


Infill Program and Principles



County of Sacramento
Municipal Services Agency

Approved by the Board of Supervisors
May 14, 2008

**COUNTY OF SACRAMENTO
CALIFORNIA**

INFILL PROGRAM & PRINCIPLES

BACKGROUND:

The Board of Supervisors recognized the need for an Infill Program and requested the County hire an Infill Coordinator to direct this program. The Board recognized the value of infill development, not only for its environmental benefits of using land more efficiently, but also the benefit quality infill brings to neighborhoods and communities. Quality infill helps to energize communities and contributes to jobs, housing and area sustainability. Vacant lots can be developed into public gathering areas that give communities a sense of place and identity. The Board approved the Infill Coordinator position in September 2007, at the Principal Planner level, and made it accountable to the Deputy Agency Administrator for the Municipal Services Agency (MSA). The Board and the Agency recognize the importance of this program, the challenges and the high level of coordination that is required among most of the Departments in MSA, in order to facilitate Infill development. The Agency is committed to meeting these challenges and working collaboratively with its departments, other jurisdictions, the public, the Development community and other organizations in bringing quality infill projects to the Sacramento County communities.

The County is addressing infill development in many different ways; in the General Plan, Community Plans, Commercial Corridor Plans, the new Development Code, Design Review and through project review. Infill development is generally considered development in established urban areas where services and infrastructure exist. Infill can be development of vacant property, as well as reuse and revitalization of underutilized properties. The infill program and principles focus on key quality, strategic infill projects that are consistent with community values and that enhance existing communities. The infill program is not intended to promote projects that significantly conflict with community planning objectives. The focus is on key commercial, residential and mixed use projects in our aging commercial corridors and other sites that provide similar opportunities.

The primary responsibilities of the Infill Program and Principles include:

- Define what quality infill is.
- Identify constraints and barriers to quality infill development
- Develop County-wide strategies and policies to minimize and where possible

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- remove those constraints.
- Develop and provide incentives for quality infill projects.
 - Develop an outreach program for the county's residents and hearing bodies that will help to inform them on the benefits of a quality infill project.
 - Form a project "response team" that will work together to identify infrastructure challenges, coordinate construction of needed infrastructure in targeted areas and serve as a coordination/response team to identified key infill projects.

Much of the efforts of the Infill Program will be to focus resources on the commercial corridor planning and revitalization efforts where the greatest infill opportunities for the County exist. In re-claiming and re-using properties in our existing communities, we can also improve our air quality by reducing vehicle miles traveled, encourage the public to walk and use other available modes, and bring health and sustainability to our communities and those who live there.

DISCUSSION:

Foundation and Collaboration Building:

The proposed Infill Program and Principles have been developed after much research. Presently, regular meetings are occurring with the County Infill Coordinator and: the City of Sacramento Infill Coordinator, Economic Development and Governmental Affairs staff (Economic Development) Planning and Community Development (Planning) staff; and Sacramento Housing and Redevelopment Agency (SHRA) staff. Other collaboration meetings include meetings with: Valley Vision and the BIA Infill Committee, Sacramento County Department of Transportation (DOT); Department of Environmental Review and Assessment (DERA); Sacramento Area Sewer District (SASD) & Sacramento Regional County Sewer District (SRCSD); Sacramento Municipal Utilities District (SMUD) and Environmental Council of Sacramento (ECOS). As a result of these meetings, infill obstacles and barriers as well as challenges and opportunities have been identified and solutions are developing. Existing policies and practices are currently being looked at by MSA Departments for adaptation within our Infill Corridors. Some new, draft policies are included, (Attachment 1), for consideration of approval by the Policy Planning Commission and the Board of Supervisors within the updated proposed 2008 Housing Element. Additional solutions, once developed, will be brought back to the Board. It is hoped that more concrete solutions will be ready by Fall 2008, if not sooner.

The following definitions and recommended principles are an outcome of this work that forms the building blocks of the Infill Program.

Definition of Infill:

"Infill" is the greater use of property that benefits the urban and suburban community.

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“Infill” development generally refers to construction of new housing, workplaces, shops, and a combination of these called mixed-use, within existing urban or suburban areas. This development can consist of: building on vacant lots, reuse of underutilized sites (such as parking lots, underutilized shopping centers and old industrial sites), and rehabilitation or expansion of existing buildings. Infill sites should capitalize on existing urban infrastructure (physical i.e. sewer, water and non-physical i.e. public service availability), and where there is opportunity for access and connection to infrastructure. Through infill, communities can increase their housing, place density along transportation corridors, increase jobs and community amenities without expanding their overall footprint out into open space or otherwise undeveloped lands. “Infill” also contributes to sustainable development; economically, socially and environmentally. “Infill” shall also be consistent with Smart Growth Principles.



Definition of Sustainable Development:

As defined by the United Nations, “Sustainable Development” is development that "meets the needs of the present without compromising the ability of future generations to meet their own needs."

Definition of Smart Growth:

The following smart growth principles are widely accepted to encourage more livable communities:

- Mix land uses.
- Take advantage of compact development and design.
- Offer housing choices and opportunities.
- Create walkable neighborhoods.
- Foster distinctive, attractive communities with quality design and a strong sense of place.
- Use existing assets.
- Strengthen and direct development toward existing communities.



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- Provide a variety of transportation choices.
- Preserve open space, farmland, natural beauty, and critical environmental areas through natural resources conservation.
- Encourage community and stakeholder collaboration in development decisions.
- Make development decisions predictable, fair and cost effective.

What is Quality Infill?

In determining which projects meet the criteria for Quality Infill and that receive “special handling and assistance” by the County, the project shall meet two of these three tests:

1. It is within one of the locations identified for such projects in the County (i.e. commercial corridors, transit area plans and transit oriented development),
2. The project “itself” stimulates economic and social benefit to the community, and
3. It is a “Quality” project.



It is recommended that a “Quality” project must meet all of the following:

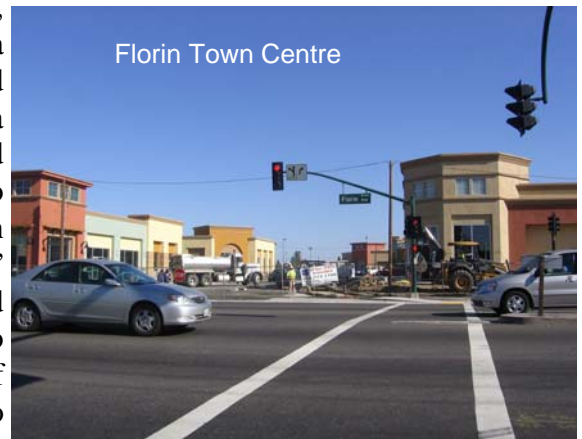
- Development, redevelopment or reuse of a vacant or underutilized buildings and/or sites that is surrounded by urban uses. If present, it should eliminate blight and other conditions that deteriorate the neighborhoods.
- Consistency with the County’s design guidelines and Infill Program and Principles.
- Enhances and makes a positive contribution to the surrounding neighborhood.
- Consistency with the County General Plan.
- Close to transit (within 1/2 mile), or designated by Regional Transit as having transit available within the near future.

What is Successful Infill Development:

Successful infill development refers to the planning, design, and construction of homes, stores, workplaces and other facilities that make existing communities more livable. It describes the reuse of property and buildings in a way that makes economic sense for

property owners, local governments and the regional economy. Successful infill development channels economic growth into existing urban and suburban communities and conserves natural resources at the periphery. Successful infill looks, feels and functions differently from typical single use, low density development, dominated by autos. It creates neighborhoods and districts where a wide variety of citizens live, work and play. It serves pedestrians and cyclists as well as autos. It is based on the scale of the pedestrian, where the auto becomes an option. Children and the elderly and others can move about independently, without cars, to conduct their daily activities. *Unsuccessful* infill occurs when local governments accept any development proposal.

Successful infill does not rely on a single store, ballpark or office building to improve a community. Rather, it weaves a fabric of land uses that support each other. – residences within a short walk to neighborhood-serving shops and businesses, with access to transit and nearby to jobs and open spaces. (The foregoing is an excerpt from “Successful Infill Development,” provided by the Northeast-Midwest Institute and the Congress for the New Urbanism). This also describes some of the goals that development of our Commercial Corridor Plans seeks to accomplish.



Proposed Principles of a successful Infill program:

Based on research and review of other jurisdiction’s infill programs, input from local Developers and numerous interviews with agencies involved with the challenges of infill, staff identified the following as principles of a successful and quality infill program. They generally fall into three groups: Policy, Information and Outreach, and Coordination with Internal and External customers.

Proposed Principles:

- 1. Create Policies, Development Codes and Zoning Codes that support Infill, with the commitment from all to implement them.**
- 2. Provide incentives for developing Infill projects (typically financial).**
- 3. Engage and provide for neighborhood and community involvement.**
- 4. Facilitate quality infill projects through the entire development process that recognizes the difficulty and challenges of infill.**
- 5. Reduce and remove barriers to Infill.**

GROUP #1 - POLICY

Principle #1: Create Policies, Development Codes and Zoning Codes that support Infill, with the commitment from all to implement them.

The existing and draft General Plan includes language and policies that support infill development (to identify some: LU-5, 7, 8, 12, 18, 19, 20, 21, 26, 28, 42, 43, 107, 114, CI-7, CI-11, CI-14, AQ 23-26). These policies discourage auto-dependent sprawl development and promote infill development that is compact, mixed-use, pedestrian-friendly and transit-oriented. At the same time the County has regulatory barriers such as zoning and the zoning code, building setbacks, minimum lot sizes, and building codes that present obstacles to developing infill sites. As each Corridor Plan is developed, along with Special Planning Area (SPA) projects (i.e. West Auburn, Old Florintown, and Folsom Blvd Transit Area Plan) many of these issues will be addressed and removed. For the rest of the County, the Board has already hired a Consultant team to revise and update the County's Zoning Code. When this new Development/Zoning Code comes before the Board for review and adoption it will include aspects that allow for flexibility, support infill projects and provide for staff level approvals for infill developments that meet the desired criteria (currently being developed), which will help to expedite project review and approval. This new Development Code will eliminate some of the significant barriers to infill development that exists today.

- The new development code will eliminate the use of words that mislead such as “exception” or “variance” and which give the public perception that there is something wrong with these projects.
- The Development Code may propose a new procedure that will grant general, rather than case-specific, Administrative authority to the Planning Director to grant minor modifications from a variety of development standards. For example, a modification allowing 1 or 2 fewer parking spaces out of 100, or allowing an applicant to encroach an extra 12 inches into a 10-foot setback, are two ways this administrative modification authority might be used, is minor in nature, and will go far in expediting some current practices.

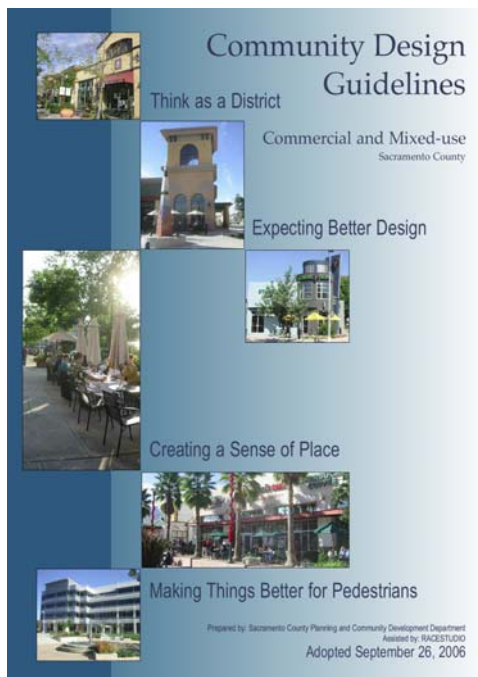


- Provide flexibility within the improvement standards to accommodate Infill site-specific “existing conditions” constraints where a certain improvement is not necessary or can't fit on the site as designed in the code.
- Create zoning districts that encourage and/or allow mixed use development by right. An example of this is the recently approved North Highlands Town Center Development Code. Under the existing code Developers have to jump through

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multiple hoops to gain approval to mix uses within a single project, such as obtaining variances, waivers and/or planned development approval. Other communities in the country recognize that mixed use development can be a key tool for reducing sprawl, concentrate development in strategic locations where it can be serviced most efficiently and providing a variety of housing and business opportunities.

Design Guidelines for Infill: Infill design needs to be addressed in all design guidelines that provide flexibility and yet are commensurate with the County Design Guidelines and Improvement Standards. Quality Infill Projects need to achieve a balance between the goals for providing additional housing and/or commercial opportunities in established neighborhoods with the community's concerns for reinforcing cherished aspects of community character. New Infill development should help create desirable and attractive places.



The County is already using Commercial and Mixed Use Design Guidelines. The draft Multi-family Design Guidelines, for projects with densities of RD-8 and greater, are currently being used by Planning Department staff to evaluate and comment on current proposed projects. The Multi-family Design Guidelines will go to the Board of Supervisors for approval in May. Some of these guidelines address setbacks, heights, landscaping, pedestrian circulation and other items that will be further addressed in the County's new Development Code. Infill projects (which will typically be mixed use or medium to high density residential) will be reviewed under the existing commercial and mixed-use design guidelines as well as the multi-family. This principle focuses on the importance of improving designs of infill projects (a common complaint of residents) and to expand the typical design requirements of "compatible" with the existing neighborhood character.

- Further design considerations for infill projects need to address the possibility that a "future desired character may be more important than compatibility with existing development," and how is this achieved.
- Infill projects need to be creative in minimizing scale contrasts between existing development, and new higher density development.

County improvement standards will most likely need to address infill sites differently

than other areas of the county (i.e. allowing for on-street parking, reduction of parking requirements, minimize areas required for driveways, different frontage improvements, allowing attached sidewalks to continue in areas where they already exist rather than the new “detached” standard). These standards, as an example, can work at cross-purposes for infill development on small sites, which can hamper well-designed infill projects. These are currently being looked at by our MSA Departments for flexibility and modification within the Infill Corridors.



Updating the code and training staff on how to apply and implement the code to support infill-friendly design will help to lessen and remove some of the barriers to infill. This will also facilitate the County Development Streamlining Committee efforts to lessen the time to process projects, a complaint expressed by the Development community.

Response to Global Climate Change and Green Building standards: The passage of AB32, reducing greenhouse gas emissions to 1990 levels by 2020, poses additional policy needs for the County. Infill development supports many of the solutions, and can be part of the strategy, recommended in addressing AB32. As recommended by the State Attorney General, one of the most important actions that the county can take is to shrink our global warming “footprint.” The County can do this by:

- Discouraging auto-dependent sprawl and “leapfrog” development.
- Promote infill development that is compact, mixed-use, pedestrian-friendly and transit-oriented.
- Facilitate “Brownfield” and “Greyfield” development and incorporate public transit into project design.
- Discouraging single-occupant motor vehicles by reducing the amount of available parking and providing incentives for use of mass transit, high-occupancy vehicles, bicycling, walking, and telecommuting.
- In responding to Green Building standards, the County needs to incorporate “green building” into our improvement standards and promote energy and resource efficiencies. This effort is currently underway. Changing the way we do business and new technologies can actually decrease development costs. MSA is currently piloting three of the commercial corridors to look at new design ideas for needed infrastructure and development standards as a way to decrease development costs in the corridors.

Principle #2: Provide incentives for developing Infill projects (typically financial).

Typically, effective infill programs include significant financial or other direct support, from a variety of sources. Some of these incentives include:

- Tax-increment financing
- Acquiring and assembling land
- Fee reductions and deferrals.
- Tiered fee schedules (1 for infill, the other for non-infill).
- Assuming or sharing costs of infrastructure improvements.
- Allocation of general funds and using or leveraging other funding sources such as community development block grants.
- Financial assistance from Economic Development
- Prop 1C Grants
- SACOG Community Design Grants
- Utilizing other grant programs that facilitate complete streets and infrastructure improvements.

Some of these grant opportunities exist in Prop 1C-State Workforce Housing Grant Reward funds tied to the construction of housing projects (at least 15% affordable). Grant funds can be used for infrastructure improvements, lights, and parks for infill. In order to be competitive the County will need to have higher density projects (RD-35 and higher) which are accessible to transit and other amenities. SMUD offers a System Enhancement program in commercial corridors that assist in burying power lines. Other opportunities for incentives that have been suggested and successfully used by other jurisdictions include:

- Use of new Measure A funds (competitive grant program '09)
- Deferred improvement agreements for certain frontage and site improvements.
- A different set of improvement standards for infill projects.
- Pre-approved residential and commercial improvement plans.

County Staff is presently reviewing the County's Fee Waiver and Deferral Ordinances. Amendments are being looked at to make this program more desirable for use by Developers. Staff will present additional recommendations on policies and tangible incentives when they have been further developed.

GROUP #2 - INFORMATION AND OUTREACH

Principle #3: Engage and Provide for neighborhood and community involvement – information, outreach, project input. Every infill project will have solicited the input of the neighborhood.

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The County has embarked on an aggressive commercial corridor planning program and the infill program will supplement these efforts. The Planning Department has been very successful in engaging residents and getting their input on the various corridor plans. Most of the quality infill sites available in the County are along our commercial corridors. Infill usually involves more units per acre than what might currently exist on a vacant or underutilized parcel. This tends to generate more neighborhood opposition even when the proposed densities are allowed by zoning and are the same as those of nearby and surrounding areas. Identified as one of the most significant barriers to Infill, on-going dialogue with residents and having a dialogue on what quality infill can be is crucial. Future projects that are sustainable will also more fully mitigate for a greater variety of impacts (i.e. Build It Green building standards) which may be viewed more favorably by residents.

In gaining community acceptance the community needs to be informed and involved in the process. This involves:

- Informing the community on the goals and benefits of infill.
- Listening and responding to their concerns.
- Ensuring high quality, design and sustainability.
- Pointing out, where possible, how the project contributes positively to the community.

Community Workshop #2



- Update on process
- Main Street District
 - Roadway Design
 - Urban Design

Shaping Carmichael's Future
Fair Oaks Boulevard Corridor Plan

Design standards for compatibility are important, as discussed in Principle #1, and Developers need to go further in working with neighborhoods. Developers should be required to meet with residents and solicit their input on the project design before finalizing plans. For projects requiring Planning entitlements, Developers are already being asked to provide their community outreach plan. The Infill Coordinator needs to identify key, quality infill projects and working with the community deliver examples that set the standard for quality infill throughout the County. Only by building upon a foundation of



quality projects can residents understand and start to accept that quality infill benefits neighborhoods and communities.

GROUP #3 - COORDINATION WITH INTERNAL AND EXTERNAL CUSTOMERS

Principle #4: Facilitate quality infill projects through the entire development process that recognizes the difficulty and challenges of infill (entitlements to certificate of occupancy). This also includes: coordination of Infill program with internal and external customers.

Team Approach: For the Infill Program to be successful it will require “buy-in” from County Departments, and others. To facilitate this, a response team approach (similar to that successfully utilized by Economic Development) is currently being used. The Infill Coordinator will oversee an Infill Response Team comprised of key personnel from the departments and agencies involved in project review and development. Included, but not limited to: Transportation, County Engineering, Planning, Environmental Review, Infrastructure Finance, Water Quality, Fire Districts, Building Inspection, Water Resources, Economic Development, Water Districts, Park Districts, SHRA, SMUD and others as needed. Additionally, the Infill Coordinator is staff to the Infill Council comprised of the: Agency Administrator, Deputy Agency Administrator, and Directors of Planning, Transportation, Environmental Review, County Engineering, Economic Development, and Sacramento Housing Redevelopment Agency. This Council will assist and advise the Coordinator in facilitating the Infill Program and Projects.

Infill facilitation consists of:

- Development of new policies and changes to administrative procedures that supports Infill.
- Provide higher level of coordination where infrastructure issues need resolution (including the timing and coordination of improvements).
- Help to leverage agency resources (best use of staff, funding, project scheduling to deliver a priority project).
- Resolve issues where one department's mission may be competing with another department or the agency's mission.
- Decide on what projects will be given priority status and the necessary special handling, resources and funding to insure that other projects are not slowed down.
- Targeted priority projects will usually be determined by the Infill Council and carried out by the Infill Response Team or Coordinator.

While the Council is charged with facilitating Infill projects, each MSA department, is charged with:

- Reviewing their current policies and administrative practices to identify where incentives and changes can be made (i.e. deferral of certain new improvements where improvements already exist, changes to improvement standards/requirements such as reduced parking, allowing for attached sidewalks where appropriate, assessing current capacity requirements to determine if they are too conservative, or identify a different solution in meeting the level of service requirements).
- Initiate infill incentive programs when coming forward with new fees and fee increases (i.e. a tiered fee schedule with lower fees for infill, when doing fee increases freeze fees for infill projects, fee deferral or fee waivers for infill, new fee programs that would facilitate complete streets or other assistance for infill infrastructure).
- Recommend new policies to remove regulatory barriers and facilitate infill (i.e. change in level of service (LOS) standards to a different standard that measures Mobility (the moving of people, rather than the measurement and efficiencies of moving vehicles), remove obsolete procedures and review bodies, consider more Administrative delegation of Authority).
- The Municipal Services Agency shall initiate and complete the proposed implementation plan (next steps) to facilitate Infill development, which provide solutions to barriers (i.e. reviewing and recommending changes to: current policies, standards and administrative practices, use of pre-approved commercial and single family improvement plans that meet design criteria, streamline and simplify the development review process, provide assistance to

move projects through the process when they get “stuck,” new building and improvement standards that assist Infill projects while not compromising safety or quality).



Principle #5: Reduce and Remove barriers to Infill:

One primary role of the Infill Coordinator is to identify the major barriers to quality infill development and develop strategies for addressing the removal of those barriers. A special effort was undertaken by Valley Vision/Cleaner Air Partnership and the Northern California BIA to also identify these barriers and develop recommendations on how to remove them. The County is part of this effort along with Sacramento Area Council of Government (SACOG), Regional Transit (RT), ECOS, the City of Sacramento, SHRA,

ULI of Sacramento, Sacramento Metropolitan Air Quality District, several Chambers of Commerce, Breathe California of Sacramento and private Development.

In a white paper issued by Valley Vision/BIA (Attachments 2 & 3) barriers were identified for Sacramento that is also common in other jurisdictions throughout the country. These include:

- NIMBYism and barriers to higher densities. Infill involves more units per acre than currently exists on a vacant parcel. This generates neighborhood opposition and other barriers even when proposed densities are the same as those nearby.
- Traffic Impact Studies required by CEQA. Levels of Service (LOS) standards that drop to “D” or “F” are not acceptable to neighborhoods as “not significant” or “unavoidable” in an environmental report. The review process is drawn out, often without solutions.
- CEQA and CEQA Review time. Problems cited were difficulties with the agency review itself, the minimal thresholds opponents must meet to prove harm, and the ability for objections to be raised at the end of the review process.
- Existing zoning does not encourage, or in some cases even allow, higher density infill. Zoning codes that require projects to obtain entitlements/special permits, variances or request changes and deviations to the code are perceived as “bad projects” by the public.
- The institutional culture of approving bodies can help make or break projects, and the need for political will to maintain momentum in order to provide strong examples of higher density development in the urban and suburban areas.



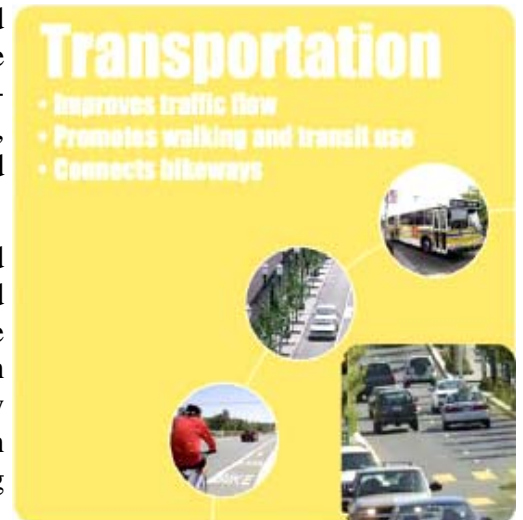
- Building costs are high, and infill building costs are getting higher.

The major barriers identified with recommended solutions include:

- A. “NIMBYism” was clearly the most significant barrier to infill development. Residents have had negative past experiences with bad design, and a perception that higher density brings low-income tenants and a general mistrust of change.

Solutions:

- Prepare and conduct presentations to CPACs, CPCs, Planning Commissions and community groups and organizations informing the community on the goals and benefits of infill.
- Create a coalition to provide for public dialogue and support for higher-density infill projects. This comes through an information and communication forum for an ongoing exchange of views and information among policymakers, members of our Community Councils and Planning Commission, CPAC members, developers and neighborhood advocates on projects and policies that further the General Plan and the principles of Infill. The forum provides ongoing dialogue about development projects, identifies areas of consensus and concern, and opportunities to resolve problems early.
- Another tool to facilitate public information and outreach is the use of computer-based technology to model a project and engage the public in dialogue about the project early on in the process. “Sketch-up” or similar technology has been effective in some communities in achieving dialogue with stakeholders, receiving input and providing benefit to all parties.



- B. Congestion is a by-product of infill and higher density development. We need to change the way we typically view our corridors. Rather than measuring the Level of Service (LOS) performance of our roadways, how do we want these public spaces to function considering mobility and the “moving of People” through multiple modes. It’s about supporting “complete streets” and “smart streets” that serves many uses, not just vehicles.

Solutions:

- Change County Policy from a LOS standard for traffic analysis, to a new Policy that addresses overall mobility for infill projects, that is consistent with the new General Plan.
- Support policy changes that increase safety and mobility for pedestrians and bicyclists that recognizes slower traffic makes walking and biking safer and more of an option.
- Direct mitigation efforts to enhancing pedestrian, bicycle and transit facilities rather than expanding roadways. Provide information to the community that congestion can be good.

- C. Infill Projects, consistent with the General Plan and these Principles, should be expedited.

Solutions:

- Use of a Master EIR for the County's Corridor Projects can provide the majority of necessary CEQA review, avoiding lengthy additional CEQA review in the future. As mentioned in Principle #1 create zoning districts that encourage and/or allow mixed use development. The goal would be for many projects to be allowed by right, after each Corridor Plan and respective EIR has been approved. Developers would have minimal Planning requirements or entitlements and could proceed to applying for permits. Special development standards that account for infill and corridor constraints and irregularities (corridor specific) will help to provide relief to hard-to-develop sites.
- As part of each Corridor Master Plan (which will include land uses and functions as a type of development plan for the corridor) include a finance plan to share the burden of development costs throughout the entire corridor rather than a parcel by parcel basis. This will also provide more certainty in development.
- Updating the Zoning Code to the new Development Code will eliminate certain unnecessary reviews and entitlements currently required under the code (i.e. reduce setbacks and allow flexibility for better site use and design). The County's effort in Development Streamlining and process improvement supports expediting all projects, not just Infill. With that said, from time to time, priority Infill projects may make requests for special handling due to the special nature of the project.

Additionally, and of utmost importance to the County is infrastructure capacity; roads,

sewer, drainage and water. Intensification of commercial corridors has surfaced issues and concerns about infrastructure capacity, availability and access. The County has accepted the challenge to find creative ways keep the costs down for private infill development while still meeting our service delivery requirements.

IMPLEMENTATION AND NEXT STEPS:

The above Program and Principles will guide the County and MSA in the next steps of policy and implementation. These steps include:

1. Identify targeted priority projects that are considered strategic to the County, which meet the requirements of a Quality Infill Project;
2. Designate the 3 Infill commercial corridors, which are currently underway, as priority Infill Areas and focus solutions for Infill barriers in key opportunity areas/parcels that have development or redevelopment potential (i.e. find new solutions to sewer and drainage constraints);
3. Designate the 3 Infill commercial corridors (starting with North Watt Avenue*) as Pilot areas for purposes of reviewing and recommending changes to: current policies, standards and administrative practices, to identify where incentives can be implemented;
4. Recommend Infill Incentives for consideration by the Board when coming forward with updates to standards, policies, new fees and fee increases; and
5. Approve and implement new policies to remove regulatory barriers and facilitate infill, for review and adoption by the Board (draft policies attached).

*The basis for selecting the North Watt Avenue Corridor as the Pilot Infill Corridor to start in was due to the many resources and opportunities that exist in the Corridor and the timing of the completion of the Corridor Plan. The resources and opportunities include: the recent approval of the North Highlands Town Center Development Code, the receipt of two SACOG grants, presence of development activity along the corridor and on McClellan Park, and funding from Redevelopment and Tax increment sources. The timing is also right for finding and including in the

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Florin Road and Fair Oaks Blvd.) to initiate this work, starting with the North Watt Avenue Corridor and then progressing to the others. Types of projects would include: mixed use, housing, community-based retail, and job-creating projects that foster community revitalization.

The Commercial Corridor Plans are progressing and the Agency is an active participant in applying the Infill Program and Principles to all of these areas as they evolve. As the Agency proceeds to “look within” at current policies and practices and starts making recommendations to the Board that facilitate infill and remove barriers, “Legacy” Thinking and “Legacy” Planning will be required so that our efforts are sustainable for decades to come.

Attachments:

1. “Infill Program and Principles” - draft Policies
2. “2007 Infill Barrier Assessment: Barriers Analysis White Paper,” September 24, 2007, discussion draft.
3. “2007 Infill Barrier Assessment: Stakeholders Priorities/Areas for Further Development,” October 30, 2007, discussion draft.
4. Commercial Corridor Exhibit