NADO PEER EXCHANGE ITINERARY

Sacramento County
Wednesday
March 9, 2011

Wednesday, March 9

9 a.m. Welcome, Introductions and Event Overview
SACOG, 1415 L Street, Sacramento, 95814

9:30 a.m. Presentations on Regional Planning in the Sacramento Region
- Mike McKeever, CEO, SACOG
- Rebecca Sloan, Director of External Affairs & Member Services
- David Shabazian, Rural-Urban Connections Strategy project manager

12 p.m. Lunch
Mulvaney's B&L, 1215 19th Street, Sacramento, 95811
- Patrick Mulvaney, owner , Mulvaney's B&L
- Jim Mills, Sales Representative, Produce Express

2 p.m. North Sacramento San Joaquin Delta Tour
Old Sugar Mill, 35265 Willow Avenue, Clarksburg, 95612
- Topper van Loben Sels, farmer

3:15 p.m. Walking tour of Locke
Boarding House, 13916 Main Street, Locke, 95690
- Clarence Chu, property and business owner

4 p.m. South Sacramento dairy stop
Cal-Denier Dairy, 10715 Arno Road , Galt, 95632
- Fred Denier, owner

6 p.m. Return to Citizen Hotel

6:30 p.m. Dinner
Grange Restaurant, Citizen Hotel, Sacramento
- James Beckwith, President & CEO, Five Star Bank
- Michael Tuohy, Chef, Grange
- Mike McKeever, CEO, SACOG

Sacramento County

Sacramento County was incorporated in 1850, as one of the original 27 counties of the state of California. The county's largest city, the city of Sacramento, is the seat of government for the state of California and also serves as the county seat.

Sacramento County encompasses approximately 994 square miles in the middle of the 400-mile long Central Valley. The county is bordered by Contra Costa and San Joaquin counties on the south, Amador and El Dorado counties on the east, Placer and Sutter counties on the north, and Yolo and Solano counties on the west. Sacramento County extends from the low delta lands between the Sacramento and San Joaquin rivers north to about 10 miles beyond the State Capitol and east to the foothills of the Sierra Nevada Mountains. The southernmost portion of Sacramento County has direct access to the San Francisco Bay.

Sacramento County is a long-established center of commerce for the surrounding area. Trade and services, and federal, state and local governments are important economic sectors. Visitors are attracted to the county by the State Capitol and other historical attractions such as Sutter's Fort and natural amenities such as the American River Parkway. The county's location at the intersection of four major highways brings additional visitors destined for the San Francisco Bay Area, the Gold Country, the Central Valley, and the Sierra Nevada Mountains.

www.saccounty.net

NADO PEER EXCHANGE ITINERARY

Yolo County
Thursday
March 10, 2011

Thursday, March 10

9 a.m. Depart Citizen Hotel for U.C. Davis

9:30 a.m. Speakers on Rural Infrastructure

UC Davis Conference Center, 2nd floor, 550 Alumni Lane, Davis, 95616

- Keith Martin, Transit Manager, Yuba-Sutter Transit
- Petrea Marchand, Manager of Intergovernmental Affairs, Yolo County
- Jonathon London, UC Davis Center for Regional Change

11 a.m. Tour of UC Davis Robert Mondavi Institute Food & Wine Facilities

12 p.m. Lunch and Speakers on Rural Sustainability

Center for Land-Based Learning, 5265 Putah Creek Road, Winters, 95694

- Mary Kimball, Executive Director, Center for Land-Based Learning, and Yolo County Planning Commission
- John Young, Ag Commissioner, Yolo County

2:30 p.m. Challenges Facing Small Towns, Revitalizing Small Towns

Downtown Winters

- Harold Anderson, Winters Councilmember
- John Donlevy, Winters City Manager

3:30 p.m. Mariani Nut Company tour

709 Dutton Street, Winters

6 p.m. Return to Citizen Hotel

Evening Optional Group Dinner

Pizza Rock or Pyramid Brewery, K Street between 10th and 11th
(1.5 blocks from hotel)

Friday, March 11

9 a.m. Group Discussion of RUCS, Program Updates and NADO Research Foundation and RPO America

SACOG, 1415 L Street, Sacramento, 95814

11:30 a.m. Wrap-up

Yolo County

Yolo County was one of the original 27 counties created when California became a state in 1850. The towns were outgrowths of native villages along waterways with its first town and first county seat, Fremont, being founded in 1849 along the confluence of the Sacramento and Feather Rivers. Knights Landing, Washington, Cacheville (later Yolo), Clarksburg, Winters, Esparto, Capay, Guinda, and Davisville (now Davis) were also built near waterways. Davisville had the added advantage of being on the path of the newly constructed railroad. Woodland, which became the county seat in 1862, began in a wooded area of Valley oaks and was also served by a nearby railroad. In 1906, to emphasize agriculture's role in Yolo County, the University of California chose a 780-acre farm belonging to Jerome Davis for establishment of a university farm to serve as part of the College of Agriculture. The Davis farm has since become a separate campus of the University and has received worldwide fame for its research and education work. In 1987, West Sacramento became Yolo County's fourth incorporated city.

The vast majority (88 percent) of Yolo County's residents live within its cities. Yolo County is a mid-sized rural/suburban county with a strong commitment to the preservation of agriculture and open space, with almost 99 percent (607,232 acres) of its unincorporated land designated for agricultural use. Approximately 417,000 acres of those lands are in Williamson Act (land conservation) contracts (68 percent of the county's unincorporated acreage). Unfortunately, preservation of agricultural lands comes at a cost to the county. Yolo County is charged with performing all the same core services as its 57 sister counties, but it holds the unenviable distinction of meeting those demands with the lowest share of property tax in the state. As a result of the county's longstanding policy of directing urban development into its cities, the county receives almost no significant sales tax revenue.

www.yolocounty.org

Sacramento Area Council of Governments

FACTSHEET

About the Sacramento Area Council of Governments

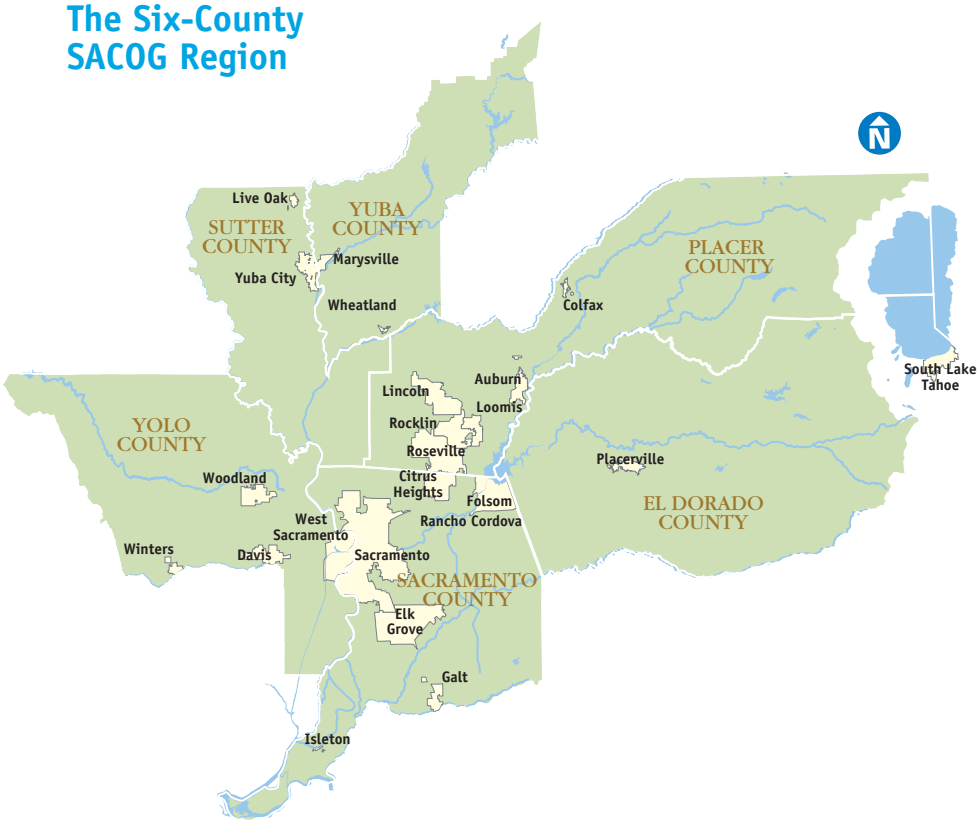
What SACOG Does

The Sacramento Area Council of Governments (SACOG) is an association of Sacramento region governments formed from the six area counties—El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba—and the 22 member cities listed to the right.

SACOG provides transportation planning and funding for the region, and serves as a forum for the study and resolution of regional issues. In addition to preparing the region's long-range transportation plan, SACOG approves the distribution of affordable housing in the region and assists in planning for transit, bicycle networks, clean air and airport land uses.

SACOG's directors are chosen from the elected boards of its member governments. It has a staff of about 50. SACOG is located in downtown Sacramento at 1415 L Street, Suite 300.

The Six-County SACOG Region



SACOG Members:

- El Dorado County
- Placer County
- Sacramento County
- Sutter County
- Yolo County
- Yuba County
- City of Auburn
- City of Citrus Heights
- City of Colfax
- City of Davis
- City of Elk Grove
- City of Folsom
- City of Galt
- City of Isleton
- City of Lincoln
- City of Live Oak
- Town of Loomis
- City of Marysville
- City of Placerville
- City of Rancho Cordova
- City of Rocklin
- City of Roseville
- City of Sacramento
- City of West Sacramento
- City of Wheatland
- City of Winters
- City of Woodland
- City of Yuba City

SACOG

Sacramento Area Council of Governments

1415 L Street
Suite 300
Sacramento, CA 95814

tel: 916.321.9000
fax: 916.321.9551
www.sacog.org

Sacramento Area Council of Governments

FACTSHEET

SACOG's Responsibilities

Council of Governments (COG)

A COG delivers a variety of federal, state and local programs to its member local governments. Through technical assistance and forging collaboration, COG efforts often provide a regional perspective to support member agency activities. SACOG is the COG for the 22 cities and six counties in the Sacramento region.

COG efforts at SACOG related to regional forecasting and monitoring strive to improve mobility through the coordination of land use, transportation and air quality decisions. Other COG efforts at SACOG include the Regional Housing Needs Assessment (RHNA) and planning efforts related to environmental protection and land use planning. Blueprint implementation and the Rural-Urban Connections Strategy (RUCS) have been a key focus for the agency's COG efforts in recent years.

Metropolitan Planning Organization (MPO)

Federal transportation law requires the Governor to designate a Metropolitan Planning Organization (MPO) for all urban regions with population greater than 50,000 (Title 23 U.S. Code). SACOG is the MPO for the six-county Sacramento region.

An MPO is a transportation policy-making body made up of representatives from local government and transportation agencies with authority and responsibility in metropolitan planning areas. Through the Metropolitan Transportation Plan (MTP) and its link to the Metropolitan Transportation Improvement Program (MTIP), SACOG is responsible for approving significant expenditures of federal dollars.

Regional Transportation Planning Agency (RTPA)

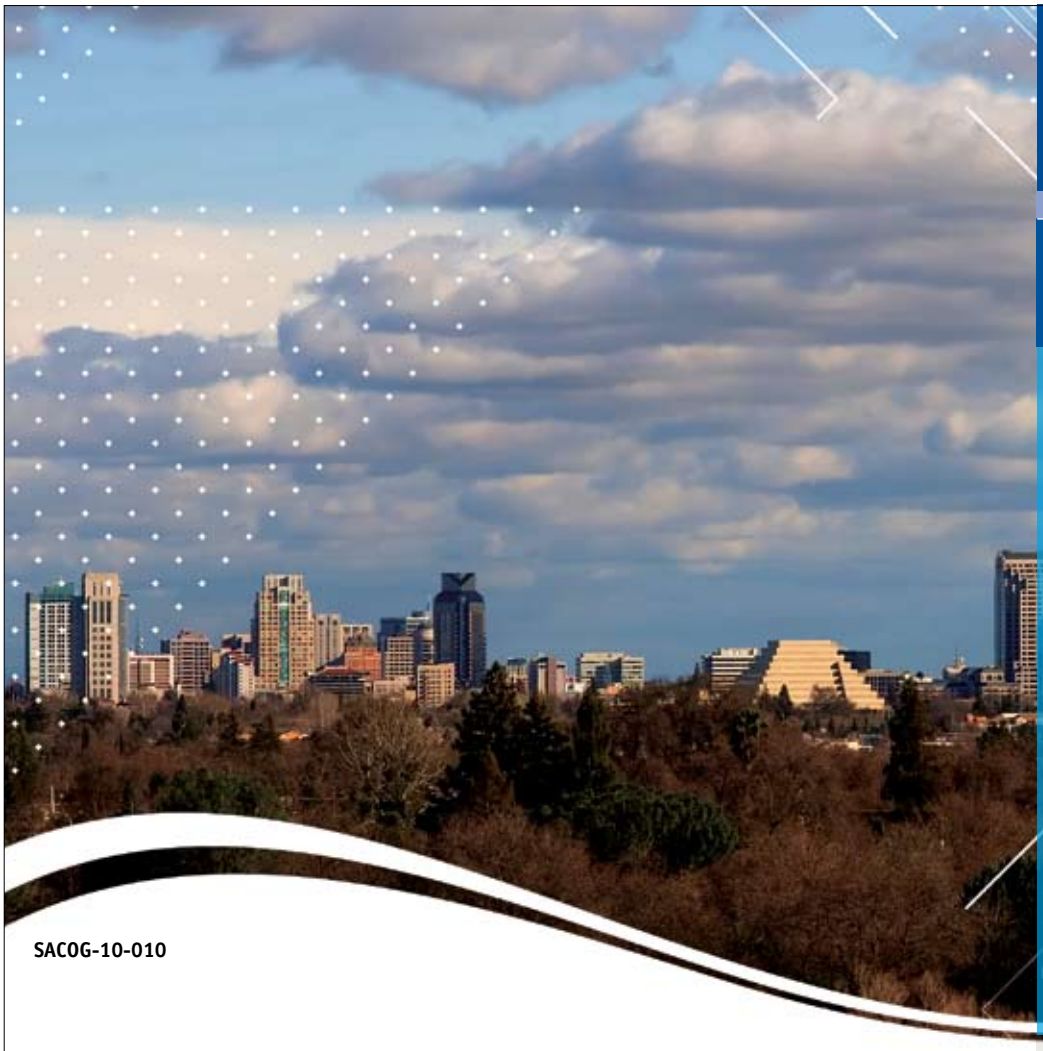
The primary RTPA responsibilities under California state law are to adopt a regional transportation plan and to prepare and adopt a regional transportation improvement program. SACOG is the RTPA for four counties (Sacramento, Sutter, Yolo and Yuba counties), with the El Dorado County Transportation Commission (EDCTC) and the Placer County Transportation Planning Agency (PCTPA) serving as RTPAs for these counties respectively. The distinction between SACOG's federal responsibilities as an MPO and its state responsibilities as an RTPA is important because of the considerable overlap between the two roles. Memorandums of Understanding (MOUs) between SACOG, EDCTC and PCTPA guide the coordination between the region's three RTPAs.

Mission:

Provide leadership and a dynamic, collaborative public forum for achieving an efficient regional transportation system, innovative and integrated regional planning, and a high quality of life within the greater Sacramento region.

For More Information:

Information on SACOG is available at **www.sacog.org**. The site carries information on all of SACOG's programs and provides links to SACOG publications.



SACOG-10-010

SACRAMENTO REGION

Blueprint

TRANSPORTATION/LAND USE PLAN

SPECIAL REPORT

Blueprint's Impact on the Region and Residents' Quality of Life

BLUEPRINT AND THE REGION'S QUALITY OF LIFE

The Sacramento region is a wonderful place to live. It has comfortable and inviting neighborhoods, exciting entertainment and arts, and a diversity of beautiful scenery and natural places.

These qualities also mean the region will grow. Between 2000 and 2050, our region will add more than 1.7 million people and 1 million new jobs.

But with growth comes challenges. How should we grow? Where should we grow? How should we travel around the region? How will growth affect our environment and quality of life?

In 2002, the Sacramento region faced a prospective future of worsening congestion—a projected increase of over 50 percent by the year 2025—and increasingly worse air pollution based on current land-use patterns, transportation funding levels, and transportation investment priorities. To attempt to solve these challenges, the Sacramento Area Council of Governments (SACOG) Board of Directors initiated the Sacramento Region Blueprint project, an extensive study of the linkages between transportation, land use, and air quality.

The philosophy behind the regional visioning process was that planning and design choices made by a community have many impacts on regional development patterns, modal choices, infrastructure costs, redevelopment potential, natural resources, and other aspects of livability. By being aware of the consequences of their community's development choices, residents can improve their economies, environments, and quality of life. If communities work together at this process, then these positive effects can be seen regionally.

As its core goal, the Blueprint aimed to support local

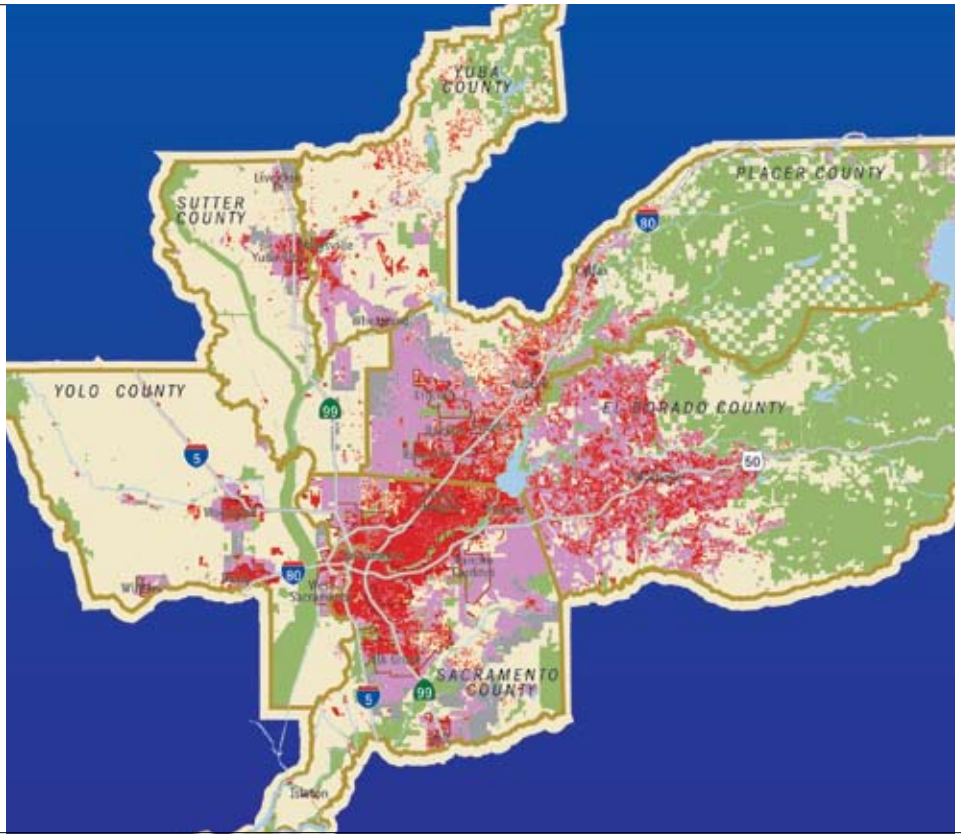
BASE CASE

Projected Development in 2050

Key to the maps

- areas of existing development
- areas of future development
- green areas (e.g., open space, park, wetlands, vernal pools, stream corridors, hardwood stands)
- agriculture and other undeveloped lands
- rivers, streams and lakes
- city boundaries
- highways
- county boundaries
- vacant urban-designated lands

Note: some vernal pools in Yuba, Sutter and southwest Placer counties are preserved, but are not shown on these maps.



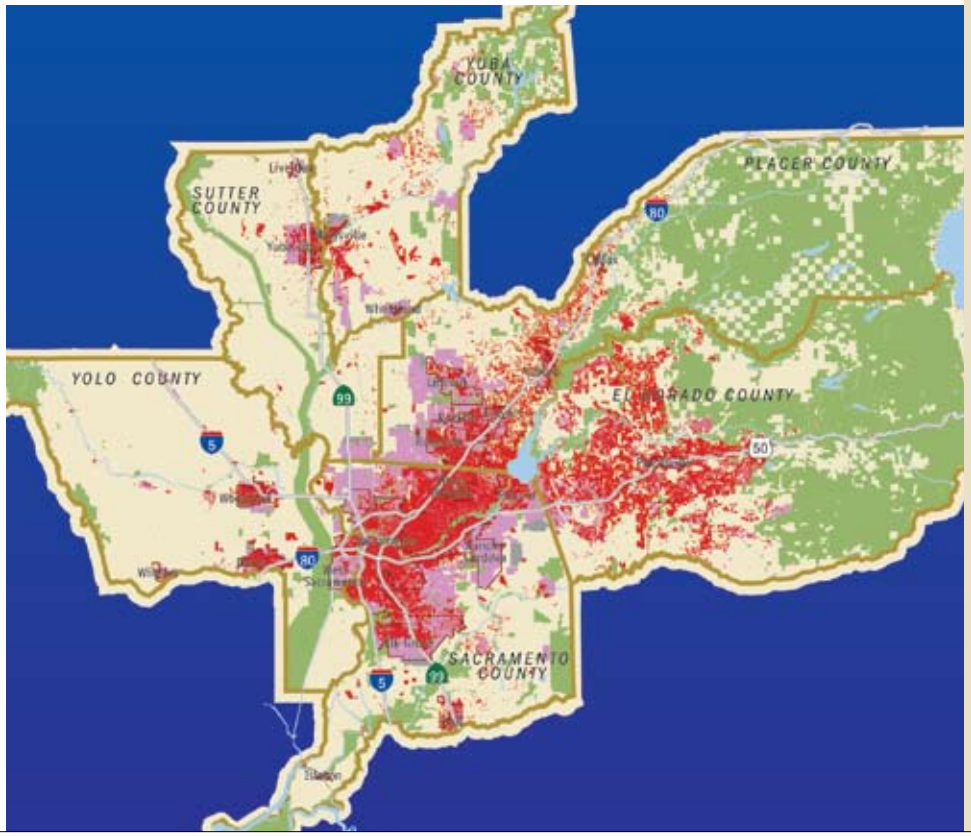
governments with high-quality data and modeling tools so that decisions regarding future growth and its effects on quality of life issues, such as traffic congestion and air pollution could be made with the best information available. In addition to developing detailed land-use and travel data, an extensive community outreach effort—involving over 5,000 residents across the six-county region—was conducted with SACOG's non-profit partner Valley Vision to develop and assess guiding principles for the region's long-term growth.

The learnings from the regional visioning process were also used by SACOG, the region's transportation planning and funding agency, to make choices about what transportation projects will best serve the region as it changes the Metropolitan Transportation Plan for 2035.

Through its public outreach and education, wealth of technical data for local decision makers, and funding for "smart growth" development, the Blueprint provides a tangible opportunity to help make Sacramento as attractive tomorrow as it is today.

BLUEPRINT

Projected Development in 2050



WHAT THE BLUEPRINT MAPS SHOW

The Blueprint map (shown in comparison to the basecase on page 2) depicts a way for the region to grow through the year 2050 in a manner generally consistent with the growth principles summarized on pages 4–7 and 10–12 of this report.

The map is the result of numerous public workshops and meetings with local staff and elected officials. The map is intended to be interpreted and used as a concept-level illustration of the growth principles. It was developed with parcel-level data and analysis to help ensure that the growth concepts were being applied in a realistic manner; however, it is not intended to be applied or implemented in a literal, parcel-level manner.

For example, the map assumes certain levels and locations of both reinvestment (i.e., additional development on developed parcels) and greenfield development (i.e., large-scale development on vacant land). The purpose of this mapping is to illustrate, generally, the amounts and locations for these types of growth.

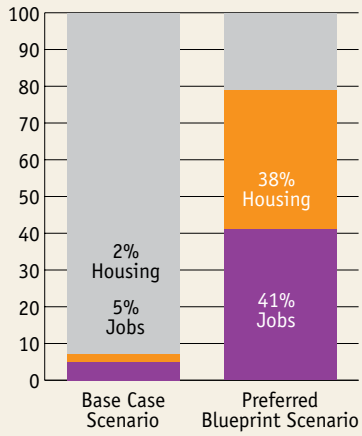
The map is not intended to indicate that a specific parcel should or should not be developed in a particular manner. That level of planning is the responsibility of local governments, and is beyond the specificity appropriate for regional-scale, long-term scenario planning.

TRANSPORTATION CHOICES

Community design can help encourage people to walk, ride bicycles, ride the bus, ride light rail, take the train, or carpool. Streets can be designed to include dedicated bike lanes or special lanes for bus rapid transit.

The more people walk, bicycle, or ride the bus, the less they need to drive alone in their cars. Less driving alone means less congestion and less air pollution.

GROWTH NEAR TRANSIT
Within walking distance of 15-minute or better transit service



In the Base Case, 2 percent of new housing and 5 percent of new jobs are located within walking distance of 15-minute bus or train service. In the Blueprint Scenario, those figures rise to 38 percent of new houses and 41 percent of new jobs.

Lincoln NEV Plan

The Neighborhood Electric Vehicle (NEV) Transportation Plan was developed to implement the city of Lincoln's vision to offer residents safe access to downtown Lincoln and other commercial areas by using electrically powered, low-speed vehicles. The city also helped with the passage of AB 2353, which allows local governments to revise their golf cart transportation plan to apply to all low-speed vehicles (under 35 mph).

Davis Bike Network

Davis is home to an extensive bike and pedestrian network and infrastructure system, including bicycle routes, separate trails, dedicated street signals, parking and other features. The city is also home to the new U.S. Bicycle Hall of Fame. The network includes over 55 miles of on-street bicycle lanes, over 55 miles of off-street paths, and 23 grade-separated crossings.

Sacramento Regional Transit Light Rail Extension

In 2005, Sacramento Regional Transit District (RT) extend its Gold Line 10.7 miles east to Folsom, and in 2006, the line extended west to the Sacramento Valley Station. These extensions have added thousands of riders and provided a direct connection from the region's largest transit system to Amtrak. Now, someone can hop on a train, transfer to the Capitol Corridor to connect with the Bay Area, or go south on the San Joaquin through the Central Valley. RT is working on extending the Blue Line south to Cosumnes River College, and the new Green Line to the River District—and on to the airport.

HOUSING CHOICES

West Sacramento Ironworks Lofts and Homes

Ironworks is a development of 187 lofts and small-lot homes on 16 acres in West Sacramento's Bridge District. Bordered by the Sacramento River and downtown Sacramento, the development of three-story lofts and one-story homes offer a variety of housing options close to arts, entertainment, employment centers, and shopping. The Bridge District is planned to be a major infill area in West Sacramento, with a mix of housing, parks, a streetcar, and a waterfront promenade.

Rancho Cordova Capital Village

This new town center with mixed-use design concept utilizes the proximity to a high concentration of job-generating office parks to offer unique and diverse housing stock, open space, and a new community center. The 118-acre project site is surrounded on three sides by corporate offices and is within approximately one-half mile of light rail stations, presenting great opportunities for transit-supportive development. The project also includes an urban park with many amenities for health, recreation, and a sense of community.

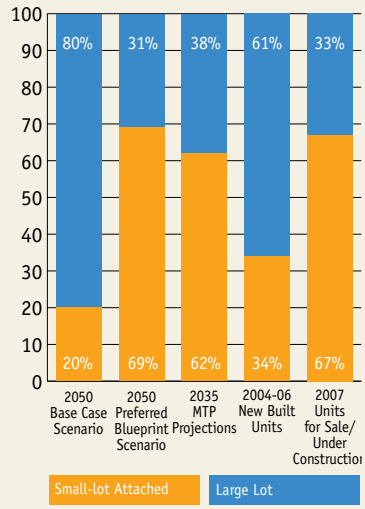
Sacramento L Street Lofts

This new eight-story infill loft project has added 92 housing units and 6,000 square feet of retail ground floor to Sacramento's midtown neighborhood. The project is within walking distance of 78 restaurants, 8 night clubs, 25 boutiques, and 22 art galleries, as well as numerous coffee shops and theatres. The project gives residents the upscale amenities and the best of an urban lifestyle.

Providing a variety of places where people can live—apartments, condominiums, townhouses, and single-family homes—creates opportunities for the variety of people who need them —families, singles, seniors, and people with special needs. This issue is of special concern for the very low-, low-, and moderate-income people for whom finding housing, especially housing close to work, is challenging

HOUSING CHOICE

New Housing STock in:
(in percent)



Under the Base Case, in 2050 over two-thirds of our region's housing would be single-family homes on large lots. Under the Blueprint Scenario, most housing would still be detached single-family, but about 17 percent would be single-family homes on small lots.

COMPACT DEVELOPMENT

By creating environments that are more compactly built and use space in an efficient, but more aesthetic manner, communities can encourage more walking, bicycle, or riding transit and discourage driving alone.

West Roseville Village Center

The most notable feature in the West Roseville specific plan is its village center, a 120-acre district designed and modeled after a traditional downtown. The specific plan includes customized development standards and design guidelines to ensure that the village center builds out with a pedestrian-friendly urban form and a mix of land uses. In addition, the specific plan provides for preservation of the project area's most significant natural resources, including several creek corridors and a large oak woodland.

Sacramento 65th and Folsom F65 Mixed-Use Development

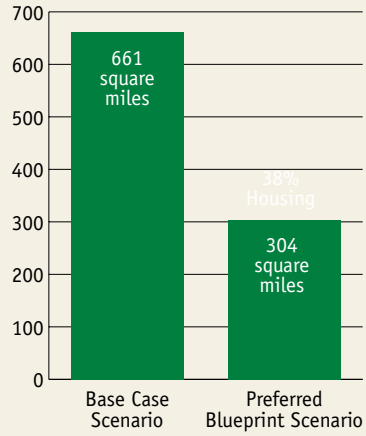
This mixed-use project design transforms an aging industrial area into a community asset, linking the Sacramento State campus with the 65th Street light rail station. The design establishes a prominent streetscape and features pedestrian and bicycle connections leading to a central plaza. The plaza's orientation toward a main intersection, combined with the project's panoply of retail amenities, creates an active café culture that lures commuters and students alike. The second-floor residential element aims to attract residents who favor non-traditional housing options.

Photo Simulation

Rocklin Downtown Plan

The city of Rocklin is undertaking a downtown plan that will significantly increase residential densities in the downtown area and raise the building heights. Two mixed-use projects have already been approved.

ADDITIONAL URBANIZED LAND
Through 2050
(in square miles)



Under the Base Case, new development would need an additional 661 square miles of land by 2050. In the Blueprint Scenario, 304 square miles of new land would be needed for urban uses.

USE EXISTING ASSETS

Focusing development in communities with vacant land or intensifying development of underutilized land can make better use of public infrastructure, including roads. Building on existing assets can also mean refurbishing historic buildings or clustering buildings more densely in suburban office parks.

Citrus Heights Auburn Boulevard
This project is part of the city's on-going effort to promote and improve pedestrian and bicycle, transit and vehicle movement and safety, incite economic development, and revitalize an aging commercial corridor.

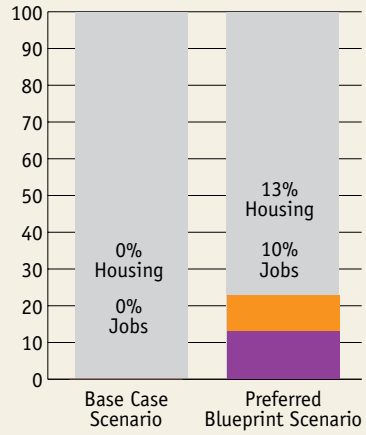
Photo Simulation

Sacramento County Freedom Drive
The Freedom Drive project incorporates smart growth concepts through redevelopment of the McClellan Air Force Base in North Highlands. The focus is on adaptive reuse, infill development, and the creation of multi-modal transportation options in an older, inner-ring suburban area that has no town center or community focal point. The project will create more consistent streetscapes, improve traffic circulation, and solve issues of pedestrian and bicycle safety as it strives to create a sense of community identity through integration of land use and transportation modes.

Photo Simulation

Sacramento Railyards
The Railyards, located in the heart of central Sacramento, encompasses over 240 acres and is the largest urban infill project in the United States. This historic brownfield site is the home of the western terminus of the transcontinental railroad. This area will be redeveloped into a world-class transit-oriented mixed-use development, which will eventually include over 11,000 housing units, and several million square feet of office and retail space resulting in approximately 19,000 new permanent jobs.

GROWTH THROUGH REINVESTMENT
in 2050
(in percent)



Under the Base Case Scenario, all new development would be on vacant land. The Blueprint Scenario suggests 13 percent of all new housing, and 10 percent of all jobs, would occur through reinvestment.

Timeline Showing Program Relationships

Last Regional Transportation Plan SACOG Adopts pre-Blueprint

First Regional Transportation Plan Based on Blueprint

MTP 2025

MTP 2035

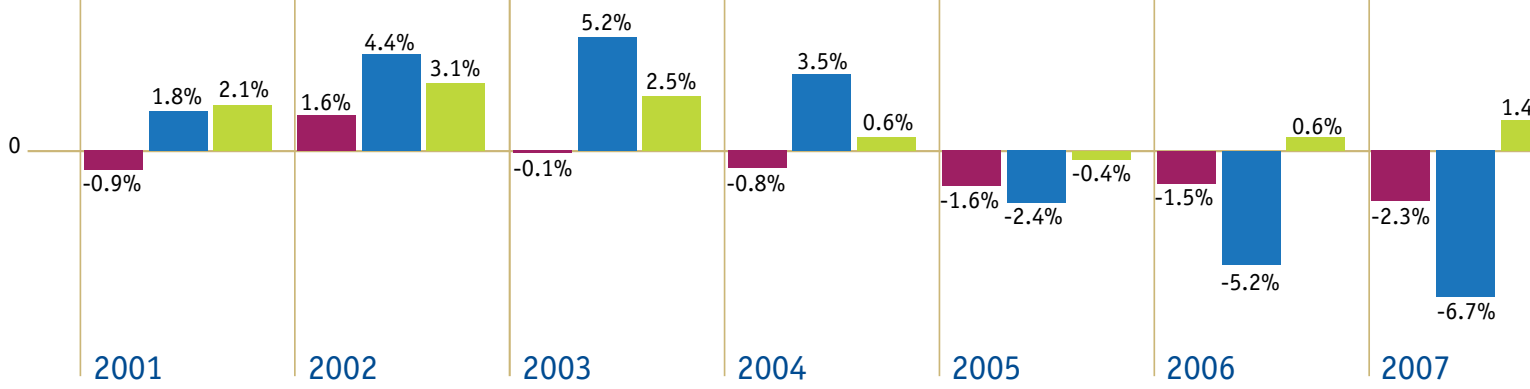
Blueprint

Blueprint 50-Year Smart Growth Land-Use Strategy

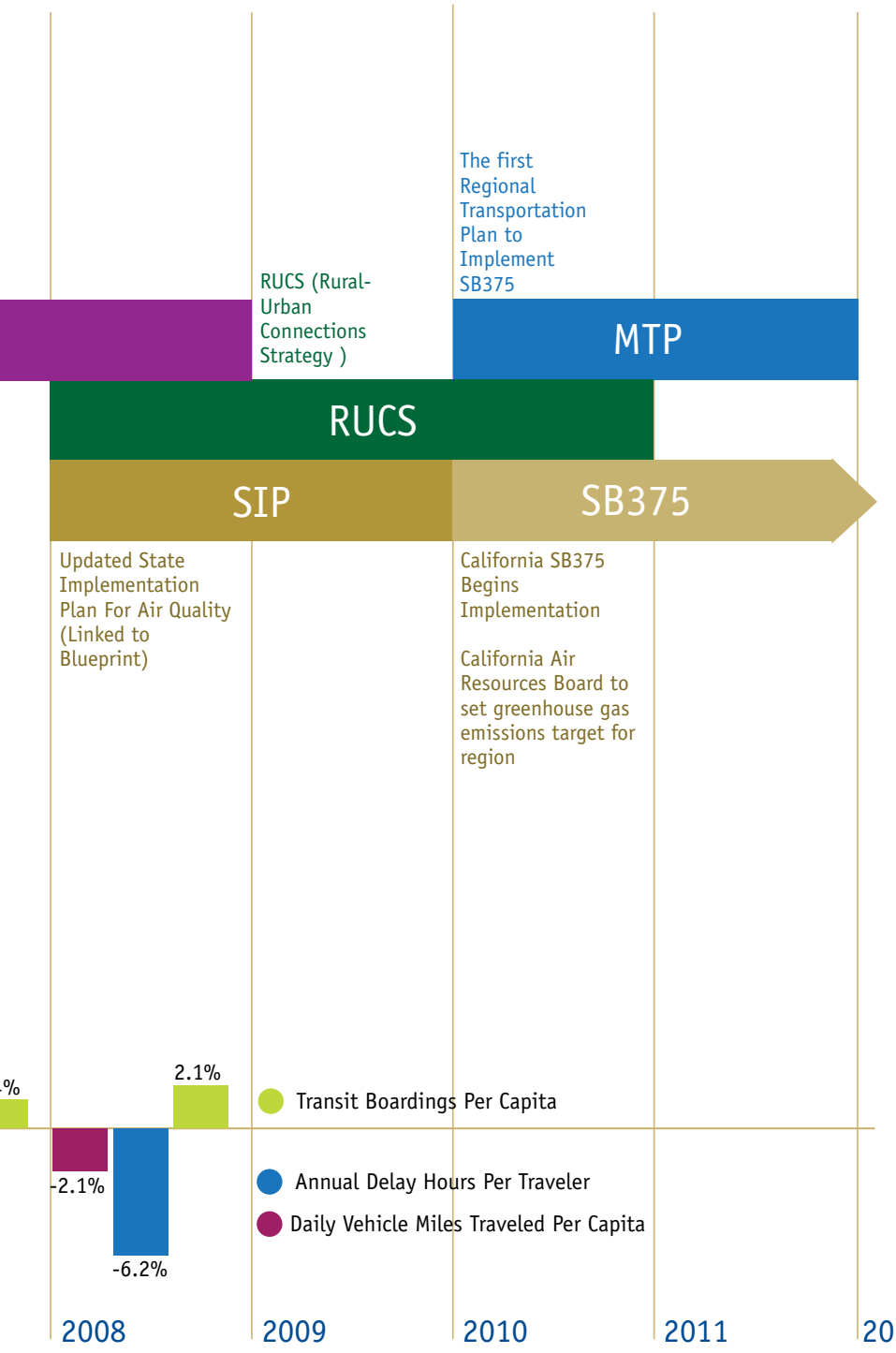
Sacramento County attained federal PM10 air quality health standard

Annual Change in Selected Indicators

Leading Three-year Averaged Year-Over-Year Percent Change



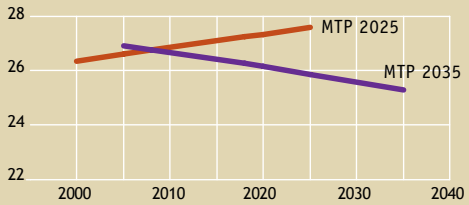
BLUEPRINT INFLUENCE IN THE REGION



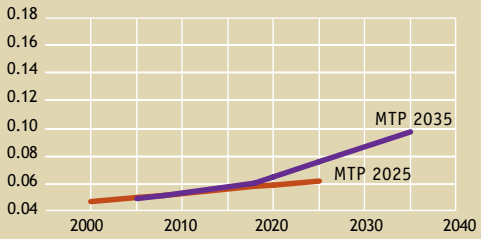
Based on Blueprint, Transportation Plans Evolve

In 2002, the Metropolitan Transportation Plan for 2025 broke new ground with four regional funding programs and a balanced investment between automobile capacity, transit, bicycling and walking. Despite this balance, the plan projected a nearly 60 percent increase in congestion. This led to the need to think about growth and land use patterns, leading to the Blueprint. In 2008, SACOG adopted a Metropolitan Transportation Plan for 2035 based on the Blueprint.

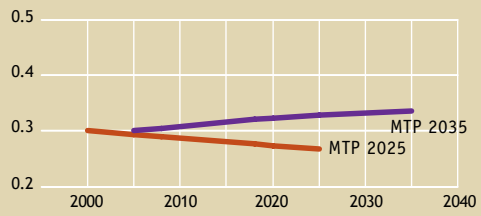
Total Weekday Vehicle Miles Traveled Per Capita



Weekday Transit Person Trips Per Capita



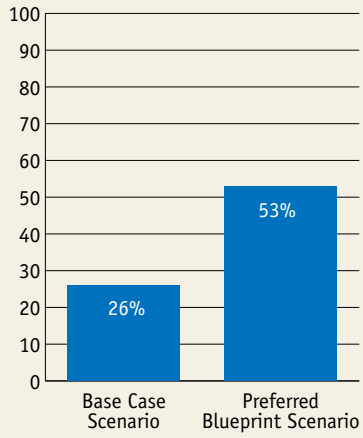
Weekday Non-Motorized Person Trips Per Capita



MIXED LAND USES

Building homes together with small businesses or even light industry is called "mixed-use" development, and it has proven to create active, vital neighborhoods. This type of development includes: housing near an employment center, a small shopping center near housing, or a high-rise building with ground-floor retail and apartments or condominiums upstairs. Mixed-use development near transit can boost ridership and provide a viable alternative to driving.

PEOPLE LIVING IN AREAS WITH A GOOD MIX OF JOBS AND HOUSING
in 2050 (in percent)



Under the Base Case Scenario, 26 percent of people would live in communities with a good, or balanced, mix of land uses by 2050. In the Blueprint Scenario, 53 percent would live in balanced communities.

Sacramento East End Lofts

The existing masonry and concrete building was constructed in 1922 as an automobile sales and service facility. The renovated building is a strong urban presence, incorporating a mix of uses, giving it and the surrounding area a renewed sense of vitality. The ground floor accommodates two restaurants, the second floor has modern Class-A office space, and the third and fourth floors together house 18 custom live/work lofts.

Historic Folsom Station

This 4.9 acre development will add mixed-use retail, residential and office space, and higher-density housing around an existing light rail station. In addition to new buildings, the site will include public open space, an amphitheatre, permanent exhibits of Folsom's trail history, linkages to transit, and landscape and pedestrian improvements.

West Sacramento Civic Area

The city of West Sacramento's vision for the West Capitol Avenue corridor is to transform it into a new downtown and central core. This new, vibrant main street will take advantage of the prime location, providing an attractive mix of civic, residential, and commercial land uses. The design of the civic area will allow for multiple forms of transportation, and is critically important in integrating the north and south parts of the community, overcoming the potential divide between new and old parts of the city.

NATURAL RESOURCES CONSERVATION

Resource Management Plans

The region is currently home to several diverse habitat conservation planning efforts. Resource management plans, when well executed, provide the opportunity for economic and ecological betterment. While the status of the plans varies, all would aid in the preservation and improvement of natural habitats and critical resources. At the same time, the plans would ensure that areas home to less-critical natural resources can be developed for homes, businesses, and infrastructure in an expedited fashion.

Local Food Outlets

Food co-ops and other grocery stores in the region are offering opportunities to learn about the benefits of purchasing local foods through classes and printed materials. Some have signs indicating the producers of meats and produce, and major grocers in the region are starting to follow suit. Over 45 regional farmers' markets also serve to increase local access to food and create market opportunities for small to medium size farms.

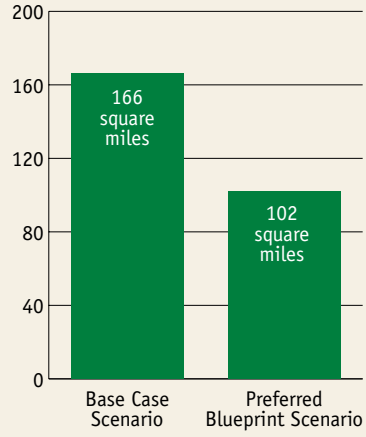
Aquatic Resources Inventory

In 2009, SACOG worked with the U.S. Army Corps of Engineers to secure nearly $1 million dollars to establish a region-wide inventory of aquatic resources. The inventory, when complete, will help implement the various habitat conservation planning efforts in the region and also streamline the Corps' Section 404 permitting process, which regulates dredge and fill material discharge into waters and wetlands. This streamlined process may include a Blueprint-specific letter of permission, which would work to incentivize Blueprint-supportive projects by further streamlining permitting.

Our quality of life is better when we have clean air to breathe and water to drink, and when we can experience the outdoors—in parks and greenbelts or in natural places. We are more likely to ride bicycles or walk in these settings. To ensure healthy and attractive natural environments, we must preserve and maintain our open spaces, natural places, and farmland.

AGRICULTURAL LAND CONVERTED TO URBAN USES

Through 2050
(in square miles)

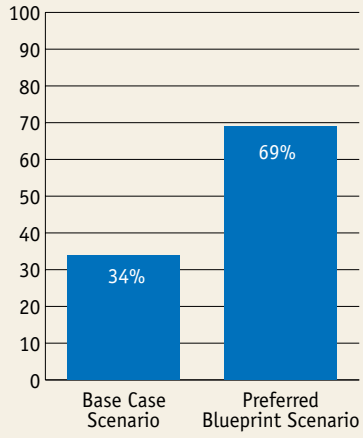


Under the Base Case 166 square miles of agricultural land would be converted into urban uses. With the Blueprint Scenario, 102 square miles would be converted from agricultural land to urban uses.

QUALITY DESIGN

How projects are developed, how they are oriented in relationship to the street, how their façades are designed, if they have setbacks and where their garages are placed, all contribute to a community's attractiveness. This also influences how much people like to walk or bicycle, and contributes to community pride and sense of ownership.

PEOPLE LIVING IN AREAS WITH GOOD PEDESTRIAN FEATURES
in 2050 (in percent)



Under the Base Case Scenario, 34 percent of people would live in pedestrian-friendly neighborhoods. In the Blueprint Scenario, in 2050 that number would rise to 69 percent.

Marysville Downtown Planning Efforts

Marysville has undertaken four planning efforts to direct future public and private investment toward the goal of creating a vital, thriving and self-sustaining downtown commercial district. A critical priority is to revitalize the area and create a lively ambiance to attract people, activities and commerce to the downtown, while maintaining the downtown's historic "small-town" charm.

Winters Downtown Planning and Form-Based Codes

This new downtown master plan makes detailed revisions to the city of Winter's Zoning Code to enhance parking standards, and to create a more "form based" design code. The goal is to provide for a more open development of the downtown area. The city hopes to promote economic revitalization of the downtown, through mixed-use development, more pedestrian orientation, increased density for infill, and improved standards for parking and overall design.

Photo Simulation

Sacramento R Street Corridor

Sacramento's R Street corridor, once a thriving warehouse district, is being transformed into a new transit-oriented, mixed-use neighborhood. The 14&R development, formerly a bakery warehouse, now features attractive, street-level restaurants and retail. Above, 12 lofts in the historic brick building offer modern touches, including a common rooftop deck with views of downtown.

BLUEPRINT'S IMPACT:

Blueprint Informs the Metropolitan Transportation Planning Process

Each time SACOG adopts an MTP it must first adopt a 25- to 30-year growth forecast for the region, and a land use allocation that specifies its best estimate of the most likely places where that growth will occur by type of growth and geographic location. The land use pattern that forms the foundation of an MTP is based on both the policy directions cities and counties are pursuing as well as the estimated performance of the real estate market.

After the Blueprint was adopted and in order to consider changes to future land use patterns that may occur as the result of the Blueprint Map and Growth Principles, a more detailed and explicit process was developed for the creation of the MTP land use allocation. This is important, because Blueprint project research clearly shows that changes to local land use patterns could achieve significant benefits to the region's transportation system and air quality.

In order to quantify these transportation and air quality benefits, it must be shown that the changes to the land use pattern are more likely to occur than a continuation of the land use patterns of the past.

To help create the 2035 land use map and allocation for the first MTP update post-Blueprint, SACOG worked with each local government to identify their Blueprint implementation efforts. Implementation strategies are different for each jurisdiction. Some have incorporated the Blueprint principles into their general plan updates to guide future growth and development and are conforming implementing codes to the general plan updates; others have initiated area-specific plans to implement Blueprint principles; some jurisdictions created their own Blueprint implementation strategies to guide their planning and development review processes.

These individual local government's actions are occurring at different times and scales of effort. It is expected that local governments will make the final decisions on what specific changes to adopt after completing local planning processes, including citizen participation.

To support the more compact land use pattern predicted in the MTP land allocation and growth forecast, the MTP2035 invests a far greater share of transportation resources in alternative modes and trip reduction than any previous MTP.

A Changing Region

By 2035, the Sacramento region will:

- add 1.2 million residents
- add 535,000 new jobs
- add 525,000 new homes
- increase its senior population 153 percent

This plan will:

- reduce vehicle miles traveled per household by 10 percent
- hold congested travel per household to less than a 5 percent increase
- increase bus frequency, add new street cars and light rail, as well as neighborhood shuttles
- add freeway lanes for carpools and commuter buses

BLUEPRINT'S IMPACT:

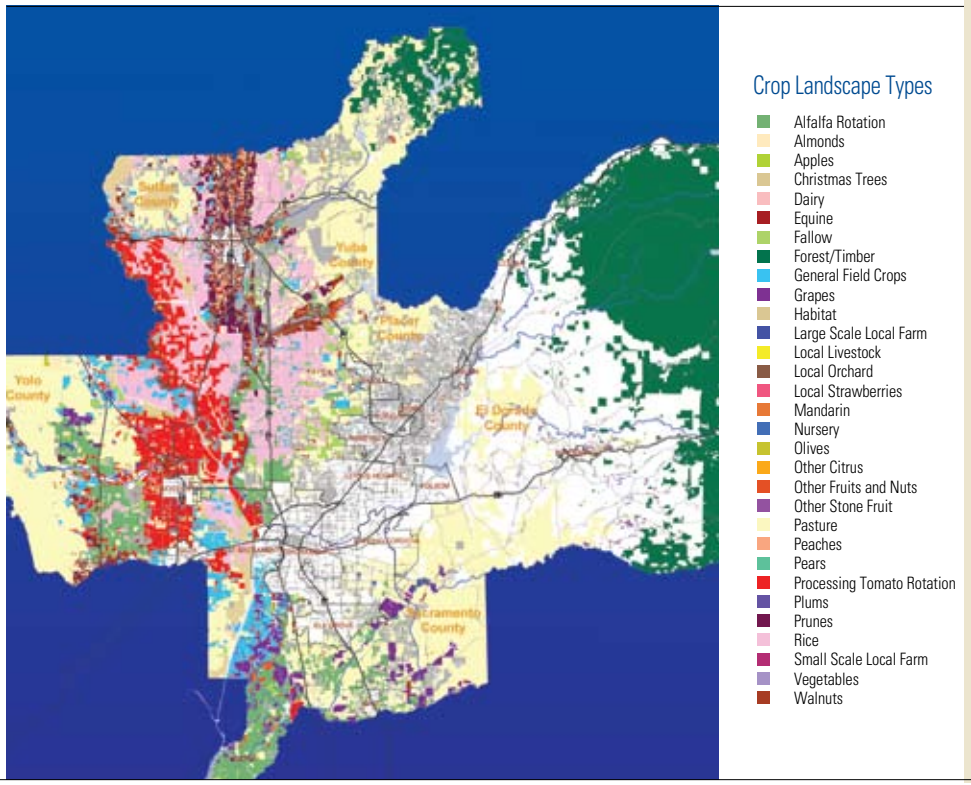
RUCS Strategy Expands on Blueprint

After completing the Metropolitan Transportation Plan for 2035, SACOG started looking at rural land use issues in more detail through the Rural-Urban Connections Strategy (RUCS). In the same way that Blueprint is an economic development strategy for urban areas, RUCS is intended to be an economic as well as environmental sustainability strategy for rural areas.

The RUCS project started by assessing challenges and opportunities across given rural topic areas (see side bar). These challenges and opportunities reflect collaborative work with local agriculture, planning, economic development, and environmental representatives to understand the unique issues that affect rural areas.

Through a stakeholder-driven process, SACOG is working directly with citizens, businesses, and public agencies to form strategies that enhance agriculture and rural economies, resource conservation, recreation, quality of life, and regional sustainability. This work will broaden the region's understanding of how decisions about land use, transportation, and investments affect rural areas.

CROP MAP



Topic Areas

- **Land Use and Conservation:** policies and plans that shape rural areas and conserve agricultural and open space
- **The Infrastructure of Agriculture:** strategic improvements to transportation challenges to the production process
- **Economic Opportunities:** new ways to grow revenue and sustain regional agriculture
- **Forest Management:** building up economic and environmental value
- **Regulations:** navigating federal and state environmental guidelines

Mapping Project

The RUCS team is creating a Geographic Information System based tool to assess agricultural production in the region. At the core of this rural land use assessment is crop data. The RUCS project team has collected economic data on agricultural production. When completed, this RUCS analysis capacity will be added to the I-PLACE^{3}S model, providing the capacity to evaluate both urban and rural land use changes.

To view crop data in the region on a larger scale map, visit **www.sacog.org/rucs.**

REALIZING THE BLUEPRINT

SACOG helps cities and counties across the Sacramento region implement the Blueprint in small and large ways. From helping staff in the early stages of planning, to funding projects, SACOG has many tools and services available to communities.

Video & PowerPoint Libraries

SACOG continues to develop videos and PowerPoint presentations to educate community members about core principles behind the Blueprint project and transportation alternatives with visual examples.

Computer Visual Simulations

SACOG developed a web-based 3D simulation model for 56 square miles of regional study areas to help visualize a range of potential activities on infill development sites. SACOG also developed software that allows planners and designers to remove existing buildings from the simulation and add in "new" building types that displayed potential development.

I-PLACE^{3}S

I-PLACE^{3}S enables users to create and evaluate multiple development scenarios against a set of basecase conditions. It demonstrates how planning and design choices, made by a community, have impacts on development patterns, modal choices, redevelopment potential, and livability to name a few.

Development Review

At the request of a local government SACOG will evaluate a proposed development project for its consistency with the Blueprint Principles and Vision Map. SACOG also provides technical planning assistance in the development or update of general plans, community plans, and specific plans.

Training Workshops for Staff & Elected Officials

SACOG provides free educational opportunities for anyone interested in planning related issues. The SACOG Planners Committee has workshops at its monthly meetings on technical and policy topics that local government planners are addressing. Workshops are also held for elected officials and planning commissioners on policy related topics.

Photo Simulations & Image Library

Photo Simulation PowerPoints are very effective tools to show the public how public investment can attract infill development and build attractive, vibrant neighborhoods. Also available for viewing, SACOG created a series of photo simulations for a variety of projects around the region.

SACOG has developed a library of photographic images for local governments, community groups and businesses to use in promoting good land uses, alternative transportation modes, and the connections between the region's urban and rural communities.

Community Workshop Facilitation

Local jurisdictions and public and non-profit organizations occasionally hold community planning workshops. SACOG staff and resources can be made available to workshops that address community growth and revitalization issues. Services provided include facilitation, small-group leadership, educational resources and technical expertise.

Funding Programs

SACOG provides direct grants to support project-specific efforts in cities and counties that implement the Blueprint principles. The support comes in the way of competitive financial assistance. There are four programs that award grants on a two-year cycle: air quality, bicycle/pedestrian, transportation demand management, and community design.

Form-Based Code Handbook

SACOG's Form-Based Code Handbook provides background information on form-based codes, when to use it, and, most importantly, a practical step-by-step guide on how to create one. Although the case studies are not actual form-based codes, they illustrate the steps and considerations needed to create a form-base

BLUEPRINT AWARDS & RECOGNITION

The Sacramento region's Blueprint has received praise from throughout the state and nation:

One of the "Top 50" programs in Harvard University's "Innovations in American Government" Competition, Kennedy School of Government (2003)

The Governor's Award for Environmental and Economic Leadership (2003)

The Federal Highway Administration/Federal Transit Administration Transportation Planning Excellence Award (2004)

The American Institute of Architects California Chapter Presidential Citation (2004)

The Environmental Council of Sacramento (ECOS) Environmental Leadership Award (2004)

U.S. Environmental Protection Agency—National Award for Smart Growth Achievement (2004)

American Leadership Forum Mountain Valley Chapter—Thanks to You Award (2004)

Association of Metropolitan Planning Organizations—National Award for Outstanding Achievement (2004)

Sacramento Mutual Housing Association—Community Development Award (2005)

American Lung Association Sacramento Emigrant Trails—Regional Clean Air Award (2005)

Sacramento Business Journal—Real Estate Deal of the Year (2005)

Wall Street Journal—With Gas Over $4, Cities Explore Whether It's Smart to be Dense (2008)

Sacramento Business Journal—Top 25 Stories of 25 Years (2010)

SACOG

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SACRAMENTO REGION

RURAL–URBAN
CONNECTIONS STRATEGY

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OUR REGION FROM A RURAL PERSPECTIVE

Although most of the Sacramento region's 2.3 million residents live in and work in urban job centers, the region spans an extraordinary range of landscapes. From farming communities to historic mining towns, from the Sierra forests to fields that feed the world, our region enjoys remarkably diverse lands and natural resources. Across the six counties of El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba, approximately 70 percent of our lands are agricultural, forest, or other open space. The contributions of small towns, farms and open spaces are vital to the success of our entire region.

Agriculture has deep roots in our region's history, and future. The Sacramento region has some of the most productive farmland in the world. We have great soil, high-quality water, and a Mediterranean climate that can grow almost anything. California is the fourth largest agricultural economy in the world, and our region is an important part of that. In our region alone, agriculture is a $1.66 billion industry.

But there's more to what we get from agriculture than this billion dollar revenue. Growing food and fiber in our region also creates jobs and income off of the farm. In economic terms, we call this a multiplier effect. That means the value of agriculture here is even greater than the direct revenue it brings in.

Our open lands and forests provide clean air, clean water, timber, recreation, tourism, and wildlife habitat. We're fortunate to live in this important agricultural area and ecosystem. Our natural resources benefit from our intellectual resources in the region. We're the first to benefit from education and research activity at the renown UC Davis School of Agriculture and Environmental Sciences, and its cooperative extension programs.

These assets benefit rural and urban residents and businesses locally, statewide, and around the world.

SACRAMENTO REGION
RURAL–URBAN CONNECTIONS STRATEGY

ABOUT RUCS

Since starting the Blueprint project, the Sacramento region has taken a new approach to addressing transportation, land use, and air quality issues.

The Blueprint, adopted in 2002 by local elected officials from 22 cities and six counties, values rural communities and agricultural lands as critical to our economy, our environmental health, and our quality of life.

How do we protect our rural assets as development from a growing population impacts where we grow our food for ourselves and the world? The answer is complex, and requires public and private stakeholders from all sectors and all parts of the region to support agricultural viability and rural communities, linking the long-term success of farms and ranches to the success of the region as a whole.

SACOG's Board of Directors kicked off the Rural-Urban Connections Strategy (RUCS) in 2007. The RUCS project is looking at the region's growth and sustainability objectives from a rural perspective. In the same way that Blueprint is a development strategy for urban areas, RUCS strives to be an economic and environmental sustainability strategy for rural areas. SACOG identified five areas of study:

- **Land Use and Conservation**: Policies and Plans that Shape Rural Areas
- **The Infrastructure of Agriculture**: Challenges to the Production Process
- **Economic Opportunities**: New Ways to Grow Revenue
- **Forest Management**: Growing Economic and Environmental Value
- **Regulations**: Navigating Federal and State Environmental Guidelines

While SACOG started RUCS, farmers, ranchers, agricultural researchers, farm bureaus, local, state, and federal officials, distributors, chefs and many other stakeholders have made the project possible. SACOG has developed tools and information geared at helping stakeholders in their efforts to keep rural areas sustainable.

RUCS Stakeholders

Local planners and engineers

Economic development

Farm bureaus

Ag commissioners

Ag interest groups

Forest managers

Forestry interest groups

Resource conservation groups

Environmental groups

Local food system groups

Health and nutrition groups

Civic engagement groups

Elected officials

The Approach

To develop an understanding of the current conditions in rural areas, SACOG engaged stakeholders in several ways:

- workshops to identify issues, challenges and innovations, and later comment on findings;
- working groups to draft and review findings;
- electronic surveys to working groups to prioritize innovations for further study;
- wiki tool to facilitate public review and comment on draft papers from working groups; and
- agricultural tours to educate government representatives about the production, processing, transportation and regulatory challenges and opportunities.

The Rural-Urban Connections Strategy continues to work directly with rural residents, businesses, and public agencies to form strategies that enhance agriculture, rural economies, resource conservation, recreation, quality of life, and regional sustainability. This work will broaden understanding of how land use and transportation investments affect rural areas and the whole region.

Tools

SACOG's expertise in mapping and computer modeling has produced an unprecedented level of data regarding the region's rural areas. The tools have been shared and refined with many partners, including Farm Bureaus, local planners, and county agricultural commissioners. These tools include:

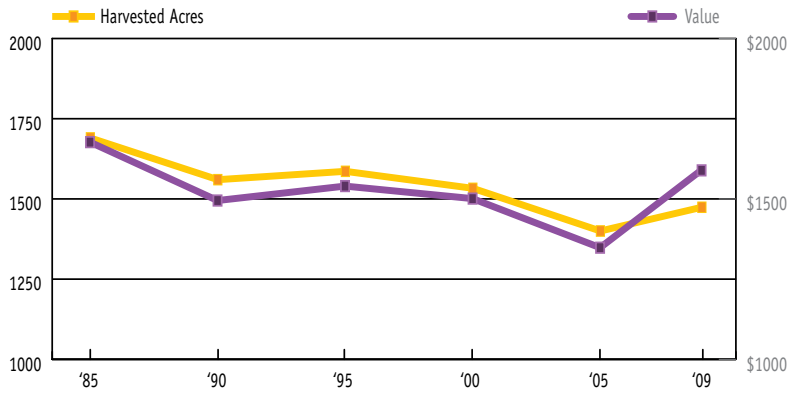
- Compilation of crop reports data comparing the volume and value of individual crops over 15 years
- Parcel-level crop maps showing what is grown and where in generalized agricultural "landscape types"
- Cost and revenue data for various crops to better understand agricultural viability
- Land needs for locally grown food
- Loss of farmland, actual and projected, given change in population and possible growth patterns
- Research of general plans, agricultural zoning
- Mapping of Williamson Act lands and analysis of potential land conversion impacts on air quality
- Mapping of traffic volume, safety data and key farm-to-market routes for rural roads
- Analysis of labor needs for potential changes in cropping
- Mapping of environmental data such as vernal pool locations and other protected lands
- I-PLACE^{3}S web-based application for envisioning rural development scenarios, to help rural residents and planners evaluate and shape the long-range future of land use
- I-PLACE^{3}S for agriculture analysis, which provides indicators on agricultural viability
- Econometric model is used to estimate changes in cropping patterns given changes in input cost or commodity prices
- Economic indicator analysis (potential costs and revenues) for varying types of agricultural land use

OUR RURAL ASSETS

Agricultural Production

Agriculture has been one of the few bright spots in our regional economy during the recession. According to county crop reports for the six-county region, the value of agricultural production from 2005 to 2009 has increased by more than $240 million or 18 percent. This $1.66 billion agricultural output is part of California's approximately $36.5 billion industry. And the contributions don't end there. For every $1 change in agricultural output, there is a $2 change in total economic output. This translates to approximately $3.3 billion in economic output related to agriculture.

Agricultural Production
Total acreage in thousands — Indexed to 2009 dollars



Small Communities

Small communities are important hubs for housing and commerce in the rural parts of our region. Historically focused on supporting agriculture and forestry through supply stores, banks, restaurants, and professional services, these communities are still key components of the rural economy. Today, these communities also support recreation and tourism industries in our rural areas. Small communities also appeal to those seeking a slower pace of life, the charm of historic buildings, and easy access to recreation and other open space amenities.

However, many of these communities are having trouble maintaining public infrastructure and providing services, and population growth has increased traffic and conflicts on rural roads.

One tool SACOG has created to assist small communities is an infrastructure fiscal model. This tool can estimate infrastructure and service costs, which helps local officials evaluate the fiscal sustainability of their growth plans through balanced growth that still maintains the unique quality of life in these communities.

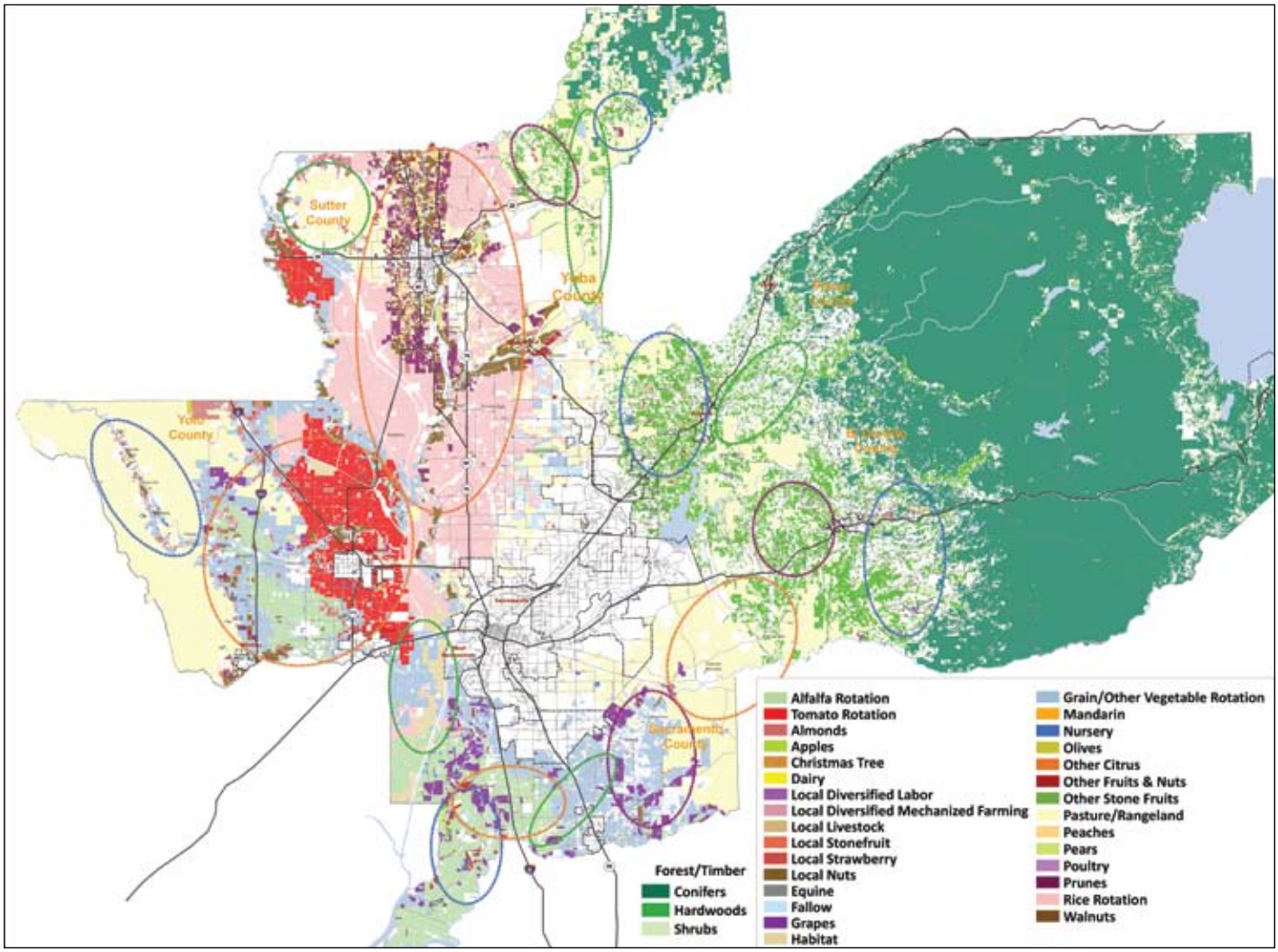
Agricultural Land Resources

Nearly 40 percent of the land in the SACOG region is designated as agricultural land. In addition to producing food and fiber, this land provides valuable wildlife habitat for a number of species. The map below provides a starting point for understanding rural economic and environmental systems by generalizing the landscape into four themes:

- **Large-Scale Agriculture:** Areas with larger operations growing crops that are trucked out of the region for national and international markets
- **Small-Scale Agriculture and Agritourism:** Areas with smaller operations generally serving local markets
- **Large Lot Residential:** Areas that are mostly rural residential housing, but still have some agriculture activity
- **Open Space and Recreation:** Areas with concentrations of protected land for habitat and other open space purposes that often also include agriculture

Focusing on one type of farmland misses the system of agriculture that grows a diversity of products for this region and the world. Keeping this perspective on the landscape can help foster supportive policies and plans that recognize all agricultural lands as important to maintaining viable agricultural production and environmental services in our region.

Agricultural Theme Map



LAND USE

Current Conditions

Local governments in the region have made clear their priority for preserving agriculture, habitat, and open space. Although there are many challenges to preserving these lands, development appears to pose the biggest land use challenge. Urban development is intended to be limited to spheres of influence, and other planning boundary designations. Beyond these boundaries, rural housing development is sometimes permitted; however, in both instances, proximity to agriculture can lead to land use conflicts. There are a number of existing tools to support and protect agriculture and other open space uses.

Recognizing the importance of open lands for multiple environmental benefits, the region has turned to habitat conservation plans, conservation easements, and land stewardship programs to keep rural lands open. Easements, once thought to keep land open in perpetuity, have met challenges in other parts of the state. The future of the Williamson Act program is uncertain given state budget cuts in recent years. County-scale habitat conservation plans (HCPs) have yet to be adopted and implemented.

Still, local governments and private entities interested in agricultural viability and environmental sustainability continue to work with existing tools and create new ones to meet their particular conservation priorities.

Innovations *at the Rural-Urban Edge*

Agriculture Buffers

Buffers, generally imposed on new development, can assist in reducing urban land use conflicts with farming operations.

Agricultural Parks

A combination working farm and municipal park can serve as transition or buffer zones between urban and agricultural uses.

Right-to-Farm Ordinances

Requirement of a real estate disclosure for properties in active farming areas explain farmers' rights. The intent of such an ordinance is to protect farmers from nuisance complains and enforcement actions.

Policy Boundaries

A policy boundary designates where urban growth is to occur and where open space for agriculture, habitat and other rural uses should remain more certain. Growth boundaries can be permanent or for a set period of time.

Rural reserves aim to provide greater predictability as to where future rural uses may occur outside of an urban growth boundary for land owners, farmers, and communities.

Representing the probable ultimate physical boundary and service area of a local government agency, spheres of influence are a prominent mechanism for growth management.

Infill and Redevelopment

Policies supportive of urban infill and redevelopment might direct population growth to cities and urban communities thereby reducing pressure to convert more agricultural land to development.

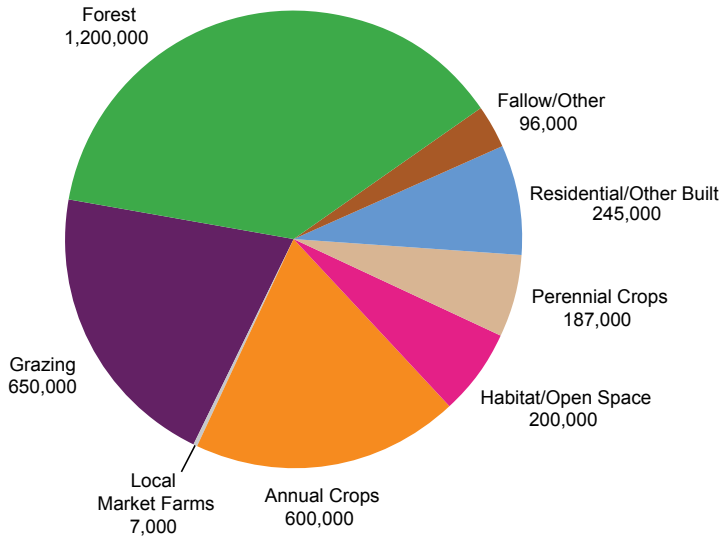
City-County Agreements

Cities and county adopt coordinated/joint policies or agreements to direct urban development to cities and preserve agricultural land in the unincorporated areas. Some agreements include shared tax revenue.

Learn more about these innovations at **www.sacog.org/rucs**

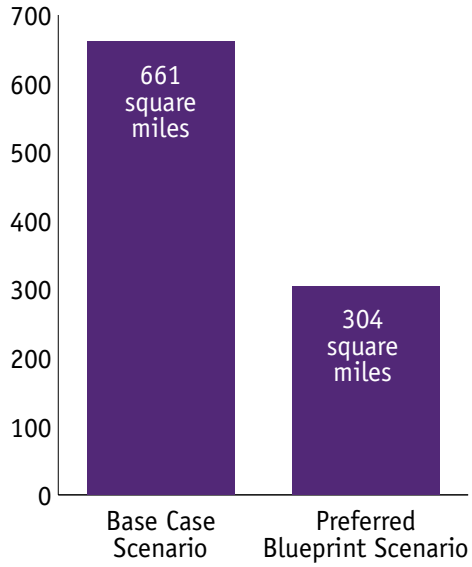
Rural Land Inventory in Acres

(total = 3,006,000)



Additional Urbanized Land

Through 2050 (in square miles)



Innovations *for Agricultural Viability and Environmental Sustainability*

Voter Initiatives

Some policies to protect agricultural lands are incorporated into general plans by initiative measures requiring a referendum for redesignation of ag land.

Supportive Zoning

Many agricultural zoning codes restrict onsite sales, processing and distribution, which limits local market opportunities. Most agricultural zoning allows for one dwelling unit per parcel; some jurisdictions have modified zoning to allow for farm home sites. This provides flexibility for farmers, farm families, and farm workers to live on the land they work. Agricultural districts are another zoning option, where agriculture is explicitly encouraged and protected.

Open Space Plans

Regional open space collaboratives involve multiple land conservation organizations to creating a regional priority for land conservation.

Habitat conservation plans can also conserve land, but may conflict with agricultural land uses if converted exclusively to habitat preservation to meet development mitigation requirements. Many habitat plans contemplate conserving lands for habitat while allowing for limited agriculture to reduce these conflicts and often enhance habitat quality.

State and federal stewardship programs fund practices that enhance the natural resources of open land, which in many cases also improves agriculture operations.

Easements, Transfer of Development Rights and Other Conservation Tools

With conservation easements, individual landowners sell easements to protect and steward important lands.

Transfer of development rights programs allow landowners to transfer the right to develop one parcel of land to a different parcel of land.

Agricultural mitigation policies require developers to purchase an agricultural conservation easement on farmland in a different part of the county, or pay an in-lieu fee when they develop on agricultural lands.

The Williamson Act encourages the preservation of agricultural lands through property tax adjustments for landowners who contract with a city or county to keep their land in agricultural production or approved open space uses for a contracted period of time.

Current Conditions

The Sacramento region includes vast rural lands and many smaller, but very distinct, urban centers. Transportation ties rural communities to each other as well as to urban communities of the region—people drive to work, send their farm produce to market, receive goods to stock their store shelves, bicycle for exercise, walk to school, carpool to agritourism and recreation sites, take transit to the doctor, and many other trips.

Travel Behavior

The rural job market plays an important role for workers living in small urban communities. As rural lands transition into non-agricultural uses, more and more rural roads are experiencing increased commute traffic, presenting challenges as high speed auto traffic and slow moving farm vehicles come into conflict.

Mobility

How do residents in rural areas move within their communities and throughout the region? Travel by alternative modes is limited in outlying rural areas, and most rural residents drive. With more seniors retiring in rural areas, it is important to plan for their future transportation needs when driving ceases to be an option.

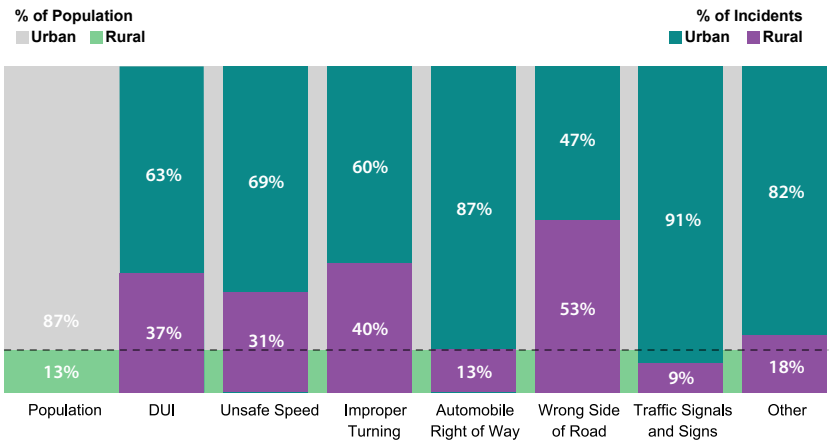
Goods Movement

Moving products from farm to consumer requires a good transportation system. During the growing season, farmers use rural roads to move farm equipment between fields, and farmworkers use rural roads to get to work. At harvest time, large trucks use rural roads to transport raw products to post harvest and processing facilities. Finished products are then trucked to distribution facilities, retailers, direct marketers, institutions, restaurants, community food banks, or straight to consumers.

Safety and Security

Rural areas experience a disproportionate number of roadway fatalities. In 2006, 56 percent of fatal collisions in our region occurred in urban areas and 44 percent occurred in rural areas, despite rural areas having less than 15 percent of the population. Another safety concern comes in the form of natural disaster

Safety and Security
Rural and Urban Fatal and Severe Injury Collisions by Violation

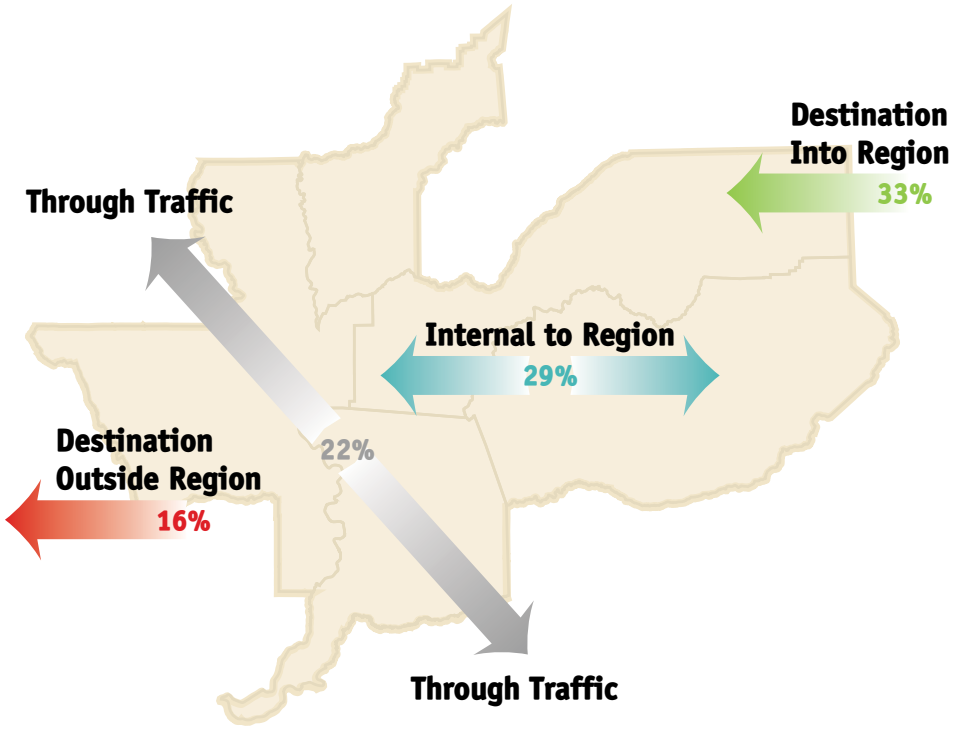


preparedness. The threat of forest fires and other natural disasters establishes the need for good emergency planning in urban and rural areas.

Maintenance

Even in robust economic climates, rural areas have difficulty paying for road maintenance and improvements. Though rural areas account for just 13 percent of the population, they contain 48 percent of the region's road miles. Increased heavy truck traffic, as well as more frequent commuter and agritourism traffic, drives up the cost of routine maintenance on these rural roads and leaves local agencies struggling with funding shortfalls.

SACOG Region Freight Movement



Innovations

Providing Analysis Tools, Technical Assistance, and Transportation Options

Rural transportation planning continues to evolve in response to new land use patterns, economic pressures, and infrastructure needs. Short-term strategies are outlined below, while long-term transportation strategies will be shaped by SACOG with input from stakeholders.

Goods Movement Route Network

The importance of goods movement in sustaining the region's rural economy makes it advantageous to maintain a robust network of routes that serve processing facilities, distribution centers, and farms. In developing the goods movement network, SACOG included federally designated STAA truck routes, state and local terminal access routes, routes identified in city and county planning documents, and routes identified by stakeholders.

Agricultural Worker Transportation Program

SACOG received a $2 million grant to study and implement an agricultural worker transportation vanpool program in Sacramento, Sutter, Yolo, and Yuba counties. This program is a step forward in providing a desperately needed transportation service that strengthens the rural economy and supports sustainable agriculture.

Safety Analysis Tools and Technical Assistance

Without detailed local data it is difficult to identify priority roads for safety improvements. SACOG is offering technical assistance in identifying high risk roads and preparing safety grant applications. Through this technical assistance program, SACOG hopes to capture the greatest possible funding for roadway safety improvements.

Rural Transportation Funding Handbook

SACOG created the *Rural Transportation Funding Handbook* to guide grant applicants through the process of identifying, applying for, and receiving funding. The handbook focuses on programs that are geared towards or allow rural applicants, including program descriptions, eligibility requirements, deadlines, and potential SACOG assistance.

LOCAL MARKETS

Current Conditions

Among the 2.3 million people living in the region, there is a growing market for food from local farms. Developing a local food system presents new opportunities for economic growth, environmental benefits, and quality of life. In addition to providing more direct channels for regional products, local markets also connect consumers to their food source and increase access to fresh and healthy food.

The Rural-Urban Connections Strategy has been looking at the policies, programs, and infrastructure needed to increase local markets for farmers and ranchers in the region, including: production and consumption, processing, and distribution.

Production and Consumption

Farmers and ranchers in the region produce 3.4 million tons of food annually. While this exceeds the 2.2 million tons of total food we consume, it doesn't necessarily reflect what we eat. In fact, only about 2 percent of the food consumed in the region comes directly from local farmers and ranchers. We produce 1.8 million tons of vegetables annually—about five times our consumption—but, 93 percent of that is in tomatoes, much of which are exported beyond our region. Of the 760,000 tons of grain produced in the region, 90 percent is rice, the vast majority of which is exported to Asia and the Middle East.

Processing and Distribution

The way food reaches our tables is often indirect. The system depends on economies of scale, an array of food and farm safety regulations, and a global aggregation, distribution and processing system. The stages of distribution, from farmer to consumer, vary greatly, as shown at right.

Few products reach the consumer straight from harvest; most are processed or packaged along the way. The distribution system relies on transportation, post-harvest handling, processing, inspection, storage, shipping, sales, and other businesses to get food from the field to the fork.

Most of the processing capacity in our region is large scale for major commodities. As a consequence, small and medium-sized farming and ranching operations that focus on a local market are left with few economical processing options. Many are forced to drive long distances to process small amounts of product.

Regulations and permitting are a constant challenge to constructing or repurposing facilities for processing and distribution. Though county health codes are largely set by federal and state regulations, consistent interpretation and application of those regulations could help producers and distributors establish facilities.

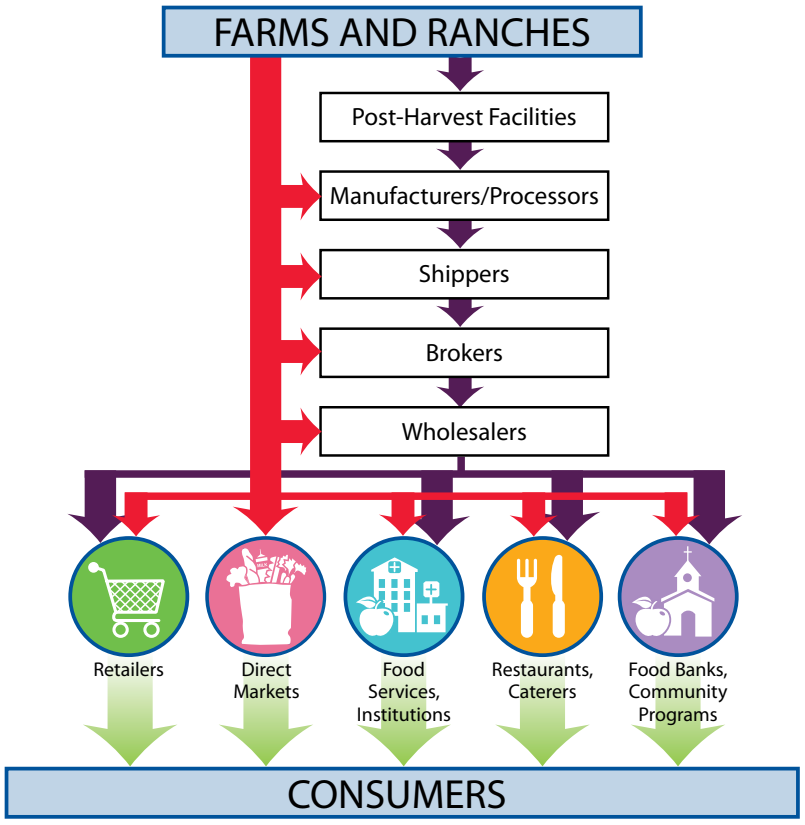
Food System Economics

This food system has tremendous economic value. The region's farm gate value—the price paid to the farmer for raw products—is roughly $1.66 billion today. However, by the time that food reaches the consumer, its value has increased substantially. Based on the 2007 Economic Census, there were 180 wholesalers in the region making around $3.3 billion annually, 849 retailers earning $4.7 billion, and 4,206 food and beverage service outlets bringing in approximately $2.1 billion annually.

Agriculture has been one of the few bright spots in our regional economy

during this recession. According to county crop reports for the six-county region, the value of agricultural production from 2005 to 2009 has increased by approximately $240 million or 18 percent. This $1.66 billion agricultural output is part of California's approximately $36.5 billion industry. Using the U.S. Department of Commerce, Bureau of Economic Analysis (BEA) data, crops grown in the Sacramento region have a multiplier of roughly 2.0—for every $1 change in agricultural output, there is a $2 change in total economic output. This translates to approximately $3.3 billion in economic output related to agriculture. A local food system could capture more of this economic activity within the region as more value-added processing, marketing, and distribution take place here rather than outside the region.

Food System



Innovations

Demand for local food is already growing in the region, and it's being met with more farmers' markets, Community Supported Agriculture (CSA) boxes, and stores and restaurants featuring local food. Opportunities to expand these outlets center on the region's ability to increase the volume of food grown for local markets and capacity of aggregation, distribution, and value-added processing needed to meet market demands.

Farmers, business leaders, community organizers, local governments, and food advocates are working on ways to provide these opportunities. The following objectives and innovations were developed with regional stakeholders. The innovations are organized from production to consumption, tied together by infrastructure such as processing and distribution. Major themes heard throughout the stakeholder process include the need for more education and marketing, food system infrastructure, institutional buying, and policies supporting local markets.

- **Production**
  - Connect Farmers to Available Land
  - Provide Business Training Opportunities to Farmers
- **Infrastructure**
  - Increase Local Processing Capacity
  - Increase Local Distribution
- **Consumption**
  - Expand Farm-to-Institution Programs
  - Increase the Number and Types of Food Outlets
  - Promote Agritourism
  - Increase Consumer Education and Marketing
  - Consider a Regional Food and Agriculture Policy Council

Learn more about these innovations at **www.sacog.org/rucs**

LOCAL MARKETS

Local Food System Analysis

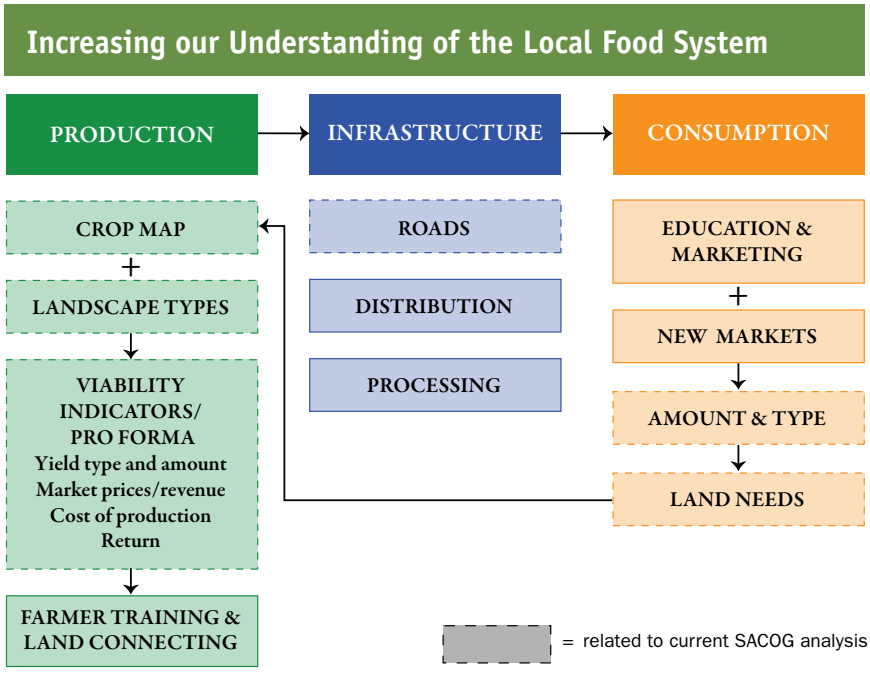
SACOG is building analysis capacity to study the local food system. These data, mapping, and pro-forma analysis tools are a helpful starting point for farmers and ranchers considering growing for local markets or expanding their agricultural activities. Economic development and planning departments may find these tools helpful in their own programs.

Calculating the region's consumption

So what do we eat? Using USDA Loss Adjusted Food Availability figures, SACOG estimated food consumption in the six-county region. The market demand for food, the data shows, is over 2 million tons; however, using the U.S. Agriculture Census, SACOG estimates that less than 2 percent of that market is being met by local growers, whose products are available at farmers markets, in community supported agriculture (CSA) boxes, and a handful of restaurants and stores. Due to the structure of our food production system and the markets they serve, the region's producers and consumers rely on producers, aggregators, processors, and in many cases distributors and wholesalers outside the region to sell and supply nearly all of the food we produce and consume.

Local market data and cost analysis for farmers

SACOG staff developed pro-forma analysis tools that can assist local farms with market development and business training efforts. A typology assembled for use in the I-PLACE^{3}S model includes cost of production, as well as yield and revenues from various market outlets for a range of production including fruits, nuts, vegetables, and meat. Each farm type can be updated with local data and adjusted to analyze various operations and market opportunities.

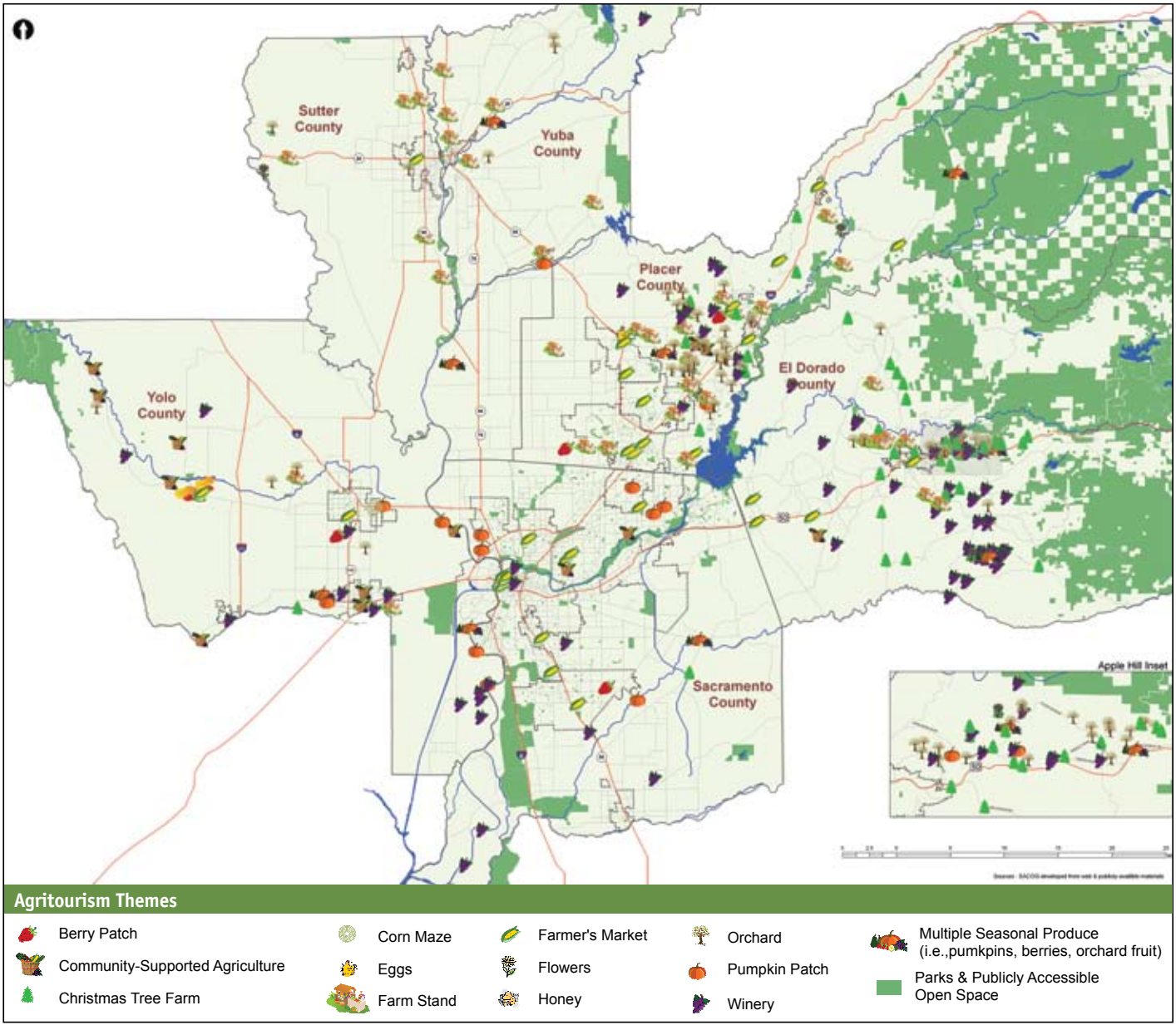


Agritourism

The demand for locally grown food is also creating interest in farm and ranch tours, adding a potential revenue stream to agriculture operations. Winery visits in the region continue to grow, but agritourism encompasses much more. Consumers are becoming more interested in visiting the farms and ranches where their food is grown. Local economic development and tourism bureaus are working to develop more tours and eventually draw out-of-region travelers to these destinations.

Agritourism not only connects consumers to the source of their food, but also enable farmers to eliminate distribution costs altogether if they sell products on-site. Produce stands have traditionally been an outlet for local fruits and vegetables, but they have also become a venue for offering value-added products. Agritourism can also include restaurants and hotels for visitors from out of the region, which keeps tourists in the region longer and increases the potential revenue for this industry.

Agritourism Map



FORESTRY

Current Conditions

The forested landscape of our region is home to an array of landowners. Historically, timber has been a major revenue source for rural communities. Today, the service industry is the main employer in forested rural communities. While the landowners that live on the forested landscape are most directly involved with managing the forest, the U.S. Forest Service, CAL FIRE, environmental groups, and industry groups are also actively involved with forest management.

Natural resources, recreation and other assets produced on forested lands are used throughout the region and beyond. The forested watersheds in Yuba, Placer, and El Dorado counties are the source of high-quality water for domestic, agricultural and hydropower uses throughout the region. These lands also provide a wide variety of recreational experiences, such as camping, water sports, hiking, skiing, bicycling, hunting, and fishing, for many thousands of residents and visitors.

Wildfires are perhaps the greatest threat to the forested landscape. Changes in the forested landscape due to climate change are likely to increase wildfire risk and force landowners to adapt their land management methods to mitigate this risk. The overall economic health and sustainability of the forested landscape will rely on the incorporation of innovative methods to efficiently use forest resources for effective mitigation of increasing wildfire risk.

Interstate 80, Highway 50, Highway 49 and Highway 20 all serve the forested parts of our region. Counties are responsible for maintaining many miles of paved and unpaved roads, and funding for road maintenance has been severely curtailed due to reduced timber harvesting. Opportunities exist for targeted road infrastructure improvement when tied to creating access to areas with high brush density or over-stocked conditions, which present good biomass harvesting potential.

Innovations

Innovations in forest management fall into three general categories that address multiple challenges and opportunities. Each innovation area has more specific ideas that public and private managers may consider for local and regional objectives.

Collaboration

- Regional and local collaborative efforts on an appropriate strategy
- Landowner cooperatives certified in sustainable management operations
- Education and outreach materials on sustainable management and regulations

Economic Viability

- Compensation tools such as ecosystem service payments or conservation easements
- Valuation techniques for quantifying resource values and monetizing societal benefits to help determine appropriate compensation
- Cooperatives focused on business development, job creation and training for forest management-related employment

Forest Management and Community Safety

- Biomass facilities in cost-effective locations near fuel sources
- Stewardship contracting that encourages resource benefits and priority to local businesses in contract bidding
- Fire Safe Community Guidelines
- Fire-threat mapping for land use and transportation planning

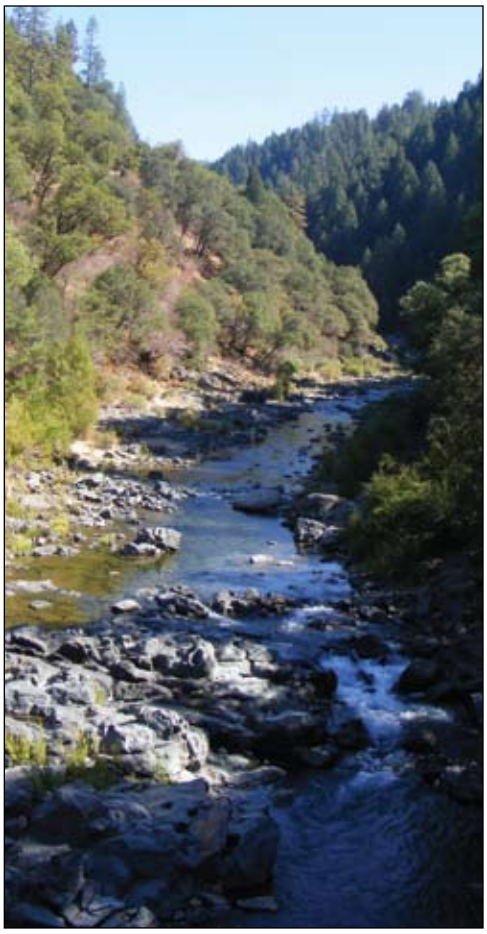
WATER

Current Conditions

Water supply sustains the agriculture industry in our region and beyond. Competition for surface water and rising pumping costs could threaten economic viability for some farmers and ranchers. While supplies are adequate for today's demand, increased needs for urban and environmental uses could affect supply. Statewide shortages and Delta ecosystem concerns may increase pressure or incentives for agriculture to help address these issues by leaving more water in the rivers for Delta and other downstream users.

Pressure on agriculture may also result from urbanization, particularly where non-irrigated lands are converted to urban uses that create new demand. Unlike agriculture's seasonal demand, urban areas need water throughout the year. This increases pressure on groundwater supplies to manage shortages. Farmers and ranchers have more difficulty than urban ratepayers in paying for the cost of pumping increases particularly with rising fuel and electricity prices, contamination, and falling aquifers.

Water supply uncertainty is the byproduct of drought, court decisions, legislation, development, and possible climate change impacts. Preparing for the future of agriculture requires strategies that not only secure water supplies, but also use the water that is available in a more efficient manner. This saves water and money, which helps farmers and ranchers stay afloat and still meet the needs for habitat and urban uses. At the field level, irrigation technologies, such as surface and subsurface drip systems and soil moisture sensors (irrigation management services) are being employed to save water, energy and cost. At broader geography, Integrated Regional Water Management Plans—comprehensive, interjurisdictional studies of how to manage the supply and use of water for urban and non-urban uses—can improve the efficiency of water use and find solutions that help all stakeholders.



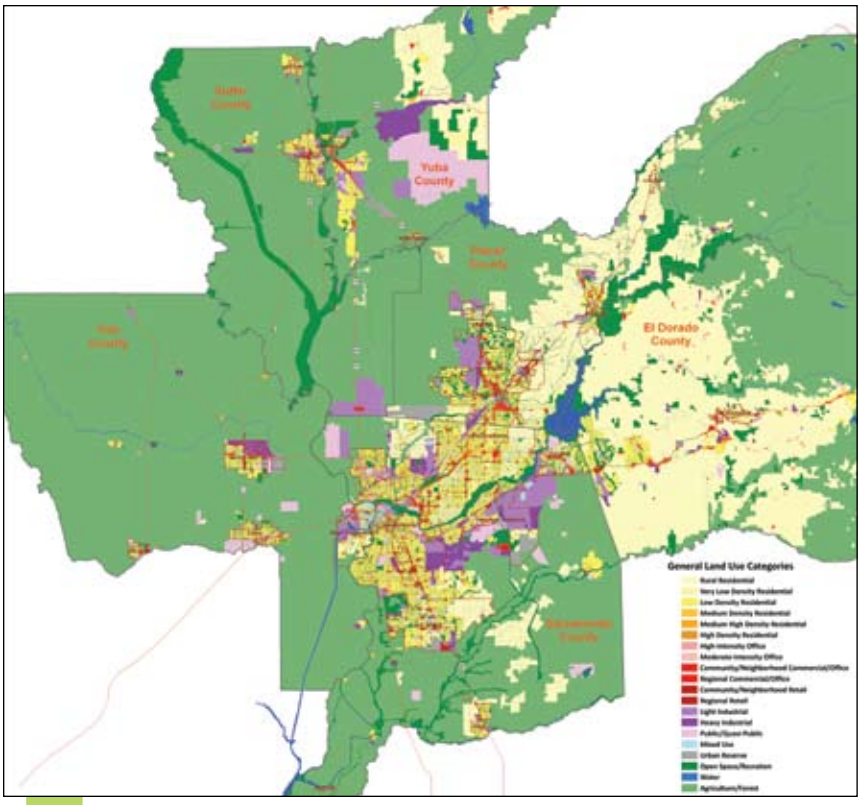
Issues

SACOG completed a background report on water resources that offers a foundation for possible future work with water agencies and purveyors in the region based on the following recommendations:

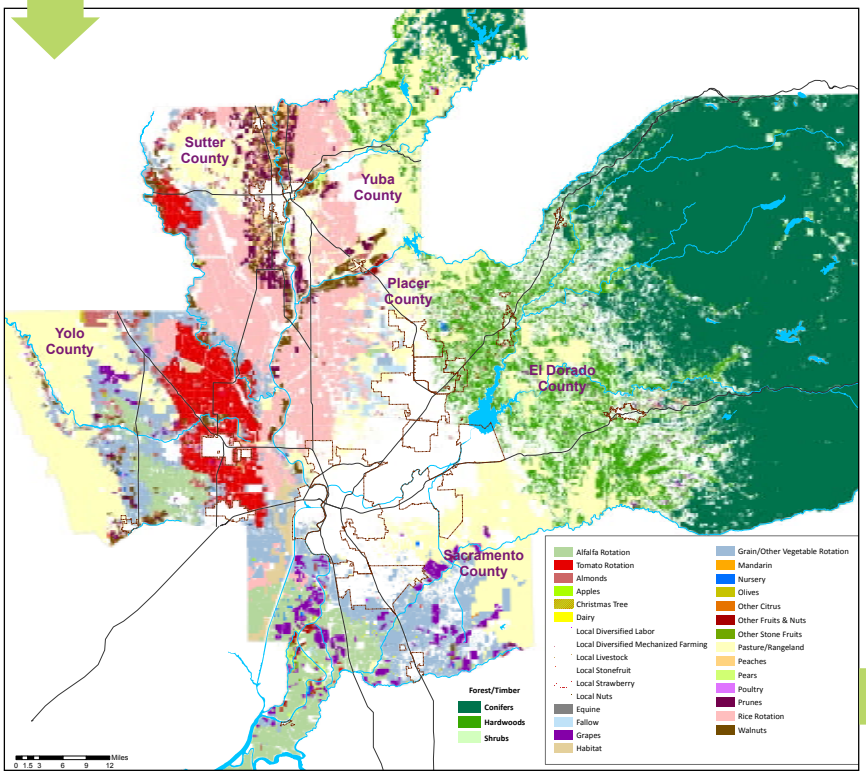
- Identify opportunities for partnership and cooperation. The Water Forum is a good example of collaboration among numerous and varied stakeholders.
- Bring together water resources, land use and agricultural managers and planners. These groups generally do not work together or understand each other's fields and issues. Collaboration can increase awareness and improve planning and management.
- Address data and modeling gaps on needs and supplies. A "water balance" approach to managing resources relies on better data and modeling. Regional data are lacking to describe specific end-user characteristics and unused supply.
- Use scenario-based analysis to understand water supply and management constraints. The Blueprint offers a good example of helping people understand possible future scenarios.
- Advocate for legislative change as a region. Seeking policy or regulatory reform collectively can be more effective than advocacy by individual organizations.

TECHNICAL TOOLS

REGIONAL GENERAL PLAN MAP



REGIONAL CROP MAP

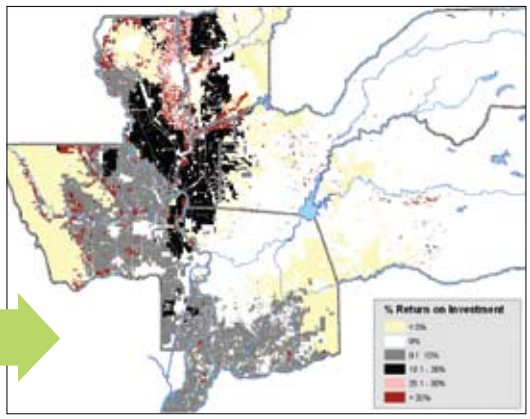


Community leaders and agricultural businesses often lack good information to make regional decisions that affect agriculture. Where do public agencies need to supply roads, water, and housing? How do the prices of inputs affect ag products? What is the economic return? SACOG has created several technical tools based on feedback from stakeholders about what would be most useful to understand the agricultural economy and improve its viability. The methodology and tools developed by SACOG are transferable and scalable, so any local, regional, state or federal organization could adapt them. SACOG is using crop maps, production data and GIS to put related data together in a set of cutting-edge, yet practical, tools.

Crop Map

While there are dozens of general plan designations for urban uses, the diverse types of agriculture—from rice fields to peach orchards to diversified farms—are all labeled "agriculture". This simplified view makes it hard for policy makers and economic development agencies to help new growers, processors or distributors. Crop data were collected at the field level across more than 2 million acres of farmland as part of SACOG's RUCS project.

RETURN ON INVESTMENT ANALYSIS



The map represents crops simplified into 33 landscape types. Each landscape type is backed by input cost, yield, price, and other factors such as habitat.

Return-On-Investment Calculator

Using information from the crop map, SACOG assigned production input and cost, yield, price, and non-production factors (e.g., habitat, easement value, energy production, carbon sequestration) to each crop type. These data were then uploaded into land use modeling software, I-PLACE^{3}S, which can analyze both rural and urban changes simultaneously and in real-time. This tool can model how changing crop patterns, market conditions and policy and business decisions may affect the viability of agriculture. The specific outputs include: yield and value of production, demand for inputs (e.g., labor, water, fuel, seed, trucking), and net returns.

This analysis capacity will: help decision makers craft better policies and plans, help agricultural businesses make operational decisions, and help the public understand the importance of protecting agricultural land and supporting growers in the region.

Econometric Model

Building on the crop map and the return-on-investment calculator, SACOG worked with an agricultural economist to build an econometric model—software that combines economic theories with data to test how growing decisions and cropping patterns would change under different conditions. The model can then predict how much land would become fallow (unused) in a variety of land use scenarios.

The econometric model is linked back into the I-PLACE^{3}S software to depict scenarios on a map.

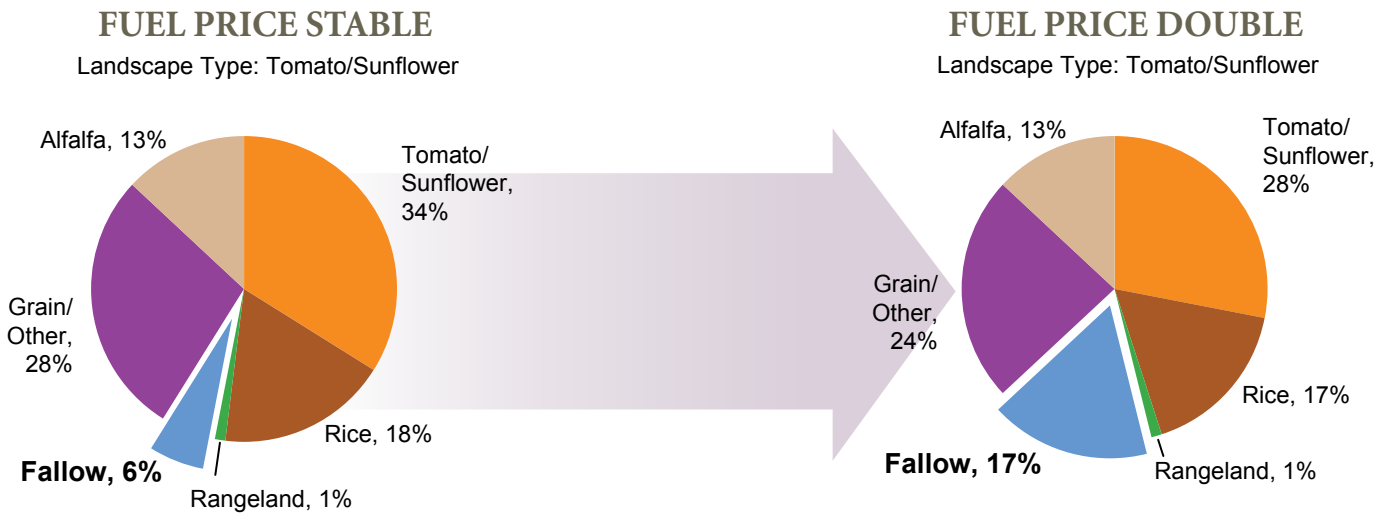
Factors in growing decisions and crop location:

- Temperature
- Precipitation
- Soil quality
- Elevation & slope
- Proximity to roads, rivers, cities
- Prices for crops and production inputs
- Water availability/weather

Factors affecting viability:

- Chemicals
- Equipment
- Fertilizer
- Fuel
- Irrigation
- Labor
- Seed
- Commodity Prices

Econometric Model Scenario: Fuel Prices Increase



FUTURE WORK FOR RUCS

Going forward, SACOG will continue to rely on the input of stakeholders from across the region as it turns to other issues critical to support rural areas and enhance economic growth. SACOG staff has begun to work on some of these issues and will move forward based on direction from the SACOG Board of Directors. As with the other areas of the project, data and tools being developed in the RUCS project will be available to local officials, businesses, and advocates to use for planning and policies that address their unique challenges and opportunities.

Labor

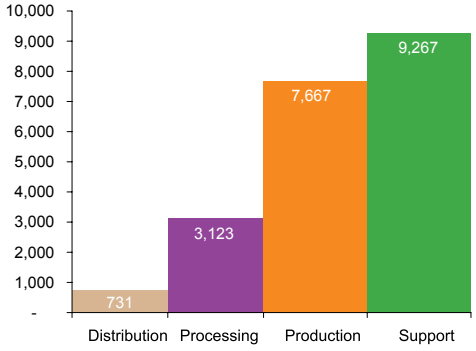
Supply shortages and wage increases sometimes result in crops being left in the field and affect profitability.

Thin profit margins and international competition keep wages low, which, coupled with hard manual labor, make agricultural jobs unattractive to many people. National immigration policies are making it more difficult for people who are willing to do this work to enter the United States.

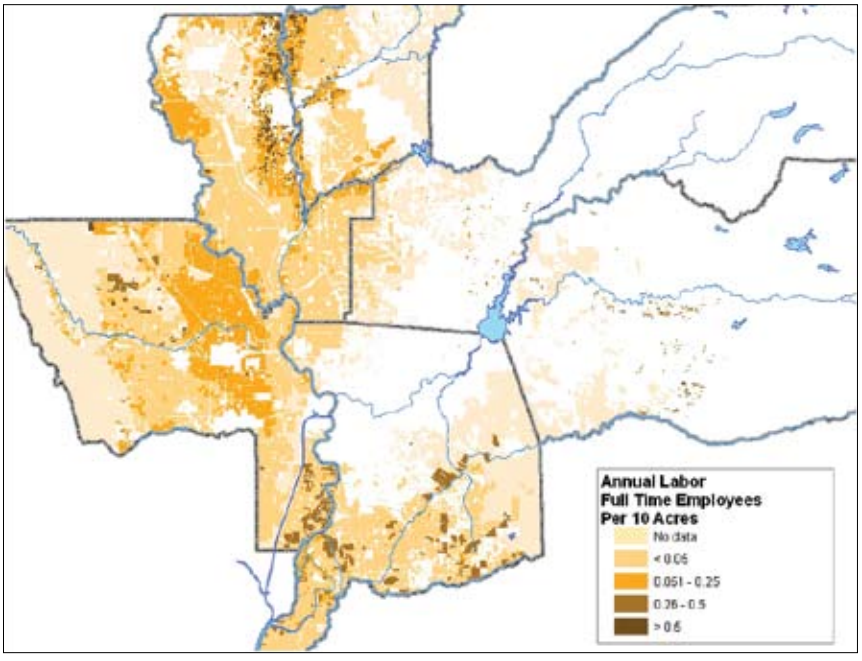
Furthermore, those that are able and willing to do farm labor are faced with a lack of affordable housing and transportation to job sites. These factors lead to shortages in farm labor, which reduces harvests and drives up wages, thereby reducing profitability. Couple this with the aging population of farmers and ranchers and a decline in young people entering the industry, and many people are beginning to wonder who will be growing and processing our food in the future.

Agriculture Industry Employment

Source EDD CREE Data



Labor Demand



Processing Facilities

Processing facilities are an important part of the agriculture infrastructure. However, the region has experienced a number of processing facility closures. Many economic factors—some of them international—contribute to these closures. Trucking products to facilities outside of the region increases vehicle miles of travel, emissions, transport costs, and potentially reduces product quality and therefore price. In some cases, the loss of a processing facility causes farmers to cease growing a particular crop altogether. Such closures also eliminate direct and indirect processing jobs, as well as the economic multiplier associated with those jobs and the facility.

As local markets take hold in the region, advocates have identified local processing as a necessity to scale up the system for larger customers of local food, particularly institutions which often need pre-cut and processed food for their services.

Distribution

It takes a complex distribution system to move food from fields to consumers. Demand for local food is increasing, but local sales make up no more than 2 to 3 percent of produce distribution. Purchasing from multiple small growers, seasonal availability, limited volume, price, and food safety concerns add constraints.

Food distribution centers can provide a valuable connection between local producers and local wholesale, retail, food service, institutional and other food outlets — relieving producers of the responsibility of aggregating, marketing, and distributing product. This would give buyers more purchasing options for local food, and give growers additional outlets and income opportunities.

Aggregation and distribution centers could also decrease vehicle miles traveled by growers who currently deliver to multiple sites, leaving more time for farming. Local aggregators can achieve the volume and consistency that larger distributors, retailers and institutions need, feeding into more conventional distribution channels.

Energy Production

Forest and farm byproducts can become biomass to generate energy. UC Davis is one of the lead institutions developing biomass fuel and energy technology. Biomass can also be used in cogeneration facilities as in Placer County. Sierra Pacific Industries produces seven megawatts of power for use at their Lincoln plant and also sells up to 13 megawatts to PG&E. This effort produces energy and revenue and it cleans up the forest to help prevent wildfires.

The development of an alternative energy industry will help create economic opportunity for farmers disposing farm byproducts (e.g., rice straw), and alternative energy companies that may find the region attractive due to the research at UC Davis and the availability of abundant agriculture biomass. Add to this the growing practice of capturing methane at dairies and feedlots, and the region hosts a range of alternative energy opportunities.

FUTURE WORK FOR RUCS

Carbon Sequestration

Fast-growing forests and low-impact farming practices can take carbon out of the atmosphere. The Sierra Nevada hosts some of the fastest growing conifers on the planet, which can absorb tremendous amounts of carbon and form a large carbon "sink" or reservoir. This creates economic opportunity, as the carbon trading market becomes an increasingly important part of controlling greenhouse gases and implementing California's Global Warming Solutions Act (AB 32). Forest management practices set by the state can maximize the potential for the forests to absorb carbon, while at the same time increasing timber yields. Carbon sinks can also be developed on agriculture lands by switching from row crops to orchards or pastures, employing managed grazing, using less intensive tillage, and retiring land. At a minimum, agricultural practices can mitigate greenhouse gas emissions by reducing diesel emissions, converting to biofuels, or capturing methane from manure. These agriculture practices have the potential to create revenue for farmers and ranchers that participate in carbon trading markets, while also helping to maintain the quality of farmland.

Recreation & Open Space

Beyond agriculture and forestry, open space includes parks, trails and wildlife areas that not only provide habitat, but also support recreational activities, educational opportunities and the connection between built and natural environments. Public parks, trails and wildlife preserves are the dominant means by which people connect with nature. This "green infrastructure" preserves our natural heritage and presents opportunities to understand how it relates with our built environment.

Private assets, such as the Nature Conservancy's Cosumnes River Preserve, add to the inventory of public recreational and wildlife areas that are part of the region's rural fabric. Fishing opportunities abound, while many rice fields are purposely flooded for duck hunting and other types of fields support pheasant and quail hunting. The Yolo Bypass Wildlife Area and other regional locations provide opportunities for watching hundreds of species of birds and waterfowl. Add to that the hiking, bicycling, skiing, rafting, horseback riding, and boating opportunities and you find that the region offers a diversity of recreational activities, as well as a robust economy around those activities.

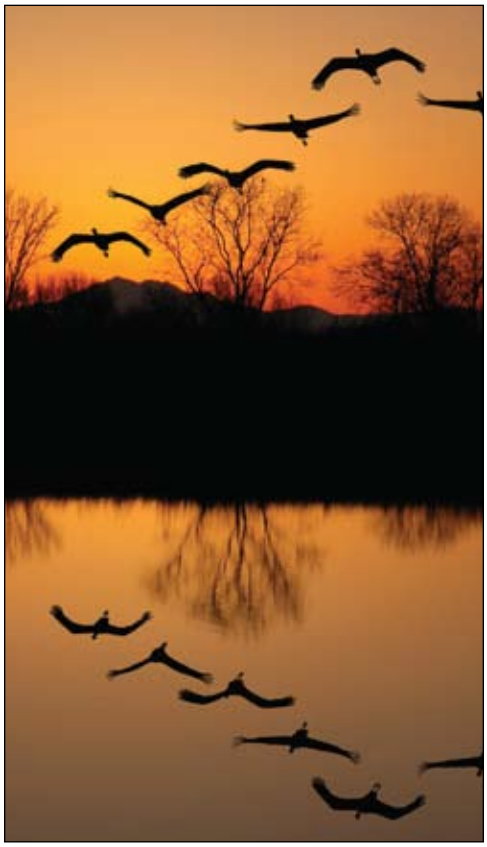
In addition to providing habitat and recreational benefits, many of these areas are also educational outlets. Roughly 4,000 students visit the Yolo Bypass Wildlife Area annually, and salmon runs on the American River are another popular field trip. These recreational and educational opportunities provide places where children can connect with their natural environment. Future work with local planners and policy makers will include identifying future opportunities to expand and enhance our network of open space.

Regulations

Safety and environmental restrictions and reporting requirements can add time and cost to operations and reduce their economic viability. The Air Resources Board uses the voluntary Carl Moyer program as an incentive to convert diesel engines to cleaner technology. Other air quality regulations include burning restrictions and controls on dust particulate and methane generation.

The Irrigated Land Regulatory Program requires farmers and ranchers to monitor water quality either individually or as part of a watershed coalition. The Department of Pesticide Regulation oversees sales and use and requires regular reporting. These regulations add cost and place some limitations on operations. These types of regulations, while based on sound public policy values, can be particularly challenging for small farms.

Implementation of environmental regulations sometimes creates unintended consequences, including pushing development farther away from existing urban infrastructure. In addition to the water treatment requirement hurdles faced by small communities, the Clean Water Act also places sometimes burdensome requirements for on-site mitigation on development projects. This approach conflicts with the Fish and Wildlife Service mandate to preserve resources in a contiguous fashion. It also can cause developers to look beyond the urban edge to find lands where development and mitigation can comply with federal standards, thereby creating development that generates longer commutes and more emissions.



Follow the Rural-Urban Connections Strategy

Learn more about the Rural-Urban Connections Strategy and the issues in this booklet at www.sacog.org/rucs

- Sign up for email notifications and our newsletter
- Read the white papers on transportation, land use, local markets, forestry, and water
- Zoom in on the maps in this booklet
- View slide shows of county agricultural tours and video interviews

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