

RATING FACTOR 1: Capacity of the Applicant and Relevant Organizational Experience

Organizational Capacity and Qualifications

The California Partnership for the San Joaquin Valley (SJV Partnership) is the lead applicant for the Smart Valley Places Consortium (Consortium) and the California State University, Fresno Foundation (Foundation) is the fiscal agent. The Consortium is applying for a Sustainable Communities Regional Planning Grant under Category 2 as a Large Metropolitan Region. Upon award of a contract the Consortium will submit a Code of Conduct governing its partner members.

The Consortium is eligible for the additional two rating points for being an area of Severe Economic Distress. It has documented in Factor 2 that the San Joaquin Valley is experiencing a poverty rate above 20 percent, a median household income below 70 percent of the national average, and unemployment over 1.2 times the national average.

The Consortium is eligible for the additional five rating points for Documented Leveraged Resources and Other Commitments. It has documented leveraged resources of over \$3.3 million or more than 66 percent of the \$5 million requested which exceeds the 50 percent plus requirement.

The Consortium has the capacity and experience to refine, enhance and implement an integrated Regional Plan for Sustainable Development in the San Joaquin Valley. While our proposal is a work in progress we recognize that the over 20 partners in this proposal are at differing planning stages and it is critical that we move forward as one unit where the synergy of this program will actually improve the capabilities of all the partners.

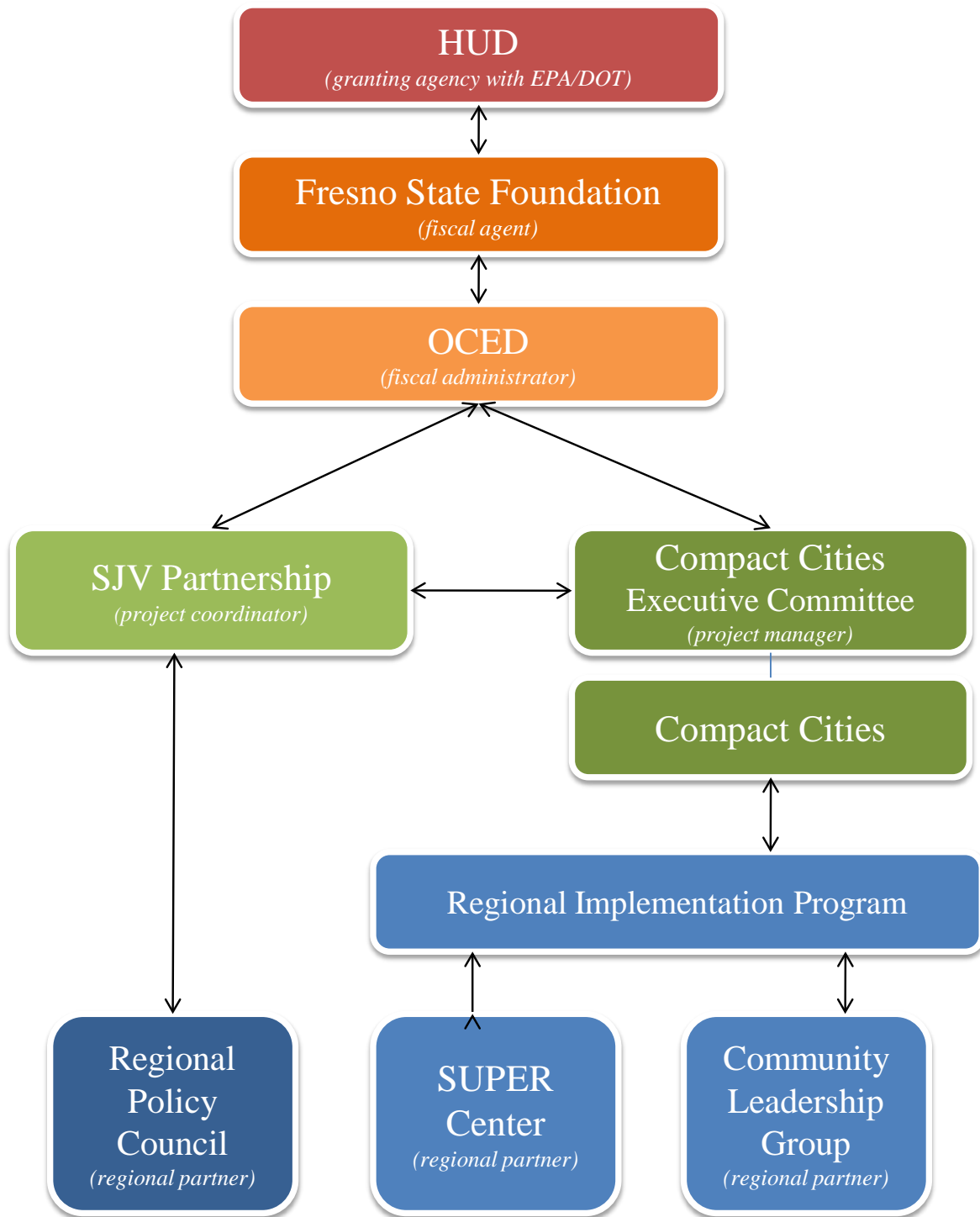
The Smart Valley Places Consortium will be coordinated by the SJV Partnership and driven by a Compact of 14 Cities (Compact Cities) from throughout the eight counties in the Valley, in partnership with four regional non-profit organizations, California State University, Fresno (Fresno State) and the San Joaquin Regional Policy Council (RPC), which represents all eight county Metropolitan Planning Organizations in the Valley.

The net result/outcome will be a SINGLE integrated plan for regional growth that will guide the San Joaquin Valley for the next 20 plus years. The RPC's outcome will be its ability to assist all the cities in the Valley in focusing their planning initiatives toward the targets and deadlines contained in the integrated regional plan. Through a number of innovative components (community involvement and a database/research SUPER Center) there will be realistic, sustainable urbanization plans that bridge jurisdictions by focusing growth in the urban areas to preserve agriculture and minimize suburbanization, plus address local and regional mass transit, energy, and housing issues. We envision all our major cities aligning themselves over the next two/three years with the Livability Principles. They will be true partners with the RPC, prompting the RPC as much as the RPC prompts them to fully implement the Livability Principles.

A key component of this proposal is its flexibility. We anticipate and welcome input and direction from HUD, EPA, and DOT staff regarding ways we can maximize our planning efforts. It is much more beneficial to our local and regional planning efforts to develop policies, update land use and zoning codes, identify housing strategies, address social equity issues, transportation corridors, and air/water issues in collaboration with these agencies so we all reach our final outcome objectives of having viable and livable communities.

Below is a flowchart of the organization of the Smart Valley Places Consortium followed by a brief organizational capacity and qualifications of the main partners in this proposal.

SMART VALLEY PLACES CONSORTIUM



SMART VALLEY PLACES CONSORTIUM
Organizational Capacity and Qualifications

FRESNO STATE FOUNDATION (*fiscal agent*)

The Fresno State Foundation manages the financial activities related to sponsored research, grants and contracts, gifts and endowments, and campus program trust accounts. It administers over \$15 MM of federal grant funds annually and is legally and financially responsible for compliance and fulfillment of contractual agreements on the behalf of the University. Foundation operates within the guidelines, rules and regulations of the California State Board of Trustees Office of the Chancellor and is in compliance with federal and state laws. As a not-for-profit, the Foundation follows the OMB circular A-122 regulations. It will manage the financial activities related to this grant and provide grant and contract administration, while serving as fiscal agent for the Smart Valley Places application.

OFFICE OF COMMUNITY AND ECONOMIC DEVELOPMENT (*fiscal administrator*)

OCED is an on-campus division at California State University, Fresno dedicated to aligning the University's intellectual capacity and innovation-driven economic development initiatives to improve the competitiveness and prosperity of the region. OCED was appointed the Secretariat for the California Partnership for the San Joaquin Valley (Partnership), and coordinates the efforts of the ten Partnership work groups. As fiscal administrator of the Smart Valley Places grant, OCED will ensure cohesive fiscal reporting and monitor day-to-day fiscal activities and expenditures.

CALIFORNIA PARTNERSHIP FOR THE SAN JOAQUIN VALLEY (*project coordinator*)

The California Partnership for the San Joaquin Valley (SJV Partnership) is a public-private initiative created by Governor Schwarzenegger in 2005 to focus on improving the San Joaquin Valley region's economic vitality and quality of life through the coordinated efforts of ten work groups, bringing together state and local leaders and regional experts from the eight county region. It will serve as lead applicant and project coordinator of Smart Valley Places. Roles include organizing quarterly meetings (Compact Cities; Regional Policy Council/COGs; Community Leadership Group; stakeholders) and the coordination of its work groups (land use, agriculture and housing; transportation; economic development; water quality; energy; air quality.)

COMPACT CITIES EXECUTIVE COMMITTEE (*project manager*)

The Compact Cities Executive Committee is comprised of the City Managers from all participating Compact Cities: Stockton, Manteca, Lodi, Modesto, Turlock, Merced, Madera, Fresno, Clovis, Hanford, Visalia, Porterville, Tulare, and Delano. This committee will serve as project manager with oversight authority for program and project implementation, reporting and non-compliance protocol.

At the end of these sections in the Rating Factor 2 form, there is further explanation as to the scarcity of available data and the alternate means of measurement used to compensate.

COMPACT CITIES

Compact Cities is a network of partner cities that will drive the Smart Valley Places formalized by a formal agreement. The Compact includes 14 federally defined urbanized areas (population of 50,000 or more) in the eight counties of the San Joaquin Valley region: Cities of Stockton, Manteca, Lodi, Modesto, Turlock, Merced, Madera, Fresno, Clovis, Hanford, Visalia, Porterville, Tulare, and Delano.

COMMUNITY LEADERSHIP GROUP (*regional partner*)

The Community Leadership Group is an ad hoc group dedicated to implementing a regional plan for civic engagement to build technical understanding of Livability Principles and implementation capacity among local leaders, government staff, and stakeholders, particularly in low-income and minority communities. Members include CA Coalition for Rural Housing (program coordinator), American Farmland Trust (lead for Integrated Community Involvement), Central CA Regional Obesity Prevention Program (regional coordinator for Leadership Institutes), and Local Government Commission (lead for Regional Workshops and Webinars).

SUPER CENTER (*regional partner*)

The San Joaquin Valley Urban Planning and Environmental Resource Center (SUPER Center) is a project of Fresno State designed to serve as a planning-related knowledge clearinghouse for the Valley region. Through its faculty, associates and students, it will develop and deliver technical assistance to cities and towns, addressing issues such as affordable housing, land use planning, zoning, job creating economic development, environmental assessment, and energy conservation. It will support planning-related knowledge sharing and innovation through disseminating best land use practices, encouraging peer learning, publishing data analysis and research and incubating and testing new ideas for sustainable development and resource conservation in the Valley.

REGIONAL POLICY COUNCIL (*regional partner*)

The Regional Policy Council is an interregional policy body with representation from each of the Valley's eight counties, specifically consisting of two elected officials and one alternate appointed from each of the eight regional planning agency policy boards (councils of government) in the Valley. The RPC will serve as a regional partner in Smart Valley Places to help facilitate the implementation of the San Joaquin Valley Blueprint and other regional planning projects.

Four Overriding Factors to be Achieved

The selection and involvement of the Consortium partners address the four overriding factors of this grant program. They are:

1. ***Livability*** – Smart Valley Places addresses the integration of the housing, transportation, employment and related land use and environmental concerns on both the regional and local levels. The SJV Partnership and the RPC will review these issues on a regional basis for the eight counties comprising the San Joaquin Valley. They have provided the framework and targeted outcomes for where the Valley needs to be in the next 5 to 20 years. They have brought consensus on issues of housing, transportation, improving the environment and employment opportunities to this large geographical and diverse region of California. These will then be transferred to the local planning efforts of the 14 cities and the 4 nonprofits that will work at the local level to actually realize an improvement in livability. To determine the level of these positive outcomes the evaluation will include pre and post program surveying of residents, regional and local planning officials and community organizations.
2. ***Social Equity Values*** – Smart Valley Places addresses the fair and equal access to livelihood, education, and resources plus full participation in political and cultural life and self-determination. Community Leadership for Smart Valley Places, a collaborative of 4 regional organizations and numerous community based partners, will provide a wide range of capacity building for community understanding and awareness of the Livability Principles. They will perform the outreach and technical training necessary to ensure the residents of the San Joaquin Valley have fair and equal access to participation in planning decisions in their communities. Additionally, PolicyLink has partnered with Fresno organizations for the last six years to address key equity concerns for communities of color: access to open space and recreation, workforce development strategies for low income people of color, the vulnerabilities faced by unincorporated communities in terms of access to basic services like clean drinking water. As part of Smart Valley Places, PolicyLink will partner with lead agencies and social equity-focused groups to support a robust planning and engagement process that will help the most distressed communities plan for their futures by integrating them into transit plans, affordable housing investments, future green job sectors, and investment in infrastructure that brings basic services to underinvested communities.
3. ***Sustainable Communities*** – Smart Valley Places addresses the interdependent challenges of economic development, social equity, energy use, and public health within the Smart Valley Places Compact Cities through the inclusion and implementation of the 12 smart growth principles highlighted in the San Joaquin Valley Regional Blueprint. The San Joaquin Valley Urban Planning and Resources Center (SUPER Center) will also support planning-related knowledge sharing and innovation through disseminating best land use practices, encouraging peer learning, publishing data analysis and research, and incubating and testing new ideas for sustainable development and resource conservation in the Valley communities.
4. ***Underserved Populations*** – Smart Valley Places addresses a wide range of underserved populations including immigrants, rural communities, homeless, persons with physical and mental disabilities, large minority populations, groups who have generational economic disadvantages and those impacted by job dislocation. The Community Leadership program will provide 8 Leadership Development Institutes open to residents of each of the 14 Compact Cities and surrounding communities. A regional curriculum will be established and modified to meet local needs. Central California Regional Obesity Program will serve as regional coordinator of this component and will set guidelines for the institutes and coordinate institute delivery. The overall program coordinator for the Community Leadership program- California Coalition for Rural Housing- will connect the local Leadership Development Institutes to Regional Topical

Workshops provided by the Local Government Commission and to the Groundswell resource website created by American Farmland Trust. The Community Leadership team will formulate procedures for underserved populations to better participate in local and regional planning activities.

Capability and Qualification of Key Personnel

There will be a number of key personnel involved in such an ambitious undertaking. We have listed four key leaders who will provide the dynamic leadership necessary to accomplish the four major components contained in Smart Valley Places. They are:

- ***Mr. Mike Dozier, Executive Director, Office of Community and Economic Development, California State University, Fresno.*** Mr. Dozier has over 27 years of community and economic development experience and currently serves as the Lead Executive for the SJV Partnership. His office has successfully implemented federal contracts with the Department of Commerce (EDA) and Department of Labor (WIA) requiring extensive valley wide coordination and partnerships. Mr. Dozier has also taken a leadership role in the formation of the regional planning component of this proposal. Mr. Dozier will serve as the ‘glue’ that will hold together the various partners, resolve issues of concern, coordinate meetings, prepare agendas, and keep the Consortium focused on making significant positive movement towards the 8 HUD outcomes identified for this grant program.
- ***Mr. Keith Bergthold, Assistant Director, Planning and Development Department, City of Fresno, California.*** Mr. Bergthold has over 25 years of community planning at all levels and has taken a leadership role in implementing statewide mandates for land use, water, energy, and smart growth planning at the local level. He has assumed a leadership role in conceptualizing, designing, convening and coordinating the Smart Valley Places concept. He was particularly instrumental in the creation of the Compact Cities component involving 14 of the 16 Urbanized Areas in the eight county planning region of the San Joaquin Valley. He has also coordinated closely with the leadership teams of the nonprofit organizations who will implement the Community Leadership Program and the SUPER Center. Mr. Bergthold will be actively involved in utilizing the information gathered by the SUPER Center to assist in the development of a model for other local governmental agencies to utilize in helping them reach their statewide and federal comprehensive planning mandates. This undertaking will directly address HUD’s concern for the long-term impact of the outcomes from this grant program.
- ***Ms. Felicity Lyons, Housing and Development Specialist with the California Coalition for Rural Housing.*** Ms. Lyons has taken a leadership role in bringing together the 4 non-profit organizations and other community based organizations, plus seeking input from the Compact Cities, to design the Community Leadership for Smart Valley Places component of this grant application. She has extensive experience in the nonprofit community and has championed several rural housing efforts in the San Joaquin Valley. The California Coalition for Rural Housing will serve as program coordinator for the Community Leadership Program. This agency will also serve as the liaison with the other partners in this grant – the SJV Partnership, the SUPER Center, the Office of Community and Economic Development, and the 14 Compact Cities. Ms. Lyons has already taken a leadership role coordinating and assisting the other nonprofits in designing their specific program activities and time line requirements.

- **Mr. John Dugan, Director, San Joaquin Valley Urban Planning and Environmental Resource Center (SUPER Center), California State University, Fresno.** Mr. Dugan is a leading expert in land use planning and resource management. He is a charter member of the American Planning Association and a member of the American Institute of Certified Planners. As part of the Smart Valley Places Consortium, Mr. Dugan will manage the delivery of technical services provided by the SUPER Center and related student-workers to Smart Valley Places communities. Mr. Dugan will also play a major role in developing a depository of regional studies, reports, and plans pertaining to land use and resource management, including the Blueprint Tool Kit of best planning practices, that will serve to build capacity and knowledge sharing among Smart Valley Places communities. From 2001 to 2007 he served as Director of Planning and Development for the City of Oklahoma City, OK; managed the drafting of seven community plans for the City of Los Angeles, as Deputy Director; and currently serves as Director of Development and Resource Management for the City of Fresno. He has also been the Professor of the Practice of Planning at the University of Oklahoma and a planning lecturer at California State University, Northridge.

RATING FACTOR 2: Needs/Extent of the Problem

The data provided in the Rating Factor Forms clearly paints a picture of a region that has several strengths, but also a number of economic, educational, health and livability issues. Rather than restate all the data elements contained in these forms, we have highlighted critical challenges below, providing the reader with a quick synopsis to better understand the challenges and opportunities that Smart Valley Places will address within the eight county region of the San Joaquin Valley.

Gathering data for the indicators outlined in the Rating Factor 2 form was extremely challenging. Sources provided in the Rating Factor 2 form, such as <http://hud.gov/sustainability>, were, in most cases, incorrect, unusable, or only applicable to only one of the years for which data was being requested for. With few exceptions, credible data had to be inserted from other sources. The following are overarching issues that surfaced with each respective section missing substantial data. At the end of these sections in the Rating Factor 2 form, there is further explanation as to the scarcity of available data and the alternate means of measurement used to compensate.

- Section 1.2 (Housing Costs): there was no data for the years 1990 or 2000 that calculated the percentage of income attributed to transportation costs. HUD suggested utilizing information provided by htaindex.cnt.org but this source only had data available for 2008.
- Section 2.1 (Environmental Quality): data for 2008 was unavailable using the sources provided and alternative sources as well.
- Section 2.2 (Environmental Quality): data for this section was non-existent.
- Section 3.1 (Transportation Access): data for 1990 and 2000 was unavailable using the sources provided and alternative sources as well.
- Section 5.1 (Economic Opportunity): the San Joaquin Valley has a proliferation of companies with numbers just under 5,000, based on Labor Market Information from EDD. There is no way of knowing where subsidized housing is located, or if it's near employment centers.
- Section 7.1 (Healthy Communities): there was no data available for all the preventable disease indicators being requested that disaggregated data by San Joaquin Valley county and race/ethnicity.

California has 38 million persons or just over 10 percent of the nation's population (CA Dept. of Finance, 2010). In August 2010, the U.S. Department of Commerce reported that total personal income in California declined over \$9 billion from 2008 to 2010. To give this amount some perspective, this decline is more than the total personal income for more than a dozen states. This amount also encapsulates the challenges facing the vast inner San Joaquin Valley of California. According to data

collected from the U.S. Bureau of the Census, the U. S. Department of Labor and data from the Economic Development Department and the Department of Finance in the State of California, the eight counties of the San Joaquin Valley can be described as follows: :

- A population of almost 4 million.
- A vast area of over 27,000 square miles – almost the size of the State of South Carolina and larger than 8 other states - resulting in very high vehicle miles traveled per capita.
- One of only three ozone nonattainment areas nationally designated by the U. S. EPA with 60 percent of the ozone coming from vehicles.
- A water infrastructure that is very sensitive to drought conditions resulting in over 847,000 acres of farm land fallowed due to lack of irrigation water causing the loss of over \$2 billion in revenue. This is why we included the American Farmland Trust as a partner.
- A region facing urban sprawl with 8 person per urban mile which is almost 30 percent lower than the rest of California resulting in transitioning prime farm land into inefficient urban sprawl.
- An unemployment rate of 16.2 percent compared to 12.3 percent statewide which is almost one-third higher than the state rate and almost two-thirds higher than the national rate.
- Home to two out of the top five cities leading the nation in single family home foreclosures, which is why we included the Local Government Commission as a partner.
- Over a 50 percent minority population (primarily Hispanic) with one of the highest concentration of migrant farm workers totaling over 50 percent of all farm workers in California, which is why we included the California Coalition for Rural Housing as a partner.
- Per family income is over 35 percent lower than the statewide average.
- Poverty rate of nearly 25 percent which places the San Joaquin Valley in the top three regions having the highest poverty rates nationally with over 10 percent or nearly 400,000 San Joaquin Valley residents receiving food stamps – a higher percentage than Central Appalachia.
- One of the lowest regions in California with a technically trained workforce due to college graduation rates at only 20 percent of the under 35 population compared to 37 percent nationally.
- Asthma, diabetes, and childhood obesity rates that are nearly double the national rates, which is why we included the Central California Regional Obesity Prevention Program as a partner and will collaborate with the Central Valley Health Policy Institute.
- All eight counties in the San Joaquin Valley have Medically Underserved Areas and Populations designations by the U. S. Bureau of Health Professionals compounding the need for auto travel.
- Numerous rural communities have almost third world employment rates, income levels, access to health care and unhealthy livability standards, which is why we have partnered with Policy Link in addressing social equity and environmental justice issues throughout the region.

Faced with this reality in the San Joaquin Valley there are specific areas that are the core to the growth and long-term stability of the region. These are:

Agricultural Economy and Health: There is an increasing awareness of the need to modify agricultural practices to reduce the risk of health consequences for residents in small and rural communities in San Joaquin Valley. Environmental factors can have a significant affect on a region's quality of life. Residents in the San Joaquin Valley are particularly exposed to health risks due to exposure to chemical fertilizers and pesticides. For example, ozone 10 to 25 miles above earth forms a protective layer; but ozone at ground level damages living things and makes it difficult for people to breathe. Ground level ozone levels are measured by gauging how many parts per million (ppm) of ozone people are exposed to. The state standard for ozone is determined as the amount of ozone that can be in the air without causing harm. The state standard is exceeded when ozone levels surpass 0.09 ppm and 0.07 ppm for

one-hour and eight-hour standards, respectively. According to the California Air Resources Board, the San Joaquin Valley had 95 days that exceeded State ozone level standards in 2008. When compared to the nearest large air basin- San Francisco Bay at 9 days - it is evident that air quality in the San Joaquin Valley is a threat to the region's quality of life.

Residents in communities in the San Joaquin Valley are at risk of long-term health consequences including cancer, asthma, infertility, persistent migraines and skin damage. It comes as no surprise that the asthma rates in the San Joaquin Valley are 9 percent higher than the State average. According to the Public Policy Institute of California, 51 percent of the total population in the San Joaquin Valley reported that they, or a family member, had asthma in 2009. The comparable figure for the State was 42 percent. Living with asthma adversely affects quality of life and is among the leading serious chronic childhood diseases in the San Joaquin Valley. Studies have demonstrated that reducing exposure to environmental triggers can reduce the frequency and severity of asthma's symptoms.

Exacerbating health inequalities is the limited access to primary care physicians in the San Joaquin Valley. According to the RAND Institute of California, the number of primary care physicians per one-thousand people in the State of California was 2.6, in 2008. None of the eight San Joaquin Valley counties met the State average, with Fresno County having the highest rate at 2 and Kings and Merced Counties sharing the lowest rate at 0.9. Primary care physicians are responsible for the prevention, early detection, and treatment of common chronic conditions. When there is limited availability of physicians in a region, people are less likely to seek preventive care and more likely to visit local emergency rooms or urgent care centers for acute symptoms and health conditions.

As the agricultural industry in the San Joaquin Valley continues its bountiful harvests, the health of communities affected by its chain of production must be enhanced by reducing exposure to chemical fertilizers and pesticides, increasing access to healthy and fresh foods, and providing livable wages.

Renewable Energy: Several attempts have been made to catalyze investment in the renewable energy industry of the San Joaquin Valley, but to no avail. In his February 24, 2010 letter to U.S. Senator Diane Feinstein, OCED Director Mike Dozier highlights the challenge:

On February 11, 2010 the California Energy Commission announced State Energy Program awards, and while some awards will provide modest benefits to the San Joaquin Valley, none of the \$110 million in awards announced are specifically directed to San Joaquin Valley jurisdictions, nor are they focused on the significant issues that exist in the Valley. The proposed awards seem to favor jurisdictions and regions with established infrastructure capacity...It is clear that the Valley lags behind in the development of a sophisticated infrastructure to support the delivery of energy efficient programs and improvements, but how will we ever develop such infrastructure if we are persistently overlooked in the allocation of resources?

Water: The great region of the San Joaquin Valley is central to California's water infrastructure. However, as Congressmen Dennis Cardoza (D-18) highlights in his comments, the San Joaquin Valley is facing its own water infrastructure challenges:

The State of California is experiencing a drought for the third consecutive year, what many experts are calling one of the worst droughts in California history...The result is that California reservoirs are dangerously low, and the U.S. Bureau of Reclamation has issued a zero water supply for federal Central Valley Project water deliveries in the San Joaquin Valley. California has announced a 15 percent supply for the State Water Project. It is estimated that over 847,000 acres of the world's most productive farmland will be fallowed, causing massive impacts to farms, farm workers, and farming communities. U.C. Davis has released an economic impact analysis of these reduced water deliveries,

estimating as many as 80,000 jobs lost and an economic impact of as much as \$2.2 billion in the San Joaquin Valley. When measured on a statewide basis, the income loss increases to \$2.8 billion and more than 95,000 in jobs. These job losses are more than GM, Ford, and Chrysler's combined losses for this last year...Because job losses will be concentrated among low-wage farm workers who have few alternatives for other work, state and local social services budgets will be further stressed as well.

Having painted a bleak picture of the challenges and struggles of the San Joaquin Valley which certainly catches the eye of the reader, it is important to note that the San Joaquin Valley is not a region that has given up. ***In fact just the opposite is true.*** The uniqueness of Smart Valley Places is that over the past 10 to 15 years, through determination at the local and regional level, the necessary mass needed to make bold new thrusts in housing, air, water, land use and transportation are at hand. This, plus the higher benchmarks set by the federal agencies, has empowered the San Joaquin Valley communities to effectively address the complex challenges of growth and the environment in the 21st century in a comprehensive, multi-disciplinary, and committed way. The San Joaquin Valley, until the recent downturn, was one of the fastest growing regions in California and was realizing significant increases in median income and employment levels. What was lacking was a format that would provide resources to realize improvements over the entire Valley region and offer the opportunity to bring everyone and not just pockets of the community into a positive, sustainable, livable environment.

RATING FACTOR 3: Soundness of Approach

General Description of Proposed Regional Plan for Sustainable Development

The San Joaquin Valley Regional Blueprint includes 12 smart growth principles that serve as the framework for the implementation of Smart Valley Places throughout the participating Compact Cities. These Blueprint principles are also consistent with the HUD-EPA-DOT Livability Principles. In addition, Smart Valley Places includes the six major initiatives that Governor Schwarzenegger mandated when he established the SJV Partnership. The critical mass and authority created by Smart Valley Places allows the shared regional planning principles to most effectively be implemented through the 14 Compact Cities within the proposal's collective efforts.

As a result, the aggregated plans, policies, codes and programs are to be developed, adopted, implemented and shared by the Smart Valley Places Consortium with all other jurisdictions and non-governmental partners in the San Joaquin Valley. This model has the most direct and significant impact on the measurable implementation of a regional plan for sustainable development of any regional effort in California. This strong and desirable outcome is deliverable because the ultimate and most effective implementers of urban development, the cities, are mutually leading and coordinating local planning, implementation, and program operations in collaboration with other key local and regional organizations and non-profit partners through the Smart Valley Places Consortium.

Our Sustainable Communities Planning Grant program brings together four important components. They are:

1. ***The SJV Partnership and RPC*** will provide regional planning and coordination. The regional planning community will research and address significant energy use and climate change issues, transportation, air and water quality, and economic development. These regional groups can meaningfully provide the leadership for the local communities to come together to implement land use, housing and other infrastructure challenges. They plus the California Coalition for Rural Housing (part of our Community leadership Group below) also collaborate closely with the local Public Housing Authorities. This approach will be beneficial in developing

collaborative and not competing housing plans for long-term affordable housing in the Compact Cities and serve as the model for other cities and rural communities in the region to implement.

2. ***The Compact Cities*** will conduct a range of planning activities directly addressing the six Livability Principles. These include significant infill and revitalization development, preservation of farmland, resource sustainability, environmental quality, economic development, local and regional transit corridors, walking and biking neighborhoods, and affordable housing. Because these 14 cities represent over 60 percent of the residents living in the Valley accomplishing these outcomes will significantly affect the growth patterns and livability of the region. These cities will serve as laboratories to guide future planning for the next 5 to 20 years.
3. ***The SUPER Center*** will be a depository of planning information and a research center to help the counties and regional planning organizations address the numerous significant rural issues so the entire San Joaquin Valley moves forward, not just the urban areas. The San Joaquin Valley's Blueprint Tool Kit is utilized as an educational guide and reference source for cities to translate the Smart Growth Principles into action. The Tool Kit includes a wide spectrum of useful models such as draft land use plans, technical transportation information, and energy conservation studies. It will initiate hosting seminars, peer-to-peer information exchange, and formal classes to enable cities to maximize the resources of the Tool Kit. The SUPER Center will also conduct scenario planning as a resource for addressing the mandatory outcomes that will be part of the Regional Plan for Sustainable Development.
4. ***The Community Leadership Program*** will be coordinated by 4 non-profit organizations (California Coalition for Rural Housing, Central California Regional Obesity Prevention Program, Local Government Commission, and American Farmland Trust) and make up the fourth component (Community Leadership) of our Smart Valley Places Consortium with the active support and participation of PolicyLink. These organizations will collectively and in conjunction with the local cities provide leadership development for the residents of the San Joaquin Valley. These nonprofits bring a wealth of expertise that complements the efforts of the cities and regional planning agencies. The Community Leadership program will conduct 8 institutes to improve methods for local governments to meaningfully engage and incorporate public participation, especially low-income and marginalized groups, in their planning and decision making processes. It will also provide regional workshops and webinars for government staff, banking and investment personnel, and community group leaders covering transportation, land use, affordable housing, education and employment, water issues, and green infrastructure. These highly respected nonprofits will present these workshops and websites in an unbiased and open forum. They also have the ability to reach out to marginalized groups to encourage them to participate in these workshops. Several are also well positioned to recruit residents in rural and low income urban communities. The workshops will provide them with the knowledge, understanding and capacity for local governments and regional governmental agencies to meaningfully involve large segments of the community who traditionally only have had minimal participation in the planning processes. Our Community Leadership component is critical to the long-term (5 to 20 years) sustainability of our local and regional planning efforts.

Plans to Advance Sustainable Development in the Region

Community Leadership for Smart Valley Places

The purpose of the Community Leadership program is to increase the community capacity of San Joaquin Valley Cities to carry out the intent of Smart Valley Places sharing planning principles and to create a framework for sustained civic engagement by all members of the community. The program will focus particularly on facilitating the involvement of marginalized communities that are commonly left out of the community planning process. The Community Leadership program involves four components: a program coordinator, 8 Leadership Development Institutes, a series of regional topical workshops and webinars, and the development of an integrated, interactive website to facilitate community engagements. The intended outcomes for this program are:

1. Increased public awareness, participation and support of local government planning decisions and processes for Valley residents and stakeholders.
2. Improved methods for local governments to meaningfully engage and incorporate the public, especially those for whom English is a second language, the disabled, and the elderly in planning decisions and processes.
3. Improved capacity of community groups, especially those who have historically been excluded from the planning process, so they can work toward supporting the planning and development of healthy communities.
4. Improved relationships and partnerships between residents, other community stakeholders, and local governments to achieve shared goals and vision.
5. Increased regional understanding and capacity among local government staff, area professionals, stakeholder organizations and community groups that implement the Smart Valley Places Shared Planning Principles.
6. Consistent support over time of policies that implement the Smart Valley Places Shared Planning Principles at both the local and regional levels.

Compact Cities

The key planning activities by the Compact cities (detailed in the chart below) will be in updating their general plan amendments to align their cities with regional, state and federal guidelines. These cities will assist in:

1. Developing land use plans to improve air quality.
2. Updating conservation and safety elements.
3. Designing climate plans and greenhouse gas emissions inventories.
4. Planning for high speed rail.
5. Developing transportation corridors to include low income household commute time to major employment center.
6. Promoting residential and commercial construction on underutilized infill development.
7. Selecting emission reduction targets.
8. Revising zoning codes to increase diverse housing availability.
9. Improving public health by creating safer, more walkable neighborhoods.

RPC

The inclusion of the eight county regional planning organizations in the Smart Valley Places Consortium will result in:

1. Focusing housing and land use issues with the cities and newly informed residents.
2. Aligning federal planning and investment resources with local and regional strategies.
3. Increasing the use of compact development as a tool for regional planning
4. Promoting housing plans that are more equitable for all income levels.

SJV Partnership

In its role as regional coordinator of Smart Valley Places, the SJV Partnership will:

1. Convene Quarterly Meetings with the Consortium and regional partners.
2. Coordinate Work Group engagement.
3. Coordinate the participation of affected SJV Partnership Work Group conveners at partners meetings (communications, presentations/reports at meetings, etc).
4. Serve as liaison between Work Groups and partners in convener's absence (lack of participation)
5. Identify SJV Partnership Strategic Action Proposal objectives that align with Livability Principles and Smart Valley Places objectives.

SUPER Center

1. Serve as the planning-related knowledge clearinghouse for all Valley communities.
2. Deliver technical assistance, best practice models, peer learning and new ideas for land use and economic development planning and sustainable development practices and programs to cities and towns.
3. Use and help to implement the SJV Blueprint and Smart Valley Places Compact.

Consortium Use of Scenario Planning in the Visioning Process

After adopting the principles for smart growth, the RPC worked closely with UC Davis and local planners to use UPLAN growth scenario modeling software to develop a variety of growth scenarios. This was essential to ensuring that the Blueprint Plan identified realistic development patterns. The UPLAN analysis showed that if growth continued as it had during the previous five to ten years, an additional 760,000 acres of agricultural land would be converted to urban uses by 2050.

Through this scenario development process, three valley wide alternative growth scenarios were considered based on different levels of housing density, travel choices, and other variables, and ultimately a single preferred growth scenario for the San Joaquin Valley was selected. On April 1, 2009, the RPC adopted the preferred growth scenario and the 12 Smart Growth Principles, officially concluding the three year planning process and setting the stage for the transition to the implementation of the San Joaquin Valley Blueprint by the cities and counties of the Valley.

The SUPER Center will be the planning-related knowledge clearinghouse and resource center for all the Compact Cities through Smart Valley Places. Housed at Fresno State it will make use of faculty and Center planning staff as well as planning staff in the 14 cities and regional planning organizations to conduct extensive scenario planning. The SUPER Center will have the staffing and resources to utilize geo-based computer planning tools, bring together skilled individuals to conduct requested scenario planning. The quality of these planning efforts will be greatly enhanced through the ongoing data collection that the local cities, regional planning groups and non-profit organizations will provide to the SUPER Center. We envision collaborative studies with organizations such as the RPC, the Central Valley Health Policy Institute and the Central California Public Health Partnership.

These scenarios will be an important technical capacity component addressing the outcomes that will be part of the Regional Plan for Sustainable Development. We envision scenario planning addressing issues such as affordable housing, air and water quality, land use planning, zoning, job creating rural economic development, environmental assessment, energy conservation, transportation rail corridors, etc.

The SUPER Center, in coordination with the RPC, will give the San Joaquin Valley Consortium the ability to incorporate scenario modeling into more of the local and regional planning activities. This will significantly improve the region's ability to conduct data based performance tracking of outcomes over an extended performance period. It is envisioned that this technology will be incorporated into the numerous other HUD and EPA funded projects in the Valley.

The Consortium Incorporates the Six Livability Principles

The proposal addresses the six livability principles by:

More Transportation Choices

- Compact Cities - develop choices to decrease household transportation choices by promoting transit oriented neighborhoods and village developments including rapid bus and light rail options (ensuring accessibility by the elderly and disabled) to complement state and federal highway and transit initiatives. Also, address ways to reduce smog emissions, and potential financing through transportation impact fees and appropriate paratransit services.
- Regional Partners - review of transportation corridors and review of the statewide rail transit through the San Joaquin Valley.
- Community Leadership for Smart Valley Places - inform residents of planning options and ways to promote positive public health benefits.
- SUPER Center research level - conduct transportation scenarios and compile data elements from the cities and regional planning organizations

Promote Equitable, Affordable Housing

- Compact Cities – 1) evaluate impediments to Fair Housing and Housing Elements, 2) ways to increase supply of affordable housing, 3) confirm local plans to Livability Principles, 4) identify available funding sources to encourage affordable housing, and 5) identify available funding sources to encourage affordable housing.
- Regional Partners - review urban/rural sprawl with ways to formulate new economic development to be within minimum commuting distance of high unemployment areas. Identify and disseminate information regarding available funding for affordable housing.
- Community Leadership for Smart Valley Places- education residents and stakeholders on planning options and ways to assist local and regional agencies to expand location and energy efficient housing choices. Conduct workshops on financing both for the homeowner and banking/lending community. This approach links transportation, employment, and housing resources across local and regional agencies to implement strategies to eliminate the effect of discriminatory housing patterns. Coordination with the San Joaquin Valley Housing Collaborative and all San Joaquin Valley housing authorities and non-profit developers to work on innovative solutions for affordable housing especially regarding local, state, and federal policy and funding.
- SUPER Center research level - compile data elements from the cities and regional planning organizations regarding trends in housing efficiency and housing costs. Work with public and private sector developers to provide best practices.

Enhance Economic Competitiveness

- Compact Cities – a strong downtown economic growth plan plus neighborhood commercial centers and establishment of specific policies to promote and encourage local business centers. Encourage creation of Economic Development Strategies in all cities to coordinate effort and reduce inefficiencies.
- Regional Partners - Focus on Valley target industry clusters with attention on economic development implementation policies that encourage a full range of economic development options including: innovation and entrepreneurship, business retention and expansion, attraction, tourism and business counseling such as collaborating with the Lyle Center for Innovation and Entrepreneurship, the Institute for Family Business, and the University Business Center at Fresno State.

- Community Leadership for Smart Valley Places - educate and inform residents about ways they can be involved in advocating for local economic development opportunities that assist local and regional businesses and educational agencies through collaborations with such agencies as the Central Valley Higher Education Consortium which includes all the public and private postsecondary institutions in the San Joaquin Valley. Also, identify ways to expand employment and provide training and educational opportunities in neighborhoods and communities with high levels of poverty and unemployment through collaboration with the training programs at the local community colleges in the Valley. In addition, conduct workshops for both residents and local/county government officials to address ways to eliminate discriminatory housing patterns
- SUPER Center research level - compile data elements from the cities, regional organizations, and non-profits regarding employment training needs and opportunities for timely access to new employment. The SUPER Center in cooperation with the Office of Community and Economic Development will act as a clearinghouse for economic development tools and opportunities.

Support Existing Communities

- Compact Cities– Update general plans to meet state and federal guidelines and work in collaboration with other cities in the region to obtain expanded state and federal funding assistance to implement various aspects of their general plans that promotes neighborhood stabilization and Smart Growth principles (e.g. investments in drinking water and wastewater facilities, etc.).
- Regional Partners - Review ways to formulate region wide plans for air, water, economic development, to increase community revitalization. Take leadership role in advancing energy planning, conservation, protection of natural resources, and measures to meet the National Environmental Policy Act targets.
- Community Leadership - Inform residents about (1) how to engage in planning processes, especially those that involve redevelopment of existing neighborhoods to ensure that existing residents are not displaced and that they influence future planning options to promote inclusion of existing residents rather than neighborhood gentrification; and (2) ways to assist local and regional agencies especially for residents of rural areas to obtain necessary financing for public works investments and employment opportunities. Also, for many rural areas conduct workshops for ways to negotiate with local, regional, state and federal agencies water irrigation policies that will bring long-term decisions (ending years of court battles that leave everyone in a semi-limbo situation) so they can plan on ways to stabilize their communities and adjust their growth and employment plans to meet these decisions.
- SUPER Center research level - Compile data elements from the cities, regional planning organizations, and nonprofits regarding community revitalization and help develop several best practices scenarios for community revitalization and rural infrastructure needs.

Coordinate Policies and Leverage Investment

- Compact Cities – Continue to collaborate with all cities, regardless of size in the San Joaquin Valley to leverage funding that align local development plans with regional, state and federal policies and funding guidelines.
- Regional Partners - Review ways to identify additional venues for regional agencies to plan collaboratively with local cities and non-profits to plan for future growth and make smart energy and land use (especially agricultural land) choices such as collaborating with the

Water and Energy Technology Incubator at Fresno State. Collaborate on funding potential for all cities to incorporate the Smart Valley Places growth policies.

- Community Leadership - Inform rural and traditional marginalized residents of options and ways to assist local and regional agencies to increase accountability and effectiveness of all levels of government. Conduct workshops for governmental officials to identify ways to empower them to work collectively to address equity, economic, health, and energy challenges and work collaboratively with the SUPER Center to develop meaningful cost/benefit options to bring to their councils and residents.
- SUPER Center research level - Compile data elements from the cities, regional organizations, and non-profits regarding leveraging and conducting scenarios for revitalization planning utilizing smart land use and affordable housing choices. It will also compile data from federal and state funded postsecondary outreach programs (e.g. College Assistance Migrant Program, Talent Search, Louis Stokes Alliance for Minority Participation, Math Engineering Science Achievement Program, Upward Bound, Summer Bridge, CalState TEACH, etc.) that actively recruit low-income, minority and students from farm families to promote expanding high paying employment opportunities for these traditionally underserved populations.

Value Communities and Neighborhoods

- Compact Cities – Continue to implement general plan updating to address healthy, safe and walkable neighborhoods.
- Regional Partners - Identify regional policies that promote cities and rural areas to value their neighborhoods and look within more often than outside for expenditure of housing and economic financing.
- Community Leadership – Help residents of Compact Cities and surrounding neighborhoods to identify community needs and assets plus provide workshops and institutes within the counties to address social equity values on regional and local levels. Provide these residents and other stakeholders with access to appropriate information through institutes, workshops, webinars and web-based information, on: Street Design for Walking and Biking, Creating Healthy, Walkable, Neighborhoods and Communities, Building a Strong, Sustainable Local Economy, and Downtown Revitalization. Also, collaborate with organizations such as the OSHER Lifelong Learning Program as a forum for senior citizens to learn about ways to promote livability outcomes.
- SUPER Center research level - Compile data elements from the cities, regional planning organizations, and nonprofits to include conducting scenarios for revitalization of neighborhoods for use by local governments. Such scenarios examples would include 1) local major employment centers within a 30-minute transit commute for low-income neighborhoods, 2) viable development plans from the city and private investors vantage points to increase commercial construction on underutilized infill in low-income neighborhoods, and 3) decreasing transportation-related emissions by presenting a range viable, regional and local specific options to decrease per capita vehicle miles traveled.

Smart Valley Places City and Regional Programs Create Leveraged Implementation of HUD Sustainable Communities Initiative Principles, Methods, Activities and Outcomes

OUTCOMES	ACTIVITIES TO REACH OUTCOMES
a. Identify affordable housing, transportation	<ul style="list-style-type: none"> • Stockton –Comprehensive Climate Action Plan and Implementation • Manteca – Comprehensive General Plan, Land Use, Conservation and

<p>investment, water infrastructure, economic development, land use planning, environmental conservation, energy system, open space, and other infrastructure priorities and ‘Livability’ elements and priorities for RPSD</p>	<p>Safety Element, and Climate Action Plan & Green House Gas Emissions Inventory</p> <ul style="list-style-type: none"> • Lodi – Comprehensive Climate Action Plan (CAP) and Implementation, Development Code Update and Implementation, Lower Mokelumne River (LMR) Watershed Stewardship Plan Implementation • Modesto –General Plan Amendment, Land Use Designations and Transportation Corridor Study policies • Turlock – Comprehensive General Plan Update and EIR • Merced – Comprehensive Climate Action Plan (CAP) and Implementation • Madera – Updates to the City’s Master Infrastructure Plans and Water Management Plan to Incorporate Water Reclamation Strategies • Fresno – I-PLACE3S - GIS Planning & Impact Assessment Tools Launch, Comprehensive General Plan and Development Code Update, and Sustainable Fresno Energy and Water Resource Programs • Clovis – Comprehensive General Plan Update and EIR • Hanford – Comprehensive General Plan Update and EIR, and Downtown East Precise Plan (and Possible Form-Based Code) • Visalia – Comprehensive General Plan Update Third Year, Light Rail Corridor/Route Planning as Part of General Plan, Community Outreach Newsletter Distribution and Community Workshops, and Community Design (CD) Element • Tulare –Transit Orient Development (TOD) Study and Tulare General Plan Amendment • Porterville – Circulation Element Fee Structure, Economic Development Strategic Plan, Design Standards & Specifications, and Upzoning Land for Higher Density Residential Development • Delano – Green Building Program, Healthy Delano and Wellness Element to the City of Delano General Plan Sustainable Delano Element to the City of Delano General Plan, and Block H Plan
<p>b. Provide a central clearing house and research unit to support planning efforts.</p>	<p>Fresno State - San Joaquin Valley Rural Planning and Environmental Resource Center (SUPER Center) will be the planning-related knowledge clearinghouse for all Valley communities, delivering technical assistance, best practice models, peer learning and new ideas for land use and economic development planning, and sustainable development practices and programs to cities and towns, use and helping to implement the SJV Blueprint and Smart Valley Places COMPACT.</p>
<p>c. A single integrated RPSD addressing population growth over a 20-year time frame with 3-5 year benchmarks.</p>	<ul style="list-style-type: none"> • Each Compact City has a minimum 20 year planning horizon • Each Compact City will incorporate performance goals for all Smart Valley Places related plans, policies, codes, and programs consistent with HUD-DOT-EPA <u>Livability Principles</u> • Each Compact City will incorporate five year implementation targets and review and evaluate Smart Valley Places related adopted plans, policies, codes, and programs at minimum of every five years intervals related to performance goals and overall implementation • Compact Cities will collaborate to define and implement a single integrated RPSD that addresses population growth

<p>d. Goals consistent with HUD-DOT-EPA Livability Principles</p>	<ul style="list-style-type: none"> • Compact Cities will identify and incorporate performance goals for all Smart Valley Places related plans, policies, codes, and programs consistent with HUD-DOT-EPA <u>Livability Principles</u> as part of their <u>individual work product</u>.
<p>e. Use GIS/Metrics to assess performance goals of various scenarios</p>	<ul style="list-style-type: none"> • Promote programs such as the one in which the City of Fresno is launching the I-PLACE3S - GIS Platform (I-PLACES3S is a software tool that facilitates an integrated land use and transportation planning known as scenario planning. It provides a web-based platform from which to communicate ideas, store data, and analyze potential outcomes. I-PLACE3S is not generally available to cities yet.) Fresno is building an inter-regional partnership to use I-PLACE3S in developing its Fresno Green General Plan Update, and help other Valley cities launch I-PLACE3S as well.
<p>f. Provide detailed plans, to meet planning goals</p>	<ul style="list-style-type: none"> • Compact Cities will integrate all Smart Valley Places related GP, Code, GIS, Energy and Leadership Programs with others into single RPSD implementation strategy to implemented in 5 year increments over a minimum of 20 years
<p>g. Prioritize projects</p>	<ul style="list-style-type: none"> • Compact Cities will prioritize and integrate all GP, Zoning Ordinance, GIS, Energy, and Leadership programs with other San Joaquin Valley cities and share the work of identifying and raising funds from multiple sources to facilitate regional implementation beyond plan adoption and program delivery.
<p>h. Plan consistent with HUD-DOT-EPA policies</p>	<ul style="list-style-type: none"> • Compact Cities will work together to evaluate and determine consistency with all HUD-DOT-EPA plans, programs and suggest strategies to amend existing HUD-DOT-EPA plans, programs where appropriate as part of the RPSD implementation
<p>i. Residents and stakeholders meaningfully engaged in the development of shared vision</p>	<ul style="list-style-type: none"> • Regional Smart Valley Places Community Leadership Program provided by community based, non-profit organizations working as one regional, autonomous body, in partnership with the Compact of Cities. • Program Coordination - California Coalition for Rural Housing. • Leadership Development Program will offer 8 institutes to help low-income and minority communities gain an understanding of how to participate in the local government land use planning process. Program will be coordinated by Central California Regional Obesity Prevention Program. Local community based organizations will be selected to deliver institute curriculum by advisory sub-committees established in COMPACT city. • Regional Topical Workshops and Webinars will provide education, training, on specific livable communities topics for elected officials, local government staff, development professionals, bankers, community groups and individual community members. Local Government Commission will coordinate and deliver these workshops. • Integrated Involvement in Smart Valley Places planning activities will be supported by the use of <i>Groundswell</i>, an online public education and networking tool. Groundswell is provided by American Farmland Trust.

The Consortium Proposal's Responsiveness to Needs

Smart Valley Places directly addresses the needs by a) involving the major cities (50,000+ population) in all 8 counties b) involving the major regional policy and planning agencies in the San Joaquin Valley, c) having a strong component to reach out in meaningful ways to rural and marginalized populations to bring them into the planning process, and d) provide a research component to collect widely dispersed data elements, conduct analytical studies plus develop best practices planning scenarios.

Leverage Critical Regional Economic Assets

The Office of Community and Economic Development at Fresno State (OCED) will align the university's intellectual capacity and innovation-driven economic development initiatives to improve the competitiveness and prosperity of the San Joaquin Valley. In supporting economic development innovation, OCED collaborates with regional industry clusters to develop a strategic approach to development, technology transfers, workforce development initiatives, infrastructure needs, and collaborative industry relations. Two direct results of OCED's activities are the SJV Partnership and the Regional Jobs Initiative. Both initiatives are based on the idea that regional economies are made up of a series of related industries, or clusters, that benefit one another. Both initiatives continue to convene experts and leaders committed to sustainable community and economic development, environmental stewardship, and human advocacy for the San Joaquin Valley region.

Home to five of the top ten agricultural producing counties in the world, and the birthplace of many irrigation and agriculture production innovations, the San Joaquin Valley literally feeds the world. Yet, water and energy challenges continue to confront the region. Water and Energy are keys to sustaining the San Joaquin Valley's ability to provide the world's food supply.

Necessity is the mother of invention. The San Joaquin Valley has the resources, talent and drive to develop the ideas that stem from a deep understanding of the issues that confront the region and the need to find solutions. The natural resources of the region make the San Joaquin Valley the ideal environment to develop and test important Water, Energy and Agricultural technologies. The region has, for example, well established industry clusters, especially relative to water. The International Center for Water Technology (ICWT) and the Center for Irrigation Technology (CIT) at CSU Fresno are among the leading water and fluid science technology research, development and testing programs in the world today.

The region is also home to the newest and tenth University of California campus, UC Merced. UC Merced hosts the globally-renowned Sierra Nevada Research Institute (SNRI), as well as the University of California Advanced Solar Technologies Institute (UC Solar) and the UC Merced Energy Research Institute (UCMERI). The faculty, staff, and students of UC Merced are dedicated to developing new knowledge and innovative technologies that address the needs of the San Joaquin Valley and the world, and to fulfilling UC Merced's mission of research, education, and public service.

Process for Sustainable Development

Smart Valley Places Initial Compact Cities:

The Compact Cities have made the formal commitment outlined in the attached Compact agreement to work locally to update and expand their general plans to align with regional initiatives and HUD and EPA growth plans. At the end of the grant period these cities will be on track to make the necessary decisions to create the level of sufficient mass to move forward on energy, transportation and housing issues. Our regional component's policies and recommendations are then implemented at the local level by 14 of the largest 16 cities in the San Joaquin Valley. These cities make decisions affecting over 60 percent of the 4 million residents in the San Joaquin Valley. They will address land use and

environmental planning, open space planning, infrastructure investments, air and water quality, plus integrated and affordable housing approaches

Smart Valley Places – Shared Principles, Plans, Policies, Codes, and Programs Lead to Positive Regional Outcomes:

Our Compact Cities component will have the most direct and significant impact on the measurable implementation of a regional plan for sustainable development of any regional effort in California. This strong and desirable outcome is reliably deliverable because the ultimate and most effective implementers of urban development, the cities, are mutually leading and coordinating local planning, implementation, and program operations in collaboration with other key local and regional jurisdictional and non-profit partners through the Smart Valley Places Consortium.

Governance and Management

Regional Collaboration

In order to meet the goals of Smart Valley Places, it is essential to have a regionally coordinated effort. A regional approach is also valuable because it ensures that residents will be educated on how counties, cities, and RPC interplay and what are the limitations and capacities of all of these players in land use decision making.

The Office of Community and Economic Development will collaborate the integrating of the local planning efforts by the 14 Compact Cities into a unified plan for review by the JV Partnership and RPC. The ten work groups of the SJV Partnership will assist the process by addressing the specific needs of each county within the work groups’ areas of expertise. These efforts will allow the local and regional planning efforts to dovetail into a comprehensive plan and strategy for improving and integrating transportation, land use, air/water quality, housing, economic development, etc.

The 4 nonprofit agencies in regional collaboration with the Compact Cities will design a curriculum which will be adapted to meet local planning initiatives ongoing in each city and county. They will collaboratively set program guidelines for the regional institutes and workshops. This will better connect the local leadership institutes to the Local Government Commission workshops. It will also better connect the local leadership institutes to the website that will be expanded by the American Farmland Trust to document local and regional community involvement progress.

The SUPER Center will design value added research and data collection activities to address the proverbial question “why doesn’t someone collect data on this to help make more informed decisions?” The Center based on input and discussion with the Consortium members will formulate a series of recommendations for them to prioritize and then assist them in obtaining and forwarding the necessary information.

The Center will also take the lead and conduct data gathering of available but difficult to locate data elements to provide secondary analysis of the information. This will involve additional agencies such as the Air Districts, Central Valley Higher Education Consortium, the Workforce Connections, and the Water Institute at Fresno State to address specific research issues.

Regional Consensus

The consortium has developed a very detailed protocol for obtaining consensus and solidifying the involvement of the local cities. The consensus includes:

1. The Consortium and the Fresno State Foundation has already developed written agreements with all the partners.
2. The City Compact consisting of 14 cities will subcontract with the Foundation and will provide invoices to the Foundation.

3. The SJV Partnership will subcontract with the Foundation and will report and provide invoices to the Foundation.
4. Community Leadership for Smart Valley Places-Program coordinator plus lead organizations for three individual components will each subcontract with the Foundation.
5. A tight and detailed timeline for all deliverables for each component has been developed to use as a performance measurement tool.
6. The consortium after 9 months will determine if the cities and nonprofits are in compliance and will, if necessary, make reallocation of funds in conjunction with HUD.

Project Implementation Schedule

Based on recommendations from HUD, it was determined that the information provided in Factor 5 (Logic Model) in the attachments would serve as the Project Implementation Schedule. Contained in Factor 5 are the 6, 12, and 24 month status updates for the 8 mandatory planning issues addressed in our proposal. It was also determined that the *Initiative Principles, Methods, Activities and Outcomes* table starting on page 17 of this application provided a more meaningful explanation of the critical work items in this proposal and their sequencing.

Application's Budget Proposal

The budget and budget narrative for the HUD funding and leveraging funds is included as an attachment to this application. The budget provides level funding of \$250,000 to each of the 14 cities. This was done for two important reasons. First, as part of each city's contract with the Foundation, the fiscal agent for the grant, the contracts will include a listing of deliverables. Second, it will include language that if after 9 months there is little or no movement in accomplishing their deliverables, the Consortium will have the responsibility to recommend that the funding be reallocated to another city that has additional planning activities to complete. This will be done in conjunction with the approval of our HUD program officer. This provides additional incentives for each city to move promptly on their work items so they can be best positioned for any potential additional funding due to the inability of another city to perform at the desired level set by this grant program.

The budget also contains sufficient funding for our community leadership component conducted by the 4 non-profit agencies. As noted previously, the San Joaquin Valley is almost the size of South Carolina. This will require significant outreach efforts to marginalized groups and low income neighborhoods. It will also require them to conduct a series of workshops in each county. Thus, to be successful it was necessary to make this commitment of resources.

The Office of Community and Economic Development at Fresno State will be the moving force in coordinating all the cities, regional agencies and non-profits. This office has demonstrated in the past its capacity to organize wide ranging regional working groups. Their efforts will ensure that the partners move forward in a concerted and collaborative manner.

The SUPER Center funding will enable this center to accomplish the necessary data collection and scenario modeling that will provide meaningful options for local and regional decision making. This will provide for the long-term planning growth and guidance that will be necessary to implement plans over the next 5 to 20 years.

The Consortium will hire a third party evaluator within 60 days of the start of the award contract. The evaluator will work in conjunction with the SUPER Center to identify data elements to be collected. It will also take a lead role in the formulation, implementation and documentation of the Logic Model to be developed in conjunction with HUD soon after the awarding of the contract. The arm's length will provide the Consortium and HUD will unbiased or misleading findings. It will also ensure that all evaluation data elements are being collected for each of the 8 issues addressed in the Logic Model.

Finally, the evaluator will conduct a series of pre/post surveys of knowledge, interest, and effectiveness of the Community Leadership workshops and webinars. This will provide real time feedback to the nonprofits and the Compact Cities regarding their effectiveness involving marginalized groups in the planning process. The evaluator will also conduct outcome surveys of the Compact Cities and regional agencies to determine their effectiveness in reaching and sustaining the 8 desired outcomes in the Logic Model and NOFA.

HUD's Departmental Policy Priorities

Our program has laid out protocols for the San Joaquin Valley to concurrently address major land use, transportation, and housing issues from the bottom up and top down. This mutual buy-in is a key to why we believe this approach will be successful in moving to the next level in setting and reaching HUD's desired outcomes. Our approach directly addresses the six Livability Principles at both the local and regional levels. It commits significant time and effort to obtain meaningful planning outcomes, community involvement and research to identify and implement policies that will result in neighborhoods that are more healthy, safe and livable. This approach will also move beyond the limitations of the local neighborhoods and begin to implement policies addressing wider issues such as mass transportation, air/water quality, affordable housing, connecting employment centers to neighborhoods, and preserving our rich agricultural land.

Our approach realizes the interdependence necessary for social equity, inclusion, and access to opportunity. One city or one county cannot effectively address these issues in isolation. The Consortium has recognized that a balanced plan will be the most effective in the long term in addressing issues of regional significance. Through our model we are able to set appropriate 3 to 5 year benchmark performance targets. Each city and the overall region will set performance goals that align with the Sustainability Partnership's Livability Principles. These will be evaluated and analyzed not in an incremental manner through state or federal mandated time frames as presently exists, but through scenario planning and regional forums where the public and policy makers can review options and make informed decisions based on the pros and cons of various alternatives, delays, lack of inaction, levels of desired attainment, funding options, etc.

Also, by actively involving HUD in the design of our model we are positioned to conduct planning at the local and regional levels that will weave HUD's departmental priorities into each component of the grant process. HUD's priorities are recognized as targeted outcomes for each Compact City and our regional agencies. These agencies are then supported in their efforts by experts in community involvement, scenario planning, data collection and analysis which are not available in a traditional grant award to a local or county level governmental agency. These value added components provide the necessary linkage to connecting HUD's priorities to those partners in our Consortium.

RATING FACTOR 4: Matching and Leveraging Resources

Our proposal documents over a 50 percent leveraging of resources for this grant program. Letters from the partner cities make up these funds. These amounts are listed on the budget pages. They are documented in the letters in the attachments. Due to 15 page limitation and recommendations from HUD, we have included several of the letters of commitment and have listed the remaining cities' amounts and sources of leveraging funds. We see these leveraged funds as another indicator of the commitment of the Consortium to make meaningful gains towards the 8 program outcomes listed for the Sustainable Community Regional Planning Grant Program.

Once awarded a contract, we will solidify and set up a process in consultation with our HUD program officer to provide the necessary documentation to meet the threshold necessary to pass an external audit of the leveraging resources. This process will be completed within 60 days from the start of the contract. Documentation forms will be prepared by the fiscal agent – Fresno State Foundation –

and will be coordinated by the staff of the Office of Community and Economic Development in conjunction with each of the cities providing leveraging resources.

RATING FACTOR 5: Achieving Results and Program Evaluation

Our evaluation will include two other important components. The first will deal with pre/post inventories of the residents and governmental officials who participate in our Community Leadership Program. Findings from the early workshops will provide important formative feedback to assist the nonprofit organizations modify and improving future workshops to maximize information presented and participation.

The second component of the evaluation will involve the hiring of an external evaluator who will join the program within 30 days of the grant award date. We have talked to several individuals and will be able to hire one within this timeframe. The evaluator will assist in the design of the Community Leadership participant questionnaires. The questionnaires will contain demographic data (race, age, gender, rural/urban, prior level of involvement, etc) that will enable the evaluator to make a series of statistical analysis to determine significance, power and effect size to determine the meaningful levels of useful information provided in the workshops and to determine any demographic differences.

The evaluator will also conduct yearly interviews with representatives from each component of our grant proposal. The objective will be to determine levels of accomplishments, meeting timelines, and insights into effectiveness of their activities. These findings will provide the Consortium a yearly review of our success. The evaluator will also provide a series of recommendation each year on ways to modify the program to better address the timelines and effectiveness of the Community Leadership, Compact Cities, regional agencies, and SUPER Center activities. These reports will be shared with HUD and we will collaborate with HUD on implementing the recommendations of the evaluator.

The Consortium will also address the 8 mandatory outcomes for this grant utilizing Rating Factor 5 – Logic Model which is included in the attachments. In addition, the evaluation will address the 10 factors listed in the NOFA detailing Category 2 priorities. These 10 factors are listed below.

1. Regional transportation, housing, water, and air quality plans deeply aligned to local comprehensive land use and capital investment plans.
OUTCOME: Each of the 14 cities will be updating their general plan to address these issues. Their participation in this proposal makes them familiar with the need to utilize regional goals as the benchmarks for setting goals, redrafting zoning and land use plans and setting water and air standards that focus on the major causes of pollution – long auto trip travels, urban sprawl and procedures to expand recycling.
2. Work with MPOs to realign transportation investments.
OUTCOME: The MPOs will collaborate with the Consortium’s partners to develop strategies that will leverage funds at the local, regional, state and federal levels that will realign transportation investments to promote mass transit, corridor transit, and reducing vehicle miles traveled per capita.
3. Solidify regional agreements for water, waste, and natural resource management.
OUTCOME: The Consortium has collaborated with other regional governing agencies (air and water) plus regional research institutes to come up with strategies to reach regional agreements that are mutually driven from top down and bottom up to reach regional, state and federal goals.
4. Launch employment initiatives that support regional workforce needs and target marginalized populations.
OUTCOME: The 14 Compact Cities all have employment initiatives that they will formulate and coordinate with the county and regional planning agencies. The SUPER Center will

research strategies in collaboration with local educational and workforce training agencies to formulate identification, recruitment and placement of new employment centers near high unemployment neighborhoods to address Livability Principles.

5. Identify capital improvement costs and financing strategies for transit corridors or housing plans.
OUTCOME: The San Joaquin Valley Regional Policy Council and Blueprint will collaborate with the Consortium's partners, especially through the workshops by the California Coalition for Rural Housing for businesses and government officials and scenario planning by the SUPER Center to determine viable local and regional housing financing options that address social equity and impediments to fair housing choices.

6. Set Specific timetable on elements of the Regional Plan for Sustainable Development.
OUTCOME: The attached Logic Model sets specific 6, 12, and 24 month timelines for the 8 mandatory Outcomes listed in the NOFA and Logic Model. Each outcome is directly related to one of the partner(s) and there are built in checks for reallocation of funding in conjunction with HUD for unforeseen situations where anticipated activities did not occur. These timelines reflect the Consortium's desire to aggressively implement these activities to provide sufficient time in year three for preparation and review of the Regional Plan.

7. Establish a formal body that holds direct influence over decision-making sure there is representation by marginalized populations.
OUTCOME: The Consortium's partners especially the 14 Compact Cities will collaborate with the Regional Planning Council to make decisions for implementation of the Regional Plan for Sustainable Development. The Community Leadership Program component through the 4 nonprofit organizations will ensure that there is representation in the planning process from the beginning through the review process for the rural and historically marginalized populations. This format provides for an independent yet coordinated and collaborative manner to outreach and inform these groups on issues of local and regional importance.

8. Conduct negotiations that formalize multijurisdictional agreements to implement elements of the Regional Plan for Sustainable Development.
OUTCOME: Each of the 14 Compact Cities and regional planning agencies in the Consortium has signed formal agreements which are included as attachments to this proposal. These clearly outline the commitment to completing work elements that collectively will strength the development of a Regional Plan. The Consortium felt it was critical that the major cities which represent over 60% of the region's population needed to become actively involved in the process. This 'buy-in' plus the assistance to involve marginalized populations will pay dividends once the Regional Planning Council begins to formulate the Regional Plan.

9. Link elements of the existing Regional Plan to specific outcomes that resolve challenges identified in Factor 2.
OUTCOME: The grant writing team from several different partners in the Consortium committed substantial time and effort to complete the data elements in Factor 2. These findings enabled the Consortium to focus on identify specific work elements of the Regional Plan with the 14 Compact Cities, the Community Leadership Program and the SUPER Center research component. The needs identified in Factor 2 are addressed in the major work items listed in the proposal.

10. Work with MPOs to realign transportation investments.

OUTCOME: The MPOs will utilize the updated general plans prepared by the Smart Valley Places cities in the 2014 RTP updates. These general plans will also be the basis of the sustainable Community Strategies to be included in the RTPs in compliance with AB 32. The RTP is the regional plan for transportation investment. The general plan is the guiding document for local transportation infrastructure investment. The MPOs will collaborate with the Consortium's partners to develop strategies that will leverage funds at the local, regional, state and federal levels that will realign transportation investments to promote mass transit, corridor transit, and reducing vehicle miles traveled per capita.