and collaboratively determined ways.*	• Promote general plans that support more compact growth in conjunction with increased development amenities in areas planned for urban development. • Continue to direct most new urban development to incorporated cities and existing urban communities that already have or can provide needed infrastructure and services. • Encourage orderly expansion of new urban development while providing for new towns and community planning that creates new patterns for compact growth consistent with locations identified in the Blueprint. ▪ Promote planning for open-space and recreational areas within cities and rural communities that promote healthy physical activity and recreational options. • Support a process that leads to the adoption of reasonable urban growth boundaries that provide an adequate supply of land to meet projected demand.	• **General Plans that incorporate "smart growth" principles.**
	Goal 2: Support planning principles that advance higher density, mixed use, walkable, bikeable and accessible neighborhoods with coordinated land use, transportation, open space systems and public amenities.	• Prepare neighborhood revitalization plans for areas suited for infill development, creating activity centers or nodes that give the neighborhood an identity. • Facilitate and encourage more compact growth in all urban land uses by encouraging patterns of development based on enduring design elements that have the ability to adapt and reinvent themselves over time.	• **Community balance**

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Major Blueprint Concepts	Goals	Objectives	Performance Measures
Sustainable Development (cont.)	**Goal 3:** Encourage the identification and protection of strategic farmland*, open space, and natural resource areas. **"Strategic Farmland"* will be defined in the ongoing Partnership seed grant study : *Farmland Conservation Model Program*.	• Support implementation strategies protecting and directing growth away from strategic agricultural land. • Encourage the adoption of an agricultural element in all general plans within Fresno County. • Support County land development regulations that significantly restrict the creation of rural residential development in areas of strategic farmland. • Promote the establishment of buffers between communities to maintain a visible "edge" and preserve community identity.	• **Reduction in strategic farmland conversion**
	Goal 4: Promote 'downtowns' or 'urban centers' as the commercial, financial and social centers of communities.	• Encourage institutional and public land uses in downtown and urban center plans. • Promote higher density housing located adjacent to and within convenient walking distance of downtown, urban mixed use centers and/or transit corridors.	• **Transit suitability**
	Goal 5: Support and encourage policies and plans which direct growth to well planned neighborhoods and communities.	• Encourage new development that enhances neighborhoods and a sense of community. • Promote neighborhood rehabilitation through infill and redevelopment efforts.	• **Vehicle Miles Traveled (VMT) per household**
	Goal 6: Promote comprehensive planning that considers the diversity of the population and the interrelationship of socio-economic and educational factors in the planning process.	• Encourage broad engagement in the planning process • Support activities that involve school districts and other institutions to collaborate in planning neighborhoods and communities.	• **Collaborative planning projects**

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Major Blueprint Concepts	Goals	Objectives	Performance Measures
Economic Vitality/ Global Competitiveness: Adopt and implement an urban/rural form providing for businesses which will cause Fresno County to become a global leader in technology to improve Air Quality; in water technology; in clean energy technology; and in innovative agriculture.	**Goal 1:** Encourage innovative business enterprises and new and revitalized developments that focus on balancing environmental, economic and social benefits	• Promote Green building guidelines for all public facilities and private residential, commercial and industrial projects. • Promote a national reputation for the streamlining of planning and permitting processes. • Encourage improved coordination across jurisdictions and agencies. Adopt and implement robust e-government initiatives.	▪ **Green buildings** ▪ **Streamlined permitting processes**
	Goal 2: Encourage renewable energy use and creation of related innovative technology and new business enterprises.	▪ Promote the attraction of resources and developing a reputation for clean tech industry. • Support the region in attracting national and international conferences on best practices in clean technology. • Increase availability of high speed telecommunications infrastructure (ITS).	▪ **Renewable energy initiatives**
	Goal 3: Promote adequate business industrial space for the expansion of Fresno area businesses to the year 2050.	▪ Encourage the siting of industry clusters in appropriate locations. ▪ Identify builder-ready industrial sites at locations near major transportation and other infrastructure. ▪ Encourage inclusion of adequate land designated for industrial use in municipalities' general plans. ▪ Encourage public-private partnerships that facilitate expansion of industrial park space in the region.	▪ **Land designated for industrial development**

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Major Blueprint Concepts	Goals	Objectives	Performance Measures
	Goal 4: Support job creation in existing municipalities with housing, transit, and other services available to provide for employees and their families.	• Promote jobs, housing and transit linkages for new and existing business developments.	▪ **Change in jobs/housing ratio** ▪ **Unemployment rates**
Economic Vitality/ Global Competitiveness (cont.)	**Goal 5:** Support the health and expansion of existing businesses as a key economic development strategy.	• Promote business expansion strategies. • Encourage streamlined planning and permitting processes • Promote robust e-government initiatives.	• **Business development activity** • **Streamlined processing**
	Goal 6: Encourage entrepreneurship and innovation as a key economic development strategy.	• Promote effective entrepreneurship and innovation strategies. • Promote programs and services available to support entrepreneurs. • Encourage partnerships with universities on launch and operation of applied technology centers.	• **Entrepreneurship measurement for the County and municipal jurisdictions** • **New firms incubated in region**
	Goal 7: Promote education, training and workforce development as a leading economic development strategy.	• Promote innovative public transportation service connecting neighborhoods with education/training centers. • Encourage coordination with school districts to ensure efficient, effective school transportation. • Promote educational, training and workforce development facilities in new developments.	• **New/improved transit service**
	Goal 8: Support technology-based and innovative agriculture, and community-based agriculture	• Promote land use and other public policies that support and protect investments for technology-based and innovative agriculture and long-term competitive advantages for strategic and community-based agriculture in the region.	• **Jurisdictions adopting supportive policies**

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Major Blueprint Concepts	Goals	Objectives	Performance Measures
Complete Transportation System: Adopt and implement an urban/rural form establishing a system of high capacity multi-modal transportation corridors that connect and balance transportation options in the metro and rural areas, and connects the region with the state and the global economy. This vision will be reflected in the Regional Transportation Plan and incorporate an expanded multi-modal concept that includes intelligent transportation systems as a high tech option.	**Goal 1:** Encourage the design and development of an effective transportation system that integrates all modes into a seamless, reliable, cost- efficient system, including intelligent transportation solutions and high tech communication options.	• Promote the preservation of major transportation corridors necessary to serve long range planned land uses locally, regionally and nationally. • Align the Regional Transportation Plan to fund the endorsed recommendations made in technical studies in order to formulate the capital improvement plan for the region. • Support intermodal travel including park-and-ride, rideshare, bicycle, rail and transit programs. • Promote the coordination of service, scheduling, pricing, ticketing planning and infrastructure.	▪ **Cost of infrastructure investments** ▪ **Telecommuting**
	Goal 2: Promote a complete and connected streets and highway system throughout Fresno County that provides connectivity to the region and the state and facilitates safe and efficient movement of people and goods.	• Promote improved mobility and access within the county and throughout the region and beyond. • Promote operational efficiency of goods movement. • Promote street design standards that incorporate "complete streets" (safe access for all users).	▪ **Percent non-single occupancy vehicles (SOV)** ▪ **Percent of network that is congested** ▪ **Truck related emissions** ▪ **Delay per person per vehicle**

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Major Blueprint Concepts	Goals	Objectives	Performance Measures
Complete Transportation System (cont.)	**Goal 4:** Promote a multi-purpose trail system that provides safe connectivity on a local and regional level and encourages bicycling and walking as viable and healthy modes of transportation and recreation.	• Encourage local jurisdictions to implement the goals, objectives, and policies contained in the Regional Transportation Plan relating to bicycle and pedestrian facilities. • Support County Health Department efforts that promote walking and cycling as a healthy transportation and recreational alternative.	• **Multi-purpose trails and bicycle facilities.** • **Bicycle-related accidents.**
	Goal 5: Encourage Fresno Yosemite International Airport and other airports in the region to meet present and anticipated demands in a manner that minimizes the adverse effects of aircraft operations on people, promotes the economic health of the community, and provides an adequate level of service to citizens.	• Promote an increase in affordable jet service to and from the region by working with smaller cities within the county to market the entire region to these carriers. • Encourage an increase in the number of flights and destinations available to the region.	• **Leakage of passengers.**

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Major Blueprint Concepts	Goals	Objectives	Performance Measures
Environmental Resource Management: Adopt and implement an urban/rural form supporting public and private actions that are sustainable and achieve healthy air quality, water quality, and minimize the loss of habitat, wildlife and other natural resources.	**Water Resources** **Goal 1:** Encourage a reliable and sustainable water supply for urban, agricultural, and environmental resource use through cost-effective infrastructure development, resource planning and conservation measures.	• Encourage 'conjunctive use' projects (a combined use of surface and ground water systems to optimize resource use and minimize adverse effects of using a single source). • Support infrastructure development, repair, and retrofit consistent with local and regional needs and state planning priorities. • Support beneficial water transfers. • Encourage all water quality standards be enforced to ensure public and ecosystem health needs are met. • Promote the protection of water recharge sites by establishing adequate management and mitigation measures. • Promote the protection of potential future water storage sites. • Link updates of Blueprint and General Plans to the San Joaquin Valley Water Management Plan.	• **Quantity of water** • **Quality of water** • **Conjunctive use projects** • **Dollars spent on local infrastructure projects that improve supply reliability**
	Goal 2. Promote water conservation efforts through agricultural and urban water use efficiency.	• Promote water conservation measures. • Promote development that is compact, contiguous with existing development. • Encourage water recycling. • Promote the use of drought tolerant landscaping. • Support agricultural water accounting and environmental water bank. • Support agricultural land retirement and preservation of strategic farmland.	• **Urban water use rates** • **Agricultural water use rates** • **Industrial water use rates** • **Conservation projects**
	Goal 3: Support policies that require a secure water supply be available prior to development and promote practices that reduce negative impacts to groundwater and surface water resources.	• Encourage water supply accountability for new developments. • Promote compact development contiguous to existing development, in places where water supply infrastructure already exists. • Discourage development on flood plains and wetlands.	• **Conformance of new developments with SB221 and SB 610 (relating to water availability)**

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Major Blueprint Concepts	Goals	Objectives	Performance Measures
Environmental Resource Management (cont.)	**Goal 4:** Support policies that require wastewater treatment and reuse systems to be consistent with water conservation planning.	• Encourage use of reclaimed water in locations where such use offsets existing demand for drinking water (e.g. landscaping) • Encourage municipalities to explore cost-effective locations for water reuse that could increase drinking water supply reliability.	• **Amount of reclaimed water used to offset existing drinking water supplies**
	Goal 5: Support creation of environmental resource constraint maps to guide development strategies and permit approvals in areas where special considerations are needed for water. Identify a clearinghouse in which to locate these resources.	• promote mapping units identifying areas of special considerations concerning water supplies, floodplains, development buffers, water-short areas, contaminated aquifers, strategic farmland, natural water drains, and wildlife areas.	• **Maps identifying areas with environmental constraints**
	Air Quality **Goal 6:** Promote the achievement and maintenance of State and Federal standards for air quality.	• Encourage the reduction of air pollution impacts from new developments. • Support increased mass transit connectivity and accessibility. • Promote reduction of vehicle miles traveled.	• **Days exceeding air quality standards** ▪ **Asthma rates** ▪ **Emissions (trips)**
	Goal 7: Encourage General Plan, Community Plan and Specific Plan updates to include air quality elements, and promote mitigation measures that reduce air pollution from existing and new development.	• Promote smart growth strategies • Promote Transportation Control Measure implementation • Encourage development enhancements (?). • Promote traffic flow improvements	• **Air quality elements in plans** ▪ **Mitigation options in plans**

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Major Blueprint Concepts	Goals	Objectives	Performance Measures
Environmental Resource Management (cont.)	*Greenhouse Gas Reduction* **Goal 8:** Support and coordinate efforts that address strategies to reduce greenhouse gases and incorporate the latest scientific information into planning efforts.	• Promote energy efficiency, solar energy production, and other methods of reducing greenhouse gas production. • Encourage local general plans incorporate climate change strategies. • Help establish baseline greenhouse gas emission rates for municipalities. • Promote landscaping strategies that will reduce greenhouse gases.	• **Greenhouse gas emissions**
	Open Space **Goal 9:** Promote the preservation or creation of open space connectivity for habitat and wildlife, as well as recreational users of the region.	• Encourage communities to identify and protect land for open space. • Promote preservation and multiple public uses, wherever possible, of natural terrain, drainage and vegetation areas in communities; include superior examples within parks or greenbelts. • Encourage multiple public use of storm water and flood drainage channels and basin facilities. ▪ Encourage communities to plan for parks, open space and other recreational opportunities in urban and rural neighborhoods in order to promote healthy physical activity.	• **Reduction of impacts to open space and environmental resources**

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Appendix C Fresno COG's Blueprint Roundtable & Reference Summary of Common Abbreviations

Many thanks to those who reviewed and contributed edits and comments to the Draft Goals, Objectives and Performance Measures:

Blueprint Roundtable Members

Chris Acree	Sierra Club, Tehipite Chapter
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Elliott Balch	Assemblyman Arambula's
Rick Ballantyne	LAFCo
Jose Barraza	Fresno ADA - Disability Community
Deryl Bear	Fresno Area Sky Train
Mike Berg	Central Unified School District
Keith Bergthold	City of Fresno Planning
Lee Brand	Fresno Area Chamber of Commerce
Kevin Castanos	Wathen-Castanos / Development
Amarpreet Dhaliwal	BRAC Alternate
A. Ben Ewell, Jr.	Clarkfield Company/ Water Resources
Terri Figgs	League of Women Voters
Richard Fosse	Westside Cities/I5
Marta Frausto	Environmental Justice
Esther Cuevas	Economic Development Corporation
Lynn Gorman	County of Fresno Planning
Kathleen Grassi	Public Health
Dianne Guzman	Eastside Cities Planning
Debbie Hunsaker	Fresno Business Council
Kirk Hunter, Chair	**Southwest Transportation Agency,**
Ryan Jacobsen	Agriculture
Richard Johanson	Goods Movement
Pam Lassetter	Business/ Workforce Development
Nathan Magsig, Vice-Chair	**Affordable Housing**
Larry Miller	San Joaquin Valley Rail Committee
Kathleen Paley	Fresno County Housing Authority
Luis Patlan	Westside Planner
Theresa Placencia	Agriculture
Michael Prandini	Building Industry Association
Preston Prince	Fresno County Housing Authority
Jeff Reid	Taxpayers Coalition
Bob Riding	Utilities/Clean Air Sustainable
Karl Schoettler	
Sarah Sharpe	Environmental
Carolina Simunovic	Metro Ministries/Environmental
Robb Smith, MD	Health/Air Quality
Bill Skinner	Coalinga, Westside Cities
Al Solis	Chamber of Commerce
Patrick Sweeney	Central Transit Development Corp.
Kim Thompson	Health/Air Quality
Craig Wagoner	Medical
Robert Wood	Generation Homes
John Wright	City of Clovis Planning

Local Agency Planners Working Group and Community Partners

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Karana Hattersley-Drayton	City of Fresno
Renee Holdcroft	City of Kerman
Ralph Kachadourian	City of Sanger
Dwight Kroll	City of Clovis
Jeff Long	Fresno COG/FAX
Kurt Madder	Fresno Unified School District
Nancy Morrison	City of Fresno
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Bruce O'Neal	Land Use Associates
Jason Paukovits	Fresno COG
Sophia Pagoulatos	City of Fresno
Nick Paladino	Fresno Cycling Club
Richard Ramella	The Planning Center
Bonique Salinas	City of Fresno
Craig Scharton	Central Valley Business Incubator
Terry Schmal	City of Kingsburg
Al Smith	Greater Fresno Area Chamber
Rollie Smith	Housing and Urban Development
Tim Stearns	Fresno State
Jim Stebbins	Project Design Consultants
Shellie Strong	McMillin Land Development
Ashley Swearengin	California Partnership for the S J Valley
Danielle Thiesen	City of Fresno
Clark Thompson	Fresno COG
Ed Thompson	American Farmland Trust
Darrel Unruh	City of Fresno
Bill Walls	McMillin Land Development

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Appendix C Fresno COG's Blueprint Roundtable & Reference Summary of Common Abbreviations

Reference Summary of Common Abbreviations

AASHTO - American Association of State Highway and Transportation Officials
AB - Assembly Bill
ADA - Americans with Disabilities Act of 1990
ADT - Average Daily Traffic
ALUC - Airport Land Use Commission
AMTRAK- National Railroad Passenger Corporation
APCD - Air Pollution Control District
AQAP - Air Quality Attainment Plan
ARB - Air Resources Board
AVA - Abandoned Vehicle Abatement
BAG - Bicycle Advisory Committee
BLA - Bicycle Lane Account
CAAP - California Aid to Airports Program
CAC - California Administrative Code
CALCOG- California Association of Councils of Govts.
CALTRANS- California Department of Transportation
CASP - California Aviation System Plan
CCAA - California Clean Air Act
CCASP - Central California Aviation System Plan
CCR - California Code of Regulations
CEQA - California Environmental Quality Act
CIP - Capital Improvement Program
CLUP - Comprehensive Land Use Plan
CMAQ - Congestion Mitigation and Air Quality
CMP - Congestion Management Program
CNG - Compressed Natural Gas
COG - Council of Governments
CTC - California Transportation Commission
CTSA - Consolidated Transportation Service Agency
DOT - Department of Transportation
EIR - Environmental Impact Report
EIS - Environmental Impact Statement
EPA - Environmental Protection Agency
FAA - Federal Aviation Administration
FAX - Fresno Area Express
FCMA - Fresno-Clovis Metropolitan Area
FCRTA - Fresno County Rural Transit Agency
FHWA - Federal Highway Administration
FRA - Federal Railroad Administration
FTA - Federal Transit Administration
FTIP - Federal Transportation Improvement Program
FY - Fiscal Year
GIS - Geographic Information Systems
HOV - High Occupancy Vehicle
HPMS - Highway Performance Monitoring System
IRRS - Interregional Road System
ISTEA - Intermodal Surface Transportation Efficiency Act of 1991
ITIP - Interregional Transportation Improvement Plan
JPA - Joint Powers Agency
LOS - Level of Service
LRC - Local Review Committee
LTC - Local Transportation Commission
LTF - Local Transportation Fund
MOU - Memorandum of Understanding
MPO - Metropolitan Planning Organization
NHS - National Highway System
NPIAS - National Plan of Integrated Airport Systems
OWP - Overall Work Program
PAC - Policy Advisory Committee
PL Funds- Federal Planning Funds
PM-10 - Particulate matter smaller than 10 microns
PSR - Project Study Report
PUC - Public Utilities Code/Commission
RCR - Route Concept Report
REMOVE- Remove Motor Vehicle Emissions
RFP - Request for Proposals
ROG - Reactive Organic Gases
ROP - Rate of Progress Plan
RSTP - Regional Surface Transportation Program
RTIP - Regional Transportation Improvement Program
RTP - Regional Transportation Plan
RTPA - Regional Transportation Planning Agency
SAFETEA-LU - Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
SB - Senate Bill
SH - State Highway
SHOPP - State Highway Operation and Protection Plan
SIP - State Implementation Plan
SJVAPCD- San Joaquin Valley Air Pollution Control District
SOV - Single Occupant Vehicle
SR - State Route
SRTP - Short Range Transit Plan
SSTAC - Social Service Transportation Advisory Council
STA - State Transit Assistance
STIP - State Transportation Improvement Program
STP - Surface Transportation Program
TAC - Technical Advisory Committee
TCI - Transit Capital Improvement
TCM - Transportation Control Measure
TDA - Transportation Development Act
TDM - Transportation Demand Management
TDP - Transit Development Plan
TEA - Transportation Enhancement Activities
TEA 21 - Transportation Equity Act for the 21st Century
TMA - Transportation Management Association
TPA - Transportation Planning Agency
TPC - Transportation Policy Committee
TSM - Transportation Systems Management
TTC - Transportation Technical Committee
VMT - Vehicle Miles of Travel
VOC - Volatile Organic Compound

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