COUNTY OF SACRAMENTO
CALIFORNIA

For the Agenda of:
November 19, 2008
Timed: 10:00 am

TO: BOARD OF SUPERVISORS
FROM: PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT
SUBJECT: WORKSHOP ON THE JACKSON HIGHWAY AND GRANT LINE EAST VISIONING STUDIES

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PROJECT DESCRIPTION

Overview
The Jackson Highway and Grant Line East Visioning studies are companion pieces to the County’s General Plan Update process. The Draft 2030 General Plan identifies the Jackson Highway and Grant Line East areas as potential new growth areas. If adopted as new growth areas, planning and build out would likely occur through multiple, independent master planning processes over the course of many decades. The Visioning studies were initiated by the Board of Supervisors to guide these individual master planning processes toward a common vision of sustainable and responsible development. These studies have resulted in an overarching vision for these areas that can be captured in a single phrase – sustainable development of the highest quality.

This workshop will review the draft results of the Visioning studies, beginning with a presentation of background information and a recap of the process to date. Additionally, staff will present outcomes of the studies, including the Policies for Jackson Highway and Grant Line East Visioning Areas document and conceptual land use maps. Finally, staff will engage the Board of Supervisors in a discussion regarding the results of the studies and options regarding next steps.

Recommendations
1. Review the results of the Jackson Highway and Grant Line East Visioning studies, as illustrated in Attachments A through S, and provide comments.

2. Receive and File the results of the Visioning studies and use this information to inform future planning processes in the Jackson Highway and Grant Line East areas and decisions pertaining to adoption of the Draft 2030 General Plan.

3. Direct Planning staff to conduct background work necessary to initiate a Community Plan Amendment for a portion of the Jackson Highway Area upon adoption of the 2030 General Plan.

Measures/Evaluation: Not Applicable.

Fiscal Impact: None.
I. INTRODUCTION

The Jackson Highway and Grant Line East Visioning studies are companion pieces to the County’s General Plan Update process. The Draft 2030 General Plan, currently in environmental review, identifies two large potential new growth areas, the Jackson Highway area and the Grant Line East area, which together encompass 20,000+ acres. If adopted as new growth areas, planning and build out of the Jackson Highway and Grant Line East areas would likely occur through multiple, independent master planning processes over the course of many decades. The Visioning studies were initiated by the Board of Supervisors to guide these individual master planning processes toward a common vision of sustainable and responsible development. This long term vision for these areas will ensure compatibility between near-term and long-term decision-making, and inform stakeholders and decision-makers with both reliable baseline information and conceptual-level ideas for the future.

Due to the Visioning studies’ conceptual-level nature, the resulting documents and maps are not intended to be adopted as actual plans for new development, as any plan for development in these areas would be much more detailed and subject to environmental review. Rather, the Visioning studies are intended to express the County’s goals for these areas and to guide future planning efforts. Sacramento County’s overarching vision for these areas can be captured in a single phrase – sustainable development of the highest quality.

II. BACKGROUND

1. General Plan Update Background

The County is in the process of updating its 1993 General Plan. This update was originally scoped as a “mini-update” to make relatively modest changes to what the County considers to be a high quality policy framework. A 2004 analysis conducted by Planning staff found that there was ample holding capacity within the County’s existing Urban Policy Area (UPA) to accommodate projected growth; the UPA’s holding capacity was approximately 43,000 residential units, while estimated 20-year demand was approximately 29,900 housing units. As such, the original scope of the General Plan Update project did not envision modifications to the General Plan’s growth management strategies.

In December 2004, the Sacramento Area Council of Governments (SACOG) Board of Directors adopted the Blueprint Vision for the 6-County SACOG region. The Blueprint Vision used smart growth principles and strategies to accommodate growth expected to occur in the six-county region by 2050. Based on the Blueprint’s strategy of concentrating a greater proportion of anticipated future development closer to the region’s urban core, the unincorporated portion of the County may grow by as much as 99,700 housing units by 2030, which is the planning horizon for the County’s Draft 2030 General Plan (Draft Plan). This growth assumption is more than triple the growth demand assumed prior to the Blueprint effort, partly due to the strategy of efficient utilization of land near the regional core rather than encouraging far-flung development.

During a public General Plan Update workshop on December 6, 2005, the Sacramento County Board of Supervisors conceptually endorsed the Blueprint Vision’s expectation for 99,700 additional housing units in the unincorporated County by 2030. As a result of
this significant change in anticipated growth, the General Plan Update project became
much more complex than originally anticipated and the scope of analysis was expanded
accordingly. Not only did the County need to look at the amount of anticipated growth,
but more importantly, it needed to determine how and where this growth should occur.
Growth management was the topic of numerous public General Plan Update workshops
with the Board of Supervisors in late 2005 and early 2006, as well as a large community
outreach program consisting of 10 community workshops in the fall of 2006.

As a result of these efforts, the Draft 2030 General Plan released in May 2007 contains
four overarching strategies that aim to accommodate SACOG’s expectation for 99,700
additional units by 2030: 1) Buildout of vacant and underutilized infill parcels; 2)
buildout of previously planned communities; 3) commercial corridor revitalization, and;
4) expansion of the UPA. For more details on these growth management strategies,
please refer to the Land Use Element of the Draft General Plan. The following section
illustrates how the fourth growth management strategy, expansion of the UPA, led to the
need for the Visioning studies.

2. UPA Expansion Background and Relationship to Visioning Studies
The Board of Supervisors has devoted a number of General Plan Workshops to address
potential expansion of the UPA. As a result of these workshops and direction from the
Board, the Draft Plan includes four potential new growth areas: the West of Watt Area,
the Easton Planning Area, the Jackson Highway Area, and the Grant Line East Area (see
Exhibit 1 for a map of these areas). While plans for the Easton Planning Area are well
underway and the West of Watt Area is essentially a relatively small infill area, the
Jackson Highway and Grant Line East areas are both large undeveloped areas (12,000+
acres and 8,000+ acres, respectively) that provide the County with an unparalleled
opportunity for creation of new sustainable communities of the highest quality. While
the Jackson Highway and Grant Line East areas are identified as potential new growth
areas, the Draft Plan contains only very broad policy guidance regarding how they may
build out in the future. However, the Board provided clear direction that development in
these areas should be held to very high standards.

(a) Impetus for Jackson Highway Area Vision Process: While a portion of the greater
Jackson Highway Area is within the UPA of the Draft General Plan (12,000+ acres)
and may be available for development within the 2030 planning period, a large
portion of this area remains outside of the UPA and would not available for urban
development within this planning period (see Exhibit 2 for details). However, since
the County anticipates that much of the area between the UPA and the Urban Services
Boundary (USB) will eventually be developed for urban uses (with the notable
exception of large preserves called for in the South Sacramento Habitat Conservation
Plan to mitigate for loss of habitat), the County determined that it was necessary to
look not only at the 25-year planning period of the Draft Plan, but also at the longer-
term development potential of the area. Therefore, the County began to discuss the
need for a comprehensive, multi-disciplinary effort for the greater Jackson Highway
Area (22,000+ acres in size) to create a vision for the area that would help to ensure
compatibility between near-term and long-term decision-making.
(b) Impetus for Grant Line East Area Vision Process: The first Public Review Draft General Plan, released in November 2006, did not identify this area as a potential new growth area. However, during a workshop with the Board of Supervisors on February 13, 2007, the Board directed staff to modify the Draft Plan to identify this 8,000+ acre area as a potential new growth area. As was the case with Jackson Highway area, the Board recognized the advantages of creating a comprehensive vision to guide future planning and development efforts for the Grant Line East area. In fact, the Board subsequently accepted an application for a 2,400+ acre development in this area, known as “Cordova Hills”, that includes a proposed private university (the University of Sacramento). The County is currently working with the applicant team to process their application.

III. VISIONING STUDIES PROCESS

1. Visioning Studies Begin
   The Land Use Element of the Draft General Plan includes policy and implementation measures supporting the Visioning effort. The policy encourages the creation of new communities that are connected and balanced, while discouraging piecemeal and haphazard development that can occur as large new communities emerge over an extended period of time. The policy reads:

   LU-3. Support a strategic, comprehensive and multi-disciplinary visioning effort for the greater Jackson Highway area\(^1\), initiated and led by the County, which looks beyond the planning period of the adopted General Plan to ensure that high quality and cohesive development patterns are achieved consistent with regional smart growth objectives.

   With this policy framework in mind, the Jackson Highway and Grant Line East Visioning studies were launched in the winter of 2007. A consultant team was assembled to assist County staff with this process. This team included Jacobs (formerly Carter Burgess), LucyCo Communications (formerly Lucy & Company) and Bay Area Economics. County staff worked with the consultant team to scope these processes to provide direction on a number of key issues, including:

   - Potential land use and transportation options
   - Infrastructure planning considerations
   - Economic development and employment opportunities
   - Implementing the South Sacramento Habitat Conservation Plan
   - Protecting the Deer Creek and Cosumnes River and associated floodplains
   - Planning of the Elk Grove/Rancho Cordova/El Dorado “connector” roadway
   - Providing a logical transition from the urban area to the rural area outside the USB
   - Relationship to other planning and development efforts currently in progress.

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\(^1\) Since the Grant Line East area had not yet been identified as a potential new growth area at the time the Public Review Draft General Plan was released, it was not specifically included in this policy.
The first step in the Visioning studies was to form a baseline of information. This effort involved research and data collection, creation of five base maps for each area, creation of a report for each area detailing existing conditions and context, and an assessment of the demographic conditions of the Visioning areas. Please refer to Attachments A through E for these materials. The second step in the process was to launch a comprehensive public outreach program to engage residents and stakeholders in the Visioning processes.

2. Outreach
Staff undertook an extensive outreach process with the help of Jacobs and LucyCo Communications. This outreach process included a series of interviews with key stakeholders, two community workshops for each Visioning area, and a number of meetings with services providers, public agencies and other stakeholders and interest groups.

(a) Stakeholder Interviews: 26 stakeholder interviews were conducted by LucyCo Communications, a Sacramento-based public outreach agency, involving approximately 55 stakeholders. Interviews were held over a two month period during December 2007 and January 2008. Participants were asked their views and opinions regarding constraints and opportunities in the Visioning areas, and discussed their concerns. Participants included representatives from other municipalities, service providers, farmers, land owners, developers, the environmental community, the mining community, Community Planning Advisory Council (CPAC) representatives, and stakeholders unique to one area or the other, such as the Sacramento Rendering Company, the Carson Creek Boys Ranch, the Off-Road Vehicle Park, and the Kiefer Landfill and Recycling facility. Attachment F lists all interview participants and summarizes the stakeholder interview results.

(b) Community Outreach Workshops: Two workshops were held for each of the Visioning areas, the first two in March 2008 and the second two in April 2008. The Jackson Highway Visioning workshops were held at Rosemont High School, while the Grant Line East workshops were held at Cosumnes Elementary School. Each workshop lasted approximately two hours and garnered the views and opinions of interested community members.

The first workshops (one for each area) included a short PowerPoint presentation of essential project information, followed by a showcase of interactive stations for participants to view at their leisure. Workbooks were developed to collect participant feedback on community image, core values, community preference and overall comments for the area. Participants identified their perceptions of and ideas for the areas. This information helped shape the policy document that was to be created and will inform future decisions and outcomes in these areas. Participant feedback was compiled through the following exercises:
• **Community Image Survey**: Participants were asked to rank a number of photos representing building and community design based on their visual preferences.

• **Core Values**: Participants were asked to agree, disagree or modify a series of statements representing basic community values.

• **Community Preferences**: The Visioning areas were broken into geographical neighborhoods and districts and participants were asked to identify what types of land uses they would like to see emphasized in those areas.

• **Visioning Votes**: Participants were given a number of ‘votes’ to identify which transportation options they would like to see in the Visioning areas.

• **Additional Comments**: Comment cards were available to those participants who had additional input or ideas that were not captured by the other exercises.

County staff and the consultant team then compiled feedback from these workshops, the stakeholder interviews, previous Board workshops on the General Plan Update, and other sources to create two conceptual vision maps for each area (Attachments G and H). The second workshops in April focused on the ideas illustrated on these conceptual maps. The workshops included a short PowerPoint presentation, followed by four interactive stations where participants could view and discuss themes explored in these maps, including transportation choices, agricultural and habitat land preservation, mix of land uses, and design guidelines. County staff and consultant team members were available at each of the four stations to answer questions, discuss concepts and receive feedback.

Community outreach results from these four workshops can be found in Attachments I through L. This information was used to craft both the policy document and the revised conceptual land use maps discussed below.

**IV. RESULTS OF VISIONING STUDIES**

A number of products were developed throughout the Visioning studies, all of which can be found attached to this staff report. Much of the discussion at today’s workshop will focus on two of these products, the policy document and the conceptual maps.

1. **Policy Document**

   If the Jackson Highway and Grant Line East areas are included in the UPA of the updated General Plan and thus made available for urban development, full build-out of these areas would take many decades to occur. While development of these areas would take place by planning and developing smaller areas via individual master planning processes, it is important to take a holistic look at the entirety of each area in order to ensure that these individual plans work toward a common vision.

   To this end, the *Policies for Jackson Highway and Grant Line East Visioning Areas* document (Attachment M) was created to outline the goals, objectives, policies and
programs to help define this common vision. The policies in this document were greatly influenced by a number of factors, including: a survey of existing uses and conditions; data collection and analysis; input from the stakeholder interviews, visioning workshops and numerous workshops with the Board of Supervisors during the General Plan Update process; new state laws pertaining to climate change (AB 32 and SB 375) and examples of the best planning and development practices from around the County, the region and the world.

The principles and policies outlined in the policy document aim to create livable communities that are sustainable and of the highest quality. The policy document will form a basis from which future planning and development in the Visioning areas can build upon. The policy document will guide future development in the Visioning areas similar to how the General Plan guides development on a county-wide basis, although the Visioning policies are specifically tailored to address the unique opportunities and constraints in these areas. The principles and policies in this document strive to set a new paradigm for the planning and development of greenfield sites in Sacramento County, including true implementation of cutting-edge concepts related to sustainability, smart growth, complete communities, and energy efficiency and independence. In addition, many of the ideas, objectives and policies in this document are intended to proactively address new state laws (such as AB 32 and SB 375) that require local jurisdictions to quantify, evaluate and reduce greenhouse gas emissions as part of the environmental review process for policy plans and projects subject to CEQA, such as General Plans and development projects. Jurisdictions that fail to do so are vulnerable to lawsuits. In fact, the Attorney General has sued and/or entered into negotiations with a number of local jurisdictions (most notably San Bernardino County and the City of Stockton) that failed to sufficiently address these state mandates, resulting in settlements requiring the defendants to make considerable and costly concessions.

A portion of the policy document has been devoted to design guidelines, created to promote sustainable and quality living and economic environments for new communities in the Visioning areas. Communities will be built around area centers which will give the overall community or town its identity. Such centers can take a variety of forms including larger, more dense/intense centers that serve entire communities, as well as smaller neighborhood centers that feature a more limited collection of uses to serve a smaller geographic area. Design guidelines have been outlined in more detail for residential areas, commercial, office and industrial, mixed use and public and civic areas, and emphasize the following themes:

- **Residential areas**: Creating residential communities that allow people to interact with their surroundings without being dependent upon one form of transportation.

- **Commercial areas**: Encouraging the close proximity of commercial uses to residential areas, so that most residents are able to reach some commercial uses on foot or bike.

- **Office and Industrial**: Creating sites that are economically viable and achieve self-sustainability, particularly where residential development is either restricted
or undesirable, such as within Mather Airfield’s 60 CNEL noise contour and the bufferlands surrounding the Kiefer Landfill and Recycling Facility.

- **Mixed use and Transit Oriented Development**: Concentrating Mixed use developments and higher density uses near major transportation corridors shown on the draft General Plan 2030 Transportation Diagram.

- **Public and Civic**: The County of Sacramento will strive to achieve sustainable practices in all public and civic uses.

2. **Conceptual Land Use Maps**

   One of the goals of the Visioning studies was to create visual representations of how the County’s visions for these areas could be implemented over time. Initial steps taken to illustrate potential outcomes included creating a series of base maps reflecting existing constraints and conditions, planned development in the surrounding areas and neighboring jurisdictions, transportation considerations, environmental constraints, and other opportunities and constraints. The maps of existing conditions and stakeholder feedback were compiled to frame possible approaches to land use and transportation while underscoring the need to preserve habitat, open space and agriculture.

   County staff and the consultant team also drew upon feedback received at a variety of meetings over the last few years to shape these plans, including: 26 public workshops with the Board of Supervisors, 12 focus group sessions and 10 large public outreach workshops as part of the General Plan Update process; public workshops specific to the Jackson Highway and Grant Line East Visioning areas; and a number of meetings with County departments, cities, state, federal and regional entities, service providers, property owners and numerous other stakeholders.

   Two initial conceptual land use/transportation maps were created for each Visioning area and presented at public workshops held in April 2008. Ideas shared regarding these maps, as well as general comments and opinions received, led to the formation of a single draft conceptual land use/transportation map for each area (Attachments N and O). These maps were presented to the Policy Planning Commission on September 9, 2008. Based on feedback received during and after this workshop, these maps were refined yet again and are being presented to the Board today (Attachments P and Q).

   These conceptual land use plans have been developed based on the following principles:

   - **Create complete communities that have a mixture of housing, jobs and retail amenities.**
   - **Reduce dependence on cars, support local commercial and employment opportunities and create a balanced ratio of jobs and housing supply.**
   - **Design communities so employment centers, parks, schools, shopping and other daily needs are within close distance to housing.**
   - **Identify appropriate locations for higher housing density and intensity of uses.**
   - **Provide a range of housing options including semi-rural, traditional single family, condominiums, townhomes, apartments, and mixed use development.**
• Provide a variety of close and convenient transportation options, including roads, bike trails, walking paths, and public transportation.
• Recognize the importance of agriculture in the study area, and encourage its continued viability.
• Define an appropriate urban-rural transition at the Urban Services Boundary.
• Plan for conversion of industrial uses to other beneficial uses during the General Plan timeframe.
• Provide a viable location for existing commercial uses that contribute to the economic health of the County.
• Create preserves linked by corridors of sufficient size to allow species to move.
• Preserve, protect and enhance natural open space functions of riparian, stream and river corridors.

These conceptual maps are a visual representation of one way the County’s vision for this area (as outlined in the policy document) may be implemented. They offer ideas and guidance for future planning efforts and have been a tremendous help in stimulating discussions regarding these areas’ potential. It is important to note that these maps are NOT intended to convey parcel-level detail, they are not etched in stone, nor are they “land use plans” that will lead directly to development. It is also important to note that the preserve strategy illustrated on these maps is conceptual and only represents one of many possible configurations. This preserve strategy is subject to revisions as currently being negotiated as part of the South Sacramento Habitat Conservation Plan (SSHCP). While the conceptual maps provide one potential method to achieve implementation of the objectives, policies and programs within the policy document, there may be other methods that result in an equal level of realization of these same goals.

V. POLICY PLANNING COMMISSION WORKSHOP

The preliminary results of the Visioning studies were presented and discussed at a Policy Planning Commission workshop on September 9, 2008. Planning staff and the consultant team gave a 30-minute presentation, which was followed by questions and comments from the Planning Commissioners as well as public testimony. In general, the Planning Commission supported the Visioning effort and the resulting documents, but expressed some concern about the level of specificity of land uses depicted on the conceptual maps. Comments made by the public included concern about a non-developed buffer inside the USB, policies perceived as overly specific or prescriptive in nature, and comments related to how specific properties were depicted on the conceptual maps. Since the Policy Planning Commission workshop, the conceptual maps have undergone extensive revisions to address a number of these concerns. Attachments P and Q are the final conceptual maps that incorporate these revisions. Additionally, changes have been made to the Policies for Jackson and Grant Line East Visioning Areas document. However, staff recommends that this document retain specifics and set a high bar for future development. Since this document is not adopted General Plan policy, it is an appropriate mechanism for establishing high expectations, knowing that actual implementation will be set at the master plan level.

All written feedback not captured in the workbooks collected at the public workshops has been compiled and summarized. This compilation of feedback can be found in Attachment R, and can also be downloaded from the Planning Department’s website at:
VI. POTENTIAL NEXT STEPS

Information gathered during and resulting from the Visioning studies has established a strong foundation from which future planning processes can build. This baseline information includes a summary and visual depiction of existing conditions, opportunities and constraints, as well as documentation summarizing the opinions of landowners, stakeholders, and interested members of the public regarding desired land uses and development patterns. Materials created as a result of the study, particularly the policy document, will serve to guide future planning processes in these two areas to help realize their potential and create new communities of lasting quality. As such, staff recommends that the Board receive and file the results of the Visioning studies and use this information to set a high bar for future master plans in Jackson Highway and Grant Line East areas. While the Visioning studies represent an excellent first step toward defining the County’s vision and goals for the Jackson Highway and Grant Line East areas, additional decision-making and planning is necessary before development could occur.

In addition to guiding future master planning efforts, the results of the Visioning studies may also help to inform Board decisions regarding the County’s overall growth management strategy. The Draft 2030 General Plan identifies more than 20,000 acres for new growth as well as some portion (6,000+ acres, yet to be determined) of the 20,000 acre north Natomas study area that may be planned and developed prior to 2030. This acreage far exceeds what is needed to accommodate the Blueprint Vision’s growth assumption for 2005-2030, especially given current housing market conditions. In addition, any planning and development in these new growth areas should be balanced with the County’s other priorities, including infill development, commercial corridor revitalization, and buildout of previously planned communities.

As such, the County should identify key areas within these larger Visioning areas that offer the best opportunity to 1) achieve smart growth principles and the vision outlined in the policy document, create complete communities, logically and cost-effectively extend infrastructure and services, support public transit, and facilitate compliance with AB 32 and SB 375, and; 2) offer the most benefit to the County, including unique educational, social and economic benefits. These areas should be targeted for comprehensive near-term planning efforts, whereas areas that do not offer similar levels of opportunity and benefit should be targeted for future planning efforts that would occur once demand necessitates additional land for growth accommodation.

As part of the General Plan Update process, Planning staff identified the Jackson Highway area as one of the County’s best opportunities to accommodate near-term development while achieving consistency with SACOG’s Blueprint Vision and smart growth principles. To capitalize on this potential, Planning staff recommends that the Board direct staff to conduct the background work necessary to initiate a Community Plan process for a portion of this area. This Community Plan process would commence upon adoption of the General Plan, should this area be approved as a new growth area as currently identified in the Draft Plan. If
so directed by the Board, Planning staff would begin to scope this project and report back to the Board in the near future with more information regarding desired outcomes for the project, the area to be addressed, necessary resources, potential funding sources, project structure and process, etc.

Embarking on a Community Plan process serves a number of important purposes. A Community Plan would establish a comprehensive framework for development of the area that would allow individual landowners to submit master plan applications to develop their property, even if their holdings are not entirely contiguous. This process would also engage community members and stakeholders in an intensive and extensive public outreach process to define specific goals and policies for this area, in addition to creating maps that include more refined land use, circulation and infrastructure plans. The Community Plan process would not duplicate the process and outcomes of the Visioning studies, but rather build on these studies to take the next logical step toward building high-quality, sustainable communities in the Jackson Highway area.

| Key Differences Between the Visioning Studies and Proposed Community Plan |
|---------------------------------------------------------------|-----------------|-----------------|
| **Visioning Studies** | **Community Plan** |
| Adopted project | No | Yes |
| Environmental review per CEQA | No | Yes |
| Comprehensive public outreach | Yes | Yes |
| Document outlining goals and policies | Yes | Yes |
| Detailed parcel-specific land use maps | No | Yes |
| Detailed circulation maps and exhibits | No | Yes |

VII. CONCLUSION

The Jackson Highway and Grant Line East Visioning studies are companion pieces to the County’s General Plan Update process initiated by the Board of Supervisors to guide future master planning processes toward a common vision of sustainable and responsible development. These studies have resulted in an overarching vision for these areas that will lead the County into the 21st century and establish the County as a regional leader in building smarter, more sustainable communities that both current and future residents demand and deserve. These results of these studies provide the County with an excellent opportunity to take the next step in creating detailed plans for new communities that are truly sustainable and of the highest quality.

EXHIBITS
1. New Growth Areas Identified in Draft 2030 General Plan
2. Map Illustrating Relationship Between Proposed Jackson Highway New Growth Area and the Jackson Highway Visioning Area

ATTACHMENTS
A. Jackson Highway Visioning Existing Conditions and Planning Context Report
B. Grant Line East Visioning Existing Conditions and Planning Context Report  
C. Jackson Highway Visioning Base Maps  
D. Grant Line East Visioning Base Maps  
E. Economic Background Analysis of Jackson Highway and Grant Line East Visioning Areas  
F. Jackson Highway and Grant Line East Visioning Stakeholder Interview Report  
G. Jackson Highway Visioning Concept Map as Presented to Public in April 2008  
H. Grant Line East Visioning Concept Map as Presented to Public in April 2008  
I. Jackson Highway Visioning - March 24th Workshop Feedback  
J. Jackson Highway Visioning - April 28th Workshop Feedback  
K. Grant Line East Visioning - March 27th Workshop Feedback  
L. Grant Line East Visioning - April 30th Workshop Feedback  
M. Policies for Jackson and Grant Line East Visioning Areas Document  
N. Jackson Highway Visioning Concept Map as Presented to Policy Planning Commission in September 9, 2008  
O. Grant Line East Visioning Draft Final Concept Map as Presented to Policy Planning Commission September 9, 2008  
P. Jackson Highway Visioning Concept Map as Presented to Board of Supervisors November 19, 2008  
Q. Grant Line East Visioning Concept Map as Presented to Board of Supervisors November 19, 2008  
R. Feedback Received During Visioning Studies  
S. Visioning Study Summary and Workbook

This staff report was prepared on November 10, 2008.