

CALIFORNIA REGIONAL BLUEPRINTS
RURAL REGIONAL BLUEPRINTS WORKSHOP

FRIDAY, JANUARY 16, 2009

9:30 A.M. - 12:30 P.M.

BOARD ROOM, SACRAMENTO AREA COUNCIL OF GOVERNMENTS
1415 L STREET, SUITE 300
Sacramento, California

AGENDA

- 9:00 - 9:30 A.M. COFFEE AND REGISTRATION
- 9:30 - 9:45 A.M. INTRODUCTIONS AND WELCOMING REMARKS
JOAN SOLLENBERGER, CALTRANS
- 9:45 - 10:00 A.M. OVERVIEW OF THE REGIONAL BLUEPRINT PLANNING STEPPING STONES
JOAN SOLLENBERGER, CALTRANS
- 10:00 - 11:30 A.M. PANEL AND GROUP DISCUSSION OF THE STEPPING STONES
MODERATOR: JAKE SMITH, CALTRANS
- 10:00 - 10:30 A.M. PANEL DISCUSSION 1 - INITIAL STEPS
- *PUBLIC ENGAGEMENT: DARREL HILDEBRAND & BECKY NAPIER, KERN COUNCIL OF GOVERNMENTS*
 - *PERFORMANCE MEASUREMENT - LUREE STETSON, CALIFORNIA DEPARTMENT OF CONSERVATION*
- 10:30 - 11:00 A.M. PANEL DISCUSSION II - SCENARIO DEVELOPMENT
- *GIS/MODELING - KEITH JOHNSON, AMADOR COUNTY TRANSPORTATION COMMISSION*
 - *PUBLIC ENGAGEMENT: DARREL HILDEBRAND & BECKY NAPIER, KERN COUNCIL OF GOVERNMENTS*
- 11:00 - 11:30 A.M. PANEL DISCUSSION III - POST PROCESSING AND IMPLEMENTATION
- *IMPLEMENTATION - KACEY LIZON, SACRAMENTO AREA COUNCIL OF GOVERNMENTS*
 - *LOCAL PLANNING PERSPECTIVE - PAUL JUNKER, PLANNING DIRECTOR, CITY OF RANCHO CORDOVA*
- 11:30 - 11:35 A.M. UPLAN MODELING SUPPORT SERVICES: *UC DAVIS STAFF*
- 11:35 - 11:45 A.M. REVIEW AND NEXT STEPS
- 11:45 A.M. - 12:30 P.M. LUNCH
Boxed lunches served. Tables focused on stepping-stones will be available for further topical discussion.
- 12:30 P.M. ADJOURNMENT. RURAL COUNTIES TASK FORCE MEETING BEGINS.

REGIONAL BLUEPRINT PLANNING: TYPICAL STEPPING STONES

Below is a typical progression of regional blueprint planning steps taken by a regional agency. The steps can be in another order: this is not meant to illustrate a “perfect process” or be a “cookbook.” Note that public engagement appears at each phase: it is intended to be woven throughout the process.

Phase	Internal steps	Public/Agency Engagement
Phase I: INITIAL STEPS	Secure funding	Leverage other funding sources (government or foundation grants, local Chamber, etc.)
	Conduct regional visioning	Identify public values, regional vision, to build a constituency Look at the intent of the Program, focusing on the 3 Es: consider how to address the menu of issues that are relevant for your region, such as agriculture, economic development; aggregate; goods movement; broadband; timber; greenhouse gas; etc.
	Collect data, develop GIS data layers	Obtain input on data and data layers
	Develop quantified objectives and performance measures	Obtain input on how to measure region’s success
Phase II: SCENARIO DEVELOPMENT	Develop alternative scenarios	Obtain input on scenarios (further building constituency)
	Conduct model runs	-
Phase III: POST-PROCESSING AND LOCAL IMPLEMENTATION	Post-process analysis	Obtain input about validity of scenarios
	Select preferred scenario	Identify public’s preferred scenario
	RTPA Board adoption	Demonstrate public buy-in to support Board adoption
	Regional support for local implementation	Share information and/or technical support to help local implementing agencies address the preferred regional scenario in their local planning documents, ordinances, etc.

Working Across Boundaries: Principles of Regional Collaboration

A growing number of land-use, natural resource, and environmental issues transcend political and jurisdictional boundaries. Over the years, people from many walks of life have experimented with a variety of ways to address these “transboundary” issues. Our research and practice strongly suggests that there is no single model or approach to working across boundaries - what we refer to as “regional collaboration.” In fact, *the most effective regional efforts are homegrown* - adapting the following principles to the unique circumstances of each place or region.

The intent of the following principles is to present an effective process for addressing transboundary land use, natural resource, and environmental issues. Presenting an effective process is quite different from assessing existing policies or plans to deal with such problems, or even generating additional substantive prescriptions. The distinction here between substance and process is not trivial. There is a huge difference between (1) what should be done about a particular transboundary issue; and (2) how people who care about such issues should determine what ought to happen. The first problem is one of substance and the relative effectiveness of alternative policies and plans. The second problem is one of process—how to bring together the appropriate people with the best available information to address land-use issues that cut across multiple jurisdictions, sectors, and disciplines.

The following principles present a blueprint to improve the process of working across boundaries. For more information, go to <http://www.lincolnst.edu/subcenters/regional-collaboration/>.

Principle 1 - Focus on a Compelling Purpose or Interest (Catalyst)

Most people are unaccustomed to working across boundaries. They focus instead on the tasks immediately within their small sphere of influence. Anything beyond that is “someone else’s responsibility.” Social and political arrangements further discourage people from working outside their individual silos. Given these challenges, regional collaboration becomes compelling when people recognize that they are more likely to achieve their interests by working together than by acting independently. Typically, this happens when people are faced with an immediate crisis or a threat to their quality of life. In some cases, people begin to collaborate proactively, before a crisis

or threat appears—to take advantage of opportunities and benefits that arise from working across boundaries.

Principle 2 - Organize around Collaborative Leaders (Leadership)

Regional initiatives require a certain type of leadership. In contrast to exercising authority by taking unilateral action—a command-and-control model of leadership—regional stewards readily cross jurisdictions, sectors, disciplines, and cultures to forge alliances with diverse interests and viewpoints. They invite people to take ownership of a shared vision and values, and they work hard to bridge differences and nourish networks of relationships. To move in the desired direction, regional leaders share power and mobilize people, ideas, and resources. In the midst of this action, they provide integrity and credibility, and advocate for the integrity of regional partnerships. They also show a high tolerance for complexity, uncertainty, and change. They emphasize dialogue and building relationships by respecting the diversity of ideas and viewpoints. Respect builds trust, which in turn fosters communication, understanding, and eventually agreement.

Principle 3 - Mobilize and Engage the Right People (Representation)

To be effective, regional initiatives must engage the right people and build a constituency for change. If the objective is to advocate for a particular interest or outcome, the process will require a different group of people than if the aim is to resolve a multi-party dispute or address a multi-jurisdictional issue. In the latter cases, it is best to be as inclusive as possible—engaging people who are interested in and affected by the issue; those needed to implement any potential recommendation (those with authority); and those who might undermine the process or the outcome if not included. Think carefully about the roles and responsibilities of existing jurisdictions and agencies, and keep in mind that there may be people outside the region who need or want to be involved.

Principle 4 - Define the Region to Match People's Interests (Regional Fit)

How people define a region naturally flows from their interests and concerns. Regions are most often defined in one of two ways—one rooted in a sense of place, the other based on the “territory of the problem.” Natural ecological boundaries—such as watersheds, ecosystems, wildlife habitat, and so on—can help inform the appropriate definition of a region, but in the final analysis, the region must engage the hearts and minds of people, and appeal to their shared interests. The precise boundaries of a region are often less important than clarifying the core area of interest. Boundaries can be soft and flexible, adaptable to changing needs and interests. In sum, the region needs to be large enough to capture the problem, and small enough to get traction among people whose interests are at stake.

Principle 5 - Build Capacity to Organize and Learn (Capacity)

In addition to leadership and representation, the capacity to initiate and sustain regional collaboration requires organizational and learning capacity. Organizational capacity is the ability to develop and manage mailing lists, phone trees, planning materials, and budgets. This requires people who can work efficiently and logically, gathering and collating data and details, while keeping the big picture in sight. It also requires some hardware—telephones, computers, printers, copy and fax machines, and so on.

Most efforts to resolve regional issues also require a capacity for both scientific and public learning. Many regions have access to a wealth of existing information, but it's scaled to a smaller spatial area or is scattered in multiple databases, each in a different format. Also, people may be skeptical of information that comes from outside their jurisdiction or area of expertise. To be credible, it helps to gather and interpret such information as a regional group, through joint fact finding or a similar process.

In some cases, all of these resources and capacities must be developed from the ground up, from scratch. But the more common experience is to borrow or leverage the resources and capacities of existing groups already working in the region. In fact, most regions already have the capacities for leadership, change, organization, and technical information—these resources simply need to be identified and better coordinated.

Principle 6 - Jointly Determine Where You Want to Go and How You Want to Get There (Strategic Map)

People facing a regional problem or issue usually want to roll up their sleeves and get right to work. But it's well worth taking a little time up front to jointly articulate desired outcomes and map out practical strategies to achieve those outcomes. Such a strategy of action is built around a shared vision for change. People negotiate among their desired outcomes until they have a package that everyone can agree on. Then they negotiate options for how to make those outcomes happen.

Every regional enterprise is unique, varying according to site-specific conditions, the nature of the issue, and the needs and interests of the people affected by the issue. Consequently, the most effective strategies of action are homegrown—they are developed by and for the people concerned about a particular region. Developing such a strategy is an important step—it ensures that people are working toward a clearly stated and agreed upon goal, and it spells out specific steps and tools for reaching that goal. A well-drafted strategy also allows people to assess their progress against the stated goals, adapt methods as needed, and document success.

Principle 7 - Move from Vision to Action (Implementation)

Once people agree on a strategy of action, the next step is to translate civic will into political will. Participants can start by understanding how the proposed regional action supplements other relevant efforts. Then, they need to communicate their message to appropriate audiences, making it relevant and compelling. They need to demonstrate to political leaders and other decision-makers that the political capital to be gained is greater than any political risk they may take in supporting the action. Outreach should rely on multiple strategies to inform, educate, and mobilize people (such as media, public events, publications, web sites). Participants should also think carefully about linking their effort to established decision-making systems. Seek access to power—rather than power itself—by building bridges, coordinating actions, and doing things that would not otherwise get done.

Principle 8 - Learn as You Go and Adapt as Needed (Evaluation)

Taking action should be followed by evaluating what was accomplished. This “civic learning” provides the political momentum to follow-through on difficult problems. In some cases, there may be a need to sustain regional collaboration. Participants should begin by capturing, sharing, and celebrating their accomplishments, thereby reinforcing a sense of regional identity. Then it may be valuable to revise and renew the mission, adapting to new information, opportunities, and problems. Participants will also need to identify and develop the capacities to sustain the regional initiative—people (both current and new members), resources (money and information), and organizational structure.

Moving Beyond the Principles

After a region has come together, crafted a vision, and taken action, it is often faced with the question of whether there is a need to *sustain the regional initiative*. If the answer is yes, a region may decide to maintain a simple network to facilitate communication and exchange information. In other situations, it may make sense to create a more formal partnership by negotiating some type of compact or otherwise integrating regional efforts into existing institutions.

Another option is to create a new organization -either a new regional agency with governing or regulatory power, or a non-government entity that can serve as a convener and coordinator for future regional work. Given the variation in the objectives of regional initiatives, it is not surprising that several different governance models have emerged. *The bottom line is that the governance structure must be “homegrown,” it must be designed to meet the needs and interests of people within the region and built on a foundation informed by the principles presented here.*

INFORMATION CENTER FOR THE ENVIRONMENT

University of California, Davis

The Information Center for the Environment (ICE) at the University of California, Davis campus is dedicated to assisting you to a successful Blueprint project. To help you in your projects we offer the following services.

1. Formal UPlan training for all staff or consultants under contract at the UC Davis Campus, or at off-site locations if there is sufficient need.
2. Consultation on the use of UPlan, including data selection, creation, conversion, and all aspects of the data's use within UPlan.
3. Conversations on what has worked well in the past.
4. General GIS advice targeted towards the Blueprint projects.
5. Trouble shooting with UPlan or GIS Data for Blueprint, by phone/email, or in person.
6. Support preparing for public meetings, and attendance when requested.

ICE's goals for the Blueprint Projects include, most importantly, helping you have a successful project. This includes all aspects of the project from initial scoping, to data development, UPlan use, technical analysis, public presentations and implementation. Secondly, we hope to help you work with your neighbors so that on completion of your Blueprints we can take a step back and look at the results across a larger region. We also hope to improve UPlan so that it can better serve you.

To do this, we depend upon you to do several things:

1. Let us know when you need help (the earlier the better).
2. Ask questions when they come up.
3. Give suggestions when you think of them.

If we can be of assistance, please don't hesitate to contact any of us.

NATHANIEL (NATE) ROTH

UPlan Programmer and
Lead Support

NEROTH@UCDAVIS.EDU

530-752-1331

JACKIE BJORKMAN

Analyst

JHONIG@UCDAVIS.EDU

530-754-5933

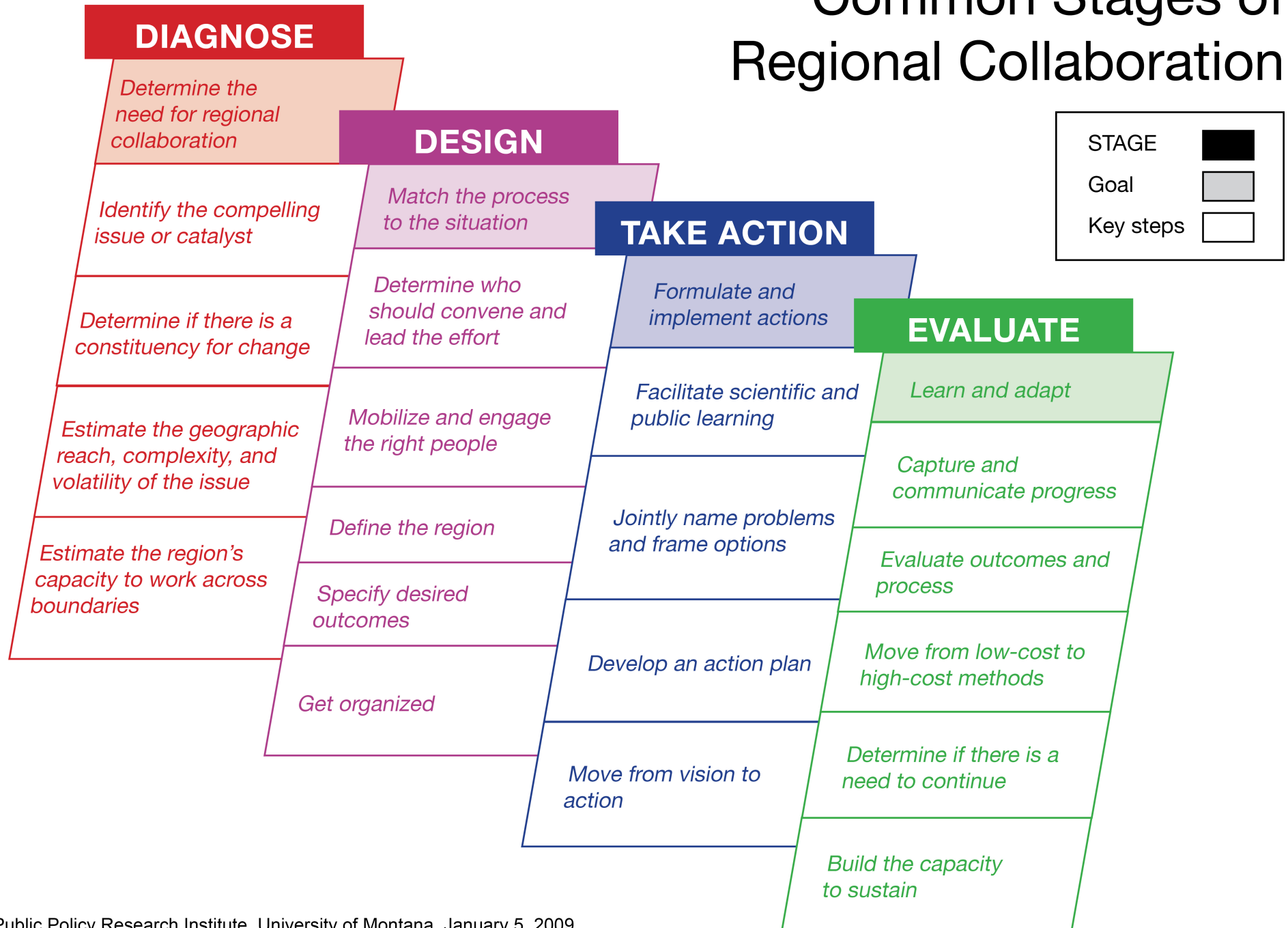
RYAN BOYNTON

Programmer

RMBOYNTON@UCDAVIS.EDU

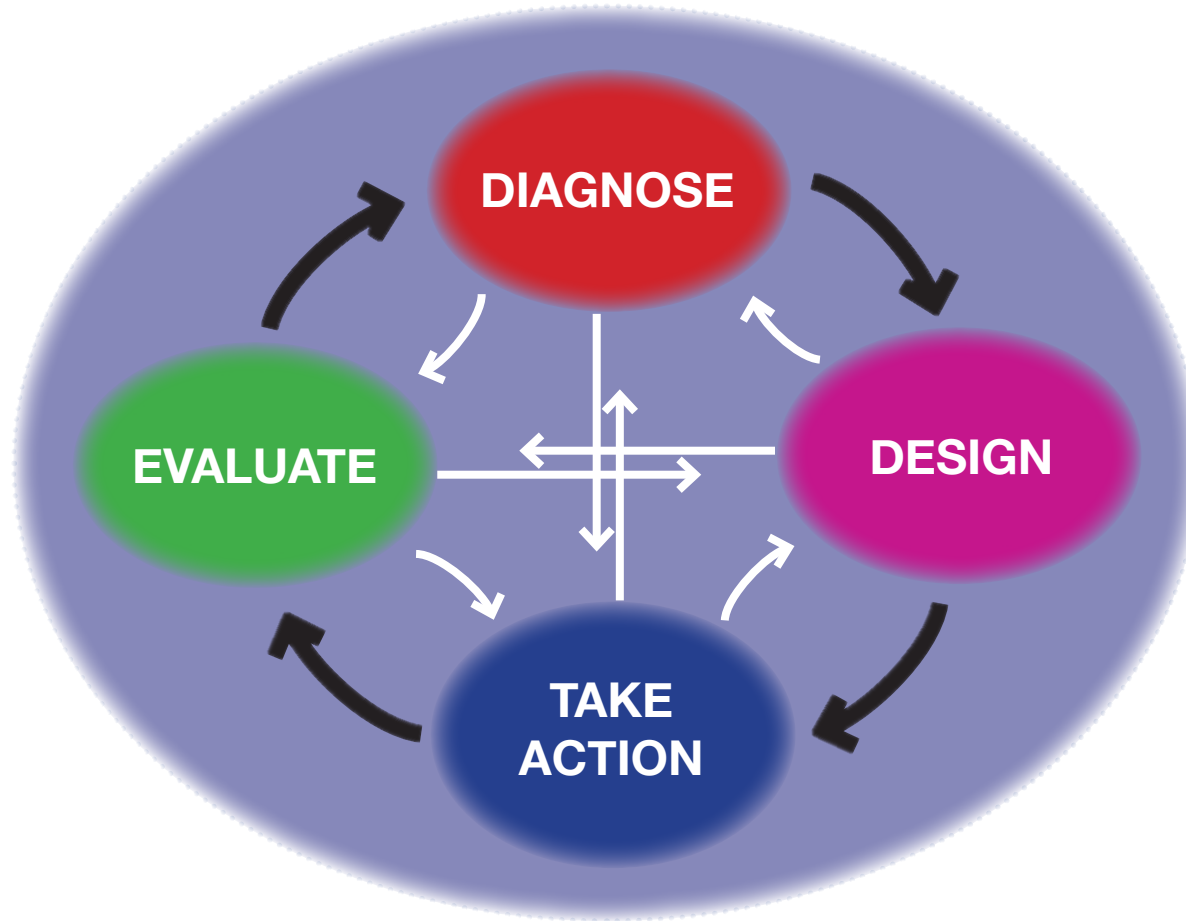
530-754-5933

Common Stages of Regional Collaboration



Cycle of Regional Collaboration

with informational feedback flows indicated by white arrows



Working Across Boundaries

A Continuum of Responses

Networks

Partnerships

New Structures

informal

formal

build relationships
exchange information
identify common
interests

coordinate existing
institutions
negotiate agreements

create regional
institutions
create intermediary
institutions

Leadership Roles for Regional Initiatives



Problems



Roles



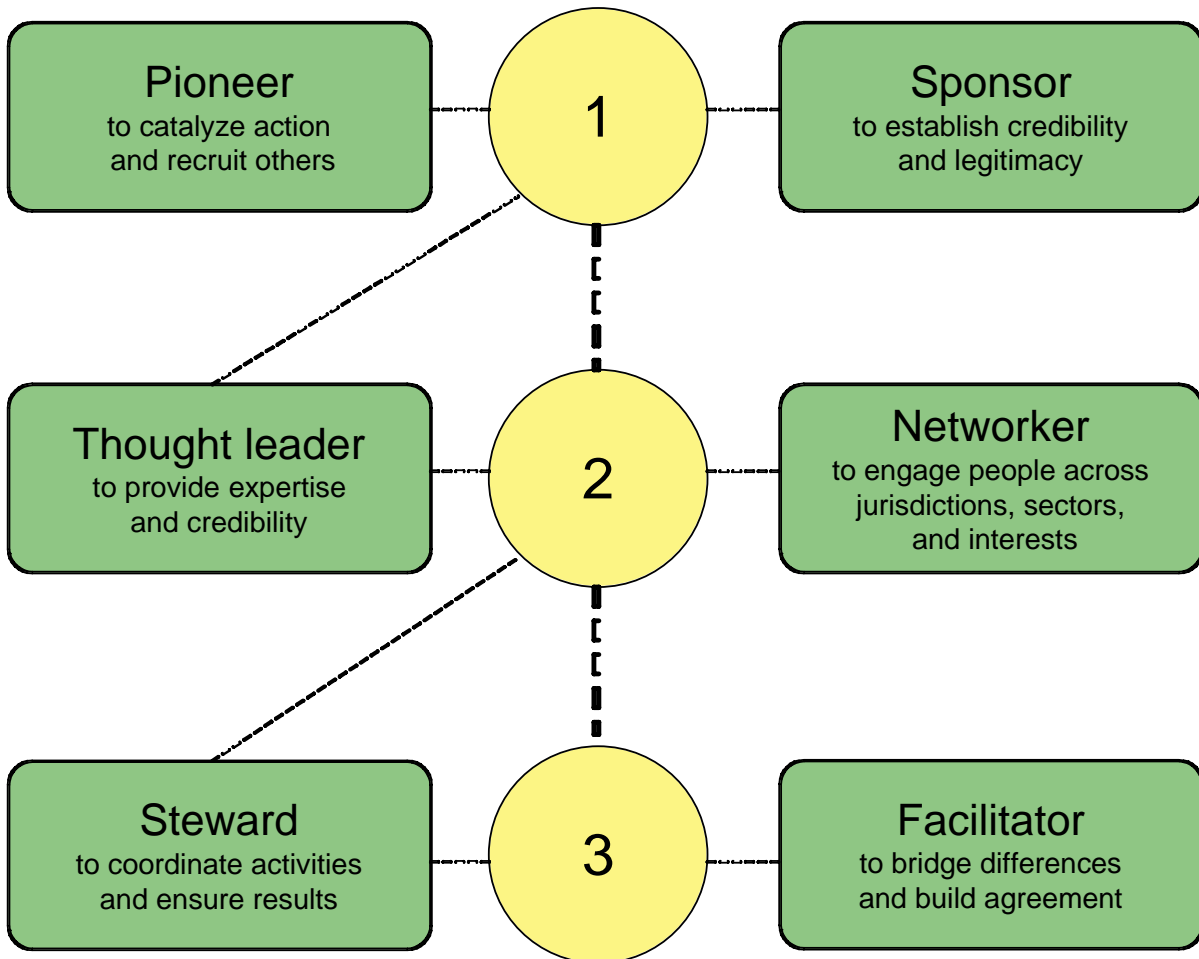
How to get started?



How to build identity, resources and capacity?



How to cope with problems that arise?



Construction Aggregate Supply Limitations Some Estimates of Economic Impact

- Since transportation is a major element in the cost of delivered aggregate, and the cost depends on the distance of the delivery, permitting new aggregate sites that are closer to construction projects would lead to shorter haul distance and minimize transportation/shipping costs. According to the industry, shipping costs for aggregates can outweigh production costs if the material is trucked more than 20 miles.¹
- A recent University of California, Berkeley, study² confirms that the most likely, and dominant effect of opening new sites for the production of construction aggregates would be *a reduction in truck miles of travel for hauling aggregates* (i.e., the new quarry will be located closer to the users to minimize transportation costs), *thus a reduction in emissions from trucks*.
- According to the California Geological Survey (CGS), California has an estimated **74 billion tons** of aggregate resources underlying mineral lands classified by the State Geologist. However, only about **5.3 billion tons** of aggregate (7.2 percent) have actually been permitted by cities and counties for mining activities. Permitting of mining sites can often take between five and ten years and longer for approval. At the current rate of production of 177 million tons per year, the permitted reserves will be exhausted in about 30 years.
- According to the CGS, the State produced 178.6 million tons of construction sand and gravel in 2006, valued at \$1.5 billion. The production of crushed stone in 2006 was estimated at 58.73 million tons, valued at \$481.7 million. According to the same source, California imported from Canada and Mexico about 3.2 million tons of sand and gravel during 2006, a fairly small portion of the total use.
- The total aggregate production (or demand) in 2006, therefore, exceeded **237.3 million tons** (178.6 + 58.73). This production level would *generate about 9.5 million truckloads (at 25 tons per truck), or a total of 19.0 million truck trips a year (including empty trucks returning to the aggregate sites)* related to the transportation of construction aggregate in the state.
- Truck transportation accounts for about 99 percent of shipping aggregates for 40 miles or less.³ However, according to Teichert Construction and West Coast Aggregates, Inc., the average hauling distance for aggregates in California may be as high as 50 miles one-way. At an average 50-mile distance, the total aggregate-truck vehicles miles traveled would be **950 million miles** per year (19.0 million trucks x 50 miles). This would account for 4 percent of total truck trips, or 6 percent of all truck miles of travel on the State highways.
- Let us assume that permitting additional mining facilities would reduce the average hauling distance from 50 to 35 miles statewide. Using an average hauling distance of 35 miles, the total annual aggregate-truck miles of travel would be **665 million miles** (19.0 million trucks x 35 miles). The 15-mile shorter hauling distance would reduce aggregate-truck miles of travel by **285 million miles per year** (950 - 665), and annual diesel fuel consumption by **44 million gallons** (using California Air Resources Board (CARB) diesel fuel consumption rate of 0.153 gallons per vehicle mile at 55-60 mph speed).
- Based on the CARB emission factors estimates, and assuming an average 55-60 miles per hour speed, a reduction of 285 million miles of truck travel (or 44 million gallons of diesel fuel consumption) would reduce truck emissions (CO, NO_x, PM₁₀, SO_x, VOC) by about **843.5 tons a year**.

¹ Therese Dunphy, "Evening the Playing Field," *Aggregates Manager*, August 2006.

² Peter Berck, "A Note on the Environmental Costs of Aggregates," *Working Paper No. 994*, Dept. of Agricultural and Resource Economics and Policy, University of California, Berkeley, January 2005.

³ Tina Grady Barbaccia, "Off-highway Transportation," *Aggregates Manager*, July 2006.

- The total transportation cost of aggregates (at \$0.10 per ton per mile) shipped 35 miles average distance throughout California would be \$1.67 billion (19.0 million trucks x 25 tons x 35 miles x \$0.1), and over \$2.38 billion if shipped an average distance of 50 miles. The statewide transportation cost savings of reduced hauling distance would amount to **\$710 million a year** (or a 30 percent cost savings).
- The California Department of Transportation (Caltrans) estimates that on average, about \$2.55 billion is spent on state and local capital outlay projects each year, and on average, aggregates account for **8-10 percent** of total project costs, or about **\$250 million** annually. A 30 percent increase/decrease in shipping cost of aggregates would increase/decrease the total annual project costs by **\$75 million per year**.
- The reduction in aggregate-related truck miles of travel would also reduce traffic congestion and traffic accidents on roads, but these impacts would be difficult to estimate. An additional benefit from truck trip reduction would be reduced pavement deterioration. Caltrans expects to spend about \$700 million annually on pavement rehabilitation projects. Assuming trucks account for 60 percent of the pavement damage on the state highways, and aggregate-trucks on average account for 5 percent of all truck travel on the State highways, the trucks shipping aggregates would account for about **\$20 million** of cost savings in pavement rehabilitation each year.
- Project delays due to lack of aggregate supply in the area would also result in project cost escalation and reduced user benefits (reduced travel time and increased accidents) that would have otherwise been generated. A delay of 10 percent of the projects (or \$255 million in capital outlay expenditures) for one year would increase the cost of the State and local capital outlay program by **\$13 million a year** (at 5 percent average cost escalation factor).
- Generalizing, and pro rating, the user benefits estimated for the 2006 Interregional Transportation Improvement Program (ITIP) projects, a delay of 10 percent of the capital outlay program for one year would also cost California about **\$97 million** in increased roadway congestion and traffic accidents.

In conclusion, permitting and expansion of additional construction aggregate supply sources in California suggests potentially significant benefits and cost savings that would provide a high payoff and worthwhile effort for the State to undertake. Again, those benefits include:

- A reduction in emissions from trucks with a reduction in truck miles of travel for hauling aggregates.
- A shorter hauling distance which would reduce aggregate-truck miles of travel and the cost of the materials.
- A reduction of pavement deterioration from fewer truck miles traveled, which would allow rehabilitation resources to be available for other critical maintenance improvements.
- A reduction in project delays due to lack of aggregate supply in the area, which leads to increased project costs.
- A reduction in aggregate-related truck miles of travel would also reduce traffic congestion and traffic accidents on roads.

BLUEPRINT IMPLEMENTATION TASKS FOR 2006

1. PLANNERS SEMINAR SERIES

Brief Description: SACOG will continue to conduct its Planners Committee 2-hour seminars and its trimester (every four months) half-day seminars for Planning Commissioners and Elected Officials. The Planners Committee workshops will take place approximately bi-monthly (as opposed to 2005 when workshops took place every month). Staff believes a less frequent schedule would allow for development of richer seminar topics and sustained high attendance for both event-types. Staff will develop the schedule of topics and identify panel members for each program. Presentations from each seminar would be posted on the Blueprint website and summarized in a write-up for the Regional Report.

2. TOOL-BOX OF BEST PLANNING & DEVELOPMENT PRACTICES

Brief description: Two “tools” will be developed in 2006. The first is a publication of summaries from the Planners Seminar series. The series presents valuable best practices and Blueprint implementation experiences from the public and private sectors. The presentations will be summarized as topical briefs and posted on the Blueprint website.

The second tool will be a form-based code workbook. Form-based codes have started to attract a good deal of interest in California and this region. The simplest explanation of the concept is that the code uses graphics and standards to define the scale, or form, of new development, while at the same time makes the uses allowed in any given area much more flexible than a typical zoning code. The specific standards vary in different areas of a city/county. Form-based codes also typically provide for significant public input during their creation, but then allow more projects to proceed through the entitlement process "by right" rather than through discretionary actions that include public hearings and often appeals to the elected body.

Three stages of work are currently conceived. Stage 1, which is currently being conducted, is the scoping phase. A consultant team has met with several jurisdictions within the region to understand the realities of implementing smart growth, and identifying ways that form-based codes could remove obstacles. This stage will result in a specific scope of work for the next two stages. Pending the consultant team's final report to the Planners Committee, Stages 2 and 3 are envisioned as follows: Stage 2 will provide for educational workshops on form-based codes and seek a wider levels of feedback from throughout the region; Stage 3 will develop model form based codes for 3 to 4 prototype communities in the region. The result of this work will be a workbook that local governments may use as a template for further location-specific form-based code development.

3. ELECTRONIC PORTAL

Brief description: This SACOG-hosted website, www.regionalgateway.org, will link users to news articles, newsletters, other websites, discussion boards, local development and planning activities, and data related to smart growth and Blueprint. The target audience includes planners, elected officials, planning commissioners, media and the public

4. ASSISTANCE TO LOCAL GOVERNMENTS IN MAKING 2030 MAPS AND DEVELOPING IMPLEMENTATION STRATEGY

Brief Description: SACOG staff will continue to provide technical assistance to help local governments develop a 2030 map and a strategy for implementing Blueprint. This will involve work with local

government staff, but also the elected bodies and possibly Planning Commissions. Some local governments may also decide to involve stakeholders or the public in some manner in this process, and SACOG would need to support this outreach if it is desired. The countywide planners subcommittee meetings may be reconvened to coordinate the maps between local governments.

5. GENERAL AND COMMUNITY PLAN ASSISTANCE

Brief Description: Several jurisdictions are in the process of updating their General Plans and have requested and received assistance from SACOG. The levels and types of assistance requested vary. Staff has already provided Place3s training to two local governments and mapping analysis to another. Many Blueprint implementation activities described elsewhere in this document will directly help local governments to update their General Plans, including the software training and documentation and the mapping and analysis SACOG staff will do to support the process of making the 2030 land use map.

6. DEVELOPMENT REVIEW

Brief Description: SACOG continues to receive requests to review individual development proposals for their “consistency” with the Blueprint Map and principles. These developments are in various stages of the development review process. Currently, SACOG provides this service when a local government requests it.

8. BENCHMARKING AND REGIONAL DATABASE MAINTENANCE

Brief Description: The benchmarking system to track the region’s growth will be developed out of our maintained land use database and residential property tracking systems. Two major enhancements to this program are proposed. First, a web-based mapping service can be developed to show the new construction data alongside GIS maps of local zoning, general plans and Blueprint land uses. This will allow local governments and leaders in the development community to visibly track growth throughout our region. This database could also support SACOG and other agencies in their development review efforts. A second enhancement would add information from a third-party market monitoring database to the web-based service that provides information on the type of units being constructed.

9. BLUEPRINT/PLACE³S MANUAL

Brief Description: SACOG needs to provide user documentation for the PLACE³S software that will be used to train member jurisdictions on PLACE³S. Staff will create a written manual that describes the PLACE³S planning method as it was used in Blueprint, software and data for neighborhood through city/community-scale planning efforts.

10. MODEL INTEGRATION

Brief description: As part of SACOG’s continued enhancement of its modeling tools, a travel model and energy module will be integrated into PLACE³S. Travel model integration is underway and will soon be available in the MTP public workshops. Ecointeractive is adding the energy module using a separate funding source and SACOG has volunteered to pilot test the module. Both models will be available to member jurisdictions as part of the PLACE³S software. SACOG staff will also create a work program for the integration of its infrastructure cost and water demand models into PLACE³S.

EXAMPLES OF OBJECTIVES AND PERFORMANCE MEASURES

REGIONAL BLUEPRINT PLANNING PROGRAM GOAL	OBJECTIVE(S) <i>(Plan of Action - Major strategies for achieving the goal.)</i>	QUANTIFIABLE PERFORMANCE MEASURE <i>(Unit of measure to gauge progress toward the goal.)</i>	ACTION STEPS	COMPLETION DATE FOR EACH OBJECTIVE
1. Improve multimodal mobility through a combination of strategies and investments to accommodate growth in transportation demand and reduce congestion that will contribute to a strong economy.	Promote land use planning strategies that reduce vehicle miles travelled.	5% reduction in vehicle hours of delay from 20XX level. (outcome) 2% increase in public transit or non-auto use by 20XX. (outcome)		
2. Reduce dependency on auto trips by fostering a more efficient regional land use pattern that enables more walking, bicycling and transit use to meet State congestion reduction goals which also support State health and obesity prevention goals.	Promote development that provides healthy and livable communities. Educate public about transportation alternatives for a healthier citizenry.	5% annual increase in approved developments that encourage walking, biking by 20XX. (outcome) 5% reduction in childhood obesity by 20XX. (outcome)		

EXAMPLES OF OBJECTIVES AND PERFORMANCE MEASURES

REGIONAL BLUEPRINT PLANNING PROGRAM GOAL	OBJECTIVE(S) <i>(Plan of Action - Major strategies for achieving the goal.)</i>	QUANTIFIABLE PERFORMANCE MEASURE <i>(Unit of measure to gauge progress toward the goal.)</i>	ACTION STEPS	COMPLETION DATE FOR EACH OBJECTIVE
<p>3. Work with stakeholders to adopt land use plans and regulations to make available an adequate supply of housing over at least the next 20-plus years, including new residential opportunities proximate to transit and other transportation facilities, jobs, health facilities, convenience retail uses, and support services.</p>	<p>Convene public workshops to promote regional plans.</p> <p><u>Obtain local government and citizen support for Blue Print Plan</u></p> <p>-----</p> <p>Implement regional Blue Print Plan throughout region.</p>	<p># of workshops held in one year. (output)</p> <p># of residents attending workshops. (output)</p> <p>% of residents who support Region Plan. (outcome)</p> <p># of cities/counties which adopt Regional Plan.</p> <p>-----</p> <p>% of cities and counties that adopt a Blue Print Plan. (output)</p> <p>% of cities and counties adhering to Blue Print Plan. (outcome)</p>		
<p>4. Increase transportation choices by adopting plan(s) that increase housing affordability and choices, including a variety of housing types and densities.</p>	<p>Promote "new towns" around passenger rail stations</p> <p>-----</p> <p>Research existing Implement programs that promote affordable housing.</p>	<p>5% increase in high density housing units within ¼ mile of transit stations. (outcome)</p> <p>-----</p> <p># of programs identified for implementation in region by 20XX. (output)</p> <p>5% increase in multi-family to single family units by 20XX.</p>		

EXAMPLES OF OBJECTIVES AND PERFORMANCE MEASURES

REGIONAL BLUEPRINT PLANNING PROGRAM GOAL	OBJECTIVE(S) <i>(Plan of Action - Major strategies for achieving the goal.)</i>	QUANTIFIABLE PERFORMANCE MEASURE <i>(Unit of measure to gauge progress toward the goal.)</i>	ACTION STEPS	COMPLETION DATE FOR EACH OBJECTIVE
5. Avoid and minimize impacts to natural resources, valuable habitats (including wildlife, riparian and wetlands), farmland and water and air quality.	Discourage development in areas of important farmland	Adopt Community Plan by 2012 (output) 80% reduction of non-agricultural development approved on important farmland by 20XX. (outcome) No more than 900 acres of important farmland converted annually. (output, outcome)		
6. Increase conservation and efficient use of resources including energy and water.	Encourage green building standards in local general plans and zoning codes.	# of cities and counties with green building standards. (output) 5% increase in green buildings permitted over 20XX levels. (outcome)		
7. Improve the region's transportation infrastructure to promote California's economic competitiveness and quality of life.	Promote public health through land use planning.	3% increase jobs/housing ratio from 20XX levels. (outcome)		

EXAMPLES OF OBJECTIVES AND PERFORMANCE MEASURES

REGIONAL BLUEPRINT PLANNING PROGRAM GOAL	OBJECTIVE(S) <i>(Plan of Action - Major strategies for achieving the goal.)</i>	QUANTIFIABLE PERFORMANCE MEASURE <i>(Unit of measure to gauge progress toward the goal.)</i>	ACTION STEPS	COMPLETION DATE FOR EACH OBJECTIVE
8. Reduce costs and time needed to deliver transportation and other infrastructure projects through informed early public and resource agency involvement.	Develop frame work for early public and resource agencies involvement in infrastructure projects.	100% of public and resource agencies participating in new framework by 2010. (output) 50% of projects with reduced costs and delivery time as a result of new framework by 2011. (outcome)		
9. Engage in scenario planning to improve coordination and collaboration among all local and regional agencies.				

EXAMPLES OF OBJECTIVES AND PERFORMANCE MEASURES

REGIONAL BLUEPRINT PLANNING PROGRAM GOAL	OBJECTIVE(S) <i>(Plan of Action - Major strategies for achieving the goal.)</i>	QUANTIFIABLE PERFORMANCE MEASURE <i>(Unit of measure to gauge progress toward the goal.)</i>	ACTION STEPS	COMPLETION DATE FOR EACH OBJECTIVE
<p>10. Reduce the region's greenhouse gas emissions and plan for climate change impacts including sea level rise. Describe measures to adapt to climate change, reduce flooding and mitigate impacts.</p>	<p>Implement actions that help reduce greenhouse gas emissions from vehicles.</p> <hr/> <p>Develop modeling tools for GHG emissions projections for various planning choices</p> <hr/> <p>Adoption of adaptation plans to reduce flood damage to roads and other infrastructure.</p>	<p>50% of public educated about reducing their VMTs by 2009. (output, outcome)</p> <p>X % reduction of VMT per person by 2010. (outcome)</p> <hr/> <p># of cities and counties using U Plan Model (output)</p> <p>% of planning decisions based upon U Plan projections. (outcome)</p> <hr/> <p># of cities and counties that adopt climate adaptation plans. (output)</p>		
<p>11. Secure local government and community support, including that of underrepresented groups to achieve the resulting comprehensive vision through use of visualization tools (computer models and GIS maps) and enhanced public engagement activities.</p>				

EXAMPLES OF OBJECTIVES AND PERFORMANCE MEASURES

REGIONAL BLUEPRINT PLANNING PROGRAM GOAL	OBJECTIVE(S) <i>(Plan of Action - Major strategies for achieving the goal.)</i>	QUANTIFIABLE PERFORMANCE MEASURE <i>(Unit of measure to gauge progress toward the goal.)</i>	ACTION STEPS	COMPLETION DATE FOR EACH OBJECTIVE
12. Build awareness of and support for critical infrastructure such as transportation facilities, housing, energy, health care, and water facilities.				