

Attachment C – Theme Team Work Products

Community Identity Team.....C1

Public Safety Team.....C8

Services Team..... C13

Land Use Team..... C26

Transportation Team..... C 41

COMMUNITY IDENTITY ALTERNATIVES

	FUTURE B
	Moderate Approach
	<i>Carmichael's community identity is pronounced and Carmichael is known as a place to go and has an attractive and healthy business district where Carmichael people gather, shop and interact. This vision involves a moderate level of increased attention by the business community and residents.</i>
Themes/Issues	
Town Center/Business District	<p>Policies:</p> <p>Central Business District</p> <ul style="list-style-type: none"> • The Carmichael Central Business District is the commercial area along Fair Oaks Boulevard extending from Oak Avenue on the south to Cypress Avenue on the north and California Avenue on the east. • The District would have a common design theme that ties in existing business hubs with recognizable standards for lighting, signage, architectural quality, paving, landscaping, building colors and materials, etc. • The amount and type of commercial zoning would be revised to foster the elimination of blight and undesirable uses, encouraging revitalization of underused commercial strip properties and vacant commercial lots, providing for mixed uses such as more residential on underused properties. • Fair Oaks Boulevard would continue to accommodate through traffic per the General Plan, but greater attractiveness and pedestrian-friendliness would be achieved by separated sidewalks where possible. • Adopt a policy for utilities to be moved off the sidewalks behind commercial properties or placed underground in order to increase pedestrian-friendliness. <p>Other Business Districts (e.g. Walnut Ave, Madison Ave.)</p> <ul style="list-style-type: none"> • The amount and type of commercial zoning would be revised to foster the elimination of blight and undesirable uses, encouraging revitalization of underused commercial strip properties and vacant commercial lots, providing for mixed uses such as more residential on underused properties. <p>Implementation:</p> <ul style="list-style-type: none"> • A design firm would be hired to develop concepts for the common design theme. • A Special Planning Area ordinance would be developed as soon as possible that implements these concepts and would consider modifying commercial zoning and prohibiting undesirable commercial uses.
Business Development	<p>Policies:</p> <ul style="list-style-type: none"> • Active marketing is pursued to bring in and keep businesses that are focused on serving and enhancing the community, such as upscale restaurants,

	<p>boutiques and family-oriented entertainment.</p> <ul style="list-style-type: none"> • Funding sources for commercial revitalization are actively pursued. • Adopt a policy to foster a business model advocating businesses to come to Carmichael through business incentives. <p>Implementation:</p> <ul style="list-style-type: none"> • <i>Pursue opportunities for a redevelopment district through SHRA, Property and Business Improvement District (PBID) or other type of community financing district.</i> • <i>Enhance the efforts of existing business development organizations, such as the Carmichael Chamber of Commerce and the Sacramento Metropolitan Chamber of Commerce.</i> • <i>Hire a marketing and business development firm (1) to conduct an evaluation to determine what types of businesses are desirable to Carmichael, (2) to contact existing landlords and encourage them to bring desirable tenants to Carmichael, and (3) to solicit desirable businesses to Carmichael.</i>
Community Pride and Involvement	<p>Policies:</p> <ul style="list-style-type: none"> • Establish attractive welcoming signage consistent with business signage at all the entrances to the Central Business District as well as Carmichael proper. • Showcase both Carmichael Park and Ancil Hoffman Park through festivals, farmers’ markets, and activities with an emphasis on visual and performing arts. Showcasing Carmichael Park should include adding an attractive main entrance off of Fair Oaks Blvd with an attractive sign to promote upcoming community events and adding a jogging path. Enhance security by exploring housing or other means to provide “eyes on the park.” • . • Establish a policy to create an adopt-a-street program for the maintenance of streets throughout Carmichael. <p>Implementation:</p> <ul style="list-style-type: none"> • <i>Create an organization structure that promotes community events and interests on a continuing basis.</i> • <i>Select a design firm to provide recommended signage standards.</i>
Beautification	<p>Policies:</p> <ul style="list-style-type: none"> • In addition to creating a common design theme, the Central Business District shall have well-maintained landscaping, sidewalks and business premises. • Code violations, such as illegal signs, shall be actively pursued. • Establish a signage standard and eliminate illegal signage. • Community-wide requirement of stewardship of property maintenance, regardless of whether a business is occupied or not. • Recognize businesses and property owners for improvements made to their buildings. <p>Implementation:</p>

	<ul style="list-style-type: none"> • <i>Additional code enforcement and law enforcement staffing can be considered through the funding sources referenced above.</i> • <i>Look at funding options to purchase property rights to billboards on Fair Oaks Blvd in order to get rid of the billboards.</i> • <i>Work with the Sacramento Tree Foundation and garden clubs to develop desirable landscaping.</i> • <i>Give annual awards recognizing excellent improvements in categories to be developed.</i>
Common Items for all 4 Themes/Issues	<p>Implementation:</p> <ul style="list-style-type: none"> • <i>Create a steering committee responsible for local governance to implement and enforce the policies.</i> • <i>Develop a system of communication to notify Carmichael residents of matters affecting their community.</i> • <i>Create a Carmichael web page that fosters community involvement and participation in businesses and arts.</i>
Advantages and Disadvantages of this Future	<p>Advantages:</p> <ul style="list-style-type: none"> • Future B will accommodate pedestrians of all abilities and foster a positive business environment. • Future B will give the main street of Carmichael a welcoming, attractive, unified feeling while preserving our lovely neighborhoods. • Future B will promote community involvement, thereby making Carmichael a desirable community for people to live, raise children, go to school and shop. • Future B will reduce mileage, congestion and pollution when residents remain in Carmichael to shop and spend leisure time. • Future B will help keep sales tax within the unincorporated area of Sacramento County. • Future B will help increase property value and quality of life in Carmichael. • Future B presents a moderate change that may be easier to implement. <p>Disadvantages:</p> <ul style="list-style-type: none"> • Future B is a first step that focuses on a Central Business District on Fair Oaks Blvd and that only touches on the outlying areas of Carmichael. • Future B could increase mileage, congestion and pollution when people are attracted to Carmichael from outside of the area. • Future B may not create the sense of community and vital business area that is truly desired by the community.

	FUTURE C
	“Aggressive Approach - Village Centers”
	<i>Carmichael would have a distinct and identifiable character focusing on a “Village</i>

	<i>Center” concept for Fair Oaks Boulevard. Carmichael would be seen as a quaint and vibrant place to go and shop. This vision would take an aggressive approach to creating this concept.</i>
Themes/Issues	
Town Center/Business District	<p><i>Policies:</i></p> <p><u>Village Centers.</u> Three distinct Village Centers would be created with distinct flavors and themes: one focusing on entertainment, one focusing on civic/service, and one focusing on business/retail.</p> <ul style="list-style-type: none"> • The entertainment Village Center would include a specialty movie theater (such as IMAX, foreign films or documentaries), restaurants and live entertainment (music, performance, dance). • The civic/service Village Center would include galleries, historical museum, sheriff sub-station, meeting facility and offices for the following: Carmichael Chamber of Commerce, Building Inspection, coordinating committee, officials, neighborhood associations, neighborhood watch and Design Review Board. • The business/retail Village Center would include upscale shops, bookstore, restaurants, services, galleries, antiques, home furnishings, arts and crafts, apparel and sporting goods. The development of a small, upscale specialty mall is encouraged. • Each Village Center would be mixed-use and could include multi-story facilities that allow for housing, parking and/or additional shopping, using vacant or underutilized parcels to create this concept. • Each Village Center would include the following: <ul style="list-style-type: none"> ➤ Plazas and pedestrian amenities that would provide a relaxed, attractive, pedestrian- and bicycle-friendly atmosphere. ➤ Accommodations for bus, shuttle and other transit services. ➤ Distinctive design standards addressing architecture, landscaping, paving, lighting, signage, building colors and materials, etc. ➤ Consolidated public parking, including additional landscaping and access to Village Centers. • The three most promising areas for Village Centers are: <ol style="list-style-type: none"> 1. Winding Way and Manzanita 2. Fair Oaks and Manzanita 3. Fair Oaks and Marconi <p><u>All of Fair Oaks Boulevard.</u> All of the commercial areas along Fair Oaks Boulevard would have a strong design theme, including:</p> <ul style="list-style-type: none"> • Strong architectural and design controls, as well as standards addressing landscaping, paving, lighting, signage, building colors and materials, etc. • Alternatives to the street should be considered, including four lanes instead of six lanes • Diversion of traffic by using side lanes • Separated sidewalks and wider sidewalks, with shade trees between sidewalk and street • More bikeways that are connected to an overall bicycle plan for Carmichael

	<ul style="list-style-type: none"> • Many pedestrian crossings • Pedestrian archway(s) over the street • Consistent lighting fixtures • Use landscaping and common tree species to create theme • Entry signage and/or marker to each Village Center • Rename to Carmichael Boulevard • Zoning and/or ordinances that limits undesirable businesses. <p>Other Commercial Districts</p> <p>The amount and type of commercial zoning would be revised to foster the elimination of blight and undesirable uses, encouraging revitalization of underused commercial strip properties and vacant commercial lots, providing for mixed uses such as more residential on underused properties.</p> <p>Implementation ideas:</p> <ul style="list-style-type: none"> • <i>An Urban Design Plan and implementing ordinances such as a Special Planning Area would be developed to further define the Village Center concept and to focus on the economic opportunities at each of these sites.</i> • <i>Contract with an Urban Design Professional to help implement, agreed upon by a team.</i> • <i>Steering committee will select and oversee the Urban Design Professional.</i> • <i>Establish zoning and/or ordinances that encourage appropriate implementation of this plan.</i> • <i>Pursue grants, such as the SACOG community design grants, to help fund some improvements.</i>
<p>Business Development</p>	<p>Policies:</p> <ul style="list-style-type: none"> • Carmichael would have a strong business organization that conducts market research to determine best market niches and actively markets and promotes Carmichael to attract major retailers, restaurants and services. • A Design Review Board would be appointed to review new buildings and remodels. • Major push towards forming a Property and Business Improvement District (PBID) • Redevelopment area designation • Develop storefront renovation program to provide incentives to existing business to upgrade. • Develop a strong business-licensing program for enforcement of business regulations. • Support the business community to make sure changes to roadways, architecture and environment are business-friendly. <p>Implementation ideas:</p> <ul style="list-style-type: none"> • <i>Fund a market research study to better determine business strengths and</i>

	<p><i>weaknesses, constraints and opportunities</i></p> <ul style="list-style-type: none"> • <i>Research other successful business districts to find out what works.</i> • <i>Hire a professional firm to market Carmichael.</i> • <i>Work with County for fee and permit incentives.</i>
<p>Community Pride and Involvement</p>	<p><i>Policies:</i></p> <ul style="list-style-type: none"> • Develop more uniquely and distinctively Carmichael events, such as a walking and biking tour between business area and American River Parkway. • Develop Carmichael Park into a true community center as a focal point for community activities. Include improvements to facilities, such as amphitheater and clubhouse. Involve the garden club in the enhancements to Carmichael Park. Add a jogging/exercise path to Carmichael Park similar to McKinley Park. Showcase Carmichael Park through festivals, farmers’ markets, and activities with an emphasis on visual and performing arts. Showcasing Carmichael Park should include adding an attractive main entrance off of Fair Oaks Blvd with an attractive sign to promote upcoming community events and adding a jogging path. Enhance security by exploring housing or other means to provide “eyes on the park.” • Improve amenities and enhance facilities at Ancil Hoffman Park. • Encourage the park districts to restructure their facilities and programs in the districts to better meet community needs. • Develop a community website that incorporates neighborhood watch, neighborhood associations, services, sheriff, fire, parks, Chamber of Commerce, service organizations, etc. • Community events should involve schools and youth. • Encourage community events such as farmer’s market, wine tasting, and art shows. • Involve community organizations – Rotary, Masons, Lyons, Elks, etc. • Student involvement through volunteer community service hours. <p><i>Implementation ideas:</i></p> <ul style="list-style-type: none"> • <i>Establish responsible, active listening with County.</i> • <i>Contract with park designer(s) for Carmichael Park and Ancil Hoffman Park.</i> • <i>Organize work parties for improving the parks.</i>
<p>Beautification</p>	<p><i>Policies:</i></p> <ul style="list-style-type: none"> • Entrances to parks and points of interest shall consist of attractive signage and/or architecture. • Utilize bus/transit stops and turnouts as an opportunity to add landscaping, lighting and thematic architecture. • Underground utilities. • Develop a program or recognition awards for businesses and property owners that create beautiful locations. • A common design theme, and well-maintained landscaping, sidewalks and

	<p>business premises.</p> <ul style="list-style-type: none"> • Code violations, such as illegal signs, shall be actively pursued. • Establish a signage standard and eliminate illegal signage. • Community-wide requirement of stewardship of property maintenance, regardless of whether a business is occupied or not. <p>Implementation ideas:</p> <ul style="list-style-type: none"> • <i>County staff or other professional to oversee implementation</i> • <i>Use volunteer organizations, including neighborhood associations</i> • <i>Use professional design services</i>
<p>Common Items for all 4 Themes/Issues</p>	<p>Implementation ideas:</p> <ul style="list-style-type: none"> • <i>Steering committee of community members, businesspeople, volunteer organizations, neighborhood representatives and schools to implement and enforce policies.</i> • <i>Establish a communication system to inform and involve the people of Carmichael.</i>
<p>Advantages and Disadvantages to this Future</p>	<p>Advantages:</p> <ul style="list-style-type: none"> • <i>Improved sense of community</i> • <i>Greater utilization of Carmichael's assets</i> • <i>Safer community through enhanced lighting and sidewalks, easier access for disabled persons, less traffic congestion, more connected neighborhoods and increased involvement.</i> • <i>Increased attractiveness and desirability</i> • <i>Increased business and employment opportunities</i> • <i>Increased property value</i> • <i>Compatible design</i> • <i>Pedestrian-friendly environment</i> • <i>Carmichael residents will have the convenience of shopping and doing business where they live.</i> <p>Disadvantages:</p> <ul style="list-style-type: none"> • <i>This future may be very costly and there may not be adequate public or private funds to implement.</i> • <i>Overall implementation is more difficult.</i> • <i>This future could increase mileage, congestion and pollution when people are attracted to Carmichael from outside of the area.</i>

PUBLIC SAFETY ALTERNATIVES

FUTURE A “Current Trends”

Description:

The majority of residents rely primarily upon Law Enforcement officials to make them feel safe through conventional and traditional means of crime fighting: “Make one phone call to 911 and everything should be taken care of.”

<p><u>Issue #1</u> <i>Citizens unaware of laws & codes. They are also unaware of available resources.</i></p>	<p><i>Policy Option Description:</i> Prepare brochure with necessary contact info & phone numbers for law, code, fire, and other enforcement agencies.</p> <p><i>Implementation Ideas:</i></p> <ul style="list-style-type: none"> • Brochure could be distributed through Chamber of Commerce. • Create a Carmichael community website. • Information posted at website. <p><i>Advantages and Disadvantages:</i> Citizens become aware of laws & codes. Citizens would know which agencies to contact for their particular problem. Citizens would be more aware of resources – and feel in control, not helplessness. Cost would fall upon agency providing informational brochure /website.</p>
<p><u>Issue #2</u> <i>Encourage more neighborhood participation. Reduce/Manage neighborhood disputes.</i></p>	<p><i>Policy Option Description:</i> Organize Neighborhood Associations – and seek to keep them active/involved. Establish more Neighborhood Watch Programs (NWP). Form a Mediation Committee to assist in resolution of disputes and concerns.</p> <p><i>Implementation Ideas:</i></p> <ul style="list-style-type: none"> • Sheriff’s Department be more aggressive in establishment of NWP’s. • Information posted at website. Have a chat room/Issue-related bulletin board. • Mediation Committee formed with a Phase II participant available as an advisor via phone, website, attending meetings, etc. <p><i>Advantages and Disadvantages:</i> More citizen involvement and safer/healthier neighborhoods. Less phone calls coming into Sheriff’s Department because of local governance. Committee shall have no authority to impose a resolution. More money. Costs applied to agency/agencies.</p>
<p><u>Issue #3</u></p>	<p><i>Policy Option Description:</i> A new ordinance regarding lighting in public and parking areas.</p>

<p><i>Insufficient Lighting</i></p>	<p>Implementation Ideas:</p> <ul style="list-style-type: none"> • Board of Supervisors enact a county ordinance requiring more lighting for all <i>new</i> businesses and apartments. <p>Advantages and Disadvantages: Increased safety – reduction in crime and wrongful acts. Costs incurred by new businesses and apartment owners.</p>
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FUTURE B
“Moderate Approach”

Description:
Recognize the difference between crime fighting and crime prevention. Identify the link between crime prevention and community policing. Use this link to educate and empower residents in historically successful crime prevention programs.

<p><u>Issue #1</u> <i>Citizens lack distinction of traditional police functions. Unaware of proven modern community policing programs.</i></p>	<p>Policy Option Description: Use reports from Department of Justice, American Crime Prevention Institute, etc., as well as models from community policing programs.</p> <p>Implementation Ideas:</p> <ul style="list-style-type: none"> • Website links to DOJ, ACPI, Roseville PD. Have printer friendly reports. • Use neighborhood watch groups as avenue for info. Create community email lists. • Use website reports for citizens to fill out for complaints, meetings, police issues, etc. • Create skit to show difference of “walk-the-beat” cops and modern scientific, state of the art approach. Download from website, or video for in-home use. <p>Advantages and Disadvantages: Improved understanding of old and new; of changing times. Citizens with a “voice” would have more control. Costs money. Show how programs actually save manpower and money.</p>
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<p><u>Issue #2</u> <i>Involve children, neighborhoods, businesses, agencies, and apartments.</i></p>	<p>Policy Option Description: Draw out and motivate involvement of residents, businesses, churches, schools, etc. Make it fun, exciting, modern, attractive, thrilling, colorful.</p> <p>Implementation Ideas:</p> <ul style="list-style-type: none"> • Campaign “Crime Prevention Awareness Day/Month.” Involve libraries, churches, businesses, fire, sheriff, detectives, crime labs specialists, mystery & suspense writers. • Use schools/libraries/science labs/teachers to promote the forensic part of crime and link this to the first part, which is prevention. • Make crime solving/prevention attractive w/examples from TV (like the show CSI.)
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	<ul style="list-style-type: none"> • Use drama club/talent from schools/churches. Fire, sheriff, volunteer & role-play. <p>Advantages and Disadvantages: More youth involvement (our future leaders.) Gives career ideas, guidance. Agencies/businesses/residents receive proven results from other policing programs. More money. Costs applied to agency/agencies or absorbed by fundraisers, volunteers.</p>
<p><u>Issue #3</u> <i>Insufficient Lighting</i></p>	<p>Policy Option Description: Encourage residents to install flood and motion sensitive lighting, turn on porch lights.</p> <p>Implementation Ideas:</p> <ul style="list-style-type: none"> • Rebate from SMUD if new lights are installed by resident. • Government purchase of hardware for installation. Retailer receives big order = (big \$). • Residents receive less expensive hardware to install at home. • Lights/hardware distributed at town meeting, raffled at crime prevention awareness day. <p>Advantages and Disadvantages: Increased safety – and received the “additional” lighting desired. Government may not appropriate funds.</p>

FUTURE C
“Aggressive Approach”

Description:

Collaborate with PS Officials through a neighborhood conflict resolution center & neighborhood associations. Build & train community to resolve problems before escalation. Use restorative processes in response to crime and wrongful acts within a continuum of graduated sanctions.

<p><u>Issue #1</u> <i>Crime & Fire</i></p>	<p><i>Policy Option Description:</i> Establish Neighborhood Associations. Staff 6 POP officers at Service Center. Contract w/neighborhood dispute resolution/restorative process practitioner for training/education.</p> <p><i>Implementation Ideas:</i></p> <ul style="list-style-type: none"> • Contract w/neighborhood dispute resolution/restorative process practitioner. • Work w/citizens to designate geographical boundaries for Neighborhood Assoc. • Encourage community development using PBID model. • Educate/train with public safety officers on community building, conflict transformation strategies, restorative practices, and crime reduction techniques. • Money to implement and support obtain by: <ul style="list-style-type: none"> ▪ Cost recovery associated with enforcement; and ▪ Cost avoidance associated w/decreased recidivism associated w/dispute resolution and restorative programs. <p><i>Advantages and Disadvantages:</i> Costs covered in part by cost recovery (as noted above.) Cost avoidance, as noted within the City of Harrisburg’s Bureau of Police, “that dispute resolution reduced police calls by 86.52% as measured 6 months prior and after. Cases w/o dispute resolution had only a 2.27% change in number of calls w/in same timeframe.” Example of cost avoidance associated w/restorative practice programs is the Executive Summary of Judicial Council Report on Victim Offender Reconciliation Program: VORP indicates recidivism in VORPs ranged from 21% to 105% lower than non-VORP offenders.</p>
<p><u>Issue #2</u> <i>Code Enforcement</i></p>	<p><i>Policy Option Description:</i> Increase Code Enforcement officers to 2 per center. Fund purchase of essential equipment.</p> <p><i>Implementation Ideas:</i></p> <ul style="list-style-type: none"> • Cost recovery associated with enforcement. • Cost avoidance associated with neighborhood dispute resolution and association approach to problem resolution and community building <p><i>Advantages and Disadvantages:</i> Same as above</p>
<p><u>Issue #3</u></p>	<p><i>Policy Option Description:</i> Encourage residents to install flood and motion sensitive lighting, turn on porch</p>

<i>Lighting</i>	<p>lights. A new ordinance regarding lighting in public and parking areas. <i>Implementation Ideas:</i> Board to enact new ordinance for more lighting for all <i>new</i> businesses and apartments. See Future B for repeat of ideas. <i>Advantages and Disadvantages:</i> Increased safety – reduction in crime and wrongful acts. Costs incurred by new businesses and apartment owners.</p>
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HEALTH AND HUMAN SERVICES
FUTURE A
Status Quo
<i>Maintain the current approach to providing services in Carmichael by continuing the same levels and funding for community services. Continue to support the informal relationships between residents and the public and private sector.</i>
<p><u>Policy Option Description:</u></p> <p><i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Maintain the current level of health and human services in Carmichael. ➤ Encourage and support the existing partnerships and collaboration between County and public and private sectors. ➤ Provide information on services currently available and / or being planned. <p><u>Implementation ideas</u></p> <ul style="list-style-type: none"> • Launch a Carmichael web page that provides the community with resources and information regarding the services available within the community and countywide. • Distribute information regarding services available to Carmichael residents at the public libraries, schools, and in park district mailers. • Participate in appropriate community sponsored events. • Ensure that existing bus and light rail services are maintained to provide transportation to services

Health and Human Services
FUTURE B
“Moderate Approach”
<i>This future involves a moderate increase in the level of funding to provide a broader range of community services. Efforts would be made to facilitate stronger partnerships between residents and the public and private sectors.</i>
<p><u>Policy Option Description:</u></p> <p><i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Increase the accessibility, quantity, and quality of health and human services. ➤ Expand existing partnerships and collaboration between County and public and private sectors. ➤ Develop new ways and places for people to access information. <p><u>Implementation ideas</u></p> <ul style="list-style-type: none"> • Establish partnerships between private sector and grocery chain to provide query computer for key service information and resources. • Have an updated community web page

- Health and human services host new events to provide accessible and needed services. For example, flu shot and immunization clinics at parks, libraries, grocery stores, churches, senior centers, and the post office.
- Provide the Carmichael community with a menu of preventive health related outreach and services (e.g. shots for tots, flu shot clinics, prenatal care, Women Infant Children (WIC) services, and bio- terrorist information and response) (Health and Human Services)
- Establish and maintain a contact office / ombudsperson to insure high quality health and human services.

HEALTH AND HUMAN SERVICES

FUTURE C

“Aggressive Approach”

This future involves an aggressive approach to expanding the quantity, quality, and breadth of community services and involves a significant increase in the level of funding. All partners, including residents and the public and private sectors, actively support, maintain, and develop improved services.

Policy Option Description:

It is the policy of Sacramento County to:

- Provide an increased variety of affordable, accessible, and high quality health and human services and support.
- Establish satellite service offices at several key areas within the community i.e. schools, churches, library, senior center, parks, and community center.
- Conduct aggressive planning to assure access to various levels of health care, including supportive care.
- Support the formal organization of a group to create stronger partnerships and coordination and collaboration efforts between County and public and private sectors.

Implementation ideas

- Establish satellite service offices in key areas of the community.
- Health and human services offices have a variety of hours.
- Have more programs that assist people with paying for the health and medical services.
- Increase the number of programs that help people pay for childcare, before and after school care, assisted living, and respite care.
- Advocates to assist people with “paperwork”. (For example, language diversity)
- Affordable high quality health and human services are available to all residents.
- Continue to maintain a contact office / ombudsperson to insure high quality health and human services.

LIBRARY
FUTURE A
Status Quo
<i>Maintain the current approach to providing services in Carmichael by continuing the same levels and funding for community services. Continue to support the informal relationships between residents and the public and private sector.</i>
<p><u>Policy Option Description:</u> <i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Restore the January 2002 level of library staff, library hours, services, and programs. ➤ Support and continue with the planned expansion of the library. ➤ Support and encourage the existing partnerships and coordination and collaboration efforts between the library and other public and private sectors. <p><u>Implementation ideas</u></p> <ul style="list-style-type: none"> • Continue to outreach to the community and schools. • Continue to use library for community events and meetings. • Encourage public awareness of services and programs. • Continue to support current activities for youth and teens and coordinate with other teen service providers. • Maintain the current levels of technology. • Support Regional Transit and the Neighborhood Ride service.

Library
FUTURE B
“Moderate Approach”
<i>This future involves a moderate increase in the level of funding to provide a broader range of community services. Efforts would be made to facilitate stronger partnerships between residents and the public and private sectors.</i>
<p><u>Policy Option Description:</u> <i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Support a 15% increase over the January 2002 level of library hours, staff, materials, services, and programs to provide expanded availability and access to all members of the community. ➤ Support and encourage an increase in the number of volunteers for library services and programs. ➤ Support increased partnerships and coordination and collaboration efforts between the library and public and private sector. <p><u>Implementation ideas</u></p> <ul style="list-style-type: none"> • Following the completed renovations increase utilization of the library for community events and meeting space for volunteer and other types of organizations. Explore and secure additional funding sources to allow the library to host an increased number and variety of community services and events.

- Increase services to the various ethnic language groups, i.e. Spanish, Russian, Farsi etc.
- Develop a marketing plan for increasing public awareness of services and programs available.
- Increase activities for children and teens and coordination between other teen service providers to provide accessible and quality services.
- Develop more activities and services for seniors. Market books by mail.
- Stay current with technology.
- School shuttle bus service to library
- Expand services available through Regional Transit and the Neighborhood Ride to increase in transportation to the library.

LIBRARY

FUTURE C

“Aggressive Approach”

This future involves an aggressive approach to expanding the quantity, quality, and breadth of community services and involves a significant increase in the level of funding. All partners, including residents and the public and private sectors, actively support, maintain, and develop improved services.

Policy Option Description:

It is the policy of Sacramento County to:

- Support a 25% increase over the Jan 2002 numbers and types of services, programs, materials, library hours, and staff to provide full access and availability to all members of the community.
- Support and encourage a continued increase in the number of volunteers for library services and programs.
- Support and encourage a continued increase in the number of partnerships and coordination between the library and public and private sectors.

Implementation ideas

- Identify and utilize technological advances to increase services available through the library
- Increase services to the various ethnic language groups, i.e. Spanish, Russian, Farsi etc.
- Library space could be used for community events and as meeting space for volunteer and other types of organizations.
- Provide an expanded variety of programs and services for all ages.
- Explore ways to generate donations directly to Carmichael library.
- Increase the number of Friends of Carmichael library to help carry out the mission of the library.

LOCAL GOVERNANCE
FUTURE A
Status Quo
<i>Maintain the current approach to providing services in Carmichael by continuing the same levels and funding for community services. Continue to support the informal relationships between residents and the public and private sector.</i>
<p><u>Policy Option Description:</u> <i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Support the current Community Planning Advisory Council (CPAC). ➤ Launch a Carmichael web page that provides the community with resources and information regarding the services available within the community and countywide. Link the CPAC’s agendas to the website. <p><u>Implementation ideas</u></p> <ul style="list-style-type: none"> • Require training for CPAC members. • CPAC members should be familiar with the Community Plan and use it as a guideline for approval of future projects.

Local Governance
FUTURE B
“Moderate Approach”
<i>This future involves a moderate increase in the level of funding to provide a broader range of community services. Efforts would be made to facilitate stronger partnerships between residents and the public and private sectors.</i>
<p><u>Policy Option Description:</u> <i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Expand the role of the Community Planning Advisory Council. ➤ Support increased communication between the community and the CPAC. ➤ Develop a system of communication to inform Carmichael residents of services and programs available in their community. ➤ Create a steering committee responsible for coordination and collaboration between schools, parks, health and human services, utilities, and the public and private sectors. <p><u>Implementation ideas</u></p> <ul style="list-style-type: none"> • Automatic e-mail distribution list for CPAC. • Continue to use the Community Plan as a guideline for approval of projects. • Increase required notification distance from 500 feet to 2 square miles. • Have representatives from the school board, park board, County entities, neighborhood associations, and other service providers to serve on the steering committee. • Coordinate regular scheduled joint meetings with elected officials. (For example, breakfast lunch)

LOCAL GOVERNANCE
FUTURE C
“Aggressive Approach”
<i>This future involves an aggressive approach to expanding the quantity, quality, and breadth of community services and involves a significant increase in the level of funding. All partners, including residents and the public and private sectors, actively support, maintain, and develop improved services.</i>
<p><u>Policy Option Description:</u> <i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Support the development of neighborhood associations. ➤ Support regular town hall meetings once or twice a year that are facilitated and sponsored by County staff. ➤ Support the development of an appointed Community Council (with a stipend). The Community Council would meet regularly to discuss coordination and collaboration and promotes partnerships among County and public and private sector on a continuing basis. <p><u>Implementation ideas</u></p> <ul style="list-style-type: none"> • Divide the community into neighborhood associations. One representative from each neighborhood association to be on CPAC. • The Board of Supervisors would take into consideration recommendations from neighborhood associations. • Continue to coordinate regular scheduled joint meetings with elected officials. (For example, breakfast lunch)

Parks
FUTURE A
Status Quo
<i>Maintain the current approach to providing services in Carmichael by continuing the same levels and funding for community services. Continue to support the informal relationships between residents and the public and private sector.</i>
<p><u>Policy Option Description:</u> <i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Encourage and support the missions and goals outlined below of existing park districts. <ol style="list-style-type: none"> 1. Modernize, renovate, and maintain existing developed facilities and recreational areas and create a safe, accessible, and more appealing environment. 2. Identify and secure sufficient resources to achieve the goals of the existing park districts. ➤ Support the current amount and type of parks and recreation facilities to adequately meet the needs of the community.

- Support the park districts efforts to provide the current level of existing services, activities, and community events, which meet the needs of the community.
- Support collaborative relationships in provision of services.
- Continue to support current marketing efforts of the park districts.
- Continue to promote open space.

Implementation ideas

- Support the full implementation of park districts master plans.
- Maintain the current (Jan 2003) levels of funding and skilled professional staff to maintain present levels of service.
- Identify and encourage volunteer groups to strengthen or form a partnership with park districts.
- Explore new and innovative ways of increasing public awareness of park districts programs and services will be. For example, developing a community website that would link park district information with other community information. The development of the community website could be a project or a collaborative effort of volunteer groups and service organizations.
- Continue to support and expedite all formal agreements between park districts and other agencies.
- Work with schools to increase public awareness of available services for teens and children of all ages.

Parks
FUTURE B
“Moderate Approach”
<i>This future involves a moderate increase in the level of funding to provide a broader range of community services. Efforts would be made to facilitate stronger partnerships between residents and the public and private sectors.</i>
<p><i>Policy Option Description:</i> <i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Support the park district efforts to maintain, renovate, and modernize existing developed facilities and recreational areas beyond the current levels. ➤ Support park districts in providing an expanded range of recreational, cultural, and educational opportunities for residents of all ages. ➤ Collaborate with park districts, schools, park user groups to develop existing parkland as funds become available to provide additional parks and / or facilities in needed areas of the community. ➤ Encourage park districts to coordinate development and program proposals with those of other districts, cities, and private organizations to provide the highest quality programs and services. ➤ Encourage the park districts to restructure their facilities and programs in the district to promote specialization (without consolidation) to better meet community needs through a master plan for coordinated park and recreation services for Carmichael residents.

Implementation ideas

- There will be an increase in the number of staff for expanded services and programs that will include a fundraiser and marketing professional.
- Explore the possibility of establishing endowments and identifying alternative funding sources including grants to secure an increase in available funds.
- Explore advantages and disadvantages of consolidating the three park districts.
- Initiate special assessment or increased parcel tax (i.e. pool complex)
- Conduct a feasibility study for the development of community center.
- Expand the services available at existing community center.
- Provide more teen and senior activities and programs.
- All parks and facilities would be adequately maintained and have a responsive maintenance staff.
- Provide greater access for pedestrians and bicyclist from residential areas to the American River.

PARKS

FUTURE C

“Aggressive Approach”

This future involves an aggressive approach to expanding the quantity, quality, and breadth of community services and involves a significant increase in the level of funding. All partners, including residents and the public and private sectors, actively support, maintain, and develop improved services.

Policy Option Description:

It is the policy of Sacramento County to:

- Encourage the parks districts to increase the number and diversity of facilities and programs provided to the community.
- Ensure that all parks and facilities are maintained to the highest aesthetic levels.
- Support a Coordinating committee of community members, businesspeople, volunteer organizations, neighborhood representatives, parks, and schools to oversee programs and services. Park and recreation staff would work with other public and private sectors to collaborate and increase public awareness of services and programs.
- Ensure that there would be an increased proportion of land designated for parks. The open space in Carmichael would exceed the national standard. Full development of all undeveloped park sites will be pursued.

Implementation ideas

- All parks and facilities would be adequately maintained and have a responsive maintenance staff.
- Improve transportation systems within the community to provide access to park sites and services.
- Aggressively seek funding for improved facilities and expanded services through both private and public sources.

- If feasibility study indicated appropriate consolidate the park districts to best serve Carmichael residents.
- Continue to initiate special assessment or parcel tax. (i.e. pool complex, community center, and other park facilities)
- Hire staff and / or contract for services to aggressively seek additional funding through grant writing, fundraising, and marketing.
- Initiate an aggressive beautification program for Carmichael Park to provide more benches, flowers, plants, trees, and improved turf.

Schools

FUTURE A

Status Quo

Maintain the current approach to providing services in Carmichael by continuing the same levels and funding for community services. Continue to support the informal relationships between residents and the public and private sector.

Policy Option Description:

It is the policy of Sacramento County to:

- Encourage and support the mission and goals of schools within the Carmichael community to:
 1. Provide a safe and healthy environment.
 2. Acquire and allocate resources to support the education goals.
 3. Provide quality services for the school community.
 4. Build capacity of the learning community.
- Maintain the level of County services at schools to support families and encourage children to reach their full potential.
- Support the current existing partnerships and coordination and collaboration efforts between the schools and county and other public and private sectors.

Implementation ideas

- Continue to provide school based health and human services.
- Support a stronger connection between schools and local government.
- Continue to improve school facilities and recruit high quality teachers.
- Support and encourage district dedication to meet and exceed state and national standards.
- Continue to publicize and encourage adult education and lifelong learning opportunities. Support partnerships between junior and four year colleges and schools.
- Continue to foster the relationship between schools and the sheriff department and support safe schools.
- Continue to support partnerships between schools and park district to provide before and after school programs.
- Support school to career programs and internship and mentor opportunities.

Schools

FUTURE B

“Moderate Approach”

This future involves a moderate increase in the level of funding to provide a broader range of community services. Efforts would be made to facilitate stronger partnerships between residents and the public and private sectors.

Policy Option Description:

It is the policy of Sacramento County to:

- Increase the number of County services at schools to help children and families meet basic needs and support academic achievement.
- Encourage the expansion of current existing partnerships and coordination and collaboration efforts between the schools and county and other public and private sectors.
- Offer incentives to schools for providing free or affordable meeting spaces for community and neighborhood events.
- Encourage the expansion of affordable childcare, before and after school care for school children.
- Encourage increased community involvement.

Implementation ideas

- A variety of County agencies would visit schools on a regular basis to assist in identifying and assist in dealing with barriers to learning.
- Schools would work in partnership with surrounding neighborhood associations. Neighborhood and other types of organization meetings could be held at local schools
- Schools can identify and work with volunteer groups i.e. senior groups to assist with classrooms and before and after school programs at schools.
- Have library and computer rooms available after school at middle and high schools.
- Expand partnerships between private and public sectors.
- Expand the partnership between schools and park districts to provide more before and after school programs.
- Expand the relationship between the schools and Sheriff Department.
- Expand or reintroduce fine arts, science enrichment, shop, home economics, after school sports, and physical education.
- Expand school to career programs and internship and mentor opportunities.
- Explore a variety of educational opportunities to meet the needs of at risk learners. (i.e. modified year round schedule, before and after school programs, mentors)
- Increase staffing / counseling to help at risk children.

SCHOOLS
FUTURE C
<i>“Aggressive Approach”</i>
<i>This future involves an aggressive approach to expanding the quantity, quality, and breadth of community services and involves a significant increase in the level of funding. All partners, including residents and the public and private sectors, actively support, maintain, and develop improved services.</i>
<p><i>Policy Option Description:</i> <i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Support the development of County Social Service satellite offices at schools to children to meet the basic needs that get in the way of learning. ➤ Support the expansion of current existing partnerships and coordination and collaboration efforts between the schools and county and other public and private sectors. ➤ Encourage the development of new and innovative resource rich programs. <p><i>Implementation ideas</i></p> <ul style="list-style-type: none"> • Have shuttle that take children from schools to the library, teen center, and park facilities. • Expanded activities and programs at schools for children of all ages. • Fully fund expanded or reintroduced enrichment programs i.e. fine arts, science enrichment, shop, home economics, after school sports, and physical education. • Provide children participating in after school programs with transportation. • Expand the food program to provide before, during, and after school nutritional opportunities. • Initiate appropriate programs to assist at risk learners. • Create additional before and after school programs.

Utilities
FUTURE A
Status Quo
<i>Maintain the current approach to providing services in Carmichael by continuing the same levels and funding for community services. Continue to support the informal relationships between residents and the public and private sector.</i>
<p><i>Policy Option Description:</i> <i>It is the policy of Sacramento County to:</i></p> <ul style="list-style-type: none"> ➤ Support the current levels of services provided by local and regional utilities. ➤ Support local access to services provided by metro cable. ➤ Continue to support the continuation of the existing recycling and conservation efforts. ➤ Coordinate projects with the water districts that serve the Carmichael Community. ➤ Support the current partnerships and coordination and collaboration efforts between local and regional utilities. ➤ Support continued implementation of storm drainage labeling.

Implementation ideas

- Continue the maintenance of the storm drain system.
- Continue to support recycling and conservation programs.
- Continue the twice a year neighborhood pick-up.
- Complete storm drain labeling
- Work with SMUD to match the capacity of services to the needs of the community.

Utilities

FUTURE B

“Moderate Approach”

This future involves a moderate increase in the level of funding to provide a broader range of community services. Efforts would be made to facilitate stronger partnerships between residents and the public and private sectors.

Policy Option Description:

It is the policy of Sacramento County to:

- Provide accessible information regarding utility services.
- Provide incentives for recycling and conservation.
- Support the partnerships and coordination between local and regional utility services and informally organized neighborhood groups.
- Support the improvement of the existing drainage system.

Implementation ideas

- Develop website that would include information regarding available services in Carmichael.
- Increase public awareness of alternative energy sources and conservation.
- Increase county support for refuse including regularly scheduled neighborhood pick-ups.
- Explore County use of products made of recycled materials.
- Continue to explore ways to keep utility costs reasonable.
- Meet scheduled twice a year neighborhood pick up dates

UTILITIES

FUTURE C

“Aggressive Approach”

This future involves an aggressive approach to expanding the quantity, quality, and breadth of community services and involves a significant increase in the level of funding. All partners, including residents and the public and private sectors, actively support, maintain, and develop improved services.

Policy Option Description:

It is the policy of Sacramento County to:

- Provide accessible information and representatives from local and regional utility services.
- Provide incentives and more opportunities for recycling and conservation.
- Support the expansion of a consistent and efficient drainage system.

Implementation ideas

- Increase public information regarding meetings of all utilities.
- Replace overhead utilities under ground on all renovations and new developments.
- Improve maintenance of creeks and storm drains.
- Develop policies to require a percentage use of recycled material.
- Bring all existing business and residential septic users on to the sewer system.
- Curb and gutter system on all new developments and on all major arteries.

LAND USE ALTERNATIVES

	FUTURE A	FUTURE B	FUTURE C
Issues	Current Trends	Promote the Semi-rural Character	Accelerated Growth
Futures	<p style="text-align: center;"><i>Description</i></p> <p><i>Maintain the current approach to land use in Carmichael, which is continuing to allow land to develop and redevelop under the existing zoning with changes to the zoning (rezones) and the existing Community Plan. The informal process of maintaining neighborhood identity would continue.</i></p>	<p style="text-align: center;"><i>Description</i></p> <p><i>Recognize that the character of Carmichael comes from the semi-rural atmosphere of its neighborhoods. Continued development and redevelopment of our neighborhoods would be based upon that semi-rural atmosphere, and the strong sense of neighborhood identity. Even in areas that have begun to redevelop in a more urban manner, future developments should keep in mind the semi-rural nature. Recognize the need for housing diversity, lot sizes and opportunities for ownership and rental of housing, while maintaining an abundance of open space and greenbelts that promote the semi-rural character.</i></p>	<p style="text-align: center;"><i>Description</i></p> <p><i>Recognize that although there are still pockets of semi-rural neighborhoods, some of Carmichael has begun to develop and redevelop in a more urban manner. Encourage development and redevelopment. Encourage increased diversity in housing types, lot sizes and opportunities for ownership and rental of housing. Support affordable housing. Encourage a strong sense of neighborhood identity in Carmichael.</i></p>

	FUTURE A	FUTURE B	FUTURE C
Single Family Neighborhoods	<p><i>Policy Option Description:</i> It is the policy of Sacramento County to continue to allow growth and rezone parcels on a case-by-case basis with reference to the General Plan (infill).</p> <p><i>Implementation ideas</i></p> <ul style="list-style-type: none"> • Allow rezones and variances with neighborhood input and CPAC recommendation. Planning Commission and Board of Supervisors have ultimate decision. <p><i>Advantages</i></p> <ul style="list-style-type: none"> • Allows for broad implementation of current zoning regulations with regards to lot splits, variances for additional structures. <p><i>Disadvantages</i></p> <ul style="list-style-type: none"> • Ultimate decisions on rezones are not made locally (in Carmichael) • There is a lack of a consistent vision of Carmichael 	<p><i>Policy Option Description:</i> It is the policy of Sacramento County to distribute density in a manner to preserve the semi-rural character and to not degrade traffic, drainage, schools and services.</p> <p><i>Implementation ideas</i></p> <ul style="list-style-type: none"> • Confine commercial zoning to transportation hubs • Keep access to apartments and shopping away from single-family areas. • No further up zoning • Encourage and preserve homogenous zoning of low density neighborhoods • Do not allow previous development projects to set a precedent for future projects in a neighborhood. • Require drainage plans to be submitted with tentative subdivision maps for approval. • Offer incentives to owners of RD-1 and RD-2 lots to maintain current zoning of those parcels. <p><i>Advantages</i></p>	<p><i>Policy Option Description:</i> It is the policy of Sacramento County to encourage infill development by u maximizing zoning and allowing increases in zoning for single-family residences.</p> <p><i>Implementation ideas:</i></p> <ul style="list-style-type: none"> • Encourage zoning to higher density (especially along major arterials). • Convert existing commercially zoned properties to residential and/or mixed use. <p><i>Advantages:</i></p> <ul style="list-style-type: none"> • Variety of lot sizes, zoning and housing types promotes residential diversity • Allow for growth in Carmichael <p><i>Disadvantages</i></p> <ul style="list-style-type: none"> • Loss of semi-rural character • Increase in traffic

		<ul style="list-style-type: none"> • Promotes housing diversity. • Maintains semi-rural character. • Preserve large parcels • Create higher density neighborhoods along transportation corridors. <p>Disadvantages</p> <ul style="list-style-type: none"> • Limiting housing stock – higher priced. • Potential loss of opportunity for infill • Less revenue for County Taxes 	<p>congestion</p> <ul style="list-style-type: none"> • Negative impact to schools – too many pupils
Single Family Neighborhoods	<p>Policy Option Description: It is the policy of Sacramento County to maintain the current approach of allowing gated communities on a case-by-case basis</p> <p>Implementation ideas</p> <ul style="list-style-type: none"> • Neighborhood approval with CPAC recommendations and Board of Supervisors decisions <p>Advantages</p> <ul style="list-style-type: none"> • Homeowner’s Association and CC&R’s • Standards for residences • Perceived security • Exclusionary • A form of diversity in housing type 	<p>Policy Option Description: It is the policy of Sacramento County to have development standards that promote the semi-rural character of Carmichael.</p> <p>Implementation ideas</p> <ul style="list-style-type: none"> • Zoning information packet when homeowners purchase parcel • Discourage variances to setbacks, lot sizes, private drives • Limit house to lot size (floor area ratio) by zoning • Increase setbacks- front, side, and back yards • Limit the height of infill residences to one story unless 	<p>Policy Option Description: It is the policy of Sacramento County that when single-family development is permitted (defined by difference in zoning compared to neighboring lots), that development shall provide buffers of lower density development when adjacent to existing single-family residences. (See picture).</p> <p>Implementation ideas</p> <ul style="list-style-type: none"> • Create cluster zoning (for setbacks, lot sizes)

	<p>(this is a type).</p> <p>Disadvantages</p> <ul style="list-style-type: none"> • Inconvenient for guests and service people • Exclusionary • Traffic stacks up on surface streets if access isn't immediate • Noise of gate opening/closing and call box. 	<p>privacy issues associated with two-story residences are addressed</p> <ul style="list-style-type: none"> • Increase setbacks from creeks • Discourage gated subdivisions or communities • Encourage public streets in new developments. • Discourage accessory buildings that make actual zoning higher than stated • Do not encourage sidewalks in future developments <p>Advantages</p> <ul style="list-style-type: none"> • Promotes the semi-rural character <p>Disadvantages</p> <ul style="list-style-type: none"> • Limit development options and housing stock (price variety) 	<ul style="list-style-type: none"> • Higher density should be located in the center of the project away from the existing, surrounding single-family. • Development should include greenbelts and open space (vegetation and trees) • Encourage more pedestrian walkways (not just sidewalks) • Retain and add green areas and add to the areas when possible • Require landscape plan for cluster developments <p>Advantages</p> <ul style="list-style-type: none"> • Promote semi-rural character while still allowing more dense single-family developments. • Promotes County mandated infill • Provides a buffer (elbow room)
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			<p>Disadvantages</p> <ul style="list-style-type: none"> • May require a Homeowners Association • Difficult to do on smaller parcels
<p>Single Family Neighborhoods</p>	<p>Policy Option Description: It is the policy of Sacramento County to preserve and protect heritage sized trees and oak trees.</p> <p>Implementation ideas</p> <ul style="list-style-type: none"> • County Tree Ordinance <p>Advantages</p> <ul style="list-style-type: none"> • Certain large trees and oak trees are protected in new developments. <p>Disadvantages</p> <ul style="list-style-type: none"> • Developers are not required to plant additional trees beyond those required for mitigation. • Only limited energy savings 	<p>Policy Option Description: It is the policy of Sacramento County to maintain the, vegetation, and mature shade trees in Carmichael and to preserve and protect heritage sized trees and oak trees.</p> <p>Implementation ideas</p> <ul style="list-style-type: none"> • Continue planting more trees along major streets • Strictly limit and monitor the removal of trees in new developments • Strictly limit and monitor the removal of trees on existing residential lots. • Require vegetation plans for each building permit (permit for building home or subdivision) • Encourage planting trees in front yards. • When plantings are required for mitigation of trees removed, those 	<p>Policy Option Description: It is the policy of Sacramento County to maintain the, vegetation, and mature shade trees in Carmichael and to preserve and protect heritage sized trees and oak trees.</p> <p>.</p> <p>Implementation ideas</p> <ul style="list-style-type: none"> • Continue planting more trees along major streets • Strictly limit and monitor the removal of trees in new developments • Strictly limit and monitor the removal of trees on existing residential lots. • Require vegetation plans for each building permit (permit for building home or

		<p>trees should be replanted in the Carmichael community whenever feasible</p> <p>Advantages</p> <ul style="list-style-type: none"> • Promote semi-rural character • Provide natural privacy barriers • Energy saving (shade trees) <p>Disadvantages</p> <ul style="list-style-type: none"> • Clogging storm drains • Difficult to build around trees • Increased regulation and enforcement 	<p>subdivision)</p> <ul style="list-style-type: none"> • Encourage planting trees in front yards. • When plantings are required for mitigation of trees removed, those trees should be replanted in the Carmichael community whenever feasible. <p>Advantages</p> <ul style="list-style-type: none"> • Provide natural privacy barriers • Energy saving (shade trees) <p>Disadvantages</p> <ul style="list-style-type: none"> • Clogging storm drains • Difficult to build around trees • Increased regulation and enforcement
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	FUTURE A	FUTURE B	FUTURE C
High Density Neighborhoods	<p><i>Policy Option Description:</i> It is the policy of Sacramento County to continue to allow growth along current trends as set with reference to the General Plan (infill).</p> <p><i>Implementation ideas</i></p> <ul style="list-style-type: none"> • Allow rezones and variances with neighborhood support and CPAC recommendation. Planning Commission and Board of Supervisors have ultimate decision. <p><i>Advantages</i></p> <ul style="list-style-type: none"> • Allows for broad implementation of current zoning regulations with regards to lot splits, variances for additional structures. <p><i>Disadvantages</i></p> <ul style="list-style-type: none"> • Ultimate decisions on rezones are not made locally (in Carmichael) • There is a lack of a consistent vision of Carmichael • Attraction of additional housing may not be able to be supported by public services (i.e. schools, 	<p><i>Policy Option Description:</i> It is the policy of Sacramento County that if higher density zoning is permitted (defined by difference in zoning compared to neighboring lots), that development shall provide buffers of lower density development when adjacent to existing single-family residences. (See picture). This higher density should be developed in areas that are adjacent to other high-density developments and/or along major arterials.</p> <p><i>Implementation ideas</i></p> <ul style="list-style-type: none"> • Create cluster zoning (for setbacks, lot sizes) • Higher density should be located in the center of the project away from the existing, surrounding single-family. • Development should include greenbelts and open space(vegetation and trees) • Development should include high-density single-family detached or attached units 	<p><i>Policy Option Description:</i> It is the policy of Sacramento County to encourage affordable housing and high-density development consistent with transportation, pedestrian, and bicycle access and nearby employment opportunities. Whenever feasible, rehabilitate or redevelop existing high-density properties before designating additional land use for high-density housing. Maximize density in existing areas of high density residential and commercial (i.e. already built) before rezoning new areas for high-density zoning.</p> <p><i>Implementation ideas</i></p> <ul style="list-style-type: none"> • Complete a transportation plan and infrastructure plan beforehand to guide the high-density development consistent with County Transportation Plan. • Encourage redevelopment and mixed use of vacant strip malls and marginal commercial land uses to concentrate

	<p>security, sewage, water).</p>	<p>whenever possible, rather than traditional apartment complexes.</p> <ul style="list-style-type: none"> • Encourage more pedestrian walkways (not just sidewalks) • Retain and add green areas and add to the areas when possible • Require landscape plan for cluster developments • Expand use of currently un-used commercially zoned areas to allow mixed-use residential/commercial developments. • Provide tax incentives to commercial property owners for the conversion from commercial use. <p><i>Advantages</i></p> <ul style="list-style-type: none"> • Promote semi-rural character on higher density parcels • Promotes County mandated infill • Provides a buffer (elbow room) • Higher levels of population would be located closer to retail services and employment opportunities <p><i>Disadvantages</i></p> <ul style="list-style-type: none"> • May require a Homeowners Association • Difficult to do on smaller parcels 	<p>commercial/ high-density residential development in key locations.</p> <ul style="list-style-type: none"> • Develop a plan to enhance the tax base to accommodate the high-density development. • Offer tax incentives and reduced fees to developers for conversion of commercial and marginal high-density to new mixed use developments. • Offer developers a “packaged idea” of mixed land use • Designate key locations and areas to encourage redevelopment/reuse • Encourage mixed-use and density along major arteries and adjacent to existing high-density residential uses. <p><i>Advantages</i></p> <ul style="list-style-type: none"> • Decreases transportation time for residents to travel to employment opportunities • Encourage citizens to consider walking to work • Supports affordable housing and housing diversity • Utilizes existing commercial
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		<ul style="list-style-type: none"> • Concentrates higher densities in areas that are already congested with traffic • Higher population would be further from neighborhood schools 	<p>and higher density zoned properties before converting property zoned single family to other uses. (Preserves existing low-density land use/zones as single-family)</p> <ul style="list-style-type: none"> • Maximizes overall infrastructure costs • Concentrates higher-density along main arteries and commercial developments at key intersections • Increases tax base <p><i>Disadvantages</i></p> <ul style="list-style-type: none"> • May not be able to encourage enough people to use alternative transportation • The current owners/developers may not see advantages to convert. There may be resistance from property owners and retail tenants • May introduces affordable and/or higher density housing into an area where it does not currently exist. • Impact population of local schools <p>Crowded roads and increased traffic</p>
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	FUTURE A	FUTURE B	FUTURE C
Commercial Neighborhoods	<p><i>Policy Option Description:</i> It is the policy of Sacramento County to maintain current commercial zoning with existing minimal control on type of business as set forth in the County Zoning Ordinance.</p> <p><i>Implementation ideas</i></p> <ul style="list-style-type: none"> • New or remodeled buildings go thru usual building permit process <p><i>Advantages</i></p> <ul style="list-style-type: none"> • Commercial uses are broad and with few restrictions. <p><i>Disadvantages</i></p> <ul style="list-style-type: none"> • Lack of coordination of business or aesthetics • Lack of community identity • Lack of diverse businesses • High commercial vacancy rates • No incentive/minimal requirements for landscaping or beautification. 	<p><i>Policy Option Description:</i> It is the policy of Sacramento County to encourage vital and appropriate businesses in proportion to the needs of Carmichael residents and surrounding communities.</p> <p><i>Implementation ideas:</i></p> <ul style="list-style-type: none"> • Outreach by the Carmichael Chamber of Commerce • Special Planning Area designation on Fair Oaks Blvd./Manzanita to revitalize commercial development and encourage façade and landscape improvements. • Encourage professional offices and small enterprises. • Provide incentives for appropriate businesses to locate or re-locate to Carmichael (i.e. larger, high quality restaurants, small chain retail, and family owned businesses.) • Encourage new commercial developments to be built to match the theme of the façade and landscape improvements on the existing businesses. 	<p><i>Policy Option Description:</i> It is the policy of Sacramento County to encourage aggressive growth of businesses and retail outlets in Carmichael.</p> <p><i>Implementation ideas:</i></p> <ul style="list-style-type: none"> • Aggressive outreach by the County Economic Development Department. • Special Planning Area designation on Fair Oaks Blvd./Manzanita to revitalize commercial development and encourage façade and landscape improvements. • Provide incentives for appropriate businesses to locate or re-locate to Carmichael (i.e. larger, high quality restaurants, big and small chain retail, and family owned businesses.) • Encourage new commercial developments to be built to match the theme of the façade and landscape improvements on the

		<p><i>Advantages:</i></p> <ul style="list-style-type: none"> • Revitalize commercial areas • Allow residents to support local businesses • Encourage customers and small business owner relationships • Discourages businesses that are not oriented to the needs of the community. <p><i>Disadvantages:</i></p> <ul style="list-style-type: none"> • Might necessitate possible commercial displacement • Requires aggressive zoning enforcement • Requires significant financial investment by potential businesses 	<p>existing businesses.</p> <ul style="list-style-type: none"> • New areas of commercial development should include residential uses as well (mixed-use developments). • Market/campaign to bring in commercial businesses and services (i.e. hospitals, county and state offices) • <p><i>Advantages:</i></p> <ul style="list-style-type: none"> • May fill vacant buildings and encourage more commercial growth • Revitalize commercial areas <p><i>Disadvantages:</i></p> <ul style="list-style-type: none"> • May perpetuate a “hodge-podge” of businesses • No specific targets for types of businesses. • May not fill specific needs of residents and community.
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ALTERNATIVE A: ENHANCED COMMUNITY PLANNING ADVISORY COUNCIL (CPAC)

Policy Option Description: It is the policy of Sacramento County to increase Carmichael Community participation in the Community Planning Advisory Council (CPAC) process of land use planning for the Carmichael community.

Implementation Ideas:

- Membership on the CPAC should consist of X number of fixed seats, to be filled as follows: At least 60% to be filled by community members that represent the neighborhood associations and the chamber of commerce and the remaining 40% (or less) should be filled at large by the Supervisor of the District.
- The County should encourage and support the formation of organized and recognized Neighborhood Associations throughout the community.
- Training program (self-study or classroom) for existing and future CPAC members – including copy of Carmichael Community Plan
- County staff support for CPAC's (including on-going training and attendance at the meetings). Additional, staff to keep the CPAC informed of all projects going through the hearing process so that the CPAC can keep the community informed of the status of the project.
- Establish other forms of notification in addition to the standard notifications sent to adjacent property owners within 500 feet.
 - Increase required noticing distance from 500 feet to 1500 feet
 - Notify all neighborhood associations and the chamber of commerce for all projects in the community
 - Automatic e-mail distribution list for CPAC, Subdivision Review Committee, Zoning Administrator, Planning Commission and Board of Supervisors meeting agendas and meeting minutes
- Provide the CPAC with a checklist of items to review/complete for each project to ensure that cumulative impact on the community is addressed.
- Any project that will have an impact on the community should be reviewed by the CPAC for an advisory vote. County staff should work with all County Departments and other agencies to refer their projects to the CPAC for a review.
- Typed, formatted meeting minutes for each CPAC meeting – “Secretary” assigned for each meeting – CPAC member NOT presenting a project during the meeting.
- CPAC to maintain a large map of Carmichael that tracks all projects; display map at all CPAC meetings. Should also include information on new businesses in the community and changes/additions to existing businesses.
- CPAC should not take final vote on projects until after the staff reviews are completed.
- All changes should be referred back to the CPAC for review prior to hearings at Subdivision Review Committee, the Zoning Administrator, the Planning Commission and/or the Board of Supervisors.
- Items that are adjacent to another community should be heard at one combined CPAC meeting (i.e. Arden-Arcade and Carmichael) so that there is one set of

votes for the Board of Supervisors (or other appropriate hearing authority) to review.

Advantages:

Better representation for the community and increased community involvement.
Membership of CPAC will have a better understanding of community concerns.
More organized approach to CPAC activity.
“One-stop” location for reviewing of all projects that will impact the community.

Disadvantages:

Increased administrative costs to the County.
The deliberative process for each project will increase perhaps increasing the time to process applications, and possibly additional costs to applicants.

ALTERNATIVE B: INCREASED COMMUNITY AND COUNTY INVOLVEMENT, INCLUDING AN ENHANCED CPAC

Policy Option Description: It is the policy of Sacramento County to not only increase Carmichael community participation in the Community Planning Advisory Council (CPAC) process of land use planning for the Carmichael Community, but also to increase communication and participation of community residents with other aspects of their county government.

Implementation Ideas:

- Include all aspects of the Enhanced CPAC from Future A.
- Assign a specific staff person for Carmichael (one contact) with office hours in Carmichael (co-exist with other County or special districts personnel). This person does not need to be full time in Carmichael.
 - This staff person would be in addition to code enforcement staff already assigned to Carmichael
 - This staff person would be assigned at a high enough level to have “clout” with and knowledge of other Departments. (Does not need to be an expert in all areas but needs to know how to work within the County system and provide assistance in solving problems – an ombudsman. For example, be able to respond to drainage issues, and other public works issues in addition to land use and zoning)
 - Staff person would coordinate Town Hall meetings and keep CPAC informed and up-to-date on projects in the community.
 - Staff person to be accountable to the community for their performance (maybe as a member of the County Executive’s office)
- County sponsored Town Hall meeting once or twice a year, held in Carmichael
 - Facilitated by outside facilitator
 - Attendees to include: Area Supervisor, other Supervisors who wish to attend, Sheriff/CHP, Water Districts, Park Districts, county planning staff, businesses and community members from Carmichael

- County website with a Carmichael web page – “What’s happening in Carmichael” to include:
 - Upcoming events in Carmichael (i.e. Founder’s Day events, 4th of July Parade)
 - CPAC information/updates: including the tracking of projects with identification number from application through completion and current status of project and details of meetings, approvals, denials
 - Information on new businesses in the community and changes/additions to existing businesses.
- CPAC and County Planning need to look at cumulative impact of all projects within the community (checklist, environmental study, traffic study)
- CPAC and County Planning need to track/count infill units within Carmichael
- County staff dedicated to reviewing, researching, and proposing changes to zoning in order to be responsive to the community and new businesses seeking to locate in Carmichael.
- Increase enforcement of zoning codes

Advantages:

Will provide a communication link between the community and the County government.

Will provide for better relationships between the community and the County.

Disadvantages:

Increased administrative costs to the County.

ALTERNATIVE C: EMPOWERMENT (ENHANCE LOCAL GOVERNMENT)

Policy Option Description: It is the policy of Sacramento County to increase participation of Carmichael residents in their local community governance by developing a neighborhood council with representatives from across a broad geographic &/or demographic spectrum of the community. The council would be responsible for local decisions that are more than just advisory. The council would participate in land use planning decisions as well as other issues that impact the Carmichael Community.

Implementation Ideas:

- A new “elected” council takes on all responsibilities of the enhanced CPAC as described in Futures A and B. (The CPAC could remain as a subcommittee of this council.)
- The community would take a direct role in selecting the representatives of the Council (rather than by appointment of the Supervisor). Guidelines for the selection process would be adopted.
- This council would be responsible for making decisions on projects that have a direct impact on Carmichael up to certain dollar amount (to be approved in the County budget). It is recommended that the council be allowed to make decisions on spending up to 10% of the tax dollars generated in Carmichael for specific projects in Carmichael.

- This council would partner with the County to make recommendations on other projects that impact Carmichael by helping to set the priorities of projects in Carmichael.
- Explore the possibility of regional planning commissions
- Explore the possibility of increasing the number of Board of Supervisors that represent the County of Sacramento.
- County staff person dedicated to working with and nurturing the Neighborhood Associations throughout the community. The County to take an active role in establishing formal Neighborhood Associations throughout Carmichael. Consider dividing the community into approximately 10 areas, using the neighborhood watch zones as a starting point.

Advantages:

Provide a communication link between the community and the County.
Provide for better relationships between the community and the County.
Increase in community involvement.
Local Decision-making
Accountability.

Disadvantages:

Increased administrative costs to the County.

Transportation Team Work

<p>3 Futures: Across 6 Issue Areas: Below Draft 6, 12/19/02</p>	<p>[Existing County Plan(s)]</p>	<p>Future I: Keep Carmichael the Way it is</p>	<p>Future II: Modify Existing County Plan(s)</p>	<p>Future III: Major Change –Town Center (by 2025)</p>
<p><i>General Transportation</i></p> <p><i>“Provide a comprehensive, efficient, enforced, multi-modal transportation system that fits into the regional network.”</i></p>	<p>*Fair Oaks Blvd remains major corridor for moving both Carmichael residents and thru traffic</p> <p>*Sac County General Plan of 12/15/93: (see Circulation Element, pg 68, Section V, Trans. Corridors, CI-10): “... shall promote & support the network of Trans. Corridors as designated in the Trans. Plan map (see map, Appendix 1).</p> <p>*\$80 million in SACOG 2025 MTP designated for multi-modal access improvements across the American River between Hazel and Howe</p> <p>*\$500 million available in SACOG plan for “Community Design / Transit Oriented Development” grants</p>	<p>*Fair Oaks Blvd remains major corridor for moving both Carmichael residents and thru traffic</p> <p>*In order to maintain baseline 2003 traffic levels, slow development of additional housing units by maintaining existing zoning densities and creating a new “Carmichael Land Trust,” to acquire vacant parcels and development rights on parcels that could be split under existing zoning</p>	<p>*Create master plan for a segment of Fair Oaks Blvd. as a new “Main Street” and as part of a mixed-use, transit oriented development. Secure partial funding through a SACOG community design block grant. Also incorporate monies from ADA / Master Pedestrian plan; take measures as appropriate and if necessary to reduce auto traffic on Fair Oaks to accommodate the new bike / ped friendly Main Street concept</p>	<p>*Create master plan for a segment of Fair Oaks Blvd. as a new major “Town Center” as part of a mixed-use, transit oriented development. Secure partial funds through a SACOG community design block grant. Improve traffic flow by means of thru-traffic tunnel section under Town Center together with Bus Rapid Transit (BRT) and shuttle / jitney hub.</p> <p>*Build 8-mile auto & Bus Rapid Transit Carmichael Tunnel to connect Hw 50 & 80 with one or two exits only in the center of Carmichael. Estimated cost per mile: \$60 million. Bonds could be paid in part by means of tolls charged at peak hours.</p>

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<p>Traffic Management <i>“Provide appropriate, effective, safe, rational, and aesthetic automobile traffic flow and reduce traffic congestion and noise”</i> <i>Includes: Traffic Enforcement & Congestion Commercial Vehicles St. Redesign / Road Diet, Promoting Rideshare Arterial Mapping Kids to School</i> <u>Commuters to Work</u></p> <p>Traffic Management (con’t)</p>	<p>*Very few projects planned for Carmichael at this time.</p> <p>*Widen Fair Oaks between Engle and Marconi to 6 lanes from 4.</p> <p>*County Congestion Relief Study is under way</p> <p>*Addition of Intelligent Traffic Systems (ITS) may gradually arrive in Carmichael after Watt and Sunrise projects are in place</p> <p>*SACOG 2025 MTP shows no major congestion on major roads in Carmichael (see maps, Appendix 2)</p>	<p>*Measure existing traffic flows, average speeds, levels of service (LOS), accident rates and locations on major arterials in Carmichael to establish 2003 baseline.</p> <p>*Implement various measures as needed to maintain existing LOS at Baseline 2003 (e.g. add planted medians, modify speed limits, more “intelligent” traffic signals, street redesign, reduce excess lane widths, etc.)</p> <p>*Evaluate the impacts of regional services such as the DMV on North Ave and local services such as the Post Office on Fair Oaks Blvd. etc., and explore moving them either closer to freeways in the case of a regional service or away from congested corridors in the case of local services.</p>	<p>*Integrate any change / widening of Fair Oaks Blvd. into the design of the Main Street Master Plan</p> <p>*Establish and implement 25-year plan for adding shade-tree, planted medians to some excessively-wide arterials (especially at all arterial and corridor entries to Carmichael) (and sidewalk planting strips to collectors as appropriate in residential neighborhoods), with frequent left-turn lane opportunities at intersections; develop Neighborhood Areas with entry gateways, pylons, and appropriate signage (conduct intensive Neighborhood Surveys so that each neighborhood can select improvements from a range of options with associated costs—see example, Appendix 5)</p> <p>*Conduct full “origin and destination” study of Carmichael traffic.</p>	<p>*Integrate any change / widening of Fair Oaks Blvd. into the design of the Town Center Master Plan</p> <p>*Establish and implement 25-year plan for adding shade-tree, planted medians to most excessively-wide arterials (especially at all arterial and corridor entries to Carmichael) (and sidewalk planting strips to collectors as appropriate in residential neighborhoods), with frequent left-turn lane opportunities at intersections; develop Neighborhood Areas with entry gateways, pylons, and appropriate signage (conduct intensive Neighborhood Surveys so that each neighborhood can select improvements from a range of options with associated costs—see example, Appendix 5)</p> <p>*Explore modifying Walnut to become an “Alta Fair Oaks Blvd.” with significant sidewalk</p>

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			<p>*Establish locally organized and operated rideshare program for Carm.</p> <p>*Widen Cypress to 4 lanes between Manzanita and Pasadena/Winding Way to improve Carmichael access to Route 80.</p> <p>*Establish Intelligent Traffic Systems (ITS) within Carmichael and to neighboring communities</p> <p>* Expand traffic-law enforcement programs on residential streets.</p>	<p>and landscaping improvements</p> <p>Plus: adjacent items in Future II</p>
<p>Public Transit</p> <p><i>“Provide accessible, convenient, affordable, efficient, public transportation within Carmichael and to other areas.”</i></p>	<p>*The Circulation Element of the Sacramento County General Plan and the Sacramento Regional Transit 20 Year Vision both designate streets such as Madison, Fair Oaks, El Camino/Marconi, and Arden as Trunk/Feeder lines with a goal of providing 15 minute headway bus service: however no funds are</p>	<p>*Existing plans to left to be implemented. In addition, in the event Carmichael population increases according to or beyond current projections:</p> <p>*Increase bus service on all thoroughfares and some arterials (peak & off-peak; longer hours & more frequent service)</p>	<p>* Construct a Bus Rapid Transit tunnel from the Mather/Mills LRT in Rancho Cordova to Fair Oaks Blvd. in Carmichael.</p> <p>* Provide safe bus stops for all riders</p> <p>* Establish/increase bus service on all thoroughfares (6-lane roads) and arterials</p>	<p>* Construct a light rail and bus subway under Carmichael connecting the Elkhorn and Mather/Mills LRT stations and Highways 80 and 50.</p> <p>*Allow private “jitneys” to operate on Fair Oaks Blvd.</p> <p>PLUS: all Future II items (except BRT tunnel is replaced</p>

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<p>Public Transit (con't)</p>	<p>identified to implement this service (see RT 20 Yr Vision, Appendix 3)</p> <p>*Continue existing Para transit door-to-door shared ride service.</p> <p>*A new bus maintenance facility near McClellan may be constructed which would decrease “dead heading” and allow CNG fueling for new buses</p> <p>*Improve safety of bus stops by locating them off of traffic lanes and constructing better ped. access to them.</p> <p>*Carm. Residents may benefit from a number of changes to the regional network such as improved headways on LRT and establishment of Express LRT.</p> <p>*Sac County General Plan of 12/15/93: from the Circulation Element, pg. 69, Section V, Transportation Corridors, Policy CI-10 (H): "Explore</p>	<p>*Provide express, ITS bus service to downtown and Rancho Cordova</p> <p>*Coordinate LRT / BRT connections</p> <p>*Provide connecting bus service all day and weekends</p>	<p>(4-lane roads)</p> <p>* Add direct downtown & Rancho Cordova express routes</p> <p>* Increase peak and express service levels (longer hours & more frequent)</p> <p>* Coordinate bus service with LRT & BRT connections</p> <p>* Provide connecting bus service to LRT all day and on weekends</p> <p>* Expand the Neighborhood Ride to service all of Carmichael</p> <p>*Restructure existing bus routes based on surveys of potential riders to provide better service to Carm. residents. Run peak hour routes #104 and #105 into downtown as they did before light rail. Expand peak hour routes #29, 76, 104, 105 to provide 30 min. service midday and evening</p>	<p><i>by connector LRT / bus subway above)</i></p>

<p><i>3 Futures: Across</i> 6 Issue Areas: Below Draft 6, 12/19/02</p>	<p>[Existing County Plan(s)]</p>	<p>Future I: Keep Carmichael the Way it is</p>	<p>Future II: Modify Existing County Plan(s)</p>	<p>Future III: Major Change –Town Center (by 2025)</p>
<p>Public Transit (con't)</p>	<p>the feasibility of a transit-only crossing of the American River between Watt Avenue and Sunrise, amend the Transportation Plan as appropriate, and develop funding mechanisms for facility construction as necessary."</p> <p>*Current routes are: 11 bus routes (two are neighborhood, flexible shuttles--#9 & #10; four are fixed routes (22,23,25,82); Citrus Hts fixed route #94; and four peak-hour only fixed routes (29,76,104, 105) (see map, Appendix 4)</p>		<p>*Establish one or two park and ride lots at existing commercial and / or recreational parking lots in conjunction with property owners</p>	
<p>Pedestrians <i>"Provide safe, friendly and accessible infrastructure for pedestrians within the community as an alternative to automobiles"</i> Pedestrians (con't)</p> <p><i>Please see Appendix 6 for a more in-depth discussion of Pedestrian & Bicycle Issues</i></p>	<p>*County ADA / Pedestrian Master Plans are currently in the works, including complete inventory of pedestrian facilities along streets and at intersections.</p>	<p>*Existing "rural" character of some Carmichael neighborhoods without sidewalks and often with open drainage ditches to remain unmodified</p>	<p>*County to ensure Pedestrian & wheelchair access, & fully implement new ADA / Ped Master Plans</p> <p>*Install or complete sidewalks, with the priority within an half-mile of schools (top priority), libraries, parks, transit stops, neighborhood centers)</p> <p>*Sidewalks to be free of</p>	<p>*Same as Future II except 15-year implementation period plus:</p> <p>*Move utility lines underground or to rear of parcels, especially in retail / commercial areas</p>

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			<p>obstructions (utility poles, mailboxes, newspaper boxes, etc), with 5 ft. min. of available walking width in residential areas; 6 ft min. available walking space near neighborhood centers and commercial areas. Irremovable obstructions should be mitigated by wider widths. Add lighting.</p> <p>*Generally, large-shade-tree (canopy-over-street) planting strips & landscaping throughout, with sidewalk planting strips as higher priority than median plantings (wherever possible, in modifying cross section of street, add improvements within existing right-of-way, not by intruding into parcel setbacks in residential areas)</p> <p>*Planting strips between roadways and sidewalks and/or parallel parking as buffers in commercial areas</p> <p>*Create “shortcuts” & connections between neighborhoods, arterials, and</p>	<p>*Town Center to have excellent pedestrian access</p> <p>*Establish streetlight plan to install / upgrade more urban sections of Carmichael</p> <p>*Even stronger emphasis on upgrading all residential neighborhoods’ sidewalks (for all such neighborhoods that voice support for such improvements). Primary upgrade would be taking some of the existing street width for new shade-tree planting strips between sidewalk and street. Replace rolled with vertical curb and gutter. (Where planting strips or sidewalks are not present and street width is narrow in existing residential areas, explore alternate-side parallel parking in order to achieve improvements.)</p> <p>*Replace all street side drainage ditches with underground pipes to regain land for sidewalks and bike</p>

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Pedestrians (con't)			<p>/ or commercial areas</p> <p>*Safety improvements at intersections to include ped islands adjacent to turning lanes and on higher volume roads</p> <p>*More visible crosswalks with “stop bars” preceding zebra zone; and / or raised crosswalks, ped crossing signs and lights to alert drivers where appropriate; curb bulb-outs</p> <p>*Establish additional ped / bike crossings with paving differential and/or signalization at midblock locations on higher-volume roads</p> <p>*Countdown signals with longer crossing signal timings at locations with higher counts of children (near schools), elderly & disabled</p> <p>*Prioritize funds for “Safe Routes to School” sidewalk construction and other non-vehicular programs for getting</p>	lanes

<p><i>3 Futures: Across</i> 6 Issue Areas: Below Draft 6, 12/19/02</p>	<p>[Existing County Plan(s)]</p>	<p>Future I: Keep Carmichael the Way it is</p>	<p>Future II: Modify Existing County Plan(s)</p>	<p>Future III: Major Change –Town Center (by 2025)</p>
<p>Bicycles</p> <p><i>“Provide safe, friendly and accessible infrastructure for bicyclists within the community as an alternative to automobiles”</i></p>	<p>*2010 Bikeway Master Plan for Sac. County (about ½ of projects are complete)</p> <p>*Good bike trail in the American River Parkway</p> <p>*Bike lanes exist on most arterials</p>	<p>*Complete 2010 Bikeway Master Plan</p> <p>*Paint one-way arrows on all bike lanes adjacent to traffic</p>	<p>kids safely to school.</p> <p>*Update the 2010 Bikeway Master Plan in accordance with the Bicycle Advisory Committee plus:</p> <p>*Upgrade bike lane environment (cleaning of lanes, marking of hazards, lighting at intersections and of busier night routes, route and destination signage); increase lane widths wherever feasible</p> <p>*At intersections, expand and improve bike-signal activations & methods with detector loops in bike & vehicle lanes, and bicyclist-accessible push buttons</p> <p>*Establish secondary / alternate routes through quiet neighborhoods with pavement signage</p> <p>*Create “shortcuts” & Class I & II bike- lane connections between neighbor-hoods, arterials, commercial areas, transit stops, and & Park & Ride lots</p>	<p>*Same as Future II except speed up completion to 15-year time frame instead of 25-year time frame plus:</p> <p>*Replace all street side drainage ditches with underground pipes to regain land for sidewalks and bike lanes</p> <p>*Differential paving on all bike lanes</p> <p>*Install rumble strips, short curbing, and / or differential paving to provide physical separation between bikes & autos</p> <p>*Establish additional bike / ped crossings with paving differential and / or signalization at mid-block locations on higher speed locations</p> <p>*Town Center to have excellent access by bikes</p>

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			<p>*Utilize space along utility & drainage routes, and other easements</p> <p>*Connect with the regional bikeway system</p> <p>*Generally, improve safety / number of parking areas for bikes</p> <p>*Connect the Arden and Sunrise bicycle bridges over the American River with a bike trail on the north side of the river through Ancil Hoffman Park</p>	
<p>Street Maintenance</p> <p><i>“Clean, maintain and improve existing transportation infrastructure.”</i></p>	<p>*Continuation of gradual repaving of all streets in Carmichael over 25 yr period</p> <p>*Continuation of basic level of service to clean, maintain, and repair all streets, sidewalks, landscaping, lighting, pavement markings, signage, signals, and drainage facilities</p> <p>*Computerized “Pavement Mgt System ranks neighborhoods by average street surface condition using</p>	<p>*Continuation of gradual repaving of all streets in Carmichael over 25 yr period</p> <p>*Continuation of basic level of service to clean, maintain, and repair all streets, sidewalks, landscaping, lighting, pavement markings, signage, signals, and drainage facilities</p>	<p>*Allow for slower rate of repaving of Carmichael streets and shift savings to street modifications for improved bike and ped facilities</p> <p>*Rework street repaving plan such that streets in worst condition are the first to be redesigned for planting strips before any repaving is done</p> <p>*Increase frequency of street cleaning, maintenance, & repairs; pick up green waste</p>	<p>*Same as Future II but accelerate street redesign plan for improved bike / ped facilities, with emphasis on adding shade-tree planting strips between street and sidewalk</p> <p>*Develop a comprehensive plan for rehabilitating and upgrading all infrastructure; cover open ditches; relocate utility poles. Explore community-wide funding mechanisms or assessments to pay for improvements</p>

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	<p>index</p>		<p>weekly in the Fall *Establish Carmichael Community website with links to report flooded streets and potholes (transit routes and schedules also posted here)</p>	<p>*Conduct intensive Neighborhood Surveys so that each neighborhood can select improvements from a range of options --see Appendix 5</p>
<p>Air Quality – impact of this option:</p>	<p>*Spare the Air public education program</p>	<p>*If traffic flows were maintained at current levels, air would improve over time given improvements in control and decrease of use of older cars. If slower speed limits are needed to repel cut-through traffic, emissions might also be reduced.</p>	<p>*Establishment of an attractive shopping district in Carmichael might be an incentive for some Carmichael residents to shift shopping pattern to Carmichael with concomitant reduction in local trips (but might attract outside shoppers). Emphasis on Safe Routes to School might reduce substantially the number of car trips to schools</p>	<p>*If some portion of Carmichael commuters shift modes from SOV to new BRT / LRT network, possible reduction in emissions but higher-density land uses might generate more auto emissions. Construction of proposed “Carmichael Tunnel” would improve overall efficiency of regional traffic flows, with concomitant reduction in emissions</p>
<p>SHORT DESCRIPTIONS OF EACH FUTURE</p>		<p><i>"Protect Carmichael and Keep it Great"</i> Carmichael's history is as a semi-rural community for farmers. Lots were generally in 5-acre increments and residents eschewed sidewalks in favor of horse trails. In many parts of Carmichael, fields and open space still exist, in other parts the</p>	<p><i>"Invest in Carmichael's Sense of Place"</i> Carmichael has doubled its population since 1978 without significant investment in infrastructure. It is time to address the need for increased investments in the community that will give Carmichael a sense of place as it continues to grow</p>	<p><i>"Carmichael Grows Up!"</i> To play a responsible part in the region to avoid excessive outward sprawl and worsening air quality regionally, Carmichael will add housing, retail and jobs in an attractive "Town Center" that will make transit more viable as well as thru traffic more efficient. Carmichael will receive more population</p>

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		<p>character is threatened by dense zoning and traffic congestion. This vision requires a moderate degree of civic engagement to preserve open space and protect Carmichael from excessive cut through traffic and population increases as a result of potential up zoning as property values and the demand for housing increase.</p>	<p>modestly. By working to redirect growth moderately, opportunities for creating community identity and transportation choice will be enhanced. With a moderate amount of civic engagement, Carmichael will benefit from more investment in street redesign, sidewalks, bikeways, and mixed-use residential/retail centers.</p>	<p>growth than currently projected but in return will also receive considerable investment along the Fair Oaks Blvd. corridor to provide residents more public transit, community identity, and pride. Civic engagement will be high to help design pedestrian friendly, attractive projects and secure the funding for the needed infrastructure investments.</p>
<p>Advantages & Disadvantages of Each Future</p>		<p>Pro: The options in this future are the least disruptive to current residents and address transportation issues of concern to Carmichael. It also may prove to be the least costly option set.</p> <p>Con: In the absence of any plans for higher-density, transit-oriented development, significant improvements in public transit will be unlikely.</p>	<p>Pro: This future represents a moderate level of change to more fully address the transportation issues of concern to Carmichael and to promote moderate additional infill growth in order to secure more efficient public transit opportunities (and more housing diversity).</p> <p>Con: Carmichael does not have a historic main street area and creating a new one would require substantial funds and might prove disruptive of existing land uses and make some residents and cut-thru drivers</p>	<p>Pro: This future represents the most comprehensive approach to dealing with the transportation issues of concern to Carmichael. Higher density “Smart Growth” projects will be good for the region as well as provide a more intensive and efficient transit system for Carmichael residents and those outside Carmichael who wish to travel by transit to Carmichael.</p> <p>Con: This is the most expensive future and would result in some major disruption in the vicinity of any</p>

3 Futures: Across 6 Issue Areas: Below Draft 6, 12/19/02	[Existing County Plan(s)]	Future I: Keep Carmichael the Way it is	Future II: Modify Existing County Plan(s)	Future III: Major Change –Town Center (by 2025)
			change their travel routes.	new Town Center, as well as major changes in some residents travel routes.

Appendices

1. Map: Carmichael Community Area Transportation Corridors (Sac County DOT, Circulation Element, '93 General Plan)
2. Maps: "Traffic Congestion 2000 & 2025" (SACOG)
3. Map: "Regional Transit 20-Year Vision" Bus & LRT routes
4. Map: Carmichael Bus Routes (existing, RT)
5. Example of a "Neighborhood Survey"
6. **"Pedestrian & Bicycle Strategies,"** a report by the Pedestrian & Bicycle Subcommittee of the Carmichael Transportation Theme Team

Appendix 5: Example: Carmichael Neighborhood Surveys

1. For the purpose of conducting these surveys, the map of Carmichael will be divided into logical neighborhoods bounded by 4 arterial streets. Some attempt will be made to define a logical "neighborhood center" for each such unit (e.g., a park, an elementary school multipurpose room, or a community center). At the beginning of each survey, the respondent will have an opportunity to state what he / she thinks are the actual arterial boundaries of their neighborhood as he / she perceives it, as well as to suggest alternative "neighborhood center" locations. In some cases, these units should / may coincide with existing Neighborhood Associations or Sac County Neighborhood Preservation Areas.

2. Below is just one example of what such a survey might look like:

Survey for the Neighborhood bounded by: Walnut, Whitney, Garfield, Cypress

Neighborhood Center defined as: La Sierra Comm. Center

Carmichael Options for Neighborhoods

I. For the purposes of this survey we have defined your immediate neighborhood as bounded by _____ (insert above arterials). If you perceive your neighborhood to have a different set of boundaries, please list here _____ . Does the above “neighborhood center” location make sense to you or is there another location that makes more sense? _____

II. Please rank order from 1 – 10 the following planning options for your neighborhood:
(“1” should be your top priority; leave blank any that are non-applicable or you wouldn’t want added to your neighborhood at all)

- _____ a. add some kind of physical “entry” structure / marker / gateway to indicate the boundaries of your neighborhood
- _____ b. add a planted (shade trees) median wherever possible down the center of the arterial and / or wide streets, which border / pass through your neighborhood
- _____ c. add planting strips (shade trees) next to existing sidewalks on both sides of your residential streets (where sidewalks already exist)
- _____ d. add sidewalks with planting strips (shade trees) on both sides of your residential streets (where sidewalks do not presently exist)
- _____ e. add sidewalks without planting strips (shade trees) on both sides of your residential streets (where sidewalks do not presently exist)
- _____ f. add some street lighting to your residential streets (if they do not already exist)
- _____ g. have your residential streets swept clean more often by the county
- _____ h. have your residential streets resurfaced soon
- _____ i. Add transit service to your neighborhood so I could walk to the transit stop and get to work at _____
- _____ j. add “dial-a-ride” / neighborhood shuttle transit service to your neighborhood so I could get around without using my car as much or because I don’t drive
- _____ k. build a small community center for your neighborhood at _____

2. How much in additional taxes would you be willing to have added to your annual property-tax bill for some of your top-choice improvements to your neighborhood (which tax would end after the improvement(s) had been paid for)?
 ___ \$0 / year ___ \$25 / year ___ \$50 / year ___ \$100 / year ___ \$500 / year ___ \$1000 / year
3. Would you support the establishment of a “Neighborhood Preservation Area” for your neighborhood? (NPA’s are organizational and county planning devices for preserving the existing residential character of distinctive neighborhoods in Sacramento County.) ___ yes ___ no
4. If a not-for-profit Carmichael Land Trust were established by and for the residents of Carmichael, would you lend your support to it in order to preserve / prevent development on the remaining open space in Carmichael? ___ yes ___ no
5. If a choice were offered to you between resurfacing the streets in your neighborhood less frequently and making other improvements such as sidewalks and planting strips, would you be in favor of so shifting your existing tax dollars? ___ yes ___ no
6. Generally, where is traffic congestion the worst for you? (if congestion is not a problem for you at all, please leave all blank)
 ___ in my neighborhood (is there a problem with speeding? ___)
 ___ on the arterials that border my neighborhood
 ___ on Fair Oaks Blvd. (what time of day _____?)
 ___ on the approaches to and / or the onramps of HW 50 and I80
 ___ on Highway 50 or Interstate 80
7. If more public transit were brought into Carmichael, would you ride it if (y or n)
 ___ you could get downtown in 20 minutes or less
 ___ you could get to and from the grocery store without having to walk more than five minutes and without having to wait more than 10 minutes at the stop
 ___ you could get to a light-rail station within 10 minutes
8. Comments / Suggestions _____ (use extra sheets as needed)

Appendix 6: *“Pedestrian & Bicycle Strategies”*, a report by the Pedestrian & Bike Subcommittee of the Carmichael Transportation Theme Team

PEDESTRIAN AND BICYCLE STRATEGIES

I. Introduction

This document is one aspect of the community’s 2002 update of Carmichael’s Community Action Plan. These recommendations are offered as part of a larger set of actions that may be taken to improve Carmichael’s transportation network for both people and cars and to offer several safe and efficient modes for travel in Carmichael and beyond. The following is a summary guide; however others parts of this region (City of Sacramento, City of Davis), the State, the nation and the world have already implemented pedestrian- and bicycle-friendly strategies and transportation systems that go beyond what this committee has learned in the last two months. We strongly urge that the County identify and implement Best Management Practices (BMP’s), both for the current planning phase and for the future. In fact, the County has demonstrated initiative by contracting with experts in the recent development of the Pedestrian Master Plan (e.g., the nationally-renowned “livable communities” expert, Dan Burden).

As we evaluated various strategies, we considered the following goals:

- Safety: increase the safe transportation choices for Carmichael residents to include walking and biking throughout the community.
- Sense of Community or neighborliness: enhance through landscaped walkways, parking lots, trails, and increased opportunity for social interaction.

- Access: create better pedestrian and bicycle access--especially for children, the elderly, and persons with disabilities.
- Connectivity: make walking or riding bicycles more feasible by connecting neighborhoods with attractions.

As we looked at the following recommendations in light of the three Phase II alternative Transportation Futures, we concluded that it would be advisable to include the following BMP's, to varying degrees, in all three Futures.

II. Pedestrian Access

This section describes methods to create a safe and friendly pedestrian environment. Installation of sidewalks near all schools should be a priority, especially on arterial and connector streets within ½ mile of all schools.

A. Install Or Complete Sidewalks:

- ◆ Along all streets within a one-half mile radius of schools, libraries, parks, neighborhood centers, and business and commercial areas.
- ◆ Along all bus routes (creating safe places to wait for buses), and make blocks with bus stops wheelchair accessible.
- ◆ Fill all sidewalk "holidays" on arterials and streets with over 1,000 cars a day.
- ◆ Prohibit variances to eliminate the installation of curbs, sidewalks or gutters on new development.

B. Additional Sidewalk Conditions:

- ◆ All sidewalks need to be free of obstructions, such as utility and sign poles, plantings, newspaper racks, etc., so that the full width of the sidewalk is usable. This standard should apply to sidewalks currently in place, as well as to new and reconstructed sidewalks. If any such obstructions are irremovable, additional width should be provided beyond the minimum.
- ◆ Minimum sidewalk width of five feet (the min. standard of the Institute of Transportation Engineers (ITE)). It is difficult for two people to walk side-by-side on a sidewalk with less than a five-foot width.

- ◆ Ideally, in neighborhood center and business and commercial areas, sidewalks shall be of adequate width so that when two couples come from opposite directions, no one has to step off the sidewalk and into the gutter. These should be a minimum six feet in width without any obstructions. Planters, benches etc require additional width.
- ◆ In the town center area, sidewalks shall be eight feet in width without any obstructions, with additional space for benches, planters, outdoor dining tables etc.
- ◆ Install sidewalks for safety needs before landscaping and lighting projects.
- ◆ Separate (set back) the sidewalk from the street with landscaping planting strips, including street shade trees. Such improvements provide a safety buffer between pedestrians and moving vehicles. Place utility and sign poles, newspaper racks, fire plugs etc in this planting strip area, or on the property area on the other side of the sidewalk.
- ◆ Allow on-street parking where it is feasible to provide an additional barrier between pedestrians and traffic.
- ◆ Lighting for nighttime safety at all intersections, and along all sidewalks in business and commercial areas. Lights to be required in new residential development. Retrofit street lighting for existing residential development to be subject to neighborhood vote, unless a strong case can be made for mandating them for safety reasons. All lighting shall have shielding so that the light only shines down, to reduce light pollution as part of the “Dark Sky” program.

C. Crosswalks and Intersections:

Below are some examples of BMP’s that are appropriate for Carmichael. Some practices are applicable to roads with higher volumes of vehicular traffic, while some are more suitable for low and medium-volume roads, or in residential areas or a Town Center.

- ◆ For safety, reconfigure intersection crosswalks on arterials to include pedestrian islands adjacent to turning lanes.
- ◆ Provide pedestrian islands in the median at intersection crosswalks with high vehicular traffic on four and six lane streets.
- ◆ Make crosswalks more visible, preferably the wide zebra type, or colorized. Install raised crosswalks where appropriate.

- ◆ Crosswalks may also be of the stamped concrete type (to resemble brick or other pattern), with a smooth section in the middle to facilitate wheelchairs (known as Studebaker crosswalks, as originated in Chico).
- ◆ Add painted 'stop bars' before crosswalks to encourage car drivers to stop back from crosswalks, and not (illegally) in crosswalks (as recently implemented in downtown Sacramento).
- ◆ Provide curb bulb-outs at intersections on wider streets with higher pedestrian and vehicle traffic.
- ◆ Install countdown signals with priority given to crosswalks where there is significant pedestrian travel by children (near schools), seniors or the disabled.
- ◆ Install where appropriate, for example at long blocks in a commercial area, or near schools, pedestrian crossing signals and signs, and if needed flashing warning lights, at mid-block crossings and at other pedestrian improvements described under the pedestrian strategies. If no mid-block crossing light is installed, then provide a pedestrian refuge such as a raised median.
- ◆ Position hand buttons for easier access to bicyclists (near the street or bike lane), in addition to the one for pedestrians.

D. Disabled People To Have Full Access To Properly Designed Sidewalks, Crosswalks, and Transit Stops:

Modify all sidewalks and intersections to facilitate use by disabled people.

- ◆ Include hard vertical not rolled curbs.
- ◆ Design to consider the abilities and limits of various disabilities, including but not limited to those who are blind (with and without guide dogs), in wheelchairs (with and without assist dogs), elderly, on crutches or have other walking-disabilities, and those who are hearing impaired.
- ◆ Provide pedestrian signals with such features as audible signals and extended signal times.
- ◆ Use separate curb cuts at each end of each crosswalk (two per corner, eight total for a complete intersection), so a person in a wheelchair can go directly to the crosswalk. This avoids a person in a wheelchair having to go into the street then quickly turn to get into the crosswalk as is necessitated when there is just one curb cut at each corner.

Having two curb cuts per corner also avoids the same problem in reverse when going from the crosswalk to the sidewalk. This also makes it easier for persons with sight disabilities.

- ◆ Have sufficiently wide, continuous sidewalks without obstructions.
- ◆ Fully implement the recommendations of the County's Americans with Disabilities Act (ADA) Compliance Plan when it is completed.
- ◆ Comply with all existing State and Federal laws and regulations, including but not limited to the ADA.

E. Safe Access to Business and Commercial Areas:

The option for making trips to and from business and commercial areas by foot or by bicycle needs to be made more available to Carmichael residents.

- ◆ Reduce commercial and business zone setbacks so buildings are adjacent to the sidewalk and more accessible and safer to reach by pedestrians. Ideally, all parking lots will be located in the rear or at the side. Alternatively, a shallow front parking area may be maintained, with the bulk of the parking areas be at the side or the rear of the building.
- ◆ Create safe pedestrian/bike connections and "shortcuts" between all areas that are currently not directly and safely connected: neighborhoods, neighborhood centers, schools, business and commercial areas, etc. This may be a passageway or corridor between buildings that provides a direct walking or bicycling route to another area.
- ◆ Provide separate pedestrian walkways and bicycle lanes through parking lots.
- ◆ Wherever feasible, reduce and consolidate the number of driveways into commercial establishments.
- ◆ Lower minimum parking standards and cap maximums when viable to encourage other modes of transportation.
- ◆ When an exception to the parking standard is needed, require parking structures, rather than large parking lots in order to maximize land for pedestrian oriented development and to decrease walking distance
- ◆ Provide 50% tree coverage in 15 years on parking lots to reduce heat effect on pedestrians.

III. Road Diets

Make an inventory of streets and implement a street right-of-way redesign program in Carmichael to put to better bicycle, pedestrian, and aesthetic use some of the excess street capacity and county right of way. Such a program will improve safety for children, pedestrians and bicyclists. Reduce four lane streets with traffic of 9000 or fewer auto trips per day, to two through-travel lanes and a landscaped median with left-turn lanes. In residential neighborhoods narrow the travel lanes from 12 feet to 10 feet.

Install Intelligent Transportation Systems (ITS) on Arden Way, El Camino, Marconi, FOB, and Manzanita, and other appropriate high-volume roads. As a result of the installation of ITS, “taking a lane” for pedestrian, bicycle, and landscaping and a dedicated lane for Bus Rapid Transit (BRT) to remove transit from traffic congestion, is now feasible without reducing existing capacity.

For road widening and revitalization projects, the lanes for vehicles will not be widened (or possible narrow the lanes), and then the existing right of ways will be used instead to widen the sidewalks and bike lanes and add landscaping.

IV. Paths and Trails

Modify existing county, utility, drainage and other easements for pedestrian and/or bicycle use. Provide a safe and broad pedestrian and bicycle connection to American River College from the south and/or east side. As stated above, create safe pedestrian/bike connections and “shortcuts” between all areas that are currently not directly and safely connected: neighborhoods, neighborhood centers, schools, commercial areas, etc. This may be a passageway or corridor between buildings that provides a direct walking or bicycling route to another area.

V. **Tree planting and landscaping**

Shade trees for pedestrians and bicyclists should receive priority over median landscaping, when a choice must be made because of right-of-way width. Sidewalks should be separated from the street by planting strips containing large shade trees. Commercial areas should also be designed for large shade trees.

To implement this standard, the County should work with an ISA certified arborist, and select tree varieties to enhance Carmichael's community identity. Neutralizing or replacing soil that is impacted by past poisoning, also needs to be addressed.

The trees chosen for street tree planting be sized by the scale of the streets and the number of lanes, i.e. larger shade trees for wider streets.

VI. Bicycle Access

Update and Implement The 2010 Sacramento City/County Bikeway Master Plan

A broad-based coalition developed the 2010 Bikeway Master Plan. This plan serves as the blueprint to provide minimum facilities to meet the transportation and recreational needs of the bicycling public. In Carmichael, the 2010 Bicycle Master Plan is approximately half completed. However, this plan is already over 10 years old and needs to be updated.

A. Bicycle Trail System —Build a high quality, on- and off-street pedestrian/bicycle system that, where feasible, connects health facilities, major employment, commercial and activity centers (schools, libraries, parks, community halls etc) to neighborhoods. These lanes and trails should provide access to all areas of Carmichael and connect with bicycle routes to other regions. While many routes will be located on roads that handle low and medium-volumes of motor vehicle traffic, some routes will need to be located along major roads, or parallel and nearby major roads. On certain

roads with a high-volume of vehicular traffic, bike lanes may not be viable; therefore, it is essential to provide safe, alternative routes. Signs and map kiosks should be located to assist bicyclists (and pedestrians). The 2010 Plan notes that there are different types of bicycle users. When choosing a route, cyclists must weigh several variables (directness of route, traffic volumes, etc). Commuter cyclists are most likely to place higher importance on a shorter route. But neighborhood and recreational cyclists often take the view that less traffic is more important. A 1990 bicycle survey showed that 45% of the respondents preferred separated bike paths (such as the American River Parkway). Next in preference was the least auto amount of traffic (28%), followed by 12% for painted bike lane lines. These results show that, in the absence of a separate bike path, most cyclists are going to choose a safer route instead of a shorter route. Therefore, the bicycle transportation system must include routes with low volumes of motor vehicle traffic. These types of routes would provide the bicyclists an alternative to streets that are typically designated as part of the Bikeway system. These routes would be on roads that carry a very low volume of automobiles, and travel through residential neighborhoods, parks, and the like. There would be destination signs (library, school etc), along with the bike route signs, and would be included on future bikeway maps. If there are insufficient funds to formally designate these routes, or there is neighborhood opposition, perhaps they can be promulgated on an informal basis. One technique would be to use a website that allows riders to post routes and upload maps suggesting these types of routes. An appropriate website might be the one that is sponsored by many Sacramento-area governments and Sacramento Area Bicycle Advocates (SABA), and houses Sacramento's bikeway maps <http://www.bikewaymap.com> .

B. Bicycle lane environment – Bike lanes on the Carmichael roadway system will be clearly delineated from auto lanes, and free of debris. The delineation would be accomplished, at a minimum, through double or other type of striping. Making bicycle lanes a different color (as found in many European countries) increases safety. Frequent bike symbols designating the bicycle lanes as such should be placed immediately after intersections and at mid-block on long blocks. Frequent signage (on poles or painted on the ground) should indicate that the bicyclist must ride in the same direction as traffic, as is done on many Sacramento County bike lanes presently using a directional arrow painted in the bike lane. Along roads with higher vehicle volumes and speeds (35 or 40 mph), the preferable method employs a physical separation, which can be accomplished using rumble strips (ground-in or dots) or short rounded double-sided curbing.

Covering open ditches along roadways will provide space to install sidewalks and bicycle facilities. Routine road maintenance resurfacing will include striping for bicycle lanes and installation of asphalt or cement sidewalks or paths where space is available. Lighting needs to be provided on routes with higher nighttime bicycle traffic, such as near colleges. Lighting at higher automobile volume intersections is very important; as is shown below, most bicycle/automobile accidents occur at these intersections.

C. Traffic signal detection and timing – At intersections with traffic signals, Bikeway facilities need to include bicycle-accessible signal activation methods, which are typically activation (push) buttons, and detector loops in the bike lane or in the vehicle lane. The activation buttons need to be accessible to both pedestrians on the sidewalks as well as bicyclists in the bike lane or street. This may be accomplished by placing push buttons where both groups can utilize the same buttons or by providing separate buttons. Detection loops with bicycle signage to indicate where a bicycle rider should place the bicycle tires need to be placed both in the bike lane and in the left turn lane, if applicable. If there is not a bike lane at the intersection, the signage to indicate where a bicycle rider should place the bike tires will be located in the right hand vehicle lane. When the lanes are repaved, the signage will immediately be replaced. Without the signs to locate the correct placement of the bicycle tires above the detectors, a bicyclist will not cause the light to change. Advanced technologies, such as detection cameras, may be substituted provided this technology proves successful.

D. Parking – Transit, employment, and commercial centers in Carmichael will provide for plentiful, secure, convenient, clean, and safe bicycle parking areas for visitors and employees. Bicycle parking should be located at the front of buildings, near doorways and windows in order to provide more secure bicycle parking (located inside shelters wherever possible). Lockers will be available for employee’s use, at transit, and other appropriate locations. The Sacramento County zoning ordinance for Bicycle Parking should be implemented, with very few variances allowed.

E. Regional bicycle connections- Carmichael residents, businesses, Sacramento County, the Bicycle Advisory Committee, surrounding communities, and SABA will continue to implement a high-quality bicycle transportation network and supporting infrastructure (parking, detector loops etc). This would facilitate bicycle use within Carmichael and the

entire Sacramento County. Special focus must be applied to crossing barriers, such as additional safe crossings of Highway 80 other than at freeway interchanges, and access from the South and East to American River College.

F. Bicycle/Automobile accidents- Nearly all bicycle/auto accidents are due to the auto drivers and/or the bicyclist disobeying the law, either intentionally or unintentionally. Fifty percent of bicycle/motor vehicle accidents occur at intersections, and 90% of those accidents occurred at larger intersections (non-local and residential), according to the 2010 Bicycle Master Plan. Bicyclists riding on the wrong side of the road are a major factor in 40% of bicycle/automobile accidents. We recommend an aggressive education program, additional direction signs to tell the bicyclist to ride on the correct side of the road, and increased enforcement to lower this accident rate. Any education program needs to reinforce that younger riders must comply with the bicycle helmet law, and that adults too should wear a helmet, as wearing a helmet has been proven to save lives.

VII. Community Engagement Strategies: SAFE ROUTES TO SCHOOL

Goal: To provide both walking routes and bicycle paths in order to allow students to more safely access their schools from home without need of being driven to and from school. Additionally, increased numbers on foot and bicycle will make it safer for everyone and will encourage more families to shift modes. **Issues:**

- Installation of sidewalks on arterial and connector streets near all schools to be the highest priority.
- Wide sidewalks with planting strips between the sidewalk and vehicle lanes.
- Allow on-street parking where it is feasible to provide a barrier between pedestrians and traffic and to slow the traffic.
- Install sidewalks for safety needs before landscaping and lighting projects.
- Install, where appropriate, additional signage, flashing warning lights preceding mid-block crossings and other pedestrian improvements described under the pedestrian strategies.

Defining solutions:

- Have County staff work with Carmichael residents, San Juan School District and individual schools to identify the most pressing needs for providing Safe Routes immediately, with completion in five years; and then to continue implementing safe routes throughout the community over twenty years until the full goal is realized.
- Schools can develop “Safe Routes to School” plans with students, teachers and parents working together to define what is needed. This effort can include surveys of students to learn how many students now walk or bike to school. After the improvements are made, the students can be surveyed again to see the results of the changes. (Note: Walk Sacramento and the Greater Sacramento Safe Kids Coalition may be available to assist in the development of such plans.)
- The County can support the schools in translating their plans into applications for “Safe Routes to School” funds with the necessary engineering designs.
- Have County staff and San Juan School District actively pursue funding grants to accomplish the community’s Safe Routes goal in a timely manner.
- Implement a proactive public education campaign to encourage families to take advantage of the health benefits of walking on newly installed segments of sidewalks and the same for bicycling.
- Schools can participate in “Walk to School” day in October to highlight the concerns about pedestrian safety. Schools can invite public officials and other leaders to their schools on this day to gain community support for the necessary improvements – and possible private sector funding.

VIII. Health Issues

The incidence of overweight or obese adults increased from 47 percent in 1976, to 61 percent in 1999. The prevalence of overweight children and adolescents almost doubled during the same period. About 60 percent of overweight children between five and ten years of age already demonstrate risk factors such as elevated blood pressure and increased insulin levels associated with heart disease. Physical inactivity and obesity rank second to smoking in their contribution to total mortality in the United States. More exercise can significantly reduce health care costs and provide a higher quality of life.

What can we do to facilitate reversal of this dangerous trend? We can improve the pedestrian and bicycling environment, so that more people have access to safe facilities for increased mobility without using a motor vehicle, and to more easily and safely exercise.