



Strategies for Sustainable Communities:

A Guidebook Based on California Community Types

December 15, 2010

STATE OF CALIFORNIA
Arnold Schwarzenegger,
Governor

GOVERNOR'S OFFICE
OF PLANNING AND
RESEARCH

1400 Tenth Street
Sacramento, CA 95814

P.O. Box 3044
Sacramento, CA 95812

(916) 322-2318

www.opr.ca.gov

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State of California

Arnold Schwarzenegger, Governor

Governor's Office of Planning and Research

Scott Morgan, Director, State Clearinghouse

Project Management Team

Julia Lave Johnston, Project Manager, OPR

Megan Susman, Project Manager, U.S. EPA

John Thomas, PhD, U.S. EPA

Publication Manager

Ben Rubin

Consultant Team

Jeffrey Ang-Olson, ICF International, Project Manager

Dahlia Chazen, Design, Community & Environment

David Early, Design, Community & Environment

Contributors

Claire Halbrook

Kelly Kirkpatrick

Michael Larsen

David Smith

Advisory Committee

Gregg Albright, BTH

Jeff Ang-Olson, ICF

Jacquie Duerr, DPH

Yvonne Hunter, ILG

Ken Loman, ILG

Mary Pito, Reg. Council Rural Counties

Chris Ratekin, Caltrans
Larry Rillera, CEC
Steve Sanders, ILG
Luree Stetson, Cal Recycle
Kerri Timmer, Sierra Nevada Conservancy
Linda Wheaton, HCD
Tabetha Willmon, ARB

Federal Advisory Committee

Eric Eidlin, DOT
Patricia Hoban-Moore, HUD
Karen Irwin, EPA
Christopher Kochtitzky, CDC
Bree McLean, HUD
Carolyn Mulvihill, EPA
Jeff Price, DOT
Sharlene Reed, DOT
Sara Russell, EPA
Rollie Smith, HUD
Lida Tan, EPA
Arthur Wendel, CDC

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STATE CLEARINGHOUSE DIRECTOR'S MESSAGE

December 2010

Strategies to Sustainable Communities: A Guidebook Based on California Community Types provides strategies, progress indicators, and resources for planners and decision-makers organized around ten defined community types that reflect the diversity of California communities and the challenges they face in their efforts to maintain quality of life for their residents.

The OPR staff thanks the many organizations and stakeholders who generously shared their expertise during the development of this publication. OPR would specifically like to thank the State and Federal advisory committee for their insight and guidance throughout the development of this document. The Guidebook was created through the U.S. Environmental Protection Agency's (EPA) Smart Growth Implementation Assistance program.

Through its very definition, "sustainability" seeks to avoid a finite end. With this concept in mind, OPR releases this document with the acknowledgement that strategies and resources for sustainable communities are constantly changing and evolving. OPR welcomes suggestions on ways to improve *Strategies for Sustainable Communities*, and other OPR guidance documents. We look forward to continuing to work with you to enhance the quality of life for all of our California communities.

Scott Morgan, Director
State Clearinghouse, OPR

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ABSTRACT

California communities may realize significant benefits, both short- and long-term, through activities that balance social equity and economic, environmental and fiscal goals. This document provides strategies, progress indicators, and resources for planners and decision-makers organized around ten defined community types that reflect the diversity of California communities and the challenges they face in their efforts to maintain quality of life for their residents and long-term sustainability.

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INTRODUCTION

OVERVIEW

Several strategies and related tools exist to address economic, environmental, social equity, and fiscal sustainability, but which strategies are the most effective for particular communities? The strategies that work in Los Angeles may not be effective in Redlands or Yreka. This Strategies for Sustainable Communities Guidebook (Guidebook) presents a framework for identifying strategies, tools, and resources organized around ten defined Community Types that reflect the diversity of California communities and the challenges they face.

This Guidebook is a starting point for local governments in identifying and developing policies and programs that improve community sustainability. The Guidebook currently focuses on land use and transportation policies and investments, reflecting the critical importance of these decisions in virtually all components of sustainability. This Guidebook is intended to be a dynamic, working document to be updated and expanded to serve local governments and complement related state efforts. These key issues, as well as emerging issues, will be addressed in future initiatives.

WHO SHOULD USE THIS GUIDEBOOK?

The Guidebook should be used as a document to guide policy, investment, and program decisions for appointed and elected officials, community residents, and staff. It provides links to more technical information and implementation processes so staff, consultants and others tasked with implementation can access supporting documents. This Guidebook is also intended for state and regional policy makers and funders to help them understand the issues that various community types face, as they work to improve long-term community sustainability and meet state policy objectives.

BACKGROUND AND PURPOSE

Economic, environmental, demographic, and quality of life challenges facing cities and counties are interrelated. The most cost-effective solutions are often those that address multiple challenges and consider a broad range of outcomes. However, land use, transportation, housing, energy efficiency, economic development, and public health decisions and investments are often made independently. Local agency staff must consider how policies and investments that satisfy one objective might support or hinder achievement of other local and state objectives.

For example, creating more biking and walking opportunities may help reduce rates of obesity, reduce complications from asthma, lower road infrastructure costs, lower greenhouse gas (GHG) emissions, and improve neighborhood safety. Implementing shared parking strategies can reduce the cost of infrastructure and maintenance for both local government and private developers while potentially increasing the profitability of a development project by allowing for more square footage of housing, retail, or commercial space. Both of these examples have numerous economic, social, and environmental benefits.

Coordinated State Efforts

The State of California has developed a policy framework to support this integrated approach. In 2008, the State created the Strategic Growth Council (SGC), a cabinet-level committee tasked with coordinating the activities of state agencies to:

- Improve air and water quality,
- Protect natural resource and agriculture lands,
- Increase the availability of affordable housing,
- Improve infrastructure systems,
- Promote public health, and;
- Assist state and local entities in planning sustainable communities and meeting AB 32 goals.

Both the SGC and California's AB 32 greenhouse gas reduction goals recognize that success depends on a coordinated effort across state, regional, and local government. Local governments "have broad influence and, in some cases, exclusive authority over activities that contribute to significant direct and indirect greenhouse gas emissions through their planning and permitting processes, local ordinances, outreach and education efforts, and municipal operations."¹

California is taking steps to better integrate transportation and land use decisions. Other efforts include:

- The California Department of Transportation (Caltrans) supports integrated land use and transportation planning that considers social, economic and environmental impacts and benefits through the Blueprint Planning program.
- Working with a multiagency team, Caltrans developed a Smart Mobility Framework to guide transportation decisions that formalize principles, strategies, and performance measures that connect sustainable community strategies to transportation.
- Under SB 375, California's metropolitan planning organizations (MPOs) must demonstrate that their long-range transportation plans are consistent with regional GHG reduction targets established by the California Air Resources Board. SB 375 requires each region's Sustainable Communities Strategy (SCS) to achieve the region's GHG reduction targets and be consistent with city and county plans. This places an additional imperative on local governments to identify and adopt smart growth strategies that help the region meet its targets.

Many state programs provide technical assistance or funding support for the development of sustainable communities, including: the Department of Conservation's *Emerald Cities Program*; the Air Resources Board's *Local Government Toolkit*; the California Energy Commission's *Energy Aware Planning Guide*; the Governor's Office of Planning and Research's *General Plan Guidelines*; the Workforce Investment Board's *Green Job Council* that supports sector strategies related to growing the green economy; and, the Department of Housing and Community Development's *Catalyst Program*. A number of nonprofit organizations, such as ICLEI and the Institute for Local Government, are actively supporting these efforts. Links to these assistance and funding programs, as well as others are provided in the Resources section of this Guidebook.

Scope

"Sustainability" is not simple to define. The concept that environmental quality, economic health, and social equity must be balanced in order to maintain long-term community economic vitality and resident quality of life has widespread acceptance. There is no definitive set of sustainability goals, or strategies for achieving them,

¹ California Air Resources Board, *Climate Change Scoping Plan*, 2008. <http://www.arb.ca.gov/cc/scopingplan/document/scopingplandocument.htm>

that apply to all communities. Indeed, prioritized objectives may vary from one community to the next and will change over time based on both internal and external factors.

There is, however, no shortage of guidance on strategies to increase sustainability. The Smart Growth Network's online clearinghouse contains hundreds of resources on a wide variety of land use, transportation, health, housing, environmental, and other smart growth-related topics.² Several websites provide sample text from selected California general plans organized by sustainability objective.³ The California Air Pollution Control Officers Association (CAPCOA) also produced Model Policies for GHGs in General Plans, which contains approximately 400 local government policies for reducing greenhouse gas emissions organized by general plan element.⁴

The sheer volume of this information can make it difficult for local decision makers and staff to use the resources effectively. In particular, local governments may struggle to identify and implement the strategies that are the highest priorities given their size, geographic location, economic base, transportation system, and demographic characteristics. The framework presented in this document is a gateway to existing resources, helping communities focus on the materials most relevant to them and their resident's goals.

Organization and Use of this Document

The Guidebook is organized around ten Community Types that represent the diverse communities in California. These community types are defined by factors such as population, geographic location, average income, economic base, transit system, and street network that shape both core sustainability goals and the most relevant strategies for achieving them. The ten Community Types are:

1. Major City
2. High-Income Inner Suburb
3. Mixed-Income Inner Suburb
4. Suburb with Employment or Retail Center
5. Residential Suburb
6. Central Valley Hub City
7. Inland Small Town
8. Compact Coastal/University City
9. Natural Resource Town
10. Rural Agricultural and Natural Resource Community

Every city and county in California can identify a Community Type that most closely matches its characteristics, and many cities and counties, particularly larger ones, may find useful materials under multiple community types. The first step is to identify the Community Type(s) that most closely resemble your community or the part of the community on which you are focusing. For example, many cities have more urbanized centers and less dense suburban neighborhoods, both of which would match different Community Types.

² Available at <http://www.smartgrowth.org>

³ See, for example <http://oxford.seiinc.org/groups/cp/>

⁴ CAPCOA, *Model Policies for Greenhouse Gases in General Plans*, June 2009. <http://www.capcoa.org/modelpolicies/CAPCOA%20Model%20Policies%20for%20Greenhouse%20Gases%20in%20General%20Plans%20-%20June%202009.pdf>

Each Community Type includes the following information:

- **Description:** A short description of the distinguishing characteristics of the Community Type, along with names of example cities (listed from north to south) and illustrative photos.
- **Goals:** High-priority sustainable development goals for each Community Type. While some goals apply to all community types, these goals are intended to be specific to the community type, providing context for the challenges and strategies and helping to distinguish among community types.
- **Challenges:** Brief statements of the major land use and transportation challenges facing the community in its efforts to improve sustainability.
- **Strategies for Sustainable Communities:** Policies, investments, and other actions to promote sustainability through land use and transportation decisions. While this is not an exhaustive list, these strategies are intended to be among the highest priorities for the community. As with the goals, this section does not attempt to list strategies common to all community types, but rather focuses on those most applicable to one or two community types. Each strategy references key resource documents found in the Resources for Communities section of the Guidebook
- **Success Indicators:** Performance metrics to monitor progress toward successful implementation of sustainability strategies, with data sources for development of the metrics. The Success Indicators, whenever possible, were based on currently available data. There may be more specific local or regional data available to some communities. Most indicators are outcome-based, meaning they measure physical changes that demonstrate progress (e.g., miles of bicycle lanes). A few are output-based, meaning they measure the intermediate results of planning activities or other local processes (e.g., zoning changes).

Communities can also choose their own indicators and collect their own data based on identified goals or desired outcomes. In order for indicators to effectively measure success, communities need to establish a baseline for each indicator. Communities should select indicators that reflect all aspects of sustainability: economic vitality, environmental health and social equity. This will help determine if a community is reaching the balance that is key to attaining sustainability. If a local government is not currently using an indicator, it will need to establish a baseline using the current year's metric or possibly assemble data for past years and then revisit the data on an annual basis or other regular time period to measure progress.

After the appropriate community type or types are identified, the goals, challenges and strategies that fit that community type should be reviewed. The reference number after each Strategy corresponds with a Resource, found in the Resources for Communities section of the Guidebook. The resources in the Guidebook are not exhaustive but are targeted to provide a comprehensive starting point for the specific goals, challenges, and strategies discussed in the Guidebook.

Ongoing Use and Expansion of the Guidebook's Themes and Resources

As a dynamic, working document, the Guidebook is meant to evolve as communities who use it share their experiences as new resources and strategies are identified. With help from California communities, OPR hopes to identify ways in which the concepts and resources presented in this Guidebook can be expanded and strengthened. We hope this document is useful and look forward to working with you to improve its usefulness.

1. MAJOR CITY



A *Major City* is a central city in a metropolitan area that has a regional population of roughly 1 million or more. The economy is diverse and residents have a wide range of incomes. It contains a central business district (CBD) with a concentration of offices that attract commuters from throughout the metropolitan area. CBDs are also increasingly becoming locations for housing. Development is denser in the core of the city, with a vertical and horizontal mix of uses, multifamily housing, and a variety of commercial uses, while the remainder of the city could contain multifamily and single-family

housing and a variety of commercial uses, typically in a less dense environment. Most or all of the city contains a well-connected street network, often in a grid pattern. The city has strong transit connections to the rest of the metropolitan area as well as local-serving transit.

Examples of a *Major City* include: Sacramento, Oakland, San Francisco, San Jose, Los Angeles, San Diego, Riverside, and San Bernardino.

GOALS

- Provide reliable, efficient and affordable transportation alternatives that reduce greenhouse gas emissions and other pollution, reduce traffic congestion, encourage physical activity and provide feasible alternatives for those who cannot or choose not to drive.
- Provide housing for a range of income levels and lifestyles.
- Provide a high quality of life with easily accessible amenities including parks, stores, services, and cultural and recreational opportunities.
- Maintain flexible policies and codes tailored to specific neighborhoods and districts.



CHALLENGES

- **Concentrated Commuter Traffic:** A *Major City* typically draws a large number of commuters from throughout the region, resulting in demand on road and transit facilities that is heavily concentrated during peak hours and often imbalanced in one direction.
- **Diverse Community Needs:** The city is used by a wide variety of people who come from throughout the region and have varying transportation, housing, and service needs.
- **Limited Affordable Housing:** The central core may have many more jobs than residents, which creates traffic congestion during peak commute periods and hinders efforts to encourage activity during evenings and weekends. The limited supply of housing can make it unaffordable to many people.
- **Diverse Retail:** The central core may struggle to attract retail beyond that serving weekday office workers.

- **Diverse Transportation Modes:** A *Major City* includes a variety of transportation modes that may not coordinate efficiently with one another.
- **Safety and Cleanliness:** The central core may have concerns about safety, particularly during evenings and weekends.
- **Areas of Disinvestment:** Portions may suffer from high vacancy rates and disinvestment by property owners.
- **Risk of Displacement:** Low-income residents may be at risk of displacement as a result of new development.

STRATEGIES FOR SUSTAINABLE COMMUNITIES

- Zone for concentrated activity centers around transit service to increase the number of potential riders. Ensure that the transit stations are close to daily destinations, such as workplaces and shopping. (Resources 2.7, 6.1, 6.2, 6.3, 8.1, 8.3, 8.6)
- Zone for a variety of housing types for all income levels. (Resources 1.8, 7.1, 7.2, 7.3, 7.6, 7.7, 7.8)
- Zone for a variety of uses to encourage urban living, such as grocery stores and daycare facilities. (Resources 1.8, 1.9, 8.1, 8.2, 8.3, 8.4)
- Improve pedestrian and bicycle connections to transit stations and major community destinations; such connections improve overall connectivity and increase alternatives to single-passenger vehicle travel. (Resources 2.1, 2.2, 2.3, 2.4, 6.2)
- Develop street and development standards that accommodate multimodal transportation and increase pedestrian safety and comfort. (Resources 3.1, 3.2, 3.4, 3.7, 8.6)
- Create high-quality public open spaces in conjunction with residential and non-residential development, providing safe recreational areas. (Resources 1.8, 10.1)
- Provide incentives for travel demand management (TDM) programs at new development projects and existing business districts. (Resources 1.1, 1.11)
- Eliminate or reduce minimum parking requirements for new buildings. Consider limitations on parking provision and demand-based variable parking pricing for new and existing development. (Resources 4.1, 4.2, 4.3, 4.4, 4.5, 4.6)
- Develop special area or district plans to create incentives for community reinvestment by demonstrating what the community is looking for and identifying partnership opportunities between the public and private sector. (Resources 1.7, 1.8, 1.9, 5.1)
- Provide incentives, such as zoning for live-work spaces and business incubators, that encourage new and growing businesses to locate within the city. (Resources 5.1, 8.2, 8.3, 8.4)
- Explore tools to help prevent displacement of low-income residents and existing businesses when redeveloping a neighborhood. (Resources 11.1, 11.2, 11.3)

SUCCESS INDICATORS

Indicator	Metrics	Data Sources
Better access to shops, services, and amenities	<ul style="list-style-type: none"> Households within ¼ mile of a neighborhood center Households within ¼ mile of healthy food 	<ul style="list-style-type: none"> Metropolitan Planning Organization socioeconomic data by Traffic Analysis Zone (TAZ) MPO parcel data 2010 California Regional Progress Report
Growth occurs near transit	<ul style="list-style-type: none"> Percent of new jobs and/or housing within walking distance of transit service with maximum 15-minute headways (permitted and built) Land parcels within ½ mile of transit upzoned for greater density or land use mixing 	<ul style="list-style-type: none"> Local land use plans Local inventory of jobs and housing Building permits issued
Less developable space used for parking	<ul style="list-style-type: none"> Ratio of on-street to off-street parking Ratio of off-street surface parking to developed space 	<ul style="list-style-type: none"> Local parking survey Local inventory of commercial and industrial space
Safer streets	<ul style="list-style-type: none"> Number of vehicle crashes involving pedestrians or bicycles Pedestrian/bicycle crashes per 1,000 daily pedestrians/bicyclists 	<ul style="list-style-type: none"> California Highway Patrol, Statewide Integrated Traffic Records System (SWITRS); Local pedestrian/bicycle counts
More pedestrian- and bicycle-friendly streets	<ul style="list-style-type: none"> Miles of street with bicycle lanes/sidewalks Bicycle and pedestrian counts Percentage of transit riders arriving to stations or stops by foot or bicycle Improvements to key bicycle and pedestrian facilities 	<ul style="list-style-type: none"> Local bicycle lane/sidewalk inventory Local pedestrian/bicycle counts Survey of transit riders
More transportation choices	<ul style="list-style-type: none"> Mode share of non-single-occupant vehicles (work trips or all trips) Transit boardings per capita Vehicle miles traveled (VMT) per capita Transit boardings by mode New service – added miles, added trips, etc. 	<ul style="list-style-type: none"> American Community Survey Local household or employer-based travel survey National Transit Database Local or regional travel demand models conducted by MPO or Caltrans Local transit agencies

Indicator	Metrics	Data Sources
Better mix of housing and jobs	<ul style="list-style-type: none"> • Housing units in central business district • Ratio of employment to population • Percent of population living in areas with good mix of jobs and housing 	<ul style="list-style-type: none"> • Local inventory of jobs and housing • County Business Patterns • American Community Survey • MPO socioeconomic data by TAZ
Greater housing choice and affordability	<ul style="list-style-type: none"> • Number of below-market-rate units zoned • Percentage of households with housing and transportation costs more than 45% of income for renters and owners • Median housing price compared to wages of entry level and other workers 	<ul style="list-style-type: none"> • Local land use plans • H+T Affordability Index • American Community Survey
More open space and parks	<ul style="list-style-type: none"> • Acres of urban parks and open space per 1,000 persons • Number of people who live within ¼ mile of a park or recreational facility 	<ul style="list-style-type: none"> • Local land use plans • Centers for Disease Control and Prevention's GRASP • ESRI dataset • California Protected Areas Database • GreenInfo Network • Protected Lands Database • Trust for Public Land
Commercial vitality	<ul style="list-style-type: none"> • Number of live-work units zoned and building permits issued • Number of new businesses • Commercial, office, and retail property vacancy rate • Amount of public and private capital invested in Business Improvement Districts • Reduced unemployment numbers • Retail sales tax revenues 	<ul style="list-style-type: none"> • Local land use plans • Local commercial property surveys • Quarterly vacancy reports by type of commercial space from local commercial real estate firms • City business licenses for start ups • Local sales tax revenue data from local government • State Controller's Office: Local Annual Financial Reports (city and county revenue data)

2. HIGH-INCOME INNER SUBURB



The *High-Income Inner Suburb* is located in a metropolitan area, often near a *Major City*. It has a smaller population than a *Major City* and is characterized by residents whose incomes are well above the regional average and often commute to a *Major City*. Commercial uses are dominated by retail and service establishments that may be located in a compact, core commercial area with good pedestrian accessibility. Non-residents visit the community to eat, shop, and play. In some *High-Income Inner Suburbs*, the residential neighborhoods have a well-connected grid street pattern; in others, residential neighborhoods have relatively poor street connectivity. Regional transit connections typically provide good access to a *Major City*; the extent of local transit service can vary widely.

Examples of a *High-Income Suburb* include: Albany, Lafayette, Piedmont, Novato, Burlingame, Palo Alto, Mountain View, West Hollywood, Santa Monica, Pasadena,

Orange, and Tustin.

GOALS

- Provide housing options that allow the young and elderly to stay in the community.
- Diversify housing stock to enable retail, service, and public-sector employees to find housing they can afford in the community.
- Maintain good pedestrian access and safety in areas of redevelopment, while reducing traffic congestion and parking demand.
- Improve local transportation options.
- Maintain the core commercial area's economic health.



CHALLENGES

- **Traffic Flow and Safety:** Commercial corridors and some neighborhoods may have problems related to traffic congestion, high-speed through traffic, and pedestrian safety.
- **Accessibility of Core Area:** Some residential areas may lack strong connections to the commercial core area, particularly for pedestrians and bicyclists.
- **Transit Efficiency:** Street congestion may limit the efficiency and flow of transit vehicles.
- **Housing Costs:** Many people who work in the suburb cannot afford housing costs.
- **Maintaining Pedestrian-Friendly Design:** A *High-Income Inner Suburb* may struggle to accommodate large retail while maintaining a pedestrian-oriented design.

STRATEGIES FOR SUSTAINABLE COMMUNITIES

- Zone for a variety of housing types, focusing on providing housing that allows young people, families, seniors, and lower-wage workers to remain in the community. (Resources 1.8, 7.1, 7.2, 7.3, 7.7)
- Amend the zoning ordinance to allow live-work units and satellite work centers in appropriate locations; such efforts can reduce vehicle traffic and expand the types of housing available in the community. (Resources 5.1, 8.2, 8.3, 8.4)
- Create incentives through zoning and priority or expedited processing procedures to retrofit single-use commercial and retail developments into mixed-use communities. (Resources 1.8, 1.9, 5.2, 8.1)
- Develop pedestrian and bicycle master plan(s), and adopt design standards for streets with a focus on safe and attractive connections between neighborhoods and the central core for pedestrians and bicyclists. (Resources 2.1, 2.2, 2.3, 2.5, 3.1, 3.2, 3.3, 3.4)
- Improve pedestrian and bicycle connections to transit stations and major activity nodes. (Resources 2.1, 2.2, 2.3, 2.4, 6.2)
- Use zoning and other land use controls, as well as public funds, to focus development on corridors and activity centers that are served by frequent public transit; catalyst projects completed as public-private partnerships can help such development get started. (Resources 1.8, 1.9, 5.1, 8.1)
- Implement strategies that encourage more efficient parking, such as shared parking between businesses and demand-based variable parking pricing. (Resources 4.1, 4.2, 4.3)
- Reduce minimum parking requirements and establish maximum allowed parking for new development and redevelopment. (Resources 4.1, 4.2, 4.3, 4.4, 4.5, 4.6)

SUCCESS INDICATORS

Indicator	Metrics	Data Sources
Greater housing choice and diversity	<ul style="list-style-type: none"> • Percentage of units in multifamily dwellings • Number of below-market-rate units zoned and permitted (owner and renter occupied) 	<ul style="list-style-type: none"> • US Census • American Community Survey • Local land use plans • Local housing authorities • Local planning departments
Focused new development	<ul style="list-style-type: none"> • Residents and commercial space per acre, by neighborhood • Redevelopment of existing, aging buildings to more compact, mixed-use development 	<ul style="list-style-type: none"> • MPO socioeconomic data by TAZ • Local inventory of commercial space

Indicator	Metrics	Data Sources
Growth occurs near transit	<ul style="list-style-type: none"> • Percent of new jobs and/or housing within walking distance of transit service with maximum 15-minute headways (permitted and built) • Land parcels within ½ mile of transit upzoned for greater density or land use mixing 	<ul style="list-style-type: none"> • Local land use plans • Local inventory of jobs and housing • Building permits issued
Greater mix of land uses	<ul style="list-style-type: none"> • Ratio of retail establishments to commercial space and to housing units by neighborhood 	<ul style="list-style-type: none"> • County Business Patterns • Local housing inventory • Local inventory of commercial space
Safer streets	<ul style="list-style-type: none"> • Number of vehicle crashes involving pedestrians or bicycles • Pedestrian/bicycle crashes per 1,000 daily pedestrians/bicyclists 	<ul style="list-style-type: none"> • California Highway Patrol SWITRS data • Local pedestrian/bicycle county counts; • Local Safe Routes to School Program information
More pedestrian- and bicycle-friendly streets	<ul style="list-style-type: none"> • Miles of street with bicycle lanes/sidewalks • Bicycle and pedestrian counts • Percent of K-6 students who walk or bike to school 	<ul style="list-style-type: none"> • Local bike lane/sidewalk inventory • Local pedestrian/bicycle counts • School-based travel survey • Local Safe Routes to School Program information
More transportation choices	<ul style="list-style-type: none"> • Mode share of non-single-occupant vehicles (work trips or all trips) • Transit boardings per capita • New service – added miles, added trips, etc. 	<ul style="list-style-type: none"> • American Community Survey • Local household or employer-based travel survey • National Transit Database • Local or regional travel demand models conducted by MPO or Caltrans • Local transit agencies
More efficient provision of parking	<ul style="list-style-type: none"> • Ratio of on-street to off-street parking • Ratio of off-street surface parking to developed space 	<ul style="list-style-type: none"> • Local parking survey • Local inventory of commercial and industrial space
Commercial vitality	<ul style="list-style-type: none"> • Building permits issued for live-work units, satellite work centers, and mixed-use buildings • High speed/broadband internet access • Office and retail vacancy rates • Retail sales tax revenue 	<ul style="list-style-type: none"> • Local building permit records • Local commercial property inventory • State Controller's Office: Local Annual Financial Reports (city and county revenue data)

3. MIXED-INCOME INNER SUBURB



A *Mixed-Income Inner Suburb* is located in a metropolitan area, often near a *Major City*. It has a smaller population than a *Major City*, and a significant share of the residents are low income. Residents typically commute to a *Major City* and surrounding suburban commercial areas for work. Compact and walkable commercial corridors and neighborhoods are present in some parts of the city, as well as a mix of multifamily and single-family housing. The city often has a core commercial area with chain retail and some services; it may also have areas dominated by light industry and warehouses. Some *Mixed-Income Inner Suburbs* have a well-connected street network throughout the city. Others have well-connected streets in the commercial core and wide arterial streets and cul-de-sacs in outlying areas. Many of these communities have regional transit connections to a *Major City*; local transit can vary from dense, frequent service to more limited service that may not serve the needs of all residents.

Examples of a *Mixed-Income Inner Suburb* include: West Sacramento, Richmond, San Leandro, Burbank, Inglewood, Carson, Compton, Bellflower, Garden Grove, Chula Vista, and National City.

GOALS

- Diversify housing stock to include all price points to maintain community quality and competitiveness in the face of changing economic and demographic forces.
- Revitalize commercial and residential areas of disinvestment to provide residents with more amenities, improve safety, and increase city tax base.
- Maintain good pedestrian access and safety in areas of redevelopment while reducing traffic congestion and parking demand.
- Ensure that benefits of redevelopment are distributed equitably.
- Provide diverse local and regional transportation access.



CHALLENGES

- **Traffic Flow and Safety:** Commercial corridors and neighborhoods may have problems related to traffic congestion, including traffic and pedestrian safety.
- **Transit Efficiency:** Street congestion may limit the efficiency and flow of transit vehicles.
- **Maintaining Pedestrian-Friendly Design:** A *Mixed-Income Inner Suburb* may struggle to accommodate large retail while maintaining a pedestrian-oriented design.
- **Areas of Disinvestment:** Portions of the suburb may suffer from high vacancy rates, foreclosed properties, and disinvestment by property owners.

- Risk of Displacement: Low-income residents may be at risk of displacement as a result of new development.
- Accessibility to Goods and Services: Some residents may lack access to necessary goods and services, such as full-service supermarkets and recreation areas.
- Impacts of Goods Movement and Industrial Activity: Goods movement and industrial activities may create negative impacts on residential areas (e.g., noise and air pollution).
- More Complex Commuting Patterns: Residents who work in construction, retail, and service sectors often commute to jobs sites widely spread throughout the region that do not have traditional hours or may not be adequately served by current transportation options.

STRATEGIES FOR SUSTAINABLE COMMUNITIES

- Develop special area or district plans to create incentives for community reinvestment by identifying catalyst projects, public-private partnerships, and infrastructure improvements needed to support reinvestment. (Resources 1.7, 1.8, 1.9, 5.1)
- Create an economic development strategy to attract jobs and businesses that match residents' current skills and allow for advancement through training programs, as well as build on existing community assets. (Resources 5.5, 5.6, 5.7)
- Use zoning and other land use controls, as well as public funds, to focus development on corridors and activity centers that are served by frequent public transit; catalyst projects completed as public-private partnerships can help such development get started. (Resources 1.8, 1.9, 5.1, 8.1)
- Provide incentives through zoning and priority or expedited processing procedures for ground-floor retail and upper-level residential uses in existing and future development to promote vibrant and pedestrian-oriented activity centers. (Resources 1.8, 1.9, 5.2, 8.1)
- Reduce minimum parking requirements and establish maximum allowed parking for new development and redevelopment. (Resources 4.1, 4.2, 4.3, 4.6)
- Invest in "complete streets" and safe routes to school measures that improve walking and bicycling conditions. (Resources 2.1, 2.5, 3.1, 3.2)
- Adopt design standards for streets that ensure safety and mobility for pedestrians, bicyclists, and drivers to improve connectivity between residential and non-residential areas of the community. (Resources 2.1, 3.1, 3.2, 3.4, 8.1, 8.6)
- Develop buffers between industrial and residential uses in areas where they are in close proximity using vegetation, parks, and other green space to reduce the impacts of industrial uses on residential neighborhoods while providing community benefits. (Resources 8.2, 8.5, 10.1)
- Provide more flexible transit services with an increased emphasis on reverse commutes, guaranteed ride home programs, and other innovative commuter services. (Resources 2.7, 2.8)
- Use Community Benefits Agreements to help ensure that all residents benefit from the amenities that new development can bring. (Resource 11.4)

SUCCESS INDICATORS

Indicator	Metrics	Data Sources
Commercial vitality	<ul style="list-style-type: none"> • Commercial property vacancy rate • Building permits issued for live-work units and for satellite work centers • Amount of public and private capital invested in Business Improvement Districts • Building permits issued for mixed-use buildings with ground-floor retail • Retail sales tax revenue 	<ul style="list-style-type: none"> • Local commercial property inventory • State Controller's Office: Local Annual Financial Reports (city and county revenue data)
Growth occurs near transit	<ul style="list-style-type: none"> • Percent of new jobs and/or housing within walking distance of transit service with maximum 15-minute headways (permitted and built) • Land parcels within ½ mile of transit upzoned for greater density or land use mixing 	<ul style="list-style-type: none"> • Local land use plans • Local inventory of jobs and housing • Building permits issued
Safer streets	<ul style="list-style-type: none"> • Number of vehicle crashes involving pedestrians or bicycles • Pedestrian/bicycle crashes per 1,000 daily pedestrians/bicyclists 	<ul style="list-style-type: none"> • California Highway Patrol SWITRS data • Local pedestrian/bicycle counts
More pedestrian- and bicycle-friendly streets	<ul style="list-style-type: none"> • Miles of street with bicycle lanes/sidewalks • Bicycle and pedestrian counts • Percent of K-6 students who walk or bike to school 	<ul style="list-style-type: none"> • Local bicycle lane/sidewalk inventory • Local pedestrian/bicycle counts • School-based travel survey • Local Safe Routes to School program information
More transportation choices	<ul style="list-style-type: none"> • Mode share of non-single-occupant vehicles (work trips or all trips) • Transit boardings per capita 	<ul style="list-style-type: none"> • American Community Survey • Local household or employer-based travel survey • National Transit Database • Local or regional travel demand models conducted by MPO or Caltrans • Local transit agencies
More efficient provision of parking	<ul style="list-style-type: none"> • Ratio of on-street to off-street parking • Ratio of off-street surface parking to developed space 	<ul style="list-style-type: none"> • Local parking survey • Local inventory of commercial and industrial space

Indicator	Metrics	Data Sources
Better access to essential goods and services	<ul style="list-style-type: none">• Population within 1 mile of full-service supermarket• Households within ½ mile of a park or recreational facility	<ul style="list-style-type: none">• Local business survey• MPO socioeconomic data by TAZ• California Protected Areas Database• MPO parcel data

4. SUBURB WITH EMPLOYMENT OR RETAIL CENTER



A *Suburb with Employment or Retail Center* is not as close to a *Major City* as an *Inner Suburb*. The population size can vary but is typically smaller than that of a *Major City*. Most residents commute by car; some communities may have access to transit. This type of suburb has not only residential areas, but also large employment centers and/or large shopping centers, drawing workers and shoppers from throughout the region. The street network features wide arterial streets; local streets often have limited connectivity. This suburb frequently has regional transit connections, but only limited local transit service.

Examples of a *Suburb with Employment or Retail Center* include: Roseville, Vacaville, Walnut Creek, San Ramon, Fremont, Milpitas, Cupertino, Ontario, El Segundo, Torrance, Irvine, and Costa Mesa.

GOALS

- Diversify the economic base with a greater mix of uses.
- Add residences to provide a large local pool of customers and employees.
- Reduce traffic congestion, particularly around employment and retail center(s).
- Create a stronger sense of place to foster civic pride and ensure long-term economic vitality.
- Create a better walking environment and pedestrian networks in areas with potential to be pedestrian districts.
- Fully utilize the benefits of existing transit access.



CHALLENGES

- **Housing Diversity:** This community type may lack the diversity of housing necessary to meet the needs of workers in the employment centers or service sector workers in retail centers.
- **Pedestrian Accessibility:** Large blocks and parcels create poor street connectivity, which leads to circuitous walking trips. Offices and shopping centers are often surrounded by large surface parking lots, leading to poor pedestrian, bicycle, and transit access.
- **Transportation Choices:** Children, the elderly, and others who cannot or choose not to drive have limited transportation options.

- **Traffic Flow and Safety:** Arterial streets may have significant traffic congestion and pedestrian safety concerns, particularly at intersections.
- **Accessibility of Goods and Services:** Residents may not have local access to necessary goods and services.
- **Transition to Mixed-Use Areas:** Effectively manage the transition of single-use areas with great potential for redevelopment to higher-density mixed-use areas.

STRATEGIES FOR SUSTAINABLE COMMUNITIES

- Encourage housing around employment centers that are served by frequent public transit. (Resources 7.3, 7.8)
- Establish an employer-assisted housing program designed to reduce the number of people who must commute into the community. (Resources 1.9, 7.7, 7.8)
- Expand the mix of uses in and near retail centers to include offices and housing to diversify housing types and improve residents' access to everyday needs. (Resources 1.8, 1.9, 5.2, 7.4)
- Amend zoning requirements to allow local-serving businesses such as childcare centers, restaurants, banks, and family medical offices near employment centers to reduce midday vehicle trips. (Resources 1.9, 8.1, 8.2, 8.4)
- Adopt design standards for streets, invest in “complete streets,” and establish safe routes to school programs to ensure safety and mobility for pedestrians, bicyclists, and drivers by providing continuous, attractive sidewalks and bikeways, connections through cul-de-sacs and other barriers, and way-finding signage. (Resources 2.1, 2.5, 3.1, 3.2, 3.4, 8.1, 8.6)
- Require new development to be pedestrian-oriented to encourage walking and bicycling. (Resources 2.1, 2.3, 3.1, 3.2, 3.3, 8.1)
- Modify zoning regulations to encourage more efficient parking strategies such as shared parking facilities, reducing minimum parking requirements, and identifying parking solutions appropriate to neighborhood context. (Resources 4.1, 4.2, 4.3, 4.4, 4.6)
- Redevelop existing parking lots, vacant lots, or other underused property for pedestrian-oriented, mixed-use development. Consider opportunities to replace surface parking with parking structures. (Resources 4.5, 5.2)
- Require transportation demand management programs for new development and for large employers as a way to promote ridesharing, public transit, and non-motorized travel. (Resources 1.2, 1.8, 1.9, 1.11)
- Encourage neighborhood parks and recreational centers within walking distance of residential areas. (Resources 1.8, 6.2, 10.1)
- Improve access to regional transit services for existing neighborhoods and retail destinations. (Resource 2.9)

SUCCESS INDICATORS

Indicator	Metrics	Data Sources
Greater housing choice and affordability	<ul style="list-style-type: none"> • Percentage of units in multifamily dwellings • Number of below-market-rate units zoned • Percent of households with housing and transportation costs greater than 45% of income 	<ul style="list-style-type: none"> • Local land use plans • H+T Affordability Index • American Community Survey
Focused new development	<ul style="list-style-type: none"> • Residents and commercial space per acre, by neighborhood • Redevelopment of existing, aging buildings to more compact, mixed-use developments 	<ul style="list-style-type: none"> • MPO socioeconomic data by TAZ • Local inventory of commercial space
Growth occurs near transit	<ul style="list-style-type: none"> • Percent of new jobs and/or housing within walking distance of transit service with maximum 15-minute headways • Land parcels within ½ mile of transit upzoned for greater density or land use mixing 	<ul style="list-style-type: none"> • Local land use plans • Local inventory of jobs and housing • Building permits issued
Safer streets	<ul style="list-style-type: none"> • Number of vehicle crashes involving pedestrians or bicycles • Pedestrian/bicycle crashes per 1,000 daily pedestrians/bicyclists 	<ul style="list-style-type: none"> • California Highway Patrol SWITRS data • Local pedestrian/bicycle counts
More pedestrian- and bicycle-friendly streets	<ul style="list-style-type: none"> • Miles and percent of streets with bicycle lanes/sidewalks • Number of intersections lacking 4-way pedestrian crossing • Bicycle and pedestrian counts • Percent of K-6 students who walk or bike to school 	<ul style="list-style-type: none"> • Local bicycle lane/sidewalk inventory • Local pedestrian/bicycle counts • School-based travel survey • Local Safe Routes to School program information
More efficient provision of parking	<ul style="list-style-type: none"> • Ratio of on-street to off-street parking • Ratio of off-street surface parking to developed space 	<ul style="list-style-type: none"> • Local parking survey • Local inventory of commercial and industrial space
Better mix of housing and jobs	<ul style="list-style-type: none"> • Ratio of employment to population • Percent of population living in areas with good mix of jobs and housing 	<ul style="list-style-type: none"> • Local inventory of jobs and housing • County Business Patterns • American Community Survey • MPO socioeconomic data by TAZ

5. RESIDENTIAL SUBURB



A *Residential Suburb* has residential neighborhoods of single-family homes, often with higher-income residents, and can be located on the outskirts of or within a metropolitan area. These suburbs generally have no defined commercial core and few major central shopping areas. They may contain commercial shopping centers, but otherwise have minimal retail and employment. Most residents commute to a *Major City* or *Suburb with Employment or Retail Center*. The street network is characterized by wide arterial streets and neighborhoods with cul-de-sacs. The suburb has limited local and regional transit service, if any. Its

population can vary in size although it is smaller than that of a *Major City*.

Examples of a *Residential Suburb* include: Citrus Heights, Danville, Hillsborough, Thousand Oaks, Chino Hills, Yorba Linda, Mission Viejo, Laguna Niguel, and Del Mar.

GOALS

- Provide housing options that allow young and old to stay in the community.
- Diversify housing stock to enable retail, service, and public-sector employees to find affordable housing in the community.
- Provide more neighborhood-scale retail and services in walkable locations to reduce transportation emissions, encourage physical activity, and improve access to amenities for those who do not drive.
- Provide safe and direct pedestrian and bicycle routes from residential neighborhoods to schools, parks, transit, and other public and commercial activity centers.



CHALLENGES

- **Traffic Flow and Safety:** Arterial streets may have significant traffic congestion and pedestrian and bicyclist safety concerns, particularly at intersections.
- **Diversity of Housing Types:** Housing types are limited and may not be able to accommodate the increasing diversity of household types.
- **Long Commutes:** With limited employment nearby, residents often have long commutes.
- **Pedestrian and Bicycle Accessibility:** Streets may lack amenities to facilitate bicycle and pedestrian access, and the poorly connected street network leads to circuitous walking trips.
- **Transportation Choices:** Children, the elderly, and others who do not drive have limited transportation options.

- Accessibility of Goods and Services: Residents may not have convenient local access to necessary goods and services.

STRATEGIES FOR SUSTAINABLE COMMUNITIES

- Use zoning and other land use controls, as well as public funds, to encourage new mixed-use development on corridors and activity centers with a focus on supporting public transit and providing options for local employment. (Resources 1.8, 1.9, 5.1, 8.1, 8.4, 8.5)
- Zone for a variety of housing types, focusing on providing housing that allows families, seniors, and lower-wage workers to remain in the community. (Resources 1.8, 7.1, 7.2, 7.3, 7.6, 7.7, 7.8)
- Invest in pedestrian and bicycle connectivity, “complete streets,” and safe routes to school measures that improve walking and bicycling conditions. (Resources 2.1, 2.3, 2.5, 3.1, 3.2, 12.2, 12.3)
- Encourage neighborhood parks and recreational centers within walking distance of residential areas. (Resources 1.8, 6.2, 10.1)
- Provide continuous sidewalks with shade trees and landscape strips to separate pedestrians from traffic. (Resources 1.2, 1.8, 1.9, 7.4)
- Allow home-based businesses in live-work spaces and allow satellite work centers. Such efforts can reduce vehicle traffic and make more types of housing available. (Resources 5.1, 8.2, 8.3)
- Reduce minimum parking requirements and establish maximum allowed parking for new development and redevelopment. (Resources 4.1, 4.2, 4.4, 4.5 4.6)
- Adopt multimodal level-of-service standards that balance the level of accommodation given to all modes of travel. (Resources 1.3, 2.9, 3.3, 3.7)

SUCCESS INDICATORS

Indicator	Metrics	Data Sources
Better access to shops, services, and amenities	<ul style="list-style-type: none"> • Households within ½ mile of a neighborhood center • Households within ½ mile of a park/open space/recreational facilities 	<ul style="list-style-type: none"> • Local business survey • MPO socioeconomic data by TAZ • California Protected Areas Database • MPO parcel data
Greater housing choice and diversity	<ul style="list-style-type: none"> • Percentage of units in multifamily dwellings • Number of below-market-rate units zoned • Percent of households with housing and transportation costs greater than 45% of income 	<ul style="list-style-type: none"> • Local land use plans • H+T Affordability Index • American Community Survey
Safer streets	<ul style="list-style-type: none"> • Number of vehicle crashes involving pedestrians or bicycles • Pedestrian/bicycle crashes per 1,000 daily pedestrians/bicyclists 	<ul style="list-style-type: none"> • California Highway Patrol SWITRS data • Local pedestrian/bicycle counts

Indicator	Metrics	Data Sources
More pedestrian- and bicycle-friendly streets	<ul style="list-style-type: none">• Miles of street with bicycle lanes/sidewalks• Bicycle and pedestrian counts• Percent of K-6 students who walk or bike to school	<ul style="list-style-type: none">• Local bicycle lane/sidewalk inventory• Local pedestrian/bicycle counts• School-based travel survey• Local Safe Routes to School program information
More efficient provision of parking	<ul style="list-style-type: none">• Ratio of on-street to off-street parking• Ratio of off-street surface parking to developed space	<ul style="list-style-type: none">• Local parking survey• Local inventory of commercial and industrial space
Commercial vitality	<ul style="list-style-type: none">• Building permits issued for live-work units• Building permits issued for satellite work centers	<ul style="list-style-type: none">• Local building permit records

6. INLAND HUB CITY



An *Inland Hub City* is a city located in the Central Valley with a regional population of approximately 100,000 to 1 million. It serves as a wholesale, retail, and service center for surrounding towns and rural areas; agriculture is a large economic driver. The city typically has a small urban core with surrounding neighborhoods of single family homes. The population has a mix of incomes. The city often has a mixed street pattern with narrow, well-connected streets in and around the urban core and wide arterial streets and cul-

de-sacs in outlying areas. It has limited local and regional transit service.

Examples of an *Inland Hub City* include: Redding, Stockton, Modesto, Merced, Fresno, Visalia, and Bakersfield.

GOALS

- Revitalize the city's core and attract more amenities like entertainment, specialized retail, and high-quality public spaces.
- Manage new growth on the city's periphery to maximize the cost effectiveness of public infrastructure investments.
- Preserve strategic farmland as core economic driver, and reduce impact on forest preserves and recreational lands.
- Provide more neighborhood-scale retail and services in walkable locations to reduce transportation emissions, encourage physical activity, and improve access to amenities for those who do not drive.
- Provide safe and direct pedestrian and bicycle routes from residential neighborhoods to schools, parks, transit, and other public and commercial activity centers.
- Improve linkages to regional transit to allow access to regional amenities and services.



CHALLENGES

- **Areas of Disinvestment:** Some neighborhoods of an *Inland Hub City* may have significant numbers of vacant or foreclosed properties, homes, or businesses.
- **High Vacancy Rates:** The city's core area is prone to high commercial vacancy rates.
- **Growth Management:** The outskirts of the city may have concerns with managing growth and development.
- **Infrastructure:** The city may have poor or inadequate infrastructure in certain portions of the city.

- **Transitional Community:** The city may be in transition to a community with higher density centers of activities and amenities.
- **Pedestrian Accessibility:** Offices and shopping centers are often surrounded by large surface parking lots, leading to poor pedestrian, bicycle, and transit access.
- **Limited Reach of Transit Services Throughout Community:** Residents may have limited access to public transit and other transportation choices.

STRATEGIES FOR SUSTAINABLE COMMUNITIES

- Create economic development plans for special areas or districts to create incentives for community reinvestment by demonstrating what the community is looking for and identifying partnership opportunities between the public and private sectors. (Resources 1.7, 1.8, 1.9, 5.1)
- Increase densities and the mix of uses in the core and along major corridors that can be served by frequent public transit. (Resources 1.8, 1.9, 5.2, 9.5)
- Expand transit services to areas that have the greatest ridership potential. (Resources 2.10, 2.11, 2.12)
- Identify priority conservation areas near the perimeter of the community that may be threatened by future growth; discourage growth in these areas through zoning, Williamson Act, or transfer of development rights programs. (Resources 8.1, 9.3, 9.4, 10.1)
- Reduce development pressure on outlying areas by identifying sites suitable for infill development and establishing appropriate site-specific standards to accommodate development; consider tying development in these areas to a transfer of development rights program. (Resources 1.8, 1.9, 7.4, 8.1, 8.2)
- Invest in “complete streets” and pedestrian safety measures that improve walking and bicycling conditions in downtown and neighborhood retail centers and around community facilities such as schools, libraries, medical facilities, transit stops, and public buildings. (Resources 2.1, 2.5, 3.1, 3.2)
- Adopt multimodal transportation level-of-service standards that balance the level of accommodation given to all modes of travel, including transit efficiency, pedestrian and bicycle convenience and safety; equally prioritize these standards with traffic congestion relief. (Resources 1.3, 2.9, 3.3, 3.7)
- Align infrastructure investments and operations (e.g., through design standards, network connectivity, traffic signal coordination) to achieve traffic speeds that are suitable to surrounding activities and context, but with efficiencies that minimize emissions and energy consumption and make optimal use of street capacity. (Resources 1.3, 3.1, 3.2, 3.4, 3.6)
- Establish an urban-rural transition zone to ensure that land uses within the community are compatible with adjacent open space and agricultural lands. (Resources 8.1, 8.5, 9.2, 9.5)
- Promote efficient parking strategies, such as shared parking for new development, and consider retrofitting excess parking to enhance pedestrian-oriented development or replacing surface parking with structures. (Resources 4.1, 4.2, 4.3, 4.4)

SUCCESS INDICATORS

Indicator	Metrics	Data Sources
Greater mix of land uses	<ul style="list-style-type: none"> • Ratio of retail establishments to commercial space and to housing units by neighborhood • Number of homes near urban core/business district 	<ul style="list-style-type: none"> • County Business Patterns • Local inventory of housing and commercial space • MPO socioeconomic data by TAZ
Commercial vitality	<ul style="list-style-type: none"> • Commercial property vacancy rate • Number of employees and retail space in central business district • Amount of public and private capital invested in Business Improvement Districts • Percentage increase in revenue of retailers in urban core 	<ul style="list-style-type: none"> • Local commercial property inventory • County Business Patterns • Retail sales tax revenue
Natural resource conservation	<ul style="list-style-type: none"> • In areas of growth, acres of priority farmland developed (converted to urban and other uses) • Acres preserved in conservancies, land trusts, etc. • Acres of Williamson Act land 	<ul style="list-style-type: none"> • California Farmland Mapping and Monitoring Program • Regional Blueprints • Local conservancies
Safer streets	<ul style="list-style-type: none"> • Number of vehicle crashes involving pedestrians or bicycles • Pedestrian/bicycle crashes per 1,000 daily pedestrians/bicyclists 	<ul style="list-style-type: none"> • California Highway Patrol SWITRS data • Local pedestrian/bicycle counts
More pedestrian- and bicycle-friendly streets	<ul style="list-style-type: none"> • Miles of street with bicycle lanes/sidewalks • Bicycle and pedestrian counts • Percent of K-6 students who walk or bike to school 	<ul style="list-style-type: none"> • Local bicycle lane/sidewalk inventory • Local pedestrian/bicycle counts • School-based travel survey • Local Safe Routes to School Program information
Connected streets	<ul style="list-style-type: none"> • In areas of growth, percent of 4-way intersections • Ratio of intersections to intersections plus cul-de-sacs 	<ul style="list-style-type: none"> • Local analysis of street maps • GIS analysis
Less developable space used for parking	<ul style="list-style-type: none"> • Ratio of on-street to off-street parking • Ratio of off-street surface parking to developed space 	<ul style="list-style-type: none"> • Local parking survey • Local inventory of commercial and industrial space

Indicator	Metrics	Data Sources
Increase densities in target areas	<ul style="list-style-type: none">• Percentage of new housing and commercial space on brownfields• Percent of new jobs and/or housing within walking distance of transit service with maximum 15-minute headways	<ul style="list-style-type: none">• Local inventory of jobs and housing

7. INLAND SMALL TOWN



An *Inland Small Town* is located inland from the coast, typically along a major highway, with a population of less than 100,000. Agriculture and/or forestry is the dominant source of economic activity. The town also provides partial wholesale, retail, and services for surrounding towns and rural areas. It has a small central core, often with historic buildings, and surrounding neighborhoods with single-family homes. The streets are typically narrow and well connected in the central core and wider and less connected in outlying areas. The town has very limited to no local or regional transit service.

Examples of an *Inland Small Town* include: Yreka, Red Bluff, Corning, Oroville, Lodi, Gilroy, Chowchilla, Hanford, Coalinga, King City, Delano, and El Centro.

GOALS

- Strengthen economic base and small-town character by preserving surrounding priority agriculture lands, while diversifying the region's existing economic strengths.
- Provide a greater mix of retail and services to serve local residents and to minimize long driving trips to larger cities.
- Provide a safe and attractive walking environment in the central core and surrounding neighborhoods.
- Improve transit access to *Major City* and *Inland Hub City* destinations (e.g., hospitals and community colleges) for those who do not drive.
- Improve linkages to regional transit to allow access to regional amenities and services.



CHALLENGES

- **Through Traffic:** An *Inland Small Town* is typically located along a highway, so through traffic and truck traffic volumes can be high, making walking and biking difficult and dangerous.
- **Growth Management:** The outskirts of the town may have concerns with managing growth and development that strains local resources and threatens agricultural lands.
- **Infrastructure:** The town may have poor or inadequate infrastructure in certain portions of the town.
- **Accessibility of Goods and Services:** Residents often have to drive to other communities to access common goods and services.
- **Affordable Housing:** Housing options are limited and may not be affordable to local workers.

SUSTAINABLE COMMUNITIES STRATEGIES.

- Establish an urban-rural transition zone to ensure that land uses within the community are compatible with adjacent open space and agricultural lands. (Resources 8.1, 8.5, 9.2, 9.5)
- Identify priority conservation areas near the perimeter of town that may be threatened by future growth; discourage growth in these areas through zoning, Williamson Act, or transfer of development rights programs. (Resources 8.1, 9.3, 9.4, 10.1)
- Locate medium-density, mixed-use development within the central core and expand local-serving businesses nearby. (Resources 1.8, 1.9, 5.2, 9.5)
- Designate truck routes, and discourage non-local and commercial traffic on local residential streets. (Resources 3.6, 3.8)
- Use effective speed management to create a more walkable town center and improve safety in areas of transition to rural highways. (Resources 2.1, 3.1, 3.6, 3.8)
- Zone for a variety of housing types, focusing on housing for local workers. (Resources 1.8, 7.1, 7.2, 7.3, 7.7)
- Limit development to areas with adequate infrastructure by establishing minimum thresholds for infrastructure to support new development and actively seeking out grants and other funding sources to support infrastructure for infill development. (Resources 1.8, 1.9, 7.4, 9.1)
- Develop a long-term economic development strategy to promote and expand jobs and employment that matches the skills of workers in the community. (Resources 5.5, 5.6, 5.7)
- Support demand-responsive transit and inter-city transit connecting to major destinations (such as hospitals, community colleges, and regional transit hubs) so that transit-dependent residents can access services not available in the community. (Resources 9.7, 9.8, 9.9)

SUCCESS INDICATORS

Indicator	Metrics	Data Sources
Commercial vitality	<ul style="list-style-type: none"> • Commercial property vacancy rate • Number of employees and amount of retail space in central business district 	<ul style="list-style-type: none"> • Local commercial property survey • County Business Patterns
Greater housing choice and diversity	<ul style="list-style-type: none"> • Percentage of different housing types available • Number of below-market-rate units zoned 	<ul style="list-style-type: none"> • American Community Survey • Local redevelopment agencies • Local housing and planning departments
Natural resource conservation	<ul style="list-style-type: none"> • In areas of growth, acres of priority farmland developed • Acres preserved in conservancies, land trusts, etc. • Acres of Williamson Act land 	<ul style="list-style-type: none"> • California Farmland Mapping and Monitoring Program • Local conservancies • Regional Blueprints

Indicator	Metrics	Data Sources
Safer streets	<ul style="list-style-type: none">• Number of vehicle crashes involving pedestrians or bicycles• Percent of vehicles above speed limit in urban/rural transition areas	<ul style="list-style-type: none">• California Highway Patrol SWITRS data• Local traffic speed survey
Connected streets	<ul style="list-style-type: none">• In areas of growth, percent of 4-way intersections	<ul style="list-style-type: none">• Local analysis of street maps• GIS analysis
More transportation choices	<ul style="list-style-type: none">• Commuting choices per capita• VMT reduction per capita• Mode share	<ul style="list-style-type: none">• National Transit Database• Local pedestrian/bicycle counts• American Community Survey

8. COMPACT COASTAL/UNIVERSITY CITY



A *Compact Coastal/University City* is located outside of a metropolitan area and is a relatively compact city focused on a historic downtown, the coast, and/or a university campus. It has a population of 25,000 or more and is a service center for surrounding towns and rural areas. The economy may be similar to a *Natural Resource Community*, with some reliance on tourism or recreational activity, but with more diverse economic activities. The city typically has a small urban core with narrow, interconnected streets surrounded by a mix of single-family and multifamily residences. It has some local transit service and very limited

to no regional transit connections.

Examples of a *Compact Coastal/University City* include: Eureka, Chico, Davis, Monterey, Paso Robles, San Luis Obispo, and Santa Barbara.

GOALS

- Diversify the city's economic base with a greater mix of uses, while building on the city's existing assets.
- Maintain the city's compact development footprint by carefully planning outward growth and preserving surrounding agricultural and natural resource lands.
- Maintain good pedestrian and bicycle access and safety and preserve historic character in areas of redevelopment.
- Enable students and public- and service-sector employees to find affordable housing in the community.
- Support biking and walking as viable transportation options by developing and maintaining safe, multimodal infrastructure that connects local destinations.



CHALLENGES

- Growth Management: Growth on the outskirts of a *Compact Coastal/University City* may negatively impact abutting natural resources and tourism.
- Vulnerable Economy: A limited economic base can make the city vulnerable to downturns in tourism or recreational activity.
- Accessibility of Core Area: Residential areas may lack strong, local connections to the commercial core area, particularly for pedestrians and bicyclists.

- Affordable Housing: Service-sector workers and students may not be able to afford housing in the city.

STRATEGIES FOR SUSTAINABLE COMMUNITIES

- Adopt and implement zoning tools that strategically preserve and protect open space. (Resources 1.8, 8.1, 9.5, 10.1)
- Develop a business attraction strategy for the urban core, focusing on establishing businesses that expand the community's economic base to new economic sectors. (Resources 5.1, 5.5)
- Partner with the university or other economic drivers. (Resources 5.11, 5.12)
- Improve pedestrian and bicycle connections between the university, urban core, and residential areas to provide alternative forms of transportation for short trips. (Resources 2.1, 2.2, 2.3, 3.1, 3.2)
- Capitalize on existing demand for walking, biking, and transit use by investing in high-quality facilities in areas likely to have high demand for such travel options. (Resources 2.12, 2.10)
- Zone for a variety of housing types, focusing on housing for families, students, and service-sector workers. (Resources 1.8, 7.1, 7.2, 7.3, 7.7)
- Implement more efficient parking strategies, such as sharing parking between businesses, reducing minimum parking standards, and establishing maximum parking regulations. (Resources 4.1, 4.2, 4.3, 4.4, 4.6)
- Increase densities and the mix of uses in the urban core and along major corridors that can be served by frequent public transit. (Resources 1.8, 1.9, 5.2, 9.5)
- Adopt multimodal transportation level-of-service standards that balance the level of accommodation given to all modes of travel, including transit efficiency and pedestrian and bicycle convenience and safety as priorities at least as high as traffic congestion relief. (Resources 1.3, 2.9, 3.3, 3.7)

SUCCESS INDICATORS

Indicator	Metrics	Data Sources
More affordable housing	<ul style="list-style-type: none"> • Percentage of households with housing and transportation costs greater than 45% of income • Percentage of units in multifamily dwellings 	<ul style="list-style-type: none"> • American Community Survey • Local land use plans
Commercial vitality	<ul style="list-style-type: none"> • Commercial property vacancy rate • Number of employees and amount of retail space in central business district • Economic diversity by employment sector 	<ul style="list-style-type: none"> • Local commercial property survey • County Business Patterns • Downtown business associations
Natural resource conservation	<ul style="list-style-type: none"> • In areas of growth, acres of priority farmland developed • Acres of natural resource areas preserved • Acres in Williamson Act 	<ul style="list-style-type: none"> • California Farmland Mapping and Monitoring Program • Regional Blueprint programs

Indicator	Metrics	Data Sources
Safer streets	<ul style="list-style-type: none">• Number of vehicle crashes involving pedestrians or bicycles• Pedestrian/bicycle crashes per 1,000 daily pedestrians/bicyclists	<ul style="list-style-type: none">• California Highway Patrol SWITRS data• Local pedestrian/bicycle counts
More pedestrian and bicycle-friendly streets	<ul style="list-style-type: none">• Miles of street with bicycle lanes/sidewalks• Bicycle and pedestrian counts	<ul style="list-style-type: none">• Local bicycle lane/sidewalk inventory• Local pedestrian/bicycle counts

9. NATURAL RESOURCE TOWN



A *Natural Resource Town* is located outside of a metropolitan area and in California's mountain, foothills, desert, or coastal areas. Its population typically ranges from 2,000 to 30,000. Most of its economic activity is tied to natural resources, tourism, or recreation. It can also be a gateway to major recreational and open space areas. The town's economic base is similar to, but less diverse than, that of a *Compact Coastal/University City* or *Inland Hub City*, and it is far from job and commercial centers. It may have a historic downtown. The street network often includes narrow, well-connected streets in the core and two-lane rural highways in the outskirts. There is limited local transit service, typically catering to visitors and few to no regional transit connections.

Examples of a *Natural Resource Town* include: Mountain areas – Truckee and Mammoth Lakes; Foothills areas – Paradise, Nevada City, Grass Valley, and Sutter Creek; Desert areas – Desert Hot Springs and Palm Springs; and Coastal areas – Fort Bragg and Grover Beach.

GOALS

- Preserve the community's historic, rural character.
- Strengthen the community's economic base by protecting tourist attractions or by preserving natural resource lands.
- Provide both vacation homes for visitors and part-time residents and affordable housing for year-round residents, including lower-paid service-sector employees.
- Maintain a high quality of life and locally providing services and retail for year-round residents while providing amenities, services, and retail that appeal to visitors.
- Provide transit linkages to regional services and amenities.
- Adapt to environmental and economic changes (including those caused by climate change) by diversifying the local economy to guard against loss of tourism or natural resources and preparing for natural hazards such as wildfires, drought, and extreme heat events.



CHALLENGES

- **Vulnerable Economy:** A narrow economic base can make the town vulnerable to downturns in tourism, recreational activity, and resource production and extraction.
- **Community Character:** The town may struggle to retain community character while continuing to serve visitors.
- **Accessibility of Goods and Services:** The town may lack goods and services to serve the community.
- **Through Traffic:** Through traffic can compromise pedestrian safety in town centers and in transition zones between rural towns and outlying areas.

- Housing Needs: The town often lacks affordable housing for service-sector employees.
- Infrastructure Needs: The town may have insufficient municipal water and sewer expansion capacities and other infrastructure deficiencies.

STRATEGIES FOR SUSTAINABLE COMMUNITIES

- Develop and attract year-round uses that encourage activities during the tourism or resource-production off-seasons. (Resources 5.1, 5.5, 9.1, 9.6, 10.5)
- Develop a strategy to attract local-serving businesses by identifying needed business types and creating incentives and partnerships. (Resources 5.1, 5.5, 9.1, 9.6, 10.5)
- Establish zoning incentives and expedited or priority processing procedures for the development of affordable housing targeted toward employees of local businesses. (Resources 1.8, 1.9, 8.1, 13.3)
- Enact clear design guidelines so that streets, buildings, and public spaces work together to create a sense of place. (Resources 1.8, 1.9, 8.2, 8.5)
- Design and implement zoning tools that preserve and protect conservation areas, including the use of state programs such as Williamson Act and Timber Preservation Zones. (Resources 9.3, 9.4, 10.1)
- Designate local-serving streets that discourage non-local and commercial truck traffic on local roadways, and provide wayfinding signage. (Resources 3.6, 3.8)
- Establish a network of multi-use trails for pedestrian and bicycle travel that serve both residents and visitors, connecting key in-town destinations as well as recreation and natural resource areas. (Resources 1.8, 1.9, 2.1)
- Use effective speed management, including signage and traffic calming measures, to create a more walkable town center and improve safety in areas of transition to rural highways. (Resources 2.1, 3.1, 3.6, 3.8)
- Establish or support demand-responsive transit and inter-city transit connecting to major destinations (such as hospitals and community colleges) so that transit-dependent residents can access services not available in the community. (Resources 9.7, 9.8, 9.9)

SUCCESS INDICATORS

Indicator	Metrics	Data Sources
More affordable housing	<ul style="list-style-type: none"> • Percentage of households with housing and transportation costs greater than 45% of income for renters and owners • Percentage of units in multifamily dwellings • Percentage of all units built that qualify as affordable housing 	<ul style="list-style-type: none"> • American Community Survey • Local land use plans
Commercial vitality	<ul style="list-style-type: none"> • Commercial property vacancy rate • Number of employees and amount of retail space in central business district 	<ul style="list-style-type: none"> • Local commercial property survey • County Business Patterns

Indicator	Metrics	Data Sources
Better access to essential goods and services	<ul style="list-style-type: none"> • Population within 1 mile of full-service supermarket and other essential amenities • Availability of high speed/broadband internet access 	<ul style="list-style-type: none"> • Local business survey • MPO socioeconomic data by TAZ • California Public Utilities Commission (CPUC) • California Technology Agency • Rural broadband consortia • MPO parcel data
Natural resource conservation	<ul style="list-style-type: none"> • In areas of growth, acres of priority lands developed • Acres of land in Williamson Act, number of contracts, and number of non-renewals 	<ul style="list-style-type: none"> • California Essential Habitat Connectivity Project • California Farmland Mapping and Monitoring Program • Regional Blueprints
Safer streets	<ul style="list-style-type: none"> • Number of vehicle crashes involving pedestrians or bicycles • Percent of vehicles above speed limit in urban/rural transition areas 	<ul style="list-style-type: none"> • California Highway Patrol SWITRS data • Local traffic speed survey
More transportation choices	<ul style="list-style-type: none"> • Miles of pedestrian and bicycle paths • Transit boardings per capita • Transit options, availability of service 	<ul style="list-style-type: none"> • Local inventory of bicycle and pedestrian facilities • National Transit Database • Local transit agencies

10. RURAL AGRICULTURAL AND NATURAL RESOURCE COMMUNITY



Rural Agricultural and Natural Resource Community is an unincorporated or undeveloped area located outside of a metropolitan area. These communities are dominated by farmland, forests, and other open space. These communities include small towns and widespread, unincorporated development clusters. Most residents of these communities live far from job centers. There is no local or regional transit service.

Examples of *Rural Agricultural and Natural Resource Communities* include: Rural portions of Butte County, Sutter County, Yolo County, and San Bernardino County.

GOALS

- Strengthen the community's economic base by preserving natural resource lands.
- Ensure adequate transportation capacity for freight movement while maintaining safety for all modes on rural roads.
- Adapt to environmental and economic changes (including those caused by climate change) by diversifying the local economy to guard against loss of natural resources and preparing for natural hazards such as wildfires, drought, and extreme heat events.
- Provide transit linkages to regional services and amenities like hospitals and commercial centers.
- Direct development to areas with existing infrastructure.



CHALLENGES

- **Vulnerable Economy:** A limited economic base can make these communities vulnerable to downturns in resource production and extraction.
- **Open Space and Agricultural Land Preservation:** The community may struggle with land conservation, particularly with preserving space for agricultural land.
- **Housing Needs:** The community often lacks adequate housing for local workers.
- **Through Traffic:** Commercial vehicles and other through traffic can compromise pedestrian safety in town centers and in transition zones between rural towns and outlying areas.
- **Incompatibility of Agriculture/Urban Interface:** Certain agricultural practices can have different needs than in the urban areas and vice versa, such as water and transportation infrastructure.

- Accessibility to Goods and Services: The community lacks access to many necessary goods and services.

STRATEGIES FOR SUSTAINABLE COMMUNITIES

- Design and implement zoning tools and participate in state programs such as the Williamson Act and Timber Preservation Zones that preserve and protect open space. (Resources 9.3, 9.4, 10.1)
- Create incentives for the development of housing that is affordable to local workers. (Resources 1.8, 7.1, 7.2, 7.3)
- In areas of growth, encourage clustered residential development to create efficient development patterns, minimize environmental and agricultural land impacts, and reduce exposure to natural hazards. (Resources 1.8, 1.9, 7.4, 9.1)
- Designate truck routes, and discourage non-local and commercial traffic on neighborhood streets. (Resources 3.6, 3.8)
- Use speed management in town centers and rural/town transition areas to create or maintain walkable rural towns. (Resources 2.1, 3.1, 3.6, 3.8)
- Encourage new local-serving businesses and expansion of existing businesses in town centers to reduce the need for travel to other communities to meet daily needs and to make efficient use of existing infrastructure. (Resources 5.1, 9.1, 10.5)
- Establish or support demand-responsive transit and inter-city transit connecting to major destinations (such as hospitals and community colleges) so that transit-dependent residents can access services not available in the community. (Resources 9.7, 9.8, 9.9)

SUCCESS INDICATORS

Indicator	Metrics	Data Sources
Natural resource conservation	<ul style="list-style-type: none"> • In areas of growth, acres of priority farmland developed • Acres of high quality soils • Acres of priority habitat preserved • Acres of protected land and water • Acres of forest and farmland • Acres in Williamson Act 	<ul style="list-style-type: none"> • National Cooperative Soil Survey • California Essential Habitat Connectivity Project • California Farmland Mapping and Monitoring Program • Department of Conservation Williamson Act information
Safer streets	<ul style="list-style-type: none"> • Number of vehicle crashes involving pedestrians or bicycles • Percent of vehicles above speed limit in urban/rural transition areas • Number of designated truck routes added 	<ul style="list-style-type: none"> • California Highway Patrol SWITRS data • Local traffic speed survey

Indicator	Metrics	Data Sources
Commercial vitality	<ul style="list-style-type: none"> • Commercial property vacancy rate • New business start ups vs. closures • Number of employees and amount of retail space in town center 	<ul style="list-style-type: none"> • Local commercial property survey • County Business Patterns • Chambers of Commerce • Business license data
More affordable housing	<ul style="list-style-type: none"> • Percentage of households with housing and transportation costs greater than 45% of income for renters and owners 	<ul style="list-style-type: none"> • American Community Survey
Accessibility to goods and services	<ul style="list-style-type: none"> • Percent of housing within ½ mile of key amenities • Percent of housing within ½ mile of transit stop (where travel time is 15 minutes or less from amenities) or where Paratransit demand service is available • Availability of High Speed/Broadband Internet Access 	<ul style="list-style-type: none"> • Property surveys • GIS mapping analysis • California Public Utilities Commission (CPUC) • CA CIO office • Rural broadband consortia
Agricultural viability of land	<ul style="list-style-type: none"> • Produce to market • Produce to local market • Produce sold directly to consumers 	<ul style="list-style-type: none"> • Agricultural Census

Resources for Communities

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- 2.3 Pedestrian and Bicycle Information Center (no date). *Walkability Checklist*. 6 pp. http://drusilla.hsrc.unc.edu/cms/downloads/walkability_checklist.pdf
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- 10.1 Trust for Public Lands and National Association of Counties (2002). *Local Greenprinting for Growth*. 150 pp. http://www.tpl.org/tier3_cd.cfm?content_item_id=10648&folder_id=188

- 10.2 California Office of Historic Preservation (2005). *Drafting Effective Historic Preservation Ordinances*. 96 pp. <http://ohp.parks.ca.gov/pages/1072/files/tab14hpordinances.pdf>
- 10.3 Planning Commissioner's Journal (Issue number 52, Fall 2003). *Planning for Historic Preservation*. 20 pp. <http://www.plannersweb.com/wfiles/w191.html>
- 10.4 Wisconsin Historical Society (no date). *A Guide to Smart Growth and Cultural Resource Planning*. 66 pp. http://www.wisconsinhistory.org/hp/smartgrowth/smart_manual.asp
- 10.5 National Trust for Historic Preservation (no date). *Main Street Program*. Website – numerous resources; requires membership in Main Street Network. <http://www.preservationnation.org/main-street/>
- 10.6 Local Government Commission (2005). *The Abwahnee Water Principles: New Tools for Water Wise Communities*. Website – includes principles, facts sheets and reports. <http://water.lgc.org/ahwahnee-water-principles>
- 10.7 California Office of Historic Preservation (no date). *Local Government Assistance Program*. Website — numerous resources. http://ohp.parks.ca.gov/?page_id=1072

See also agricultural land protection resources under 9: Rural Communities.

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- 11.2 PolicyLink (no date). *Equitable Development Toolkit*. Web resource. http://www.policylink.org/site/c.lkIXLbMNjrE/b.5136575/k.39A1/Equitable_Development_Toolkit.htm
- 11.3 Great Communities Collaborative (2007). *Preventing Displacement Policy Fact Sheet*. 12 pp. <http://greatcommunities.org/intranet/library/sites-tools/great-communities-toolkit/PreventingDisplacement.pdf>
- 11.4 Good Jobs First and California Partnership for Working Families (2005). *Community Benefits Agreements: Making Development Projects Accountable*. 131 pp. <http://www.goodjobsfirst.org/sites/default/files/docs/pdf/cba2005final.pdf>

See also 6.3 *Mixed-Income Transit-Oriented Development Action Guide*.

12. SCHOOL LOCATION

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- 12.2 City of Raleigh, North Carolina (no date). *Design Guidelines for Pedestrian-Friendly Neighborhood Schools*. 34 pp. http://www.raleigh-nc.org/publications/Planning/Guides,_Handbooks_and_Manuals/School_Design_Guidelines.pdf
- 12.3 Council of Educational Facility Planners International and U.S. Environmental Protection Agency (2004). *Schools for Successful Communities: An Element of Smart Growth*. 52 pp. <http://www.epa.gov/smartgrowth/schools.htm>

See also 2.5 *Safe Routes to School Guide*.

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- 13.1 California Building Standards Commission (2010). *2010 California Green Building Standards (CALGreen) Code*. 197 pp. <http://www.documents.dgs.ca.gov/bsc/documents/2010/Draft-2010-CALGreenCode.pdf>
- 13.2 U.S. Environmental Protection Agency (2010). *Sustainable Design and Green Building Toolkit for Local Governments*. 80 pp. <http://www.epa.gov/region4/recycle/green-building-toolkit.pdf>
- 13.3 Center for Housing Policy, HousingPolicy.org Toolbox (2010). *Residential Energy Efficiency Toolbox*. Web resource. http://www.housingpolicy.org/toolbox/energy_efficiency.html
- 13.4 City of Chicago Dept. of Environment, Urban Sustainability Associates, Center for Neighborhood Technology (2009). *Chicago's Guide to Completing an Energy Efficiency & Conservation Strategy*. 37 pp. <http://www.cnt.org/repository/CHICAGOEECGUIDE4POST.pdf>

14. SUSTAINABILITY INDICATORS

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- 14.2 Sustainable San Mateo County (2009). *Indicators for a Sustainable San Mateo*. 91 pp. <http://www.sustainabilityhub.net/images/stories/downloads/Final-Indicators-Report-09.pdf> and Website: <http://www.sustainabilityhub.net/2009-indicators/>

- 14.3 City of Santa Monica (2006). *Sustainable City Plan: Goals, Indicators, and Targets*. 30 pp. <http://www.smgov.net/uploadedFiles/Departments/OSE/Categories/Sustainability/Sustainable-City-Plan.pdf>