



COUNTY OF PLACER
Community Development/Resource Agency

Michael J. Johnson, AICP
Agency Director

**PLANNING
SERVICES DIVISION**

EJ Ivaldi, Deputy Director

HEARING DATE: January 8, 2015
ITEM NO.: 2
TIME: 10:10 AM

TO: Placer County Planning Commission

FROM: Sherri Conway, Senior Planner

DATE: December 31, 2014

SUBJECT: SUNSET AREA PLAN UPDATE - INTRODUCTORY WORKSHOP

COMMUNITY PLAN AREA: Sunset Industrial Area Plan

COMMUNITY PLAN DESIGNATION: Agriculture 80 acre minimum, Agricultural 20 acre minimum, Public Facility/Agricultural 80 acre minimum, Open Space, Public Facility, Commercial, and Industrial.

ZONING: Farm, combining Building Site Minimum 80 acres (F-B-X-80 acre min.); Farm, combining Building Site Minimum 80 acres, and combining Special Purpose (F-B-X-SP-80 acre min.); Farm, combining Building Site Minimum 160 acres, and combining Development Reserve (F-B-X-DR 160 acre min.); Farm, combining Building Site Minimum 80 acres, and combining Development Reserve (F-B-X-DR-80 acre min.); Farm, combining Building Site Minimum 20 acres, and combining Development Reserve (F-B-X-DR-20 acre min.); Farm, combining Building Site Minimum 20 acres (F-B-X-20 acre min.); Open Space (O); Industrial Park, combining Design Corridor (INP-Dc); Industrial, combining Design Corridor (IN-Dc); Business Park, combining Design Corridor, and combining Flood Hazard (BP-Dc-FH); Business Park, combining Design Corridor (BP-Dc); and General Commercial, combining Use Permit, and combining Design Corridor (C2-UP-Dc).

STAFF PLANNER: Sherri Conway, Senior Planner

LOCATION:

Sunset Area of unincorporated Placer County; bounded to the north by the City of Lincoln, to the east by Highway 65 and the City of Rocklin, to the south by the City of Roseville, and to the west by South Dowd Road.

PURPOSE OF THE WORKSHOP

Conduct a Public Workshop with the Planning Commission to review the Sunset Area Plan Update work program, schedule, and obtain input from the Planning Commission and general public about the update.

BACKGROUND:

The Sunset Industrial Area (SIA) is an approximate 8,100-acre area in unincorporated western Placer County. For more than 50 years, Placer County has envisioned the SIA as a key employment-generating center that would serve as an economic engine for South Placer County. In 1997, the Sunset Industrial Area Plan was approved by the Board of Supervisors and identified lands for industrial, commercial and

business park development. Since that time, South and Western Placer County has undergone significant changes resulting from growth and development in the surrounding cities and in the unincorporated area. The SIA currently contains a variety of uses including light industrial operations, distribution centers, indoor sports facilities, outdoor storage yards, business parks, and a bio mass plant. Most of the development to date has occurred primarily in the eastern portion of the area, adjacent to Highway 65 and along Industrial and Cincinnati Avenues.

Other notable land uses in the SIA include:

Thunder Valley Casino Resort

Since the adoption of the 1997 Sunset Industrial Area Plan, one of the more significant projects within the SIA was the development of the Thunder Valley Casino Resort, which expanded in 2010 to become a full service resort with a 297-room hotel, spa, outdoor concert venue, and gaming facility.

Landfill and Municipal Recovery Facility (MRF)

The Western Placer Waste Management Authority (WPWMA), located at the intersection of Athens Avenue and Fiddymont Road, operates the Western Regional Sanitary Landfill (WRSL), MFR and composting operation. The MRF has the potential to generate business expansion opportunities for companies fostering new environmentally-friendly technology and/or green waste technology. While the landfill can be viewed as an opportunity for green energy and recycling while serving the sanitation needs of Western Placer County, its proximity to nearby proposed residential projects, also may be construed as a constraint that must be taken into consideration in overall planning of the SIA.

Placer Ranch

The proposed Placer Ranch project is located on ± 2,213 acres of property in the southwest portion of the SIA, just north of the City of Roseville boundary. The Placer Ranch project, originally proposed in the early 2000s, has begun to reposition itself to take advantage of the now improving economy. A key component of Placer Ranch is a satellite campus of the California State University, Sacramento on approximate 300 acres in the center of the overall project site. The Placer Ranch project consists of 5,376 residential units in a mix of low, medium and high densities. The land use plan also includes seven million square feet of non-residential uses including commercial, office and industrial uses, elementary and middle school sites and parks and open space (Attachment E).

Placer Parkway/Transportation Facilities

Placer Parkway is an approximate 15-mile long transportation corridor that will connect State Route Highway 65 in Western Placer County to State Route Highway 70/99 in South Sutter County. The proposed alignment for the Placer Parkway project transects the SIA, bringing potential opportunities for commercial development in the area. According to the Placer County Transportation Planning Agency, "it will link existing and planned development near some of the region's fastest growing communities while improving access to the I-5 corridor, downtown Sacramento, and the Sacramento International Airport." The remaining transportation network consists of Interstate 80 freeway running east and west just south of the SIA, Highway 65 running north and south along the eastern boundary of the SIA, and the Union Pacific Interstate Freight railway running parallel to Industrial Avenue within the SIA containing several spurs.

ECONOMIC IMPACT

In 2007, in order to obtain a better understanding of the wide range of economic benefits generated in Placer County by the activities taking place in SIA and the area's economic potential, Placer County's Office of Economic Development engaged the Sacramento Regional Research Institute (SRRRI) to study the SIA's current and future potential economic contributions. The study noted that "Considering SIA's total economic impacts created through the ripple effect, it currently contributes about 9,000 jobs, nearly \$953 million in output, almost \$540 million in total added value and \$300 million in employee compensation (almost \$34,000 per employee) to Placer County's economy. Sectors that have strong potential for economic development within SIA are those that currently comprise a large proportion of the area and have strong historical and project growth trends, such as Arts, Entertainment, & Recreation and

Construction.” While these numbers seem impressive, SIA has continually functioned below expectations as a regional job center which can provide up to 60,000 jobs.

DISCUSSION

In spite of some recent development activity, the vast majority of the Sunset area remains undeveloped. Consequently, the Placer County Board of Supervisors has directed the initiation of a new Sunset Area Plan, the overall objective of which is to re-envision and re-brand the SIA to achieve the County’s long-term vision for the Plan Area as the economic engine for the County. When implemented, the new SIA would create a highly desirable location in the Sacramento Metropolitan Area that would be positioned to attract large mixed use developments, commercial uses, universities, industrial manufacturing, corporate campuses, institutions, and entertainment venues that encourage primary wage jobs. Overall, the future development of SIA has the capacity to deliver more than 60,000 jobs. It is situated in an unincorporated urban growth center immediately adjacent to the cities of Roseville, Rocklin, and Lincoln. The area had a population of 320,000 in 2012 with 2030 population estimates reaching 420,000. There are large scale research and development business opportunities and two proposed university sites; a 25,000 student California State university campus within the territory of the SIA and one approved and entitled 4,500 student private university site located slightly west of the SIA. The higher education component may be ideal to help fuel SIA job growth.

Procurement Process

In August 2014, the Planning Services Division released a Request for Proposal seeking qualified consulting firms to submit proposals to assist the County in the preparation of the Sunset Industrial Area (SIA) Plan Update. A total of five proposals were submitted and four firms were selected to be interviewed.

Based on the selection panel’s assessment of each firm’s performance during the proposal and interview process, it was determined that the Mintier Harnish team was the most qualified. The Board of Supervisors awarded the contract on November 18, 2014. While Mintier Harnish will be heading up the Planning Services portion of the project, other sub-consultants include EPS (Economic/Market Analysis; Finance Plan), Ascent Environmental (CEQA), Kittelson & Associates (Transportation Analysis), Psomas (Infrastructure Analysis), and Joe DeCredico Studio (Design and Vision Plan).

SIA Work Program

The proposed work program is comprehensive and far-reaching, laying the foundation to achieve the Board of Supervisor’s direction of economic prosperity and job creation in the Sunset area of western Placer County.

Specifically, the scope of work includes the following key components:

- A Constraints Analysis which will assess land use, economics, transportation and mobility, traffic, public facilities and infrastructure, environmental resources and hazards;
- A Market Conditions Analysis which will assess commercial market conditions, an industry analysis, and labor force analysis;
- An Existing Business Retention and Expansion Analysis;
- An Area Economic Analysis to include a regional jobs, population, and preliminary development outlook; emerging trends and competitive position;
- A SWOT (strengths, weaknesses, opportunities, and threats) analysis related to western Placer County and the SIA subareas;
- An Opportunities and Constraints Report;
- A Capital Improvement Plan and Finance Plan which will include a Cost Burden Analysis and Financing Strategy;
- A Design Vision Plan and Corridor Design Standards;

- Area Plan preparation;
- Environmental Impact Report (CEQA).

A complete description of the Scope of Work is provided in Attachment F.

Public Outreach

County staff will undertake the lead to champion a comprehensive public outreach campaign. Partnering with the County's Public Information Office, staff will solicit input and showcase the project milestones utilizing a number of techniques, including a dedicated County webpage, monthly newsletters, press releases, public workshops, stakeholder meetings, focus groups and periodic workshops with the Planning Commission and Board of Supervisors.

Schedule

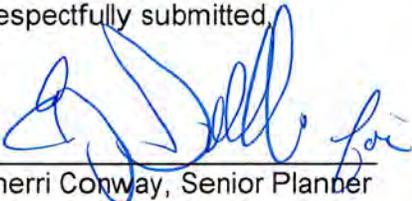
The project schedule is aggressive and is anticipated to be achievable within a 12 to 18 month timeframe.

Task	Due Date
Existing Conditions Report/Constraints Analysis	June 2015
Opportunities and Constraints Report	July 2015
Public Workshops	August, October 2015
Alternatives Evaluation	October 2015
Preferred Plan Alternative	November 2015
Administrative Draft Plan/Design and Vision Plan	December 2015 - January 2016
Capital Improvement and Finance Plan	December 2015 - January 2016

NEXT STEPS:

Staff is currently working closely with the consulting team to provide them a myriad of documents, research, data, and information to enable the development of Existing Conditions and Constraints Analysis. Once this Analysis is complete and has been reviewed by staff, the next step will be to conduct a Public Workshop with the Planning Commission in early June 2015.

Respectfully submitted,



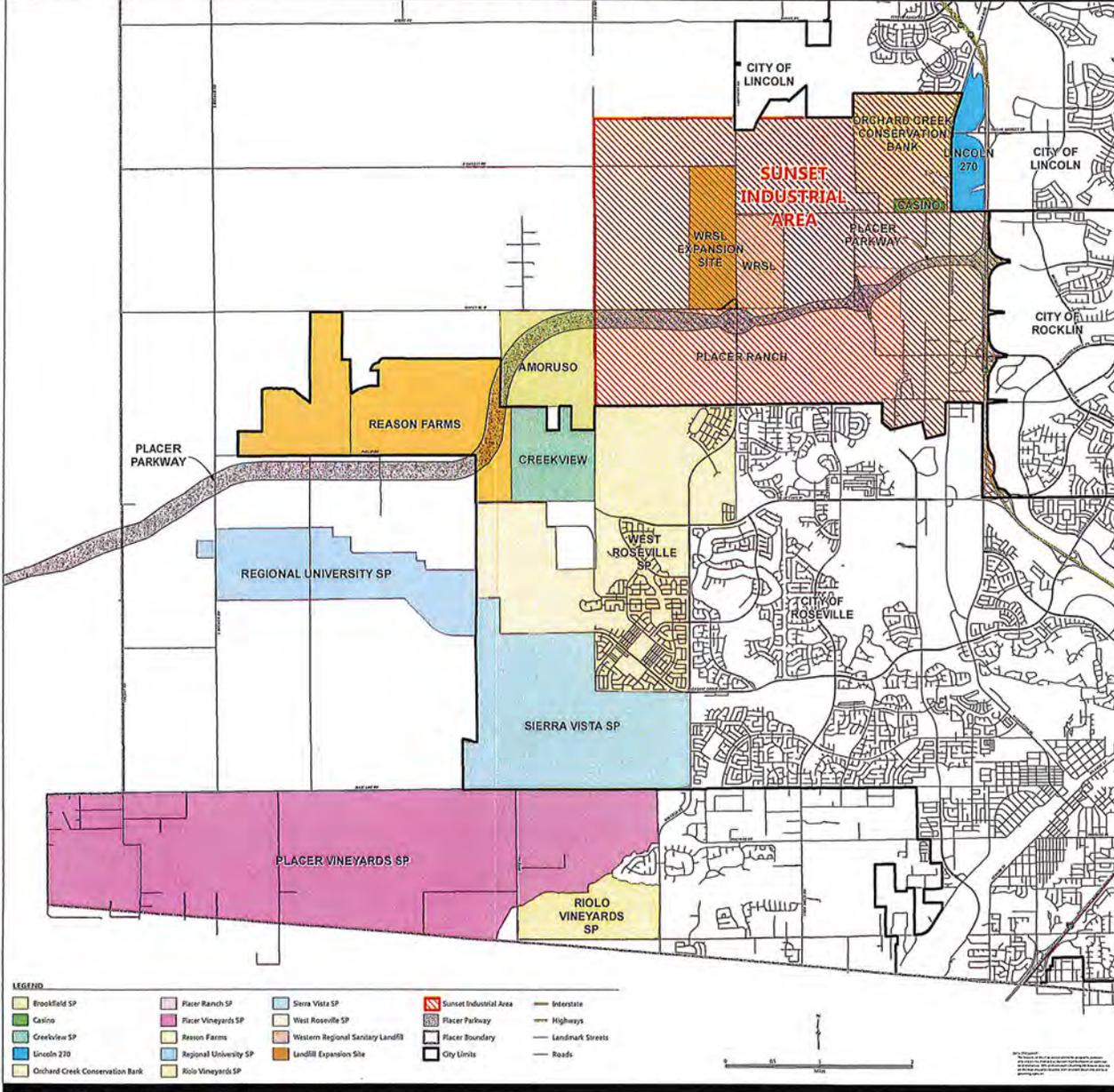
Sherri Conway, Senior Planner

SC:KH

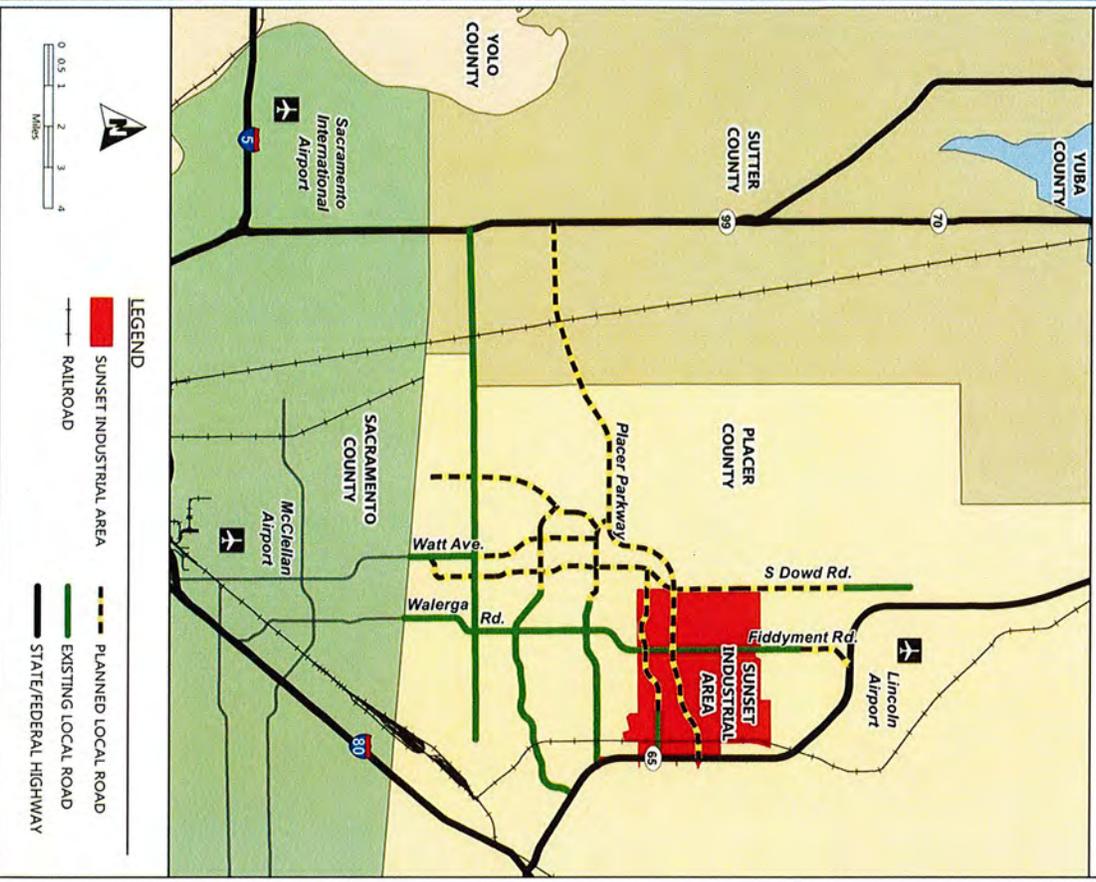
ATTACHMENTS:

- Attachment A – West Placer Projects Map
- Attachment B – Vicinity/Aerial Maps
- Attachment C – Land Use Map
- Attachment D – Zoning Map
- Attachment E – Placer Ranch Land Use Map
- Attachment F – Consultant Scope of Work

WEST PLACER PROJECTS

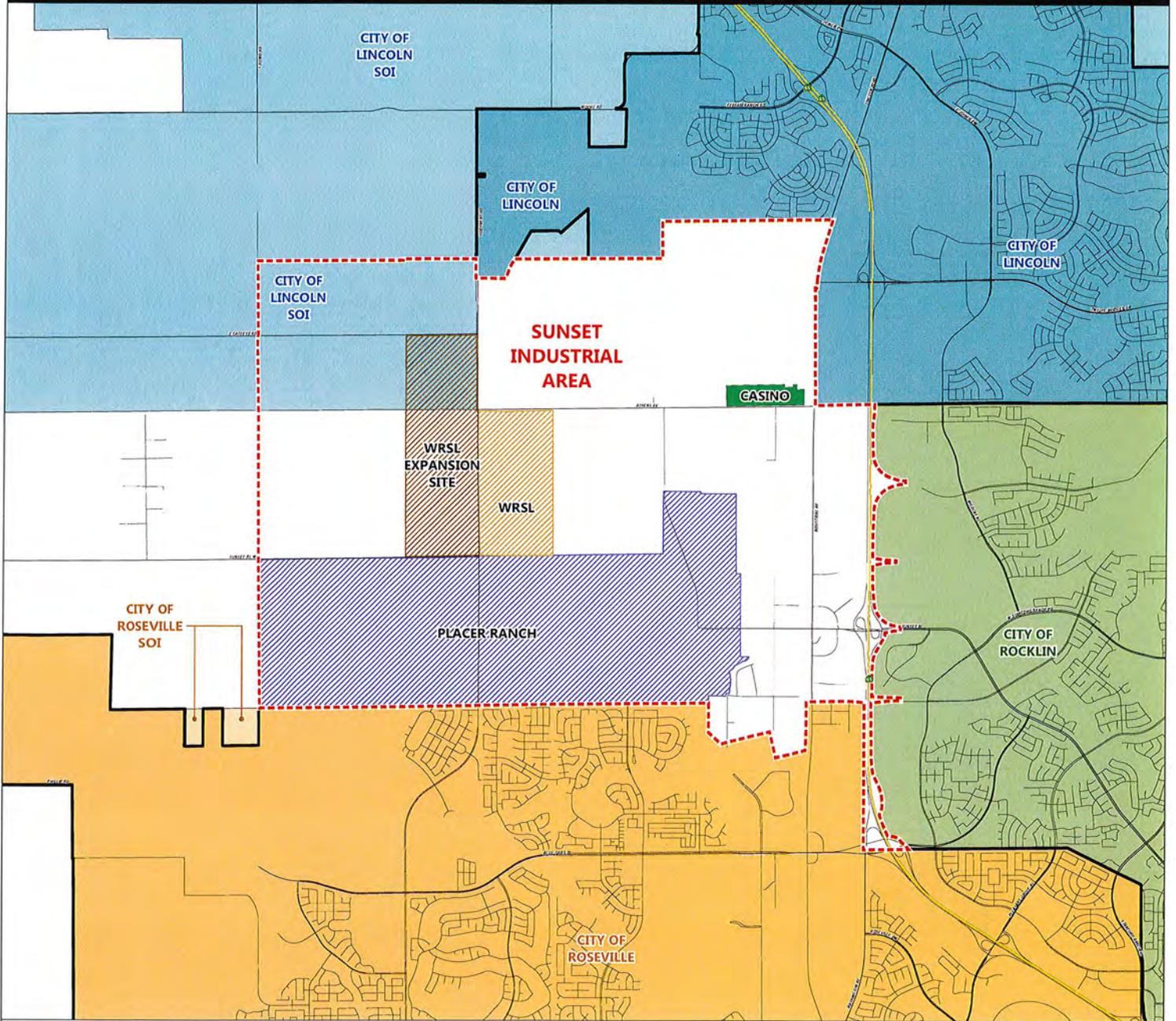


Road Network



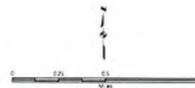
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VICINITY OF THE SUNSET INDUSTRIAL AREA



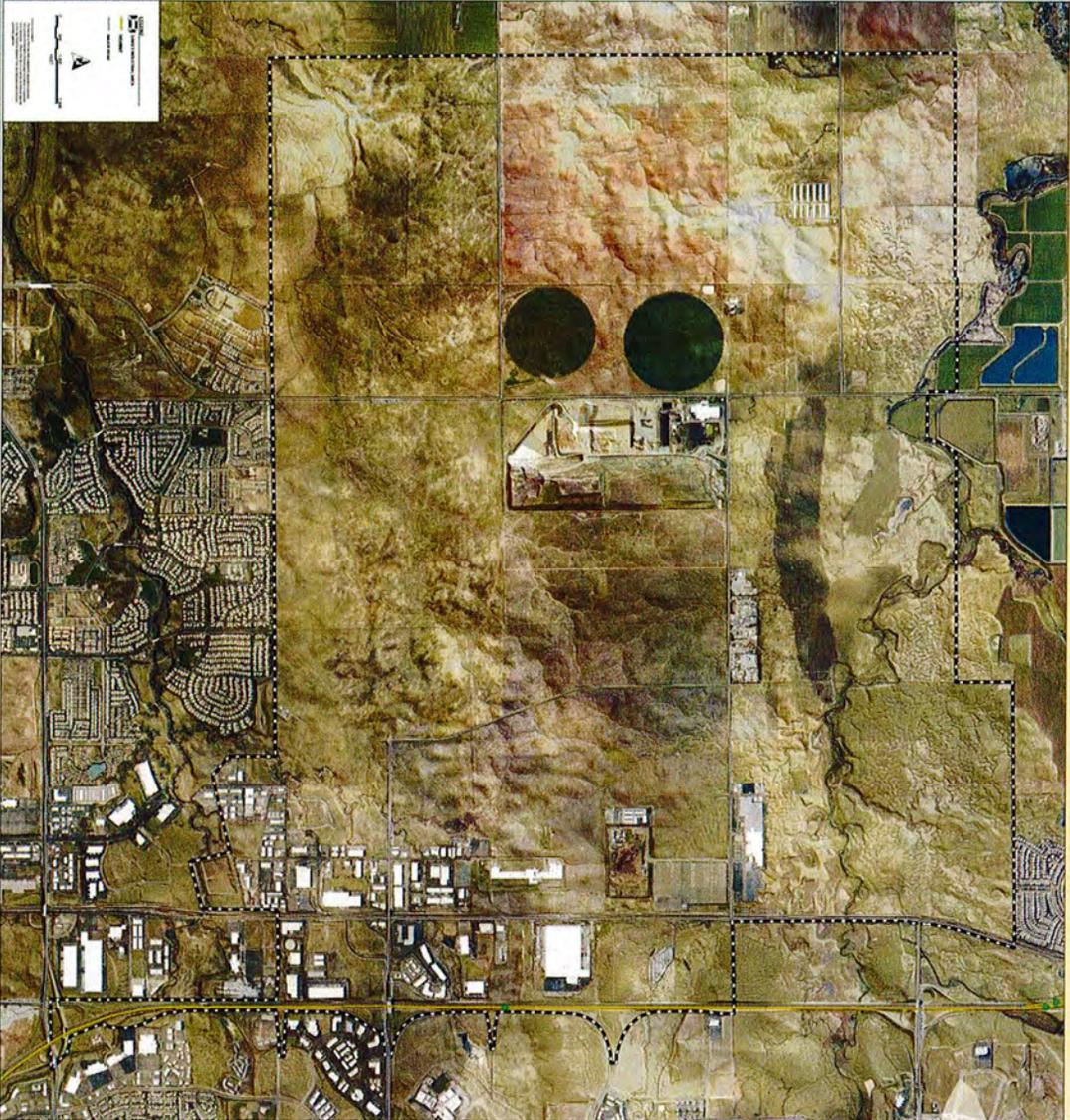
LEGEND

- | | | | |
|-------------------|------------------------|---|------------------|
| CITY OF LINCOLN | SUNSET INDUSTRIAL AREA | PLACER RANCH SP | INTERSTATE |
| CITY OF ROSEVILLE | LINCOLN S.O.I. | WESTERN REGIONAL SANITARY LANDFILL | HIGHWAY |
| CITY OF ROCKLIN | ROSEVILLE S.O.I. | WESTERN REGIONAL SANITARY LANDFILL EXPANSION SITE | LANDMARK STREETS |
| | | | ROADS |

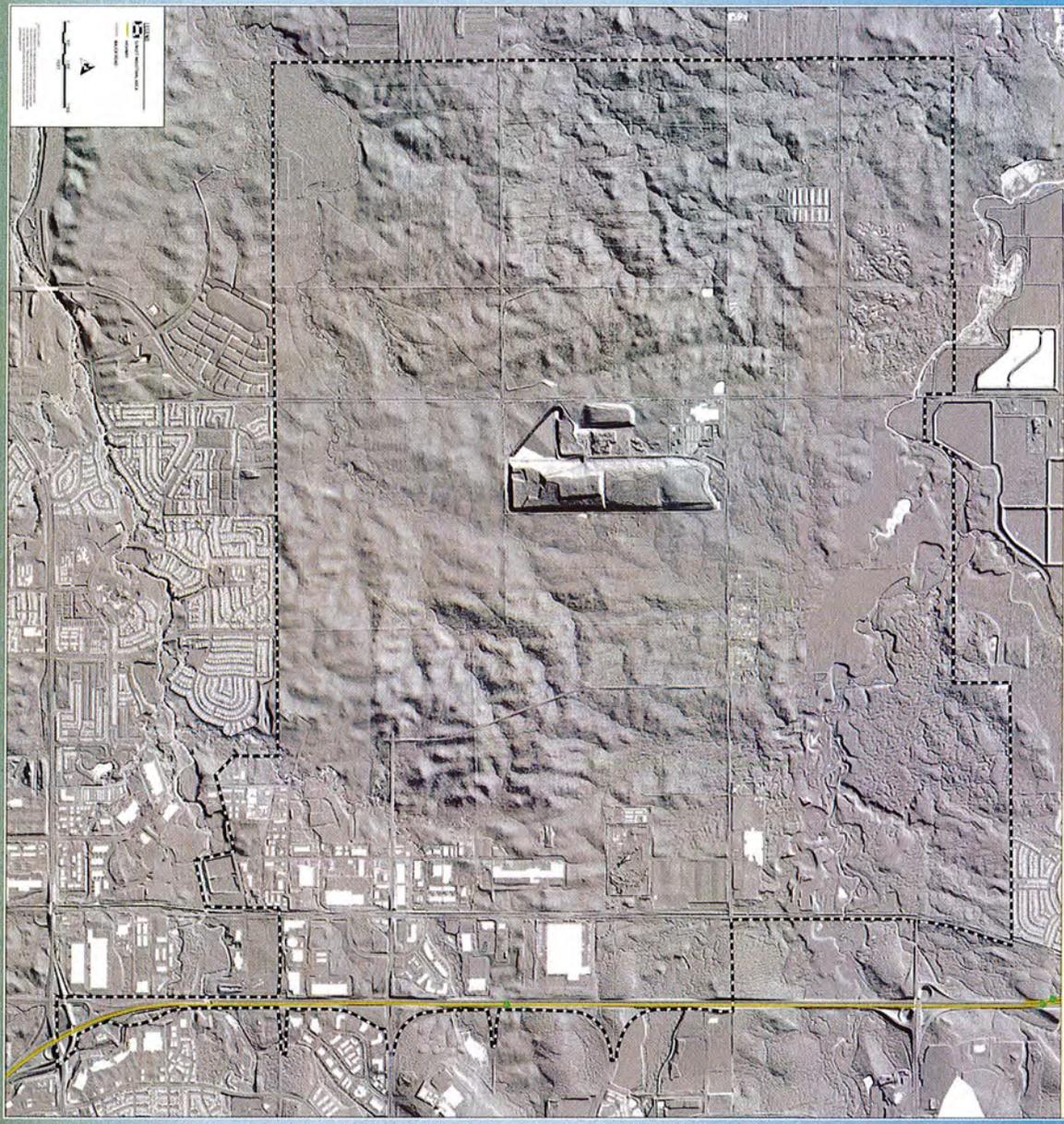


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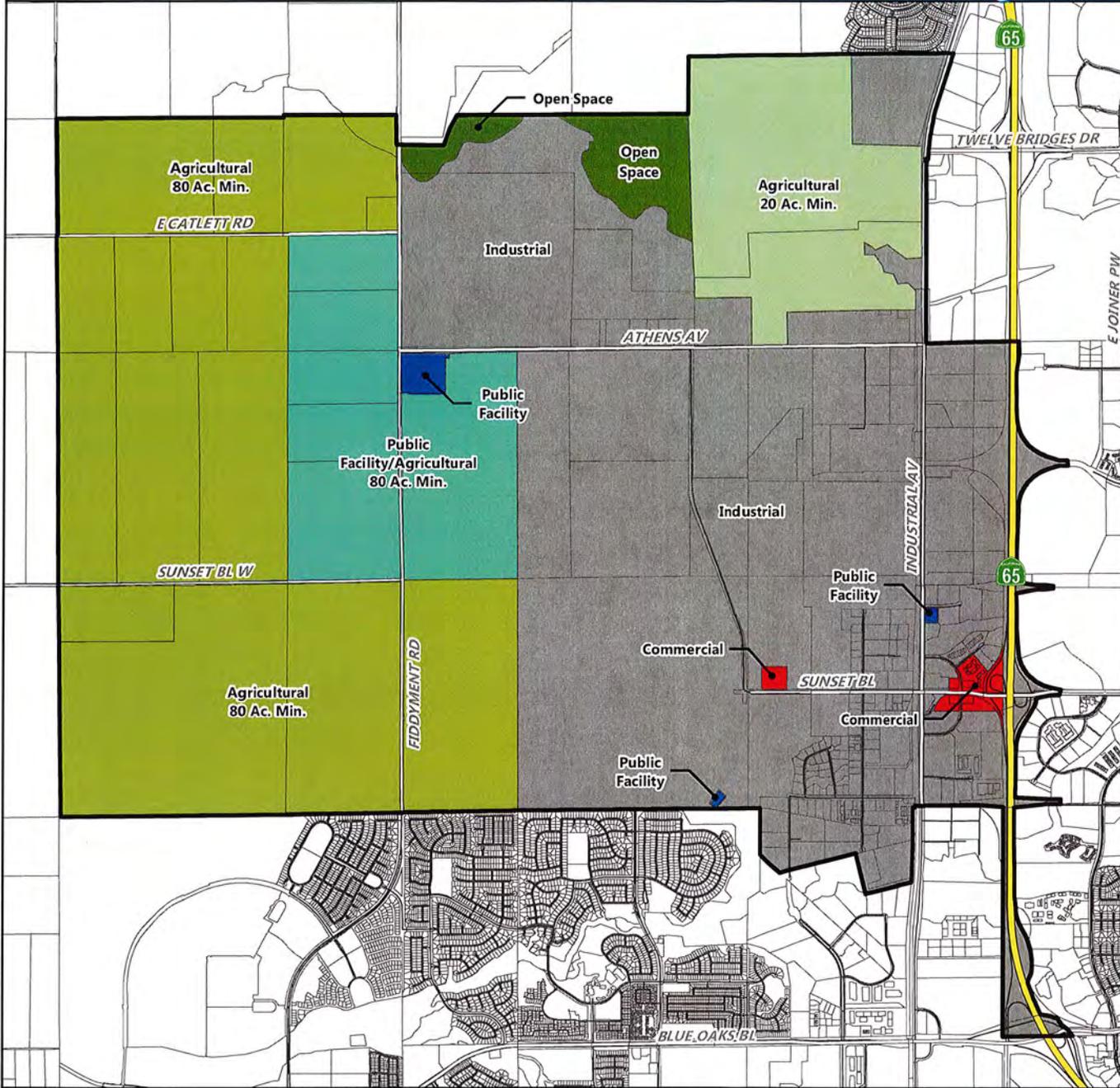
TOPOGRAPHY IN THE SUNSET INDUSTRIAL AREA



TOPOGRAPHY IN THE SUNSET INDUSTRIAL AREA



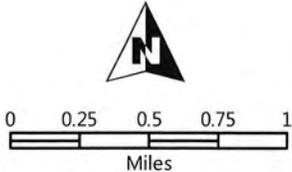
Sunset Industrial Area Land Use Designations



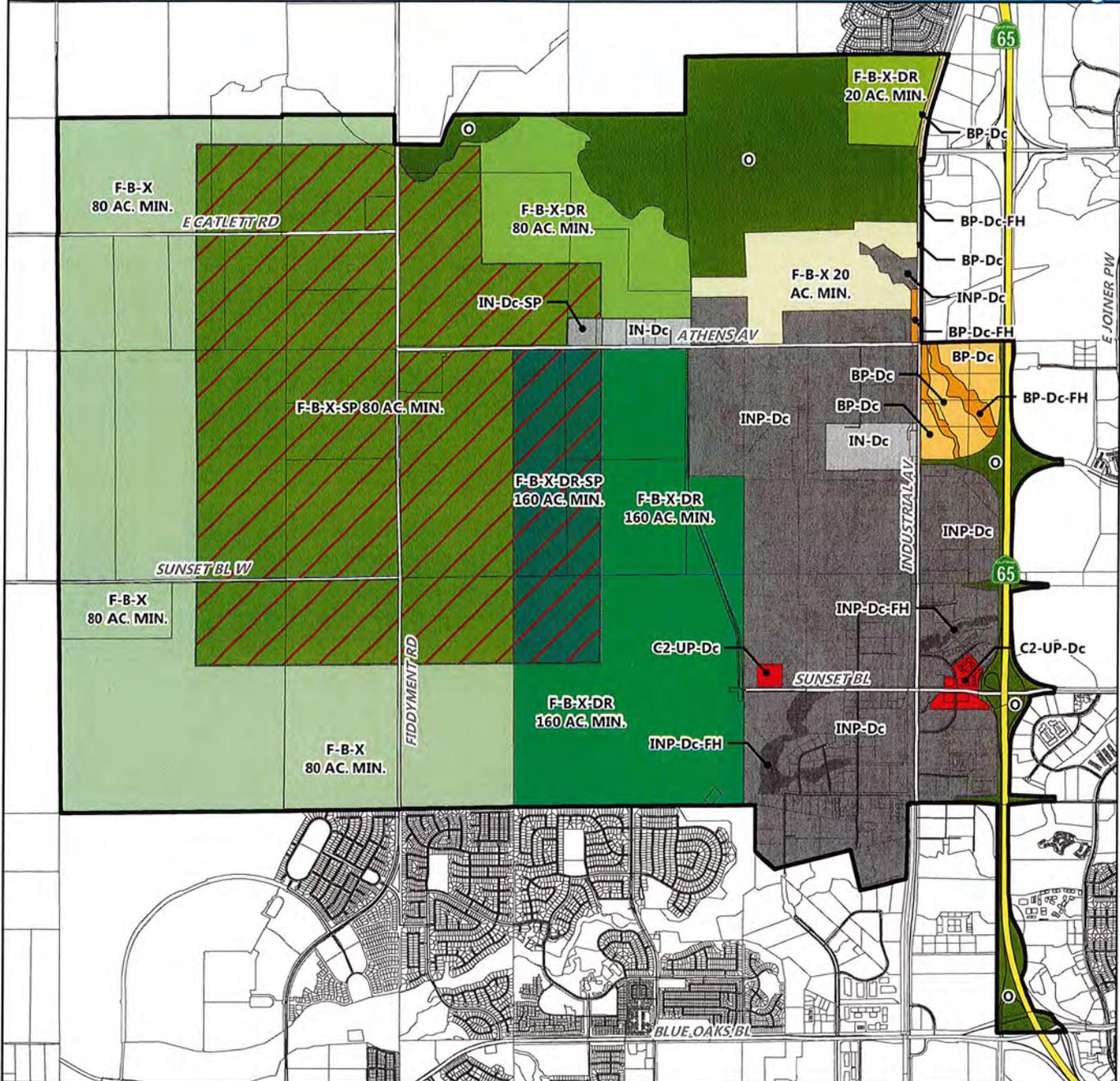
LEGEND

Land Use Designation	Public Facility	Agricultural 80 Ac. Min.	SIA Plan Area
Industrial	Public Facility/Agricultural 80 Ac. Min.	Open Space	
Commercial	Agricultural 20 Ac. Min.		

DATA DISCLAIMER:
The features on this map were prepared for geographic purposes only and are not intended to illustrate legal boundaries or supercede local ordinances. Official information concerning the features depicted on this map should be obtained from recorded documents and local governing agencies



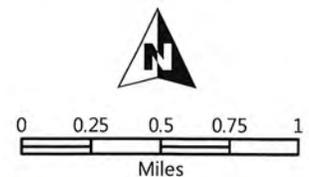
Sunset Industrial Area Zoning



LEGEND

ZONING	IN-Dc	F-B-X 20 AC. MIN.	F-B-X-SP 80 AC. MIN.	SIA Plan Area
BP-Dc	IN-Dc-SP	F-B-X-DR 20 AC. MIN.	F-B-X-DR 160 AC. MIN.	
BP-Dc-FH	INP-Dc	F-B-X 80 AC. MIN.	F-B-X-DR-SP 160 AC. MIN.	
C2-UP-Dc	INP-Dc-FH	F-B-X-DR 80 AC. MIN.	O	

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CONCEPTUAL SITE PLAN
PLACER RANCH

Placer Ranch

DRAFT

Land Use Summary

10/23/2014

Land Use Category	Acres	Density	Units
Commercial/Employment Uses			
Light Industrial (LI) / Research & Development (R&D)	420 ac	-	
Regional Commercial (RC)	100 ac	-	
University Commercial Mixed Use (UCMU) (40% of UCMU @ 20 du/ac)	45 ac	20 du/ac	360 du
Neighborhood Commercial (NC)	21 ac	-	
University Campus	300 ac	-	
<i>Subtotal</i>	<i>886 ac</i>		<i>360 du</i>
Residential Uses			
Low Density Residential (LDR) - East	113 ac	5 du/ac	565 du
Low Density Residential (LDR) - West	241 ac	5 du/ac	1,205 du
Low Density Residential (LDR) - Age Restricted	97 ac	5.5 du/ac	535 du
Medium Density Residential (MDR) - East	65 ac	9 du/ac	585 du
Medium Density Residential (MDR) - West	53 ac	8 du/ac	425 du
High Density Residential (HDR) - East	30 ac	25 du/ac	750 du
High Density Residential (HDR) - West	18 ac	25 du/ac	450 du
<i>Subtotal</i>	<i>617 ac</i>		<i>4,515 du</i>
Public/ Quasi-Public Uses			
Elementary School (ES)	11 ac	-	
Middle School (MS)	22 ac	-	
Public/ Quasi-Public (P/QP)	5 ac	-	
Parks (P)	40 ac	-	
Recreation Center (P)	5 ac	-	
Open Space (OS)	146 ac	-	
<i>Subtotal</i>	<i>229 ac</i>		
Other			
Placer Parkway & Parkway Buffer	172 ac	-	
Major Roadways & Landscape Corridors	308 ac	-	
<i>Subtotal</i>	<i>480 ac</i>		
Total	2212 ac		4,875 du

Phase 1 Project Initiation

Task 1.1 Kick-Off Meeting and SIA Tour

The Consultants (Mintier Harnish and EPS only) and County staff will conduct a kick-off meeting and tour of the Sunset Industrial Area (SIA) at the outset of the program. This meeting will provide an opportunity to discuss ideas and expectations for the project, confirm roles and responsibilities, identify data sources, and establish communication protocols. As part of this meeting, the Consultants and County staff will tour the SIA to look at existing development, potential opportunity sites, infrastructure, and environmentally sensitive areas.

Task 1.2 Organize the Public Outreach Program

At the start of the SIA Plan update process, the Consultants will assist County staff to organize the outreach program. County staff will take the lead public outreach role; the Consultants will attend meetings as necessary.

Phase 2 Existing Conditions and Constraints

During this phase the Consultants will focus on market trends, conditions, existing business retention and expansion, area wide economics, infrastructure assessment, and opportunities and constraints. The Consultants will first prepare an existing conditions report covering the topics addressed in the SIA Plan. This work will serve several functions. First, it will provide a baseline of information for the trend analysis. This will help establish the context for the updated Plan and provide support for specific Plan refinements. Second, it will be used as a basis for developing and evaluating land use alternatives. Finally, it will be used as the environmental setting information for the Program EIR.

The existing conditions report will focus on identifying and evaluating key constraints, challenges, assets, and opportunities associated with future SIA development. It will also provide an early indication of the likely environmental impacts for which mitigation measures can be developed that streamline future environmental reviews of consistent development projects. The following are the subtasks to be included in the Market Trend Analysis.

Task 2.1 GIS Database and Project Base Maps

The Consultants will work with County staff to gather and format information for a Geographic Information Systems (GIS) database covering the Planning Area. The Consultants will prepare a uniform GIS-based base map for this project that will be used in reports and display presentations, including establishing a uniform legend and title block for use on all maps prepared as part of the planning documents. At the culmination of the process, the Consultants will provide the County with the GIS maps and associated files developed during the update process, including a new GIS-based Land Use Plan. All GIS data and mapping prepared for the SIA Plan will be developed consistent with County protocols and data formats to ensure easy integration into the County's information system.

Task 2.2 Existing Conditions Report (Constraints Analysis)

The Consultants will prepare an Administrative Review Draft Existing Conditions Report and submit it to County staff for review and comment. The Consultants will gather data, analyze growth and economic trends, and map the SIA physical characteristics and service areas. The Report will highlight future opportunities and constraints, and lay the groundwork for subsequent alternatives and plan development.

The Existing Conditions Report will include maps, graphics (e.g., charts, graphs), and photographs to illustrate trends and make information easy to understand. Each topic area of the report will be organized as follows:

- Introduction to the topic area, its planning implications, and why it is important to the SIA.
- Key Terms to be familiar with in the context of planning and the SIA Plan.
- Regulatory Setting that governs the topics discussed.
- Existing Setting that describes on-the-ground conditions in the SIA.
- Conclusions and Findings of the information as it relates to SIA's present and future.
- References for documents, data, and individuals sourced.

The Existing Conditions Report will cover the following topics, using a chapter structure and organization to be determined:

- **Land Use.** The Consultants will analyze the existing land uses in the SIA. The Consultants will map and identify opportunities and constraints for future development. The Consultants will summarize the character of the SIA's existing development. This will include describing architectural patterns, community gateways and major geographic features that define the character of the SIA. The Consultants will also summarize existing development and plans for areas surrounding the SIA.
- **Economics.** The Consultants will prepare an overview of economic conditions and trends in the SIA. The Consultants will analyze recent industry employment trends to identify the leading sectors in the SIA economic base. The Consultants will analyze the supply of land for different uses (e.g., employment-generating and residential) and compare existing employment patterns and industry trends with the land use and development patterns in the county. The Consultants will look at the current job-housing balance, and use the labor force data and commute patterns to assess housing needs. Much of the information in this Background Report chapter will use information and data gathered for the Market Conditions Analysis.
- **Transportation and Mobility.** The Consultants will compile data and information on the existing transportation system, including roadways, truck/goods movement, rail lines, transit services, and bicycle and pedestrian facilities. The Consultants will prepare a detailed description accompanied with maps of the transportation and circulation in the area, and document gaps in existing facilities. This will include mapping of truck and goods movement routes. The Consultants will obtain recent traffic counts from Caltrans, the County, and recently completed traffic studies.

With input from Placer County staff, the Consultants will glean traffic count data from completed traffic studies performed within the county and the adjacent cities of Roseville, Rocklin, and

Lincoln. Count data can also be obtained from the Placer County Travel Demand Model, which includes segment counts for model validation purposes. It should be noted that circa 2006-08 data may still be considered reflective of existing conditions given the economic recession (i.e., examination of published traffic counts may reveal that traffic volumes are just now reaching levels experienced in 2006). This provides an opportunity to achieve greater traffic count inventory coverage of county roadways than would otherwise be the case. Older data will not be used on roadways and at intersections where growth trends indicate otherwise. The Consultants will obtain and process available Average Daily Traffic (ADT) volume and Intersection Turning Movements Count (ITMC) data from County staff. The Consultants will identify needs for additional requisite data, if needed.

- **Traffic Analysis.** The Consultants will evaluate existing operations and safety, and determine existing transportation infrastructure requirements within the study area. In this deliverable-oriented approach, the interim products will be developed and reviewed prior to moving forward with the next set of tasks.

The Consultants will meet with County staff and stakeholders to determine the ultimate study area and facilities to be analyzed, and methodology for the traffic analysis. At a minimum the study will evaluate the roadways and intersections within the SIA including Sunset Boulevard, Athens Avenue, Foothills Boulevard North, and Placer Parkway. The Consultants also recommend analysis of operations and safety at the interchanges of Blue Oaks Boulevard, Sunset Boulevard, Whitney Ranch Parkway/Placer Parkway, and Twin Bridges Drive with SR 65 along with the SR 65 mainline between Blue Oaks Boulevard and Twin Bridges Drive.

The Consultants will prepare an analysis methodology memorandum outlining the study area, analysis methodology, procedures, and assumptions. The purpose of this memorandum is to gain consensus prior to performing traffic forecasting and analysis. The methodology memorandum will serve as a blueprint for the traffic-related tasks and will serve to eliminate the possibility of surprises or costly work product revisions.

- **Survey Physical Inventory and Traffic Conditions.** The Consultants will gather existing data on physical and traffic conditions in the study area. The Consultants will develop a complete inventory of the study area from field reviews and web-based tools such as Google Earth. The Consultants will use observed road and traffic conditions to relate the traffic analysis back to the “ground truth.” The field observations can also be used to calibrate the capacity models (i.e., static or micro-simulation), if needed. The Consultants will gather and/or verify prevailing lane configuration, posted speed, distances between intersections and ramps, traffic control, status of land development projects, etc. The study area physical inventory will be assisted by existing GIS data from Placer County. The Consultants will display all inventory results over aerial pictures of the study area.
- **Operational Assessments.** In coordination with County staff, the Consultants will determine the most appropriate tools and desired software (i.e., static or micro-simulation) to evaluate operations at the study intersections and roadways. The Consultants will use the most recent published volumes from Caltrans to perform a full basic freeway, merge-diverge, and weave operational analysis along SR 65. These more detailed analyses will be

based on static 2010 Highway Capacity Manual methodologies using spreadsheet models developed by the Consultants. The Consultants will present the results of traffic analysis graphically on the aerial images similar to the physical inventory information.

- **Safety Assessments.** The Consultants will perform a safety assessment based on SWITRS collision data for the most recent three years available. In conjunction with the County's most recent Traffic Accident Analysis System (TAAS) data, this assessment will identify high-collision locations based on statewide comparisons for like facilities. **Identification of Deficiencies.** Based on the approved analysis methodology, the Consultants will identify existing deficiencies by deficiency type (e.g., queue, safety, capacity, geometric). This information will be overlaid onto aerial images to provide a holistic depiction of deficient areas in the study area. Existing deficiencies will be identified based on the Placer County design standards, the current SIA Plan, and the County's General Plan LOS policies (Policy 2.B.1, Policy 3.A.7). The Consultants will collaborate with the County and PDT to determine if the minimum LOS applied within the SIA should be revisited in accordance with County and community goals.
- **Determination of Improvement Projects.** The Consultants will examine whether improvements are needed under the existing condition to improve circulation within the study area. For each deficiency type, the Consultants will identify improvements to alleviate existing congestion and safety issues. The Consultants will compile a list of potential improvements using the current SIA plan along with the County's Capital Improvement Program (CIP) as a base starting point. The Consultants will prepare a full qualitative assessment of the operational changes that may result from each improvement project. The Consultants will prepare a project description containing project designs such as lane configuration, limits of widening, length of turn bays, and intersection control.
- **Public Facilities, Services, and Infrastructure.** The Consultants will summarize infrastructure, resources, services, and facilities related to: water supply and delivery, wastewater collection and disposal, stormwater drainage, flood control, solid waste and recycling, energy, and telecommunications, including broadband. For each of the topical areas described, the Consultants will identify existing infrastructure and planned facility improvements and estimate future demands based on projected development compared to available capacity and planned improvements, identifying potential facility and service shortfalls.
- **Environmental Resources.** The Consultants will summarize environmental resources in and around the area, such as water supply, air quality, sensitive habitats, principal vegetation cover types, special-status and endangered species, and cultural and historic resources. This will include primary source material from the Placer County Conservation Plan and will be supplemented with limited windshield surveys and existing biology studies completed for the County. The Consultants will summarize historic structures and locations and conduct archeological sensitivity analyses for both prehistoric and historic sites using records maintained at the regional information center and in published research papers. The Consultants will ensure that appropriate individuals are contacted with the surrounding Tribes to ensure sensitive Native American cultural resources are documented appropriately.

- **Environmental Hazards.** The Consultants will summarize environmental and manmade hazards in and around the area, such as flood hazards, seismic hazards, and hazardous wastes. This will include primary source material from the Placer County Multi-Hazard Mitigation Plan. The Consultants will focus on identifying hazards and associated risks that could impact development within and around the Sunset Industrial Area and the County's plans and mechanisms that are intended to reduce hazard impacts.

Task 2.3 Market Conditions Analysis

The Consultants will conduct an assessment of the Sunset Industrial Area as a viable location for industrial space including location, transportation, visibility, access, parcel size and characteristics, and land use policies. Assessment of location-based factors that impact businesses include: availability and cost of land, cost of utilities, workforce, proximity to markets, and taxes.

Commercial Market Conditions. The Consultants will prepare a market study that characterizes the region's current economic dynamics and economic drivers. This analysis will focus on the SIA position within the regional economy, including consideration of employment growth trends by sector and occupation, as well as the historic performance of the industrial land and building markets. These factors will be arrayed among a subset of competitive jurisdictions, and the SIA competitive attributes relative to other sites will be fully documented.

Specifically, the Consultants will gather information on economic trends occurring in the commercial markets, including: existing inventory; vacancy rates; annual net absorption; average rental rates; potential retail leakage; and pipeline development projects for retail land uses. Capitalizing on recent work on new development projects in the county and using County planning documents, the Consultants will also identify existing and pipeline commercial development in the county. The purpose of the market review will be to establish baseline information regarding retail capture and project timing for the financing plan analyses outlined in subsequent tasks.

Industry Analysis. In addition to the market study approach described above, the Consultants will conduct a focused analysis of potential industries that would be particularly well suited for the SIA because of the proximity to the Roseville, Lincoln, and emerging specific plan and university projects. This task will draw on the Consultants' prior experience evaluating and programming economic development and land use patterns around major industrial parks, as well as goods movement strategies referencing multi-modal freight transfer and other rail-related facilities in California, including high-tech manufacturing.

The Consultants will use appropriate quantitative techniques (which may include input-output analysis and other techniques) to identify major industries, specific tenants, and their buyers and suppliers that are not located in the area but have good opportunities to locate in the area based on planned and future economic infrastructure. The Consultants will use case studies of successful contemporary industrial and innovation parks, including retrofits and conversions of heavy industry and brownfield projects, along with interviews of key informants in the public and private sectors.

To identify viable industry sectors and clusters, the Consultants will create a multi-factor industry performance indexing model for western Placer County and identify those established and emerging sectors presenting the greatest economic development potential as well as cluster and workforce fluidity

opportunities. The Consultants will assess the county's industry specialization and expected retail sales to identify possible areas of under-specialization and retail leakage.

In collaboration with the County, the Consultants will confirm selection of up to eight sectors from the indexed list of established and emerging sectors to act as targeted sectors and provide an overview of the associated economic activities. The Consultants will also complete a condensed literature review focusing on growth and development topics for the eight sectors.

The Consultants will research and compare general needs of the targeted sectors with existing assets, infrastructure, and other broad requirements in the county based on follow-up interviews, document/literature reviews, area tours, professional experience, and further data analysis. The Consultants will subsequently refine the targeted industry list as necessary. The results of this subtask will be factored into the market outlook informing the development program for the SIA.

Labor Force Analysis. One of the major goals of the County is to create job opportunities for local residents. To that end the Consultants will conduct an analysis of local and regional labor force characteristics, including an analysis of current household incomes, educational levels, occupations, and availability. This analysis will use the most recent data available from sources such as the 2010 Census, the State Employment Development Department (EDD), and the Bureau of Economic Analysis (BEA), as well as region-specific data embedded in the CareerGPS website. This information will be used to attempt to identify industries that can use the skills of the local labor force, and to understand the land use and other requirements of such industries to inform the land use planning process. This analysis will include consideration of possible land use and economic implications associated with requiring correlation with local skills, including potential differences in absorption rates and assessed value.

Task 2.4 Existing Business Retention and Expansion Analysis

The Consultants will use the National Establishment Time Series (NETS) database and other establishment-based data sets to identify existing businesses within the area and analyze industry employment and sales levels as well as specific firm growth dynamics.

Subsequently, the Consultants will assess industries and clusters with the greatest growth potential and evaluate fast-growing companies that exhibit expansion potential based on the "gazelle" and other business growth theories. This information will be used to define a set of targets (industries, clusters, and firms) for business retention and expansion efforts as well as types of businesses that can be used for business attraction focus areas. This task sets the table for more involved cluster analysis related to future trends and projected development for the SIA.

Task 2.5 Area Economic Analysis

The Consultants will provide an overview of the competitiveness of the SIA within the Sacramento Region, Bay Area, California, and nationally. This task will include an overview of existing and recent industrial developments in the surrounding region (e.g., West Sacramento, Rancho Cordova, Sacramento County, and Port of Sacramento) and within the South Placer submarket by type, (e.g., warehousing, light manufacturing, flex space). This task will build on previous tasks, expanding where necessary, to examine and discuss economic growth and past trends, current dynamics, and emerging industries that may impact the SIA, the county, and the region.

The Consultants will prepare a projection of the industrial land and building markets. The Consultants will compare supply and demand conditions. The Consultants will also factor the SIA Plan area assets and liabilities into an estimate of its potential capture of regional industrial development. The Consultants will supplement statistical analysis with extensive interviews with area brokers and developers. This task will produce a concise profile of industrial market conditions, including forecasts of absorption by land use in the SIA over the next decade, as well as identification of other key metrics of success and indicators that are critical to financial feasibility.

Regional Jobs, Population, and Preliminary Development Outlook. The Consultants will compare and contrast available population and employment forecasts included in the County General Plan and those produced by SACOG, Department of Finance, Center for the Continuing Study of the California Economy, as well as any private-sector sources determined to be necessary and relevant to establish a viable range of population and employment forecasts. The Consultants will evaluate these projections, tempered by our understanding of national, State, and regional trends, and distill them into a unified forecast for the Sacramento region and key submarkets, with emphasis on Placer County and the SIA area, which may include a high and low range as appropriate.

The Consultants will develop employment projections based on an application of empirical relationships between job growth by sector and use of specific commercial building types (e.g., retail, office, and industrial/research and development), with reference to employment densities and floor-area ratios. The Consultants will supplement the retail analysis with an evaluation of potential consumer expenditures versus existing and planned competitive supply. The Consultants will take stock of available performance data acquired from Smith Travel Research and other sources to address hotel and entertainment use.

Emerging Trends. Based on our regional experience and other knowledge of projects across the State and nation, the Consultants know that the character of commercial and industrial development is evolving. Proximity to transit will become more important, as will the internal jobs-housing balance in the area, as efforts are made to reduce vehicle miles traveled according to the tenets of Senate Bill (SB) 375. Retail prototypes must take into account the global economic “reset,” as well as specific industry trends and activity in the region. Export-oriented services and jobs will be critical to growing and diversifying the local economy.

Based on interviews, published literature, and our intrinsic understanding of emerging trends, the Consultants will identify and discuss prospects for industries that to date have little track record in the region. This qualitative analysis will supplement the outlook by identifying key emerging trends that may not be prevalent in historical data and projections. For example, the trends analysis will include reference to future development practices emphasizing sustainable features and emerging consumer preferences for “green” features (e.g., transit-oriented development locations, proximity to other uses) that could affect the location, type, or timing of development. Based on discussions with County staff, the Consultants will adjust baseline jobs and population trends and the land demand outlook described below as necessary and appropriate.

Building Prototypes and Prepare Vertical Development Feasibility Profiles. The Consultants will describe chief product types likely to be identified through initial market research. For up to 10 distinct product types (e.g., industrial, retail, office, hotel, R&D/flex, residential), the Consultants will create static pro-formas to understand the relative performance among specific types of development. This approach will

begin with price points or capitalized net lease rates to establish asset value and back out key cost elements such as fees, horizontal costs, and vertical costs to understand overall feasibility issues. This information will be instrumental in calibrating the development outlook and understanding the likely character of development as fiscal and financing issues are evaluated. The Consultants will evaluate any anticipated financing gaps to understand public policy options that may be necessary to achieve feasibility.

Competitive Position. Based on our understanding of the development opportunities in western Placer County and the correspondence between these opportunities and overall consumer preference, the Consultants will evaluate the competitive position of the SIA relative to other regional development capacity to evaluate and confirm the level of market support at the SIA, with specific emphasis placed on the rate and location (i.e., phasing) of future development. This competitive position analysis will take account of strategic position relative to known, specific competing industrial parks in other parts of the region, and will be sensitive to how local policies and economic development incentives influence market share. For example, one advantage previously enjoyed by McClellan AFB in Sacramento County was an Enterprise Zone designation, which has since been eradicated as a result of State budget cutbacks.

Final Real Estate Demand Outlook. The Consultants will prepare the conclusions of the market analysis, specifying the amount, character, and pace of residential and nonresidential development and identifying key future development prototypes with reference to key features, price points, and location preferences relative to major transportation facilities and other uses.

Task 2.6 SWOT Analysis

The Consultants will perform a strengths, weaknesses, opportunities, and threats (SWOT) analysis related to western Placer County and the SIA subareas. This analysis will focus on the County's ability to attract, expand, retain, and cultivate businesses in general and within the targeted sectors informed by the business climate and sector analysis, interviews, case studies, professional experience, and further data analysis. Two key subtasks are included:

- The Consultants will conduct additional interviews with local major employers in western Placer County to gain insight on the county's workforce demands, business climate, and their opinion of potentially successful industries to attract, such as linked sectors or other businesses within their supply- and value-chain, and other locational advantages or disadvantages of conducting business in the county and its sub-regions.
- The Consultants will conduct an examination of commute patterns of western Placer County residents by industry to assess available skill sets for business retention/attraction and overall economic diversification.

The Consultants will prepare a map of the area economic assets and a written summary of the key strengths and opportunities (economic gaps) to be incorporated. This analysis will include specific emphasis on whether the existing infrastructure is adequate to support the current needs and how limitations impact future development.

Phase 3 Opportunities and Constraints Report

Task 3.1 Administrative Draft Opportunities and Constraints Report

Based on information gathered for the Existing Conditions Report, the Consultants will conduct a constraints analysis in order to identify and highlight known issues and potential constraints that will need to be addressed through the Area Plan process and the Plan itself. Examples may include existing lease rates, land pricing expectations among property owners, land or facility condition and location, aspects of the existing entitlement process, and the level of impact fees and other charges for services. In addition, the Consultants will use their experience in brownfield redevelopment strategies and adaptive reuse strategies to identify development constraints related to contamination, existing structures, and other conditions that may affect the feasibility of future development. The Consultants will prepare an Administrative Draft Constraints and Opportunities Report for County staff review.

Task 3.2 Opportunities and Constraints Report

Based on comments from County staff, the Consultants will revise the Administrative Draft Constraints and Opportunities Report and prepare a Report for public review and distribution.

Task 3.3 Community Workshop

The Consultants will attend a community workshop to present information from the Background Report, Market Analysis, and Opportunities and Constraints Report.

Task 3.4 Planning Commission and Board of Supervisor Study Sessions

The Consultants will attend a Study Session with the Planning Commission and Board of Supervisors to present information from the Background Report, Market Analysis, and Opportunities and Constraints Report.

Phase 4 Alternatives Evaluation

During this phase the Consultants will work with County staff, stakeholders, the Planning Commission, and Board of Supervisors to develop, evaluate, and compare land use alternatives and then prepare a Public Review Draft SIA Plan. The Consultants will prepare an alternative land use approach working paper using information from the Market Trend Analysis, prepare land use map alternatives, and identify a preferred alternative land use map. The Alternatives will illustrate development options for achieving the County's vision for the SIA. The culmination of this initial effort will be the selection of a Preferred Land Use Alternative by the Board of Supervisors.

Task 4.1 Identify Land Use Alternatives

The Consultants will work with County staff to develop at least two alternative land use scenarios for the SIA based on data research and the Market Trends Analysis. The Consultants will review existing land use designations and zoning districts and propose a set of updated land use designations on which to base the land use alternatives. The land use alternatives will focus on changes in identified opportunity areas within

the plan area. The land uses will be illustrated with graphics and images to show the intended development outcome. The Consultants will also evaluate policy alternatives, including consideration of policy-only update, which would leave the existing land use plan unchanged. The Consultants will provide technical analysis to estimate a balanced land supply for the different components of the market. Important considerations for land supply in each land use alternative include the following factors:

- Rate of population and employment growth in the county compared to nearby jurisdictions;
- Trends in industrial, office, and retail development;
- Infrastructure capacity;
- Labor market needs; and
- Fiscal implications of different land use patterns.

The primary purpose of completing the Market Trend Analysis prior to formulation of land use and policy alternatives is to present more realistic scenarios of growth and to quantitatively compare the impact of key land use policies.

Task 4.2 Alternatives Evaluation

The Consultants will evaluate the land use alternatives in terms of implications of land use, public facilities and services, economic impact, and the natural environment. Specific areas that will be addressed and compared include:

- Land use and development, and opportunity area buildout projections (i.e., building square footage, population, and employment).
- Financial performance, such as the ability of the County under each alternative to fund public services or facilities in keeping with County public safety, transportation, and general government needs.
- Public infrastructure and service demands (e.g., water, wastewater, drainage, police, fire safety).
- Conservation and environmental resources, such as farmland protection in key mitigation zones, water and air quality, water and energy consumption, climate change, and greenhouse gas emissions.
- Public safety, such as vulnerability to natural and manmade hazards (e.g., floods, heat waves).
- Circulation and transportation, such as traffic forecasts (e.g., vehicle miles traveled, hours of delay, and numbers of trips generated) and transportation infrastructure demands.

As part of the future analysis for circulation and transportation, the Consultants will use the Placer County Travel Demand Model to prepare travel demand forecasts for the year 2035. The Consultants will discuss and select the specific version of the model to be employed collaboratively with County staff. The Consultants will integrate current land use projections for the SIA into the travel demand model, and will update its roadway network to reflect current plans. The Consultants will address up to three land use scenarios, including a future SIA preferred land use plan and two land use alternatives for the SIA. All technical traffic operations and safety analyses will be performed for the future conditions. This information will then be contrasted with the existing conditions to determine which existing problems will worsen, to

what degree, and whether or not new problems emerge. This comparative assessment, in turn, will enable the identification of improvement alternatives. The second and third set of forecasts, reflecting two land use alternatives, will examine how the transportation infrastructure needs are affected relative to the preferred alternative. This will specifically include the implications of the SIA on Placer Parkway and SR 65.

Task 4.3 Alternatives Working Paper

The Consultants will compile the information prepared in Tasks 2.1 and 2.2 into an Alternatives Working Paper for County staff review. The Alternatives Working Paper will provide a comparative analysis of the land use alternatives. It will be a highly-graphical report that uses photo simulations and charts and graphs to illustrate the various land uses and urban form envisioned in the different alternatives and the varying implications.

Task 4.4 Community Workshop

The Consultants will attend a community workshop to present information from the Alternatives Working Paper.

Task 4.5 Preferred Plan Alternative

The Consultants will make recommendations to identify the Preferred Plan Alternative. The Consultants will include a vision statement for the updated SIA Plan and a series of objectives that will guide detailed policy development. The Consultants will summarize our alternatives evaluation and describe the basis for our conclusions and recommendations.

Task 4.6 BOS/PC Study Sessions: Preferred Plan Alternative

The Consultants will attend two study sessions – one with the Planning Commission and one with the Board of Supervisors – to review the Preferred Plan Alternative.

Phase 5 SIA Plan Preparation

During this phase the Consultants will work with County staff, stakeholders, the Planning Commission, and Board of Supervisors to prepare a Public Review Draft SIA Plan. Based on direction from the Board of Supervisors, the Consultants will prepare the updated SIA Plan. The Plan will carry forward the best parts of the existing Plan and refine existing goals and policies to reflect the new vision. The Plan will include all elements applicable to the vision and each required element of the Plan shall include background information, goals and policies, development standards, and implementation programs. The Plan will be highly graphical, contain extensive tables, graphics, implementation programs, maps, illustrations, and photos reflective of the vision of the SIA.

Task 5.1 Evaluate Existing SIA Plan Policies

Based on the preferred plan alternative, the Consultants will begin the process of refining the SIA Plan goals and policies. This process will start by resolving big picture challenges and opportunities that will then filter down into specific policy amendments and additions. The Consultants will work with County staff to conduct a detailed evaluation of the existing Plan strengths and weaknesses and the effectiveness of its goals, policies, standards, and implementation programs. County staff will detail their experience working with the existing SIA Plan using a customized version of our proprietary General Plan Evaluation Checklist, which

the Consultants regularly use as part of our general plan update programs and our Do-It-Yourself General Plan® Program. Using this list, the Consultants will develop recommendations for revising the Plan objectives, goals, policies, standards, and implementation programs.

Task 5.2 Administrative Draft SIA Plan

The new SIA Plan will be highly-graphical, relying on photos, photo simulations, and diagrams to illustrate key policies and programs. While the exact structure and elements of the new SIA Plan will be determined as part of the update process, the Consultants envision the Plan will address the following topics:

Introduction. The introduction to the updated SIA Plan will provide an overview of how to use the Plan and the organization of the Plan. This part will summarize the goals and objectives as well as the structure and use of the plan. Introductory topics that will be covered include:

- Purpose and Nature of the SIA Plan;
- SIA Plan Objectives;
- Plan Goals and Objectives;
- Structure and Organization of the Plan; and
- Plan Area Description.

Land Use Section. The Consultants will refine the SIA land use goals, policies, land use designations, standards, zoning, and implementation based on professional best practices, direction from County staff, the preferred alternative plan, and input from the stakeholders and decision-makers. The Consultants will address issues including land use types and distribution, building intensity, zoning and development standards, and urban design. Issues pertaining specifically to land use that will be addressed include, but are not limited to:

- Guidance on the timing and phasing of development.
- Appropriate land use designations and policies for meeting the commercial, industrial, public facilities, and infrastructure needs of the Plan area.
- Defining the plan area as a whole and the character of centers, gateways, and corridors.
- Land use guidance necessary to achieve desired urban form objectives for the different parts of the Plan area.
- “Smart growth” and “sustainable development” principles and necessary design guidance and graphics to assure conformance with these principles.
- Mix of land uses to maintain economic balance, sustainability, business attraction and formation, business retention, tourism, and entertainment.

Land Use Diagram. The Consultants will prepare a draft ArcGIS-based land use diagram in an easy to use format. The diagram will implement the preferred plan alternative selected by the Board. The Consultants will work with the County to refine land use designations developed during the alternatives phase and propose a concise set of land use designations that fit the needs of the County. The designations and diagram will indicate the distribution, location, and standards for the use of land for commerce, industry,

public facilities, waste disposal, agriculture, natural resources, and open space. The land use designations will include standards of population density and building intensity as well as guidelines for urban form.

Transportation and Circulation Section. The Consultants will refine the SIA Plan transportation goals and policies based on professional best practices, direction from County staff, the preferred alternative plan, and input from the stakeholders and decision-makers. The focus of the Transportation and Circulation Section will be to create a well-connected transportation network with facilities that are appropriate to their context, support walking and bicycling where appropriate, and ensure that the County's infrastructure reflects a "complete streets" philosophy in which all travelers can be safely and efficiently accommodated. The objective of the Transportation and Circulation Section will be to reduce automobile trips, traffic congestion, vehicle exhaust emissions, and noise, and help the County achieve its greenhouse gas reduction targets consistent with AB 32.

Circulation Diagram. Based on the distribution of land uses on the Land Use Diagram and technical traffic analysis, the Consultants will work with County staff to develop and prepare a draft SIA Plan Circulation Diagram. The Consultants will review existing and future levels of service, safety and identified capital improvements relative to the existing roadway classifications and propose revisions to the Plan Area roadway classifications, as appropriate. The classifications and diagram will indicate the distribution, location, and standards for SIA Plan roadways. The diagram will also incorporate appropriate elements of complete streets that address and balance the safety and needs of transit users, bicyclists, and pedestrians with the likely transportation emphasis in the SIA (e.g., employment and truck traffic).

Public Facilities and Services Section. The Public Facilities and Services Section will ensure adequate infrastructure and services are provided to existing and future development, and constraints to the provision of services are addressed. Facility siting will be coordinated with the Land Use and Transportation and Circulation sections to ensure facilities are appropriately located to serve and respond to existing and future businesses. This will include timing new infrastructure in sync with phasing for development in infill and future growth areas, and to meet the facility needs of areas that may intensify (i.e., increase in density or building size). Goals, policies, standards, and implementation programs will address infrastructure, facilities, and services associated with: water, wastewater, storm water drainage, solid waste and recycling, and public safety services. The section will ensure that mechanisms are in place to plan and finance future infrastructure and services as the community grows and changes. There will be a special focus on the creation of Low Impact Development (LID) techniques and sustainability concepts in new infrastructure investment.

A key consideration for the SIA Plan update is how the County can position the area to attract and retain contemporary businesses that rely on the most current technology. An important aspect to making the area competitive is access to broadband technology. High speed fiber optic service is essential to attracting some technology business sectors. The Consultants will evaluate options available to the County and develop recommendations related to improving broadband access.

Natural Resources. The Natural Resources goals, policies, and implementation programs address open space and resource conservation issues. The section helps manage the compatibility and interfaces between urban and natural areas to protect biological resources; conserve and protect water resources and improve water quality; enhance and improve air quality and reduce air pollution and greenhouse gas emissions; and increase energy efficiency and the production of renewable energy. The Plan will consider the Placer County

Conservation Plan (PCCP) in developing new or revised policies and program addressing the role of the SIA in implementing long-term habitat preservation outlined in the PCCP.

Cultural Resources. The Consultants will review and update the Cultural Resources Section goals, policies, and programs to provide guidance on how these resources should be evaluated when considering land use activities in the Plan Area. The section will address identification and protection of significant cultural resources, including avoidance, preservation, mitigation, and recordation.

Noise. The Noise Section goals, policies, standards, and implementation programs address noise issues related to the use and development of property. As an area dedicated to commercial and industrial uses, the SIA will be home to a number of noise-generating uses. The Consultants will evaluate the existing Plan policies and standards related to the obligation of existing and future developments to minimize noise-related impacts and update as necessary those standards to comply with contemporary requirements.

Safety. The Safety Section will address the safety of the SIA's existing and future businesses and employees, the protection of property, and the stability and growth of the local economy. Goals, policies, and implementation programs will address emergency preparedness, seismic and geologic hazards, flooding hazards, fire safety and law enforcement, and hazardous materials.

Economic Development. Based on the Market Trends Analysis and the alternatives analysis, the goals and policies of the Economic Development Section will address key economic issues that will lead to economic vitality accompanied by growth and development within industries that are well-suited for the area, align with countywide goals, and are competitive on a regional basis. The importance of improving the jobs/housing balance will be also be stressed in the context of reducing vehicle trips, and leading to a more resilient and sustainable economy.

Housing Section. The SIA Plan does not provide for any residential uses. The Consultants will update the Housing section of the Plan to assure consistency with the recently adopted Housing Element.

Implementation Section. The Consultants will update the SIA Plan Policies Implementation Program and include all the actions for implementing the updated Plan. The existing SIA Plan includes implementation programs in each section. The Implementation Section also references a number of other County ordinances, standards, guidelines, and programs that also contribute to Plan implementation. The Consultants will work with County staff to consolidate all Plan implementation programs in this single section and provide greater detail about how other implementation mechanisms are coordinated. The Implementation Program will be action-oriented and linked to the annual budgeting process. It will be a living document that is designed to evolve as conditions change in the future. It will also include a system of monitoring and tracking Plan indicators to assess implementation. The Implementation Plan will engage every County department responsible for implementing the Plan, and will include local agencies and organizations as partners in implementing certain programs.

The Implementation Program will prioritize actions over the life of the SIA Plan by short-term, mid-term, and long-term time frames. Each implementation program will do the following:

- identify the specific goal, objective, and policy that the program will implement;
- identify the County department, agency, or local organization responsible for carrying out the program;

- identify the time frame for implementation;
- identify the resources required to implement the program; and
- establish indicators by which to measure the successful implementation.

The Implementation Program will be formatted as a matrix that can be easily updated.

Task 5.3 Preliminary Public Review Draft SIA Plan

The Consultants will meet with County staff to review the Administrative Draft SIA Plan. Staff will provide a consolidated set of comments on the Plan. Following a review of staff comments, the Consultants will prepare a Preliminary Public Review Draft SIA Plan for review and confirmation by the Planning Commission and Board of Supervisors.

Task 5.4 Planning Commission and Board of Supervisors Study Sessions

The Consultants will attend a study session with the Planning Commission and Board of Supervisors to review and confirm the proposed SIA.

Task 5.5 Public Review Draft SIA Plan

The Consultants will meet with County staff to review the Administrative Draft SIA Plan. Staff will provide a consolidated set of comments on the Plan. Following a review of staff comments, the Consultants will prepare a Public Review Draft SIA Plan.

Phase 6 Corridor Design Standards and Guidelines

During this phase the Consultants will prepare corridor design standards and guidelines for the SIA including Sunset Boulevard, Athens Avenue, Foothill Boulevard North, and Placer Parkway. The design guidelines will include streetscape and project standards/guidelines, including graphic illustrations. The Consultants will develop graphics and illustrations to convey a vision for the Sunset Boulevard gateway into the SIA. There will be an emphasis on providing information visually through the use of photographs, architectural renderings, photo simulations, and maps. The Consultants will prepare administrative draft, preliminary public review draft, and public review draft versions of the Corridor Design Standards and Guidelines in parallel with the draft SIA Plan. County staff will provide a consolidated set of comments on each of the drafts.

Task 6.1 Draft Corridor Design Standards and Guidelines

The Consultants will prepare Administrative Draft Corridor Design Standards and Guidelines to provide site and building design guidance along the main corridors within the SIA, including Sunset Boulevard, Athens Avenue, Foothills Boulevard North, and Placer Parkway. The Standards and Guidelines will convey site design expectations through pictures, illustrations, and qualitative design strategies that are reflective of the SIA vision. The Design Vision Plan will be a stand-alone document that focuses on design elements and concepts that will help to foster economic development within the SIA. The Standards and Guidelines will be formatted as an appendix to the SIA Plan.

The SIA Corridor Design Standards and Guidelines will be based on the Placer County Design Guidelines and Landscape Guidelines. Although the Placer County Design Guidelines are more than a decade old and do not specifically speak to the design of buildings along the main corridors, the design goals in the document still hold great value. The Consultants will build on these goals to generate standards and guidelines that reinforce the Design Vision Plan.

The Consultants will prepare highly illustrative descriptions of streetscapes and setbacks, public uses of the rights-of-way, both public and private landscape features and buffers, and lighting and signage. The Consultants will highlight entry features and perimeter landscape elements as a means of creating a distinct identity for the SIA, and include incorporation of views and vistas, as well as planting to reinforce linkages to the greater area. The standards and guidelines will speak to the distinct character of Sunset Boulevard, as it transitions from a highway interchange to the entry node at Placer Ranch, the important edge condition of Placer Parkway, and the potentially more commercial/industrial nature of Foothill Boulevard North. Together, these streetscapes will create a cohesive, yet varied high value circulation network.

The Consultants will develop standards for site design along the corridors, as well as visual and sound buffers, project entries, and the relationship of buildings, parking, and service areas to the street. Building massing, materials, entries, and fenestration are important aspects of creating a high value jobs and lifestyle community and these will be included to support a commitment to high quality and cohesiveness while allowing for individuality and corporate identity.

The Consultants will include an Access Management Plan (AMP) section that describes policies, decisions, and standards about land use, traffic operations, roadway geometry, access, site design, and local access and circulation that need to be included in project scope and cost and integrated into the project design and construction. Common access management provisions include supporting street system, medians and median openings, signal location and spacing, access location and spacing, and retrofitting built-up areas. Typical short-term actions include closing and consolidating driveways and purchasing access rights. Medium- and long-term actions are implemented as land use changes and development applications occur, or in concurrence with future roadway improvement projects.

The development standards and design guidelines will be organized into nine chapters plus appendices, as follows:

1. Introduction, overview, and objectives of the SIA Plan and the Primary Corridors
2. Design and approval process
3. Circulation standards and guidelines including major roads, local roads, and private roads
4. Specific site design standards, including minimum site requirements, setbacks, parking, truck yards, storage, landscape, and storm water management
5. Building design standards including height, massing, entries, building and roof form, transparency and articulation, materials, windows, colors, mechanical equipment, towers, and trash enclosures
6. Open space including streetscapes, wetlands, parks, and trails
7. Landscape design standards and guidelines
8. Signage

9. Lighting for roadways, parking, pedestrians, buildings, and landscape features

Appendices

For each of the nine chapters, the Consultants will provide required design standards, design guidelines that are encouraged, and dimensional criteria, graphic descriptions, photographs, and tables as necessary to fully define the intent.

Phase 7 Capital Improvement Plan and Finance Plan

The Consultants will develop a project-wide feasibility analysis focusing on required capital funding. If costs related to site remediation, infrastructure, predevelopment, and entitlements are exorbitant, financial assistance may be necessary to underwrite certain costs to ensure that a private sector response to the County's efforts materializes. The Consultants will prepare administrative draft, preliminary public review draft, and public review draft versions of the Financing Strategy in parallel with the draft SIA Plan. County staff will provide a consolidated set of comments on each of the drafts.

Task 7.1 Capital Improvement Plan

The Consultants will identify the infrastructure requirements to support the land uses identified in the Preferred Plan Alternative. These infrastructure improvements will be summarized in the project Capital Improvement Program (CIP) that identifies all required basic (backbone) infrastructures including new or expanded utilities (i.e., electrical distribution lines), storm drainage, roadway, and sewer and water improvements. The Consultants will use the project CIP, as well as available data regarding estimated costs of environmental remediation, as necessary and appropriate, in the following analysis.

The Consultants will develop a methodology for developing planning level cost estimates for roadway improvements identified as part of Tasks 2.2 and 3.2 in coordination with County staff. The Consultants will base the methodology on a per square foot basis and reflect construction (roadway and structures), capital, and right-of-way estimates. After County staff have reviewed and provided input on the preliminary roadway capital improvement cost estimates, the Consultants will work with staff to develop cost refinements and to address the appropriate changes.

Cost Burden Analysis. The Consultants will prepare a Cost Burden Analysis that evaluates the relationship between major public improvements and land values. This analysis will determine whether the burdens are within industry standards of feasibility (i.e., whether the financial capacity of the project is sufficient to finance the improvements). In addition, to the extent that land uses are expected to be established in the area that have clearly distinguishable service demands, the Consultants will distribute the cost of required infrastructure and public facilities to specific land uses based on 1) the demand for each improvement generated by each land use, and 2) the ability of various land uses to absorb costs.

The Consultants will prepare administrative draft, preliminary public review draft, and public review draft versions of the CIP in parallel with the draft SIA Plan. County staff will provide a consolidated set of comments on each of the drafts.

Task 7.2 Financing Strategy

The Consultants will use the project financial model to conduct a multi-year sources and uses of funds analysis. In this element of the study, the Consultants will work closely with County staff to derive estimated costs for any property acquisition, relocation, and other requirements for the Plan's implementation.

A key issue to be addressed will be the best method by which to initiate development, in order to market to multiple market segments, but keep initial capital expenditures to a minimum. To this end the Consultants will work with the County to develop an effective phasing strategy married to appropriate public financing concepts.

A matrix of sources and uses of funds will show required improvements, associated costs, and potential funding sources. As part of this analysis, the Consultants will calculate the land-secured financing capacity of the Preferred Plan Alternative to assess the level of funding that could be generated by mechanisms such as Mello-Roos CFDs. Other potential funding sources may include a specific plan impact fee program, joint public/private financing of certain improvements, and tax increment financing through either existing or emerging IFD legislation. Through this process the Consultants will explore unique funding strategies specific to the SIA. The strategy will provide a basis for subsequent preparation of new funding mechanisms.

The strategy will also include recommended methods for addressing capital funding shortfalls, as appropriate, including modifications to land use and phasing strategies. Above all, this task will engage the Team in a multi-disciplinary effort to optimize the project with the goals of minimizing initial public investments and maximizing the long-term financial feasibility of the SIA.

Phase 8.0 Environmental Review

The SIA Plan RFP indicates the appropriate level of environmental review for the Sunset Industrial Area Plan is a program environmental impact report (PEIR). Because the project is a land use plan, covers approximately 8,900 acres, and would be implemented in the form of numerous individual projects over time, the PEIR is an appropriate choice: it will allow comprehensive treatment of alternatives and cumulative impacts, avoid duplicative reconsideration of basic policies, and provide a platform for tiering, thereby streamlining future environmental processes. Based on our review of available information, the following scope of work describes the tasks necessary to prepare a PEIR for the proposed Sunset Industrial Area Plan Update. The PEIR will be prepared in accordance with the California Environmental Quality Act (CEQA), State CEQA Guidelines, and the Placer County Environmental Review Ordinance.

Task 8.1 Project Initiation and Review of Existing Information

It is understood that preparation of the PEIR will occur in conjunction with preparation of the Sunset Industrial Area Plan Update. As such, the Consultants will discuss appropriate assumptions and "sideboards" for the PEIR analysis to provide the County with maximum flexibility, while providing assessment that is meaningful for the public and decision-makers. The Consultants will make maximum use of all existing information, including previous environmental and technical studies for existing and proposed plans/developments both onsite and in the vicinity (e.g., Thunder Valley Casino, Western Regional Landfill and MRF, biomass plant, industrial developments, Placer Ranch, 1997 Sunset Industrial Area Plan and EIR).

Task 8.2 Project Description

Based on information provided by the County and developed the planning team, the Consultants will prepare a description of the Sunset Industrial Area Plan Update suitable for use in the Initial Study and PEIR. The Consultants will prepare the project description in accordance with Section 15124 of the State CEQA Guidelines and include the appropriate level of detail for a large-scale land use plan. The Consultants will submit the project description and supporting graphics to the County for review and comment. The Consultants will receive approval from the County that the project description is sufficient for use in the Initial Study.

Task 8.3 Initial Study, Notice of Preparation, and Scoping Meeting(s)

Using Appendix G of the State CEQA Guidelines, the Consultants will prepare an initial study that will identify the potential environmental effects of the Sunset Industrial Area Plan Update. The initial study will serve as a tool for the County and the public to determine the scope of the PEIR. Based on the County's preferred format, the Consultants will prepare a draft notice of preparation (NOP). In accordance with the State CEQA Guidelines Section 15082.1, the NOP will include a brief project description, project location, and list of probable environmental effects. After review by the County and the planning team, the Consultants will revise the IS and NOP and deliver 15 copies to the State Clearinghouse with a notice of completion (NOC). It is assumed that additional distribution to interested parties and newspaper publication will be completed by County staff. Because the PEIR is anticipated to be "full-scope," this scope of work assumes that the Initial Study will not include detailed discussions of environmental issues areas and will indicate that detailed impact evaluation will be included in the Draft PEIR.

Because of the size and scale of the project, and its proximity to other jurisdictions, the project is defined as one of statewide, regional, or area-wide significance (State CEQA Guidelines Section 15206), which requires at least one scoping meeting. If required by the County, the Consultants will attend one CEQA scoping meeting, to be organized by County staff. The Consultants will be available to address issues pertaining to the scope of the PEIR, CEQA process, and other similar issues.

Task 8.4 Administrative Draft PEIR

The Consultants will prepare an Administrative Draft PEIR consistent with the County's preferred format. The Consultants will prepare the PEIR at a level of detail commensurate with the plan itself that is focused on the secondary effects of implementation and not as detailed as a project-specific EIR (CEQA Guidelines Section 15146). Where highly technical information is needed to support the analysis, the Consultants will include this information in a technical appendix and a clear and concise summary of this information will be presented in the PEIR. The environmental setting and regulatory setting for each resource area will focus on the issues of concern for the project, and at a fairly broad level of detail, recognizing that approvals of specific projects are not being sought at this time. As a policy-level document, the Consultants assume that mitigation measures, where needed, will also be proposed in the form of new or revised policies that may be incorporated into the plan.

Environmental Analysis

Following is a discussion describing the methods, technical strategies, and general approach for each of the PEIR anticipated environmental issue areas.

Aesthetics. This chapter of the PEIR will describe the current appearance of the Sunset Industrial Area from key vantage points (including from the closest residences and roadways) and how the implementation of the plan update would change the view of the site. The analysis will also include a discussion of light- and glare-related impacts, including lighting associated with potential development, and a discussion of potential impacts to the existing view shed. An evaluation of design features and standards of the plan that alter views will be provided. Impacts will be identified and, if necessary, mitigation will be recommended in the form of new or revised policies to reduce or eliminate project impacts.

Agricultural Resources. The western portion of the Sunset Industrial Area includes productive agricultural lands. The Agricultural Resources chapter will evaluate environmental impacts associated with potential conversion of agricultural lands, as well as the project's consistency with Countywide General Plan policies protecting farmland resources. This section will also carefully evaluate any potential conflicts between the proposed industrial and other uses and agricultural and uses and operations. Mitigation will be recommended to reduce or eliminate project impacts, where available.

Air Quality. Regional and local air quality, including attainment status for all criteria pollutants, will be described. As a land use plan, specific projects are not yet proposed so short-term construction-related emissions will be qualitatively discussed and long-term operational emissions will be estimated based on potential buildout of the land use diagram. The project area is under the jurisdiction of the Placer County Air Pollution Control District (PCAPCD). The PEIR setting will include a description of existing air quality conditions within the vicinity of the SIA. This will include information on the location of existing sensitive receptors (e.g., residences) and existing emission sources, ambient air quality concentration data from the most applicable monitoring station(s), attainment designations, and natural factors that relate to the transport and dispersion of air pollutants. Applicable Federal, State, and local regulations will also be presented including thresholds of significance as recommended by PCAPCD and rules for which compliance will be required.

Based on land use assumptions for the plan area, and consistent with the October 2012 PCAPCD CEQA Air Quality Handbook, the California Emissions Estimator Model (CalEEMod) will be used to estimate project-generated construction-related and operational-related emissions of criteria air pollutants and precursors on a regional level for mobile and area source types (e.g., vehicle trip generation, energy usage, and equipment operations). This modeling will be based on PCAPCD-recommended input parameters, project-specific operational data (e.g., type and size of proposed land uses, operational schedule), model default settings, and specific data from the traffic analysis (i.e., vehicle miles traveled [VMT]). The Consultants will also evaluate potential mitigation measures, including those described in Appendix A of the 2012 PCAPD Handbook, as necessary to reduce the impacts of the proposed project.

Localized carbon monoxide (CO) impacts will be quantitatively addressed based on PCAPCD methodologies. If the proposed project does not reduce LOS at local intersections to LOS F or add 10 seconds of delay to an already congested intersections, modeling of CO concentrations will not be needed.

The Consultants will assess the potential exposure of sensitive receptors to toxic air contaminant (TAC) and odor sources qualitatively (e.g., no air dispersion modeling or health risk assessment will be performed). Based on information developed by the Consultants regarding industrial uses and other stationary sources that could generate substantial TACs, the Consultants will discuss potential stationary sources qualitatively in relation to adopted PCAPCD rules and regulations for which compliance will be required by law. Based on

an initial evaluation of naturally occurring asbestos (NOA) in the project area, it is considered unlikely to occur. The Consultants will provide a qualitative assessment of potential impacts related to NOA.

Biological Resources. The SIA contains substantial acreage of non-native annual grassland, vernal pool wetlands, oak woodland, and riparian habitat. The Consultants will use existing biological reports or studies and reconnaissance surveys to assess the plan area, including data collected in connection with the Placer County Conservation Plan and a new search of the California Natural Diversity Database. It is assumed that no additional biological resources surveys of the plan area will be necessary. The Consultants will use the existing and updated information for the PEIR's description of the existing biological resources within the plan area and for the PEIR's evaluation for potential presence of any plant, animal, or habitat considered sensitive, threatened, endangered, or otherwise unique by government agencies (e.g., CDFW or recognized conservation organizations such as the California Native Plant Society). The Consultants will show the location of any sensitive biological resources on an exhibit. All potentially significant direct and indirect impacts on biological resources posed by the proposed project will be assessed. We will recommend feasible mitigation measures that would minimize or eliminate potential adverse impacts on biological resources.

Cultural and Paleontological Resources. The Consultants will conduct a search of the California Historical Resources Information System (CHRIS) at the North Central Information Center (NCIC), Sacramento, CA. In addition to the archaeological inventory records and reports, the Consultants will examine historic maps, the National Register of Historic Places (NRHR), the California Register of Historical Resources (CRHR), and the listing of California Historical Landmarks. Parus will also contact the Native American Heritage Commission (NAHC) for a review of its Sacred Lands File. The Consultants will submit a project information letter and location map to each individual/Tribe/organization on the NAHC list. (It should be noted that because a General Plan Amendment is proposed, consultation consistent with the requirements of SB 18 is required. SB 18 consultation with tribes is the responsibility of the lead agency and cannot be conducted by a consultant. However, the Consultants will be available upon request to provide guidance to the County for its SB 18 consultation.) Upon completion of the literature review and initial Native American consultation, the Consultants will prepare a cultural resources confidential technical report, consistent with the Secretary of Interior's Standards and Guidelines and will follow Archaeological Resource Management Reports: Recommended Contents and Format guidelines.

The PEIR section will also address paleontological resources and include the methods used for the impact analysis, significance criteria, and appropriate, defensible mitigation measures for the proposed project, should they be warranted.

Geology and Soils. The Consultants will use existing and readily available information to describe the geological setting of the plan area, including topography, soil characteristics, and seismicity. The PEIR will evaluate impacts of plan implementation related to seismic hazards, unstable soils, and soil erosion based on prior studies (including assessment by Fugro for the Thunder Valley Casino project) and new analysis. Mitigation measures, in the form of new or revised policies will be recommended, if needed. The Consultants assume that no additional geotechnical analysis or information would be necessary.

Greenhouse Gas Emissions. The PEIR will discuss the current state of the science (e.g., Intergovernmental Panel on Climate Change's [IPCC] Fourth Assessment Report) along with applicable regulatory framework (e.g., Assembly Bill [AB] 32, SB 375) and relevant guidance. The analysis of climate change impacts will evaluate the GHG emissions associated with construction and operation of the

proposed project. Pursuant to Section 15064.4(a)(1) of the CEQA Guidelines, project-generated GHG emissions will be estimated using CalEEMod. The Consultants will base this modeling on the same assumptions used for the air quality analysis, i.e., PCAPCD-recommended input parameters, project-specific construction data (e.g., type and size of proposed land uses, construction phasing schedule), model default settings, and specific data from the traffic analysis. The Consultants will also reconcile GHG emissions modeling assumptions with those used in the GHG emissions inventory, to ensure consistency. Mitigation measures will be developed and recommended, as necessary and feasible.

Hazards and Hazardous Materials. The Consultants will address the potential for exposure to toxic materials and other potential hazards. Fugro will review any existing, applicable studies and conduct a review of appropriate hazardous material databases for any new information. The existing and updated information will be used to establish the environmental setting and to describe the regulatory context. The potential hazard and hazardous material impacts of implementation of the SIA will be identified based on projected land uses, and mitigation will be recommended if needed.

Hydrology and Water Quality. The PEIR will describe the existing hydrologic setting of the site and surrounding area. The Consultants expect that County staff will provide existing studies/plans that address hydrology and drainage issues, including flood protection, offsite drainage, and facilities to manage water quality including BMPs. The Consultants will summarize appropriate Federal, State, and county regulations and policies related to these issues, and evaluate the potential for the project to impact local hydrology or water quality. With the presence of seasonal wetlands onsite, it will be necessary to demonstrate how flows to those features would be retained or eliminated as a result of onsite development. The Consultants will recommend any additional or revised policies to reduce or avoid potentially significant impacts.

Land Use and Planning. The Land Use chapter of the PEIR will evaluate the proposed land use diagram in terms of potential acreage of land use types, allowable uses, compatibility with adjacent interior, and surrounding land uses, and consistency with the Countywide General Plan. The evaluation will focus on the proposed changes from the existing plan. Mitigation in the form of new or revised land use policies will be recommended to reduce or eliminate any potentially significant impacts, as applicable.

Noise and Vibration. This chapter of the PEIR will describe the existing ambient noise environment on and near the project site. This will include information on the location of existing sensitive receptors (e.g., nearby residences) and major sources (e.g., roadways), existing ambient levels, and natural factors that relate to the attenuation thereof. The PEIR will analyze potential short-term construction source and long-term operational source (e.g., trip generation) impacts of the proposed project. For project-related changes in traffic volumes, the Consultants will determine noise increases at existing noise-sensitive receptors and potential land use compatibilities at proposed noise-sensitive receptors based on the results of the traffic analysis. The Consultants will qualitatively assess vibration levels that could occur during demolition and construction of subsequent projects to determine potential effects on nearby sensitive receptors and structures. The Consultants will determine the significance of short-term and long-term noise impacts based on comparison to applicable regulations, and recommend mitigation measures in the form of new or revised policies. This scope of work assumes that no noise measurements will be necessary.

Population, Employment, and Housing. The SIA Plan Update will provide a program for industrial development and infrastructure that could result in long- and short-term (e.g., construction) employment opportunities. Although employment centers do not directly result in population increase, they do result in

indirect population increase by increasing demand for housing. The Consultants will describe the potential increase in population and housing need based on the plan characteristics. The PEIR will also include an evaluation of the project's consistency with the goals and policies of the General Plan Housing Element, including regional housing allocation needs and affordable housing goals. The PEIR will also include an evaluation of the consistency of the project with County and SACOG growth projections. The impact analysis will be based on CEQA checklist questions included in Appendix G of the CEQA Guidelines (e.g., inducement of substantial population growth, displacement of housing).

Public Services. This section of the PEIR will evaluate the potential environmental impacts associated with providing public services to accommodate the SIA. The Consultants will coordinate with public service providers (i.e., fire, police, parks and recreation, and schools) pertaining to the ability of each to provide adequate service while maintaining sufficient service levels to existing uses. The Consultants assume that the County will provide sufficient information regarding the County's ability to provide and maintain these public services at adequate levels. If necessary, the Consultants will recommend feasible mitigation measures to reduce or avoid any potentially significant impacts identified.

Transportation and Circulation. Based on information developed as part of Tasks 1.0.2, 1.0.3, and 2.0.B2, the Consultants will prepare a transportation impact analysis that analyzes the impact of the draft SIA Plan. The Consultants will include a description of the transportation network (roadways, bike, pedestrian, transit); roadway traffic volumes; level of service analysis; and description of any impacts and mitigations to roadway, bike, pedestrian, and transit facilities. The analysis will be conducted for the following scenarios: existing conditions, conditions with the existing SIA Plan, and conditions with the draft SIA Plan. The Consultants will identify Intersection operations that do not meet the standards established in the County General Plan. The Consultants will provide a qualitative assessment of the Plan alternatives. The Consultants will assess impacts on multimodal circulation based on the policies and goals set forth in the Transportation and Circulation section. The Consultants will also identify significant impacts to vehicular, truck and rail freight, pedestrian, bicycle, and transit operations. The Consultants will identify mitigation measures, in the form of new or revised policies or action programs, describing improvements needed to maintain acceptable intersection operations and address deficiencies in the facilities serving pedestrians, bicyclists, transit, and goods movement.

Utilities and Service Systems. This section of the PEIR will evaluate the project's potential environmental impacts associated with providing utility services to the plan area. The Consultants will evaluate the following services: water (supply and conveyance), wastewater (collection and treatment capacity), storm drainage, electricity, natural gas, and solid waste.

Optional Task: Water Supply Assessment

State Water Code Section 10910 (SB 610) requires that a Water Supply Assessment (WSA) and verification be prepared for commercial developments that exceed 250,000 square feet. Although specific total floor area is not yet available, the development of such substantial acreage with industrial land uses would result in millions of square feet of new floor area; therefore, a WSA will be required for this project. Based on existing information and data provided by the County, the Consultants would review potential water sources for capacity to serve the proposed development including review of existing Urban Water Management Plans and available groundwater data. The Consultants would use this data to prepare a WSA. The information from WSA would be incorporated into the PEIR and will serve as the primary basis for the

water analysis. This optional task is included for informational purposes only. Preparation of a WSA is not part of this scope of services.

The PEIR will use existing information and data provided by the County, and project planning/engineering team to evaluate the capacity of other proposed utilities including sewer system and wastewater treatment capacity and dry utilities, such as power and natural gas. Because the SIA will include policies designed to ensure adequate provision of utilities based on specific project demand, no mitigation measures are anticipated.

Other Sections Required by Statute. CEQA provides very specific requirements for the contents of an EIR. The Consultants will provide the County with a complete PEIR, containing all sections required by CEQA. Sections required by CEQA not mentioned above include table of contents, an executive summary, an introduction, effects not found to be significant, a discussion of irreversible commitment of resources, references, and a list of individuals and agencies consulted. The PEIR will include visual aids, such as maps and diagrams, to clearly present the environmental analysis to the decision-makers, responsible agencies, and the public. With regard to the executive summary, this section will include a summary table of all impacts and mitigation measures identified in the PEIR.

Cumulative Impacts

The Consultants will work closely with County staff to establish the cumulative setting, which involves identification of a reasonably foreseeable cumulative development scenario based on the existing and proposed land use diagrams and an accurate list of cumulative projects (submitted development applications and other known development projects). It is expected that the cumulative setting and analysis will also need to incorporate cumulative projects within the cities of Roseville and Lincoln. This section of the PEIR will discuss, issue by issue, the potential for the proposed SIA, when combined with other development identified in the cumulative setting, to either result in new, or contribute to existing, cumulatively considerable adverse effects on the environment. Mitigation measures will be recommended, as necessary, to reduce project contribution to any significant cumulative impacts identified.

Alternatives

CEQA requires that an EIR describe a range of reasonable alternatives to a project (or project location) that feasibly attain most of the objectives, but could avoid or reduce at least one environmental impact (Section 15126.6). The Consultants assume that up to four alternatives to the SIA (including the no project alternative) will be analyzed in the PEIR, and the Consultants will work closely with County staff to identify these alternatives. The alternatives section will provide sufficient detail to compare the impacts of the project against the alternatives. A qualitative (quantitative where practical) discussion of each of the PEIR's issue areas will be presented for each alternative. If during preparation of the PEIR it becomes apparent that minor variations or changes to the plan could be implemented to reduce or eliminate the environmental impacts or concerns of the project, these changes will be described and evaluated.

Growth Inducing Impacts

This section will qualitatively evaluate the potential of the SIA to induce growth and any subsequent environmental impacts that would occur (pursuant to CEQA Guidelines Section 15126[d]). Projects generally induce growth by removal of an existing obstacle to growth (e.g., expanding roadway capacity, extending infrastructure to new areas).

Significant and Unavoidable Impacts

This section will clearly and succinctly summarize any significant and unavoidable environmental effects of the proposed project and alternatives as evaluated in the PEIR.

Mitigation Monitoring and Reporting Program

In accordance with Placer County procedures, the Mitigation Monitoring and Reporting Program (MMRP) will be prepared and circulated with the Draft PEIR. The MMRP will follow the County's preferred format and will include the timing, implementation, and party responsible for implementing mitigation measures. Because the proposed project is a large-scale land use plan, it is expected that mitigation measures will take the form of new or revised policies, and will be implemented through incorporation into the final plan prior to adoption by County decision-makers.

Task 8.5 Prepare Screencheck Draft, and Public Draft PEIR

Based on one set of consolidated comments from Placer County, the Consultants will incorporate written comments on the Administrative Draft PEIR to produce a Screencheck Draft PEIR for County review. Upon receipt of one set of consolidated Screencheck Draft PEIR comments from the County, the Consultants will incorporate those comments and produce a Draft PEIR suitable for public distribution. It is assumed that the Consultants would handle posting of the PEIR at the Office of Planning and Research (OPR) and that the County would be responsible for additional distribution and posting/publication of the Notice of Availability (NOA).

Task 8.6 Prepare Administrative Final PEIR

The Consultants will closely review all comments received during the Draft PEIR comment period, as well as any late comments that require a response. The Consultants will thoughtfully respond to the comments received and will provide thorough, well-substantiated responses for comments that raise issues with the Draft PEIR's environmental analysis. Responses may include master responses that address multiple comments regarding the same topic. The Final PEIR will also include text changes initiated by County staff and made in response to public comment. The Administrative Final PEIR will be submitted to the County for review.

Task 8.7 Prepare Public Final PEIR

The Final PEIR will be revised based on one set of consolidated comments received from the County. The Final PEIR will consist of three major sections: 1) an "introduction" section which will include a matrix of comment letters received and a summary of the environmental issues raised by each letter; 2) the "responses to comments section," which will include individually bracketed and numbered comments with the corresponding responses, as well as any master responses; and 3) the "changes to the Draft PEIR" section, which will include the specific text changes for those instances in which the Draft PEIR requires revision.

Task 8.8 Findings of Fact and Statement of Overriding Considerations

If needed, the Consultants will prepare CEQA Findings of Fact (Findings) and a Statement of Overriding Considerations. The Findings will specify which mitigation measures have been incorporated into the project and those measures that have not, and will explain why certain measures have been found to be infeasible. If applicable, the Findings will also identify feasible project alternatives that could reduce adverse

environmental effects but are not being implemented, with an explanation as to why they are considered to be infeasible. If requested, the Consultants will prepare an administrative draft of the Findings and will submit (electronically) to the County for review and comment. Once comments are received, the Consultants will incorporate comments and produce the final Findings.

Phase 9 SIA Area Plan Adoption

During this phase the Consultants will assist County staff in preparing for meetings with the Planning Commission and Board of Supervisors to review the Public Review Draft SIA Plan, culminating in Board adoption of the updated Plan. The Consultants recommend that the Planning Commission conduct at least two public hearings to review the Draft SIA Plan and Draft PEIR. At the conclusion of the hearings the Planning Commission would make a recommendation to the Board of Supervisors regarding the Draft SIA Plan and Draft PEIR. The Consultants recommend the Board then conduct at least two hearings to review the Draft SIA Plan and Draft PEIR. At the conclusion of the hearings, it is expected that the Board will direct County staff to incorporate their recommendations and prepare the Final SIA Plan documents and Final PEIR, which will be adopted and certified, respectively, at a subsequent hearing.

Task 9.1 Community Workshop

The Consultants will attend a community workshop on the Draft SIA Plan, Draft Corridor Design Standards and Guidelines, CIP and Financing Strategy, and Draft EIR.

Task 9.2 Planning Commission Hearings (2)

The Consultants will attend two hearings with the Planning Commission to review the Draft SIA Plan, Draft Corridor Design Standards and Guidelines, Draft CIP and Financing Strategy, and DPEIR. The Planning Commission will consider the comments made during the public hearings, and at the conclusion of the hearings will make recommendations to the Board of Supervisors.

Task 9.3 Board of Supervisors Hearings (2)

The Consultants will attend two hearings with the Board of Supervisors to review the Draft SIA Plan, Draft Corridor Design Standards and Guidelines, Draft CIP and Financing Strategy, and DPEIR. At these meetings the Board will consider the Planning Commission's recommendations and the comments made at the public hearings. At the conclusion of the hearings, the Board will direct the Consultants to incorporate their recommendations and prepare the Final SIA Plan, Corridor Design Standards and Guidelines, CIP and Financing Strategy, and Final PEIR.