# RESOLUTION NO. 2013-0100

Adopted by the Sacramento City Council

March 26, 2013

## 2013-14 CALTRANS TRANSPORTATION PLANNING GRANT APPLICATIONS

### BACKGROUND

A. Caltrans has issued a call for projects for the 2013-2014 Transportation Planning Grants.

B. Applications for the 2013-14 Caltrans Transportation Planning Grants are due April 2, 2013.

C. The Community-Based Transportation Planning Grant Program is intended to fund coordinated transportation and land use planning that promotes public engagement, livable communities, and a sustainable transportation system which includes mobility, access, and safety.

D. The Environmental Justice Grant Program is intended to promote community involvement in planning to improve mobility, access, and safety while promoting economic opportunity, equity, environmental protection, and affordable housing for low-income, minority, and Native American communities.

E. Staff considered several projects that meet the goals and purpose of the grant programs for which the City is eligible to apply.

F. A comprehensive plan to determine the ultimate configuration of Broadway is necessary in order to set priorities and develop capital improvement programs for future enhancements.

G. Completing the Broadway Complete Streets Plan above will position the City with valuable information to compete for regional, State, and Federal funding for implementation.

H. Attaining funding to plan for multimodal improvements furthers the City's commitment to sustainability by laying the groundwork to significantly reduce the use of fossil fuels, to encourage less driving and engage in clean air practices, to reduce dependence on the private automobile by working with community partners to provide efficient and accessible public transit and transit supportive land uses, and to foster behavioral change throughout the City.

I. The recommended plan would provide the basis for a variety of transportation choices consistent with the adopted Smart Growth Policies as well as the Sacramento 2030 General Plan policy to eliminate gaps in the citywide transportation network.

**BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:**

Section 1. The City Manager is directed to apply to the State of California Department of Transportation for up to $300,000 in Community-Based Transportation Planning Grant Program funding for the 2013-2014 Fiscal Year for the Broadway Complete Streets Plan; and

Section 2. The City Manager is authorized to accept the award of grant funding from Caltrans following project selection.

Section 3. Exhibits A and B are attached and are part of this Resolution.

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Exhibit A - Grant Application Guide - Fiscal Year 2013-2014

Exhibit B - Broadway Vision Plan

Adopted by the City of Sacramento City Council on March 26, 2013 by the following vote:

Ayes: Councilmembers Ashby, Cohn, D Fong, Hansen, McCarty, Pannell, Schenirer, Warren, and Mayor Johnson.

Noes: None.

Abstain: None.

Absent: None.

Vice Mayor Angelique Ashby

Attest:

Shirley Concolino, City Clerk

# Broadway Vision Plan

December, 2012

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# Broadway Vision Plan

December, 2012

**Prepared by the Urban Land Institute Sacramento District Council in coordination with the Greater Broadway Partnership and the City of Sacramento.**

Urban Land Institute Sacramento

Greater Broadway Partnership
MARINA DISTRICT TOWER DISTRICT UPPER BROADWAY
SACRAMENTO, CALIFORNIA

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### ULI Sacramento District Council

Mary Sater, District Council Coordinator

### Virtual Public Art Program

Christopher Manzione, Founder and Director

### Wood Rodgers, Inc.

Luke McNeel-Caird, Transportation Engineer
Timothy Denham, Principal

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The Broadway Vision Plan was prepared through a ULI Technical Assistance Panel (TAP) program, which brought together Sacramento's finest experts in the real estate, planning, and development fields to collaborate on complex land use and redevelopment projects. ULI TAPs are designed specifically to be run and implemented by District Councils, and are intentionally flexible to provide sponsoring organizations a customized approach to specific land use and real estate issues. The ULI Sacramento District Council assembled a group of ULI members who volunteered their time to prepare the Broadway Vision plan at no cost. This plan represents a summary of the presentations and recommendations made by the ULI TAP volunteers.


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Attachment B: "Bringing Broadway Back"

Attachment C: Broadway Corridor To-Do List

Attachment D: Workshop #2 Presentation

Attachment E: Regulatory Environment

Attachment F: Economic Development

Attachment G: ULI TAP Team Resumes

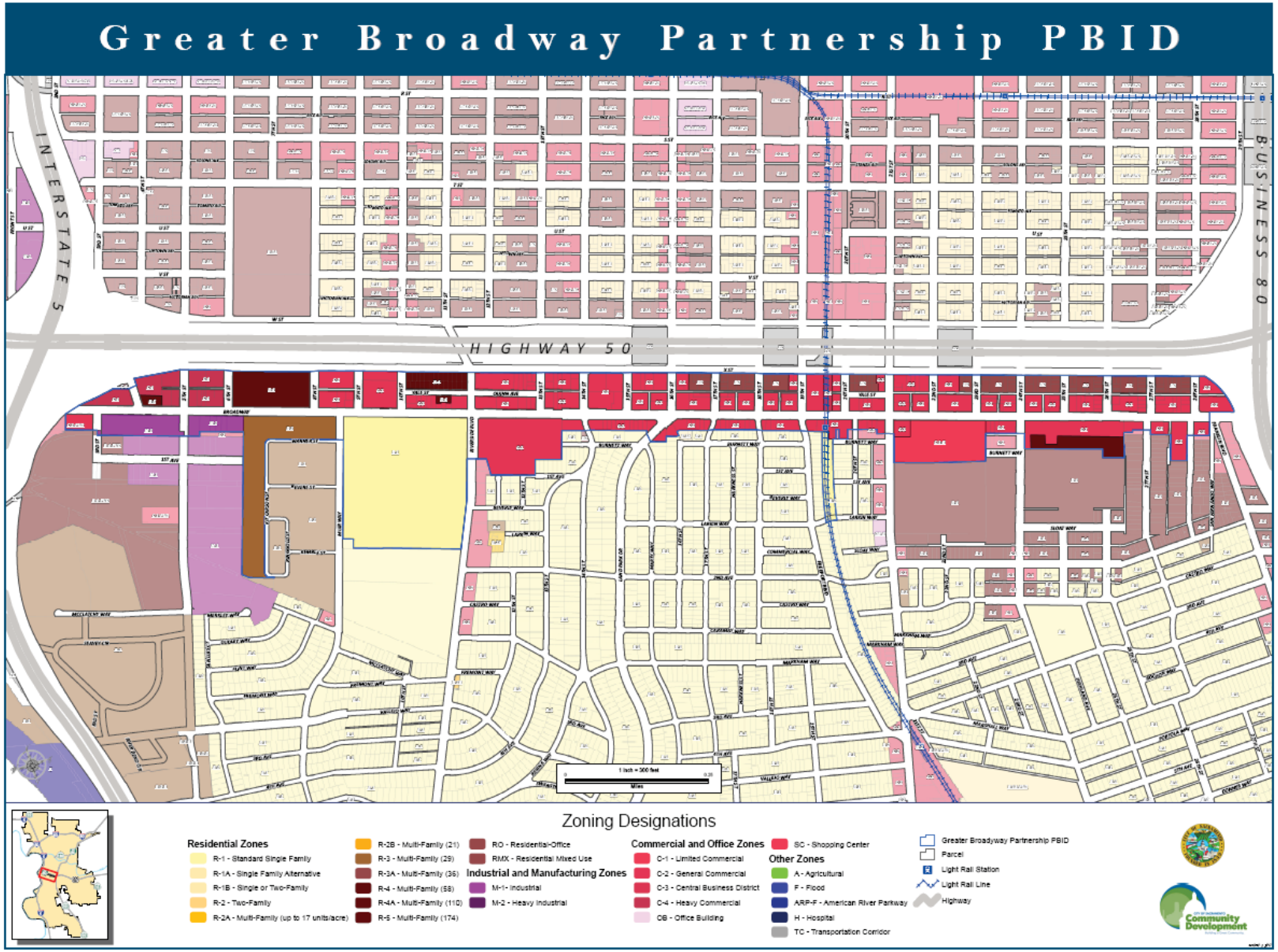
# 1. Introduction

The Broadway Vision Plan area runs along Broadway in central Sacramento. The area is bordered by X Street on the north, 3rd Street on the west and 28th Street on the east. It includes 5.6 linear street miles and over 200 properties. Broadway (formerly Y Street) was the southernmost street in the original city grid of Sacramento, platted in 1848. Broadway is one of Sacramento's earliest commercial/industrial corridors and hosts a variety of businesses, including many ethnic and mainstream restaurants, and best exemplifies the diversity of populations and cultures that make Sacramento unique. There is also a large office employment contingent, particularly east of 21st Street.

Broadway is adjacent to several neighborhoods with a diverse range of demographic and economic characteristics. Broadway is also a major transportation corridor that includes bus and light rail service that connects the corridor to adjacent neighborhoods, the central city and Downtown, and other parts of the Sacramento region. This vision plan suggests, and points out, the tremendous opportunity and case study on how an urban commercial corridor can provide the social, economic, and physical “glue” to bring together and serve a diverse population.

The W-X freeway, which links Interstate 5 to Highway 99, opened in 1968. It created a barrier between the Broadway District and the rest of the center city. Yet business on Broadway continued to thrive, surrounded by vibrant residential communities to its south and easy freeway access at each end. Today, Broadway has much to offer. It is an entertainment hub, a neighborhood and regional shopping corridor, a haven for incredibly diverse restaurants, a place to live and work, and a sunny boulevard for a Sunday cruise or walk.

Over the years, Broadway has experienced public and private investment in streetscape improvements, renovation and adaptive re-use of historic buildings, as well as in small commercial projects. However, several opportunities have not been fully realized. The area has great potential for mixed-use development on vacant or underutilized properties, access to light rail and bus transit, and expanded and enhanced pedestrian-oriented development.


Greater Broadway Partnership PBID
INTERSTATE 5
HIGHWAY 50
BUSINESS 80
Zoning Designations
Residential Zones
R-1 - Standard Single Family
R-1A - Single Family Alternative
R-1B - Single or Two-Family
R-2 - Two-Family
R-2A - Multi-Family (up to 17 units/acre)
R-2B - Multi-Family (21)
R-3 - Multi-Family (29)
R-3A - Multi-Family (36)
R-4 - Multi-Family (58)
R-4A - Multi-Family (110)
R-5 - Multi-Family (174)
RO - Residential-Office
RMX - Residential Mixed Use
Industrial and Manufacturing Zones
M-1- Industrial
M-2 - Heavy Industrial
Commercial and Office Zones
C-1 - Limited Commercial
C-2 - General Commercial
C-3 - Central Business District
C-4 - Heavy Commercial
OB - Office Building
SC - Shopping Center
Other Zones
A - Agricultural
F - Flood
ARP-F - American River Parkway
H - Hospital
TC - Transportation Corridor
Greater Broadway Partnership PBID
Parcel
Light Rail Station
Light Rail Line
Highway
Community Development

## Sub-districts

The Broadway Vision Plan area comprises three distinct sub-areas or districts: The Marina District, which includes areas from Miller Park and I-5 to Riverside Boulevard; The Tower District, which includes areas between Riverside Boulevard and 21st Street; and Upper Broadway, which includes areas from 21st Street to 29th Street and State Route 99. Each of these sub-districts has a unique history, urban character, and architectural style.

### The Marina District

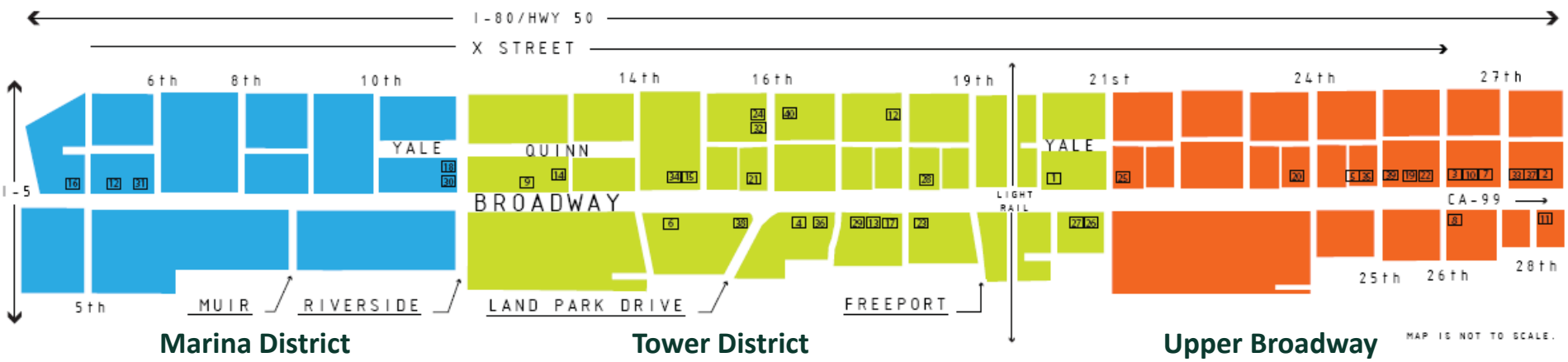
The Marina District is the western-most part of the Broadway corridor, and is adjacent to the Sacramento River, Interstate 5, and the railroad. It is a transition area with Target on one end and restaurants, industrial, warehousing and services further west. Because of its location near major water and transportation networks, the Marina District developed early-on in Sacramento's history as a major industrial center. Industrial uses continue in the many warehouses and industrial yards that are still operating. The Marina District also hosts a variety of public uses including two popular farmers markets, Sacramento Fire Station No. 5, a ball field, and community gardens. It also includes the Sacramento Historic City Cemetery, the city's oldest and one of its earliest green spaces, and the New Helvetia public housing development, a 360 unit apartment complex.

### The Tower District

Tower Theater opened on Broadway in 1938, and has since had an immeasurable impact on the Tower District and the Broadway corridor as a whole. The theater is the key visitor attractor and is accompanied by retail, locally owned restaurants, and services (banks). It is the iconic heart of the Broadway corridor. The area between Riverside and 21st Streets has been strongly influenced by the art-deco architecture of the theater, and has thrived on entertainment and the arts. Today the Tower sub-district is a destination for artists, musicians, collectors, and interested onlookers.

### Upper Broadway

Upper Broadway is characterized by 1950s and 60s office buildings and auto-oriented urban design. It includes retail uses, national and locally owned restaurants, and services. Upper Broadway is located near the junction of Interstate 80 and Highways 50 and 99, which provides easy auto access. Several State offices have located in the area over time, including the Department of Motor Vehicles (DMV), the Department of Corrections, and the Department of Real Estate are located in this district. This part of Broadway is employment rich, due to the high concentration of State offices.



# 2. The Vision

Broadway will maintain its competitive edge and eclectic character while evolving with the times. It will continue to draw from, connect, and serve nearby neighborhoods while providing a gateway to the central city and region. Broadway will celebrate local art, businesses, culture, people, and food as a multi-ethnic and multi-cultural place. Broadway will become one of Sacramento's premier pedestrian streets. The streetscape will connect and unify Broadway, creating visual continuity while allowing each district to develop a distinct identity. People of all incomes and backgrounds will live on or near Broadway.

**Broadway will maintain its competitive edge and eclectic character while evolving with the times.** Broadway will continue to offer an eclectic mix of ethnic restaurants, local businesses, and architecture while preserving iconic symbols of its history and making room for new businesses, housing, public spaces, and community events.

**Broadway will continue to draw from, connect, and serve nearby neighborhoods while providing a gateway to the central city and region.** Broadway's success will come from its connections to surrounding neighborhoods that lend diversity and character while also connecting to downtown and the region.

**Broadway will celebrate local art, businesses, culture, people, and food as a multi-ethnic and multi-cultural place.** Broadway will attract people from near and far through art, culture, entertainment, public gathering places, green spaces, and community events that celebrate Sacramento's diversity and the surrounding neighborhoods. A thriving indoor-outdoor scene will lend year-round interest as people come to Broadway for great food, drink, shopping, entertainment, and recreation.

**Broadway will become one of Sacramento's premier pedestrian streets.** Broadway will always make room for auto traffic but at a slower pace to increase the visibility of storefronts to passing motorists. More space in the public right-of-way and high quality streetscape improvements will be devoted to the pedestrian and bicycle experience. Broadway will encourage people to park once and walk due to a generous tree canopy, a comfortable scale of buildings next to sidewalks, a diverse and interesting street scene, and ample, well-placed parking that complements the urban environment.

**The streetscape will connect and unify Broadway, creating visual continuity while allowing each district to develop a distinct identity**. Broadway will be recognized as a unique and special place within Sacramento even as each district within Broadway evolves to express its own identity through special landmarks, buildings, businesses, and public spaces.

**People of all incomes and backgrounds will live on or near Broadway**. Broadway will offer a welcoming place to live and opportunities for a wide range of housing to accommodate the lifestyles and incomes of a diverse population. Young and old, families with children, and singles from a variety of backgrounds will contribute to Broadway's diverse character.

## A. Marina District

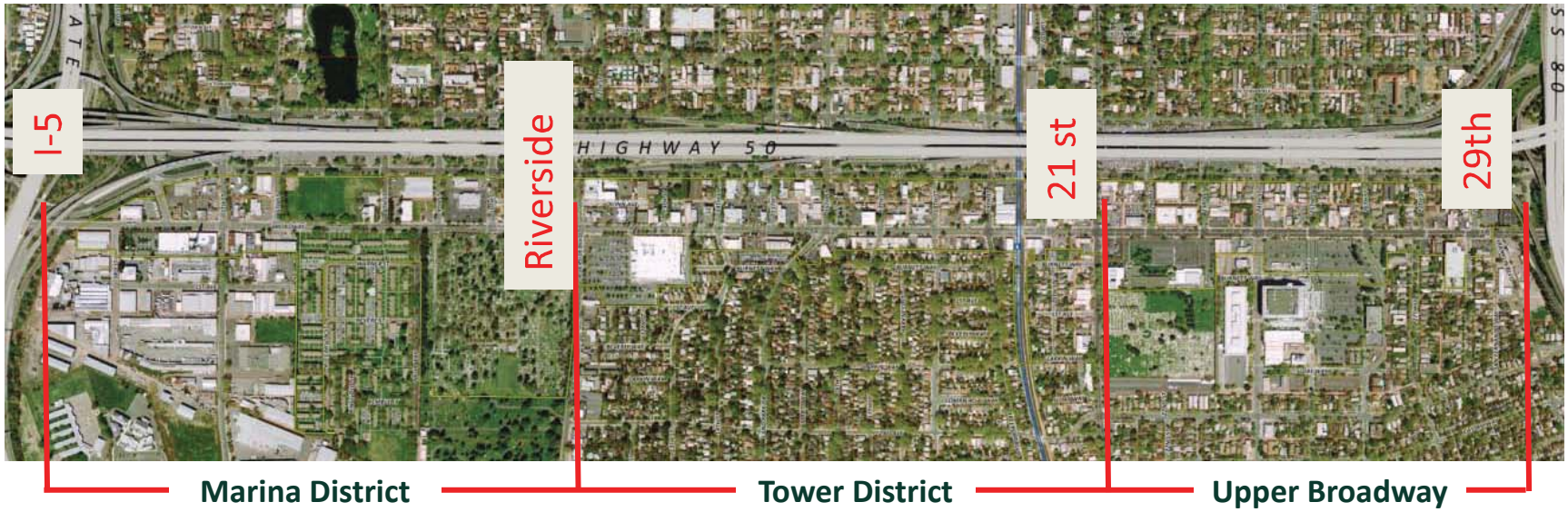
The Marina District will become a focus of higher density mixed-use activity and mixed-income housing. The district will continue to host weekly farmers markets and year-round specialty and ethnic markets for surrounding neighborhoods and beyond. This district will provide enhanced pedestrian and bicycle connections to the Sacramento River and a transition from the urban environment along Broadway to an evolving Northwest Land Park neighborhood. The Old City Cemetery will continue to provide a vital link to Sacramento's history, a visitor attraction, and a valuable green space. A future urban Target store with additional retail will provide more shopping along Broadway.

## B. Tower District

The Tower District will celebrate Tower Theater as its most enduring landmark and gateway feature. Future development and streetscape improvements near Tower Theater will enhance this gateway with wider sidewalks, public spaces, and other improvements to provide more room for pedestrians and bicycles. This district will become a mixed-use, walkable, hub in a pedestrian-friendly setting while maintaining vital north-south connections to the central city, surrounding neighborhoods, and the region. The Tower District will develop with a combination of employment, services, retail, entertainment and higher-density housing centered on the light rail station. The second floors of existing buildings will become more active and contribute to the street scene.

## C. Upper Broadway

Upper Broadway will continue to host large state offices along with retail, restaurants, services, and private offices. Large expanses of surface parking will be replaced with one or more parking structures to make room for mixed-use developments along Broadway and side streets and to create a more urban street environment. Street enhancements will allow pedestrians and bicyclists who work along this stretch of Broadway to better connect to the rest of the corridor. Bicycle and pedestrian connections along the east end will be enhanced to better connect to Oak Park and its developing mixed-use center along Broadway.



## Character of Broadway

Broadway is a corridor in transition and as such, proactive rebranding and physical improvements are needed to make the transition positive and complete. A wide mix of land uses and building types are located along Broadway as well as on the cross streets. Land uses along Broadway vary greatly, consisting of single-family detached homes of a modest scale, apartments of varying size and quality, a vast variety of domestic and internationally inspired restaurants, retail and service commercial buildings, and the iconic Tower Theater. Other land uses include auto repair and gas stations, public and private sector office buildings, industrial uses including petroleum storage and transfer, warehousing, a neighborhood and regional park and Sacramento's Historic City Cemetery, which dates to the mid-1800's.

The eclectic character of much of Broadway is considered by many to be its strongest asset and distinguishing feature. The broad mix of businesses and restaurants along with a reasonably strong building stock combine to create one of Sacramento's most interesting corridors. This character is something that needs to be preserved, while enhancing the street's overall image, walkability and connectivity to adjacent neighborhoods. Adding pedestrian and site amenities, in addition to strategically redeveloping and repurposing buildings and sites, will enhance the character of the corridor as well as ensure that it remains a viable district for current and future businesses and patrons.

Broadway serves both a local and regional market area. The local market area includes several neighborhoods with about 12,700 households and 26,500 people. Although the population has aged over time, turnover in the market place and opportunities to introduce urban infill development along and near Broadway could increase age diversity along Broadway. Broadway is a government, professional, and industrial job center as well as a substantial retail and service district. The neighborhoods surrounding Broadway have a higher average and median income than the city as a whole, although there is considerable variation within this local market area.

The corridor is visually eclectic and interesting with a variety of sidewalk conditions, from generous sidewalks and street trees to minimal sidewalks and few or no trees. The urban development context also varies greatly and includes small scale buildings located adjacent to the sidewalk, large state buildings with expanses of surface parking adjacent to the street, older public housing set back from the street with landscaped greens, stand-alone parking lots, vacant properties, small retail centers with surface parking, some oriented to Broadway and others not, and a suburban-style Target store with surface parking adjacent to Broadway. This great variation in street edge conditions is part of Broadway's character.

Broadway is designed for heavy traffic flow, and only minimally accommodates pedestrians. A common observation by stakeholders is that cars move too quickly along the street and, as a result, pedestrians don't feel safe. This scenario works for cars, but does not encourage pedestrian activity or enable passersby to observe business storefronts. The pedestrian environment along

the edge of the street is disjointed with inconsistent and/or absent street tree plantings, and varying curb conditions., A general lack of pedestrian amenities make it difficult to create an environment where pedestrians feel secure and generally welcomed. Additionally, numerous driveway cuts interrupt the sidewalk. Buildings are often separated from the street by parking lots or not built to the edge of the sidewalk, resulting in an inconsistent street edge and lack of urban form that requires both functional and aesthetic improvements. Street cross walks are often poorly and inconsistently marked, and pedestrians cross the street at their own peril in many locations.

Broadway could be enhanced with continuous pedestrian improvements such as widened sidewalks without parkway strips, but with tree wells and landscaping that suggest a more urban setting. As buildings are remodeled or replaced, the City could encourage property owners to build to the back of sidewalks to create a consistent street edge. This was a common practice for decades in midtown Sacramento, where many of the storefronts, restaurant spaces and offices were created by building to the sidewalk in front of existing structures. To further enhance the urban feel and provide more room for pedestrians, rolled curbs should be replaced with vertical curbs.

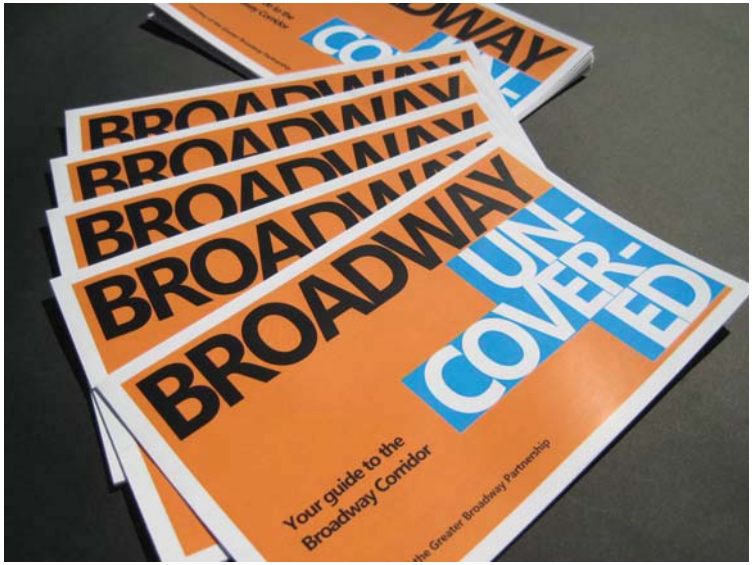
Broadway is not a thoroughfare, but a commercial district. Currently, the street is built to accommodate cars at high speeds and should be reconfigured to slow traffic and create a commercial district feel. W and X Streets provide an opportunity to play supportive roles in Broadway's revitalization, as through-traffic could be diverted to those streets, freeing up right-of-way along Broadway for pedestrians, bicycles, and transit. This would allow Broadway to be reconstructed as a commercial boulevard street with one lane of auto traffic in each direction, a landscaped median, bike lanes, wider sidewalks, street trees, and left and right turn lanes at major intersections for efficient traffic flow.

In addition, various parcels under the freeway could be converted to parking or other uses that support existing and future businesses along and adjacent to Broadway on cross streets. Conversion of 15th and 16th Streets between X Street and Broadway as two-way "entry and exit" streets could improve circulation around Tower Theater and allow more room for pedestrians. The addition of pedestrian refuges, mid-block pedestrian crossings with flashing lights could provide for more pedestrian crossings.

# 3. Broadway Vision Plan Project

ULI Sacramento and the Greater Broadway Partnership (GBP) have partnered to develop this Vision Plan for the Broadway Corridor as a first step toward a comprehensive corridor plan. Other partners are the City of Sacramento and the Sacramento Housing and Redevelopment Agency (SHRA). One of the GBP board members represented SHRA, an important stakeholder in the Plan process. This Plan is intended as a roadmap and investment strategy to address challenges and opportunities along Broadway and chart a future that builds upon the business, cultural, social, and economic assets that currently exist there.

This project represents the first demonstration project of the ULI Sacramento's Corridor TAP program, which is designed to be replicable throughout the region and adaptable in other places.




The Greater Broadway Partnership (GBP) is a nonprofit and Property Business Improvement District (PBID) with a mission to:

1. Improve the commercial environment along Broadway;
2. Support retention and enhancement of existing businesses; and
3. Encourage new public and private investment necessary for the corridor's commercial vitality and success.

The Urban Land Institute (ULI), is a nonprofit research and education organization focused on land use and real estate development issues. As the preeminent, multidisciplinary real estate forum, ULI facilitates an open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better places.

Founded in 1936, the Institute now has nearly 30,000 members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines -- leading property owners, investors, advisers, developers, architects, lawyers, lenders, planners, regulators, contractors, engineers, university professors, librarians, students and interns.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

ULI Sacramento has provided expertise and advice for the Broadway Vision Plan in the following areas:

- Economics
- Urban Design/Architecture
- Transportation/Mobility/Parking
- Infrastructure
- Implementation
- Real Estate Brokerage
- Real Estate Development
- Community Relations

Over 30 local experts contributed to the Broadway Vision Plan. Appendix A contains a list of all the professionals involved in the process.

## ULI Technical Assistance Panel (TAPS) Program

ULI's national Advisory Services Program brings the finest expertise in the land use, development, and real estate fields to bear on complex land use planning and development projects. ULI's interdisciplinary teams of senior professionals provide a comprehensive look at all angles of the development process and formulate realistic options to move projects forward.

TAPS enable ULI District Councils to provide similar services on a smaller scale to local governments, community-based non-profit groups, and for-profit entities. ULI Sacramento offers this community outreach service by seeking projects and applications, and then convening a group of volunteer members with expertise in areas required to focus on the site's particular issues. TAPS is designed to provide objective and responsible advice to municipal and community-based non-profit organizations. The program is designed to address specific issues of project feasibility or implementation, particularly to organizations with limited staffing or financial resources, or those that operate in areas that are economically disadvantaged.

## Funding the Project

The Broadway Vision Plan was funded with a grant from the ULI Urban Innovation Fund. In honor of ULI's 75th Anniversary as a leader in the industry and the community, the ULI Foundation Annual Fund contributed $500,000 to the 75th Anniversary Urban Innovation Fund. Approximately $300,000 of the Fund supported local ULI projects that recognize or launch innovative public-private partnerships that advance the responsible use of land in building healthy, thriving communities worldwide over the next 75 years. ULI Sacramento received a grant in the amount of $12,000. The Greater Broadway Partnership has contributed matching funds of $2,500 cash and $1,500 in in-kind support.

# 4. The Planning Process

## Community Workshops

On February 24th and 25th 2012 ULI Sacramento in conjunction with the Greater Broadway Partnership held a community visioning workshop at Sierra 2 Community Center. Interested neighborhood residents, businesses and landowners were invited to participate in a series of exercises to design the future of Broadway. Information gathered at the February workshop has focused the TAP Team on creating the foundation for the vision. Participants looked at traffic, parking, walkability, urban design, economic issues, and how they would like to see Broadway evolve.

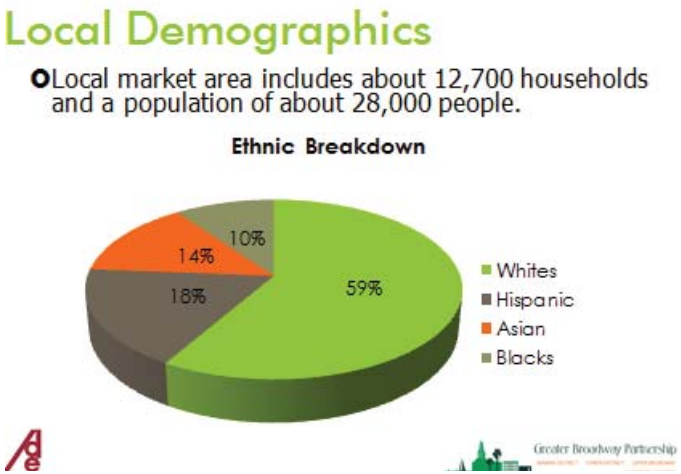
Nationally recognized urban planner Dan Burden helped lead the workshop. Burden was named by TIME magazine as “one of the six most important civic innovators in the world”. He served as the key facilitator for the highly interactive two-day public involvement planning process, and shared his expertise on “walk-ability” or traffic calming. Key messages conveyed by community included:

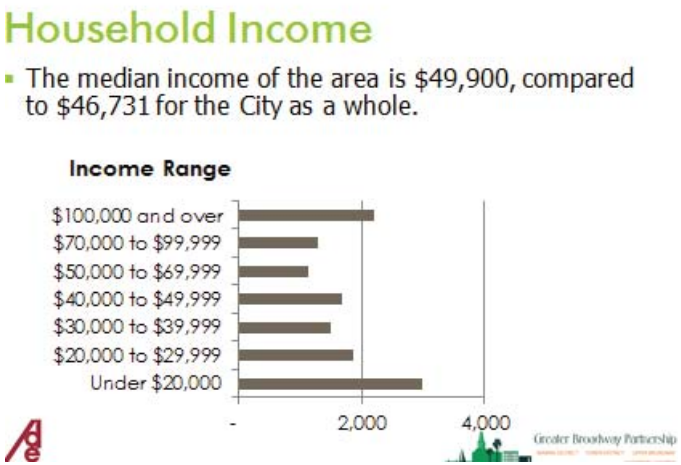
- Road speed is too high
- Unsafe walking conditions
- Lack of bike lanes
- Parking is inconsistent, not convenient
- Lack of shade and other amenities
- Desire for an eclectic business mix, no chains
- No consistent identity for Corridor/Districts

## Stakeholder Meetings

ULI, with GBP, has conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis along with stakeholder meetings as a starting point for discussing a future vision for Broadway and implementing steps toward that Vision. A 2005 survey conducted by GBP found that top issues of concern were homelessness, crime, traffic, beautification, visual improvements, and signage. The SWOT analysis provided a "check-in" with businesses and the neighborhoods regarding these and other top issues. ULI Sacramento conducted stakeholder interviews with businesses, property owners, City agencies, local developers interested in the corridor, neighborhood associations, real estate/finance experts, and community-based organizations.

Next ULI Sacramento led a community forum--a day and a half visioning process with businesses, community organizations, and residents from the surrounding neighborhoods. The forum provided an opportunity to discuss findings from the SWOT analysis, engage in a visioning process through education, a walkabout, and small break-out groups. It began sketching out concepts for the Broadway corridor, and identifying potential early and long-term implementing actions.




# 5. Existing Conditions and Challenges

*This section provides a "snapshot" in time of existing conditions and trends along the Broadway corridor. It presents the physical, social, and economic information required to support the recommendations included in the Plan. This section serves as the foundation upon which subsequent policies and programs can be formulated and projects can be undertaken. The data and information in this section generally reflects conditions in Summer 2012.*

## Demographic and Economic Trends

### Population and Demographics

The local market area includes about 12, 700 households and about 26,500 people. This is down from 28,300 people in 2000. Population has aged slightly overall but is younger in areas north of Broadway. During the 2000 to 2010 decade, population declined slightly from 28,394 to 28,062 and the number of households also declined from 12,987 to 12,673. This is likely due to increased housing vacancies due to the recession. Although new residential projects have been proposed within the area, very few have been built to date.

The Broadway market area has a diverse population and features a number of ethnic restaurants and social clubs. The area has a higher median income than the city as a whole: In 2010 this was $49,900 compared to $46,700 citywide. Similarly, in 2000 the median income of the area was estimated to be $39,400 compared to a citywide figure of $37,049. However, these figures barely track the rate of inflation and essentially show no income growth in real terms. Actually, factoring in the distribution of income, purchasing power has declined 12.8 percent over the decade in terms of real dollars.

### Employment base

Broadway is a substantial job center as well as a retail district. The corridor supports a large number of government, professional, and industrial jobs, as well as retail.

## Market

Broadway serves both a local market area and a regional market area. The local market area for Broadway generally includes the neighborhoods of Land Park, Curtis Park, Southside Park, Richmond Grove, Newton Booth, and portions of Oak Park .

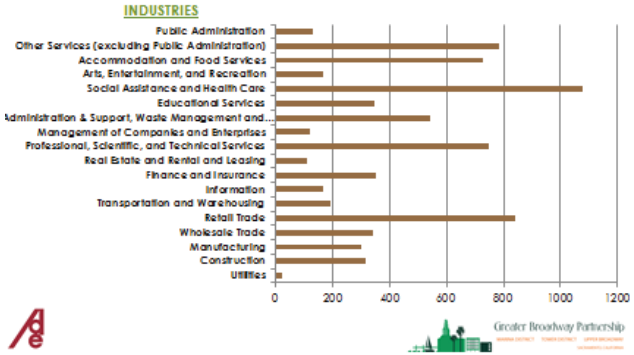
The regional market area is defined in one sense by the draw from larger retail establishments, such as Target. In another sense, Broadway's visibility off the freeway and the identification with the Tower Theater, makes the area recognizable to travelers throughout Sacramento and Northern California.

There is major node of activity every Sunday with the Farmers' Market under the freeway, which draws about 15,000 people. However, there is a big loss of potential business from people who visit the Farmer's market but get back in their car and leave without visiting other parts of the corridor. In addition to the Sunday Farmers' Market, there is an Antique Fair every second Sunday and a Flea market and Craft Fair every other Sunday.

The competitive edge of the Broadway corridor lies in its eclectic mix of ethnic restaurants and its entertainment opportunities. Yet there is the recognition that the corridor is not meeting the needs of all the economic segments within its market area. Many people's image of Broadway is the Tower District (theater, restaurants, bookstore, and music shops) with a limited awareness of what the rest of the corridor has to offer. While the corridor has somewhat of a regional image and business base, most of the workshop participants (business and property owners, neighborhood residents, and ULI professionals) felt it is very important to retain and enhance existing businesses as part of implementing a Broadway corridor enhancement strategy. That vision of the future might be characterized as preserving and attracting local businesses in the midst of an enhanced, more robust, pedestrian-friendly corridor that serves local residents and also regional visitors.

### Broadway as a Job Center

- Areas adjacent to Broadway support 7,300 jobs




### Regional Market Area

### Neighborhood Market Area

The business mix is diverse, but some key needs are met elsewhere in the market area, not on Broadway itself. With some exceptions, the physical environment along Broadway is not attractive to pedestrian activity and does not provide sufficient gathering or lingering spots. Much of the business potential is lost as residents, workers and visitors stay in their cars for one-stop trips to the corridor rather than meandering to a larger selection of establishments to make multi-stop trips.

There are activities near and along the corridor at certain times that draw substantial numbers of customers, but more effort is needed to attract those customers to a broader selection of businesses on each visit.

A third major issue area is attracting more patronage from professional workers, those living in the local market areas as well as those working on Broadway itself. The corridor is a substantial job center but it is not clear that the retail sector is gaining all the economic benefit it should from this concentration of workers.

There are not enough lingering spots in the corridor and the key nodes need more destination retail. Broadway has a strong mix of ethnic restaurants but could use more settings where people gather informally for coffee, lunch, and drinks. A number of the current businesses in this category on Broadway are national chains that fail to enhance the unique character of the area (although these chains may have community funds that could assist with some of the desired improvements). The New Helvetia Brewery is expected to help fill this niche and the Beatnik Gallery owners have taken the initiative to help organize and host events, so there is momentum in this direction already.

There has been a desire and effort to see residential mixed use buildings developed along the corridor. Although several have been proposed, recent economic conditions have not supported their development. The Northwest Land Park project will test the market potential for for-sale residential product in multi-family buildings at relatively affordable price points in the next few years. It is important to recognize that the district taken as a whole, and particularly within a few blocks north and south, already has a large inventory of residential units. As discussed earlier, the near term challenge is getting the existing residents, as well as workers and visitors, to spend more time on Broadway and hopefully to get comfortable walking and biking there.

## Land Use and Urban Character

Broadway is a corridor in transition and as such, proactive rebranding and physical improvements are needed to make the transition positive and complete. A wide mix of land uses and building types are located along Broadway as well as on the perpendicular (north - south orientation) numbered streets.

Land uses along Broadway vary greatly, consisting of single-family detached homes of a modest scale, apartments of varying size and quality, a vast variety of domestic and internationally inspired restaurants, retail and service commercial buildings, and the iconic Tower Theater. The River District has largely industrial followed by residential land uses. The Tower District has largely commercial and retail land uses, including a concentration of restaurants. Upper Broadway also largely has commercial and retail land uses and includes a major employment center.

Other land uses include auto repair and gas stations, public and private sector office buildings, industrial uses including petroleum storage and transfer, warehousing, a television station, a neighborhood and regional park and Sacramento's Historic City Cemetery, which dates to the mid-1800's. Combined, these uses create a vibrant eclectic scene that is unique in Sacramento.

The eclectic character of much of Broadway is considered by many to be its strongest asset and distinguishing feature. The broad mix of businesses and restaurants along with a reasonably strong building stock combine to create one of Sacramento's most interesting corridors. This character is something that needs to be preserved, while enhancing the street's overall image, walkability and connectivity to adjacent neighborhoods

## Transportation and Mobility

The Broadway corridor is a major east-west arterial. The segment is over two miles long reaching from Interstate 5 (I-5) on the west to Franklin Blvd. on the east.

### Automobile Facilities

In the AM and PM peak hour Broadway is largely used by commuters driving on north-south arterials Riverside Blvd, Land Park Drive, Freeport Blvd, 21st Street, and Franklin are that feed Broadway to and from Land Park and Curtis Park. Eastbound and westbound one-way arterials X and W Streets, respectively, connect drivers to on/off ramps to Business 80 at 5th Street, 15th/16th Streets, and 26th/28th Streets. The segment of Broadway between 15th and 16th is heavily traveled due to the location of the freeway ramps, particular during commute hours.

A variety of medians exist along Broadway. In general, the Marina District has a two-way left turn lane with a raised median with landscaping near Riverside Ave. The majority of the Tower District is configured for no median. The Tower District has short block-long segments where two-way left turn lanes and raised landscaped medians are present. Upper Broadway has a four foot striped median for the majority of the district.

Left turn movement at the 15th Street/Broadway intersection and the right turn movement onto Land Park Drive are particularly heavy movements during the PM peak hour (812 vehicles and 537 vehicles, respectively). Vehicles regularly turn left from the shared right/left turn lane and merge into the right turn lane for Land Park Drive, creating potential conflicts and delays in peak hours.

| Daily Traffic Volumes on Broadway | |
|---|---|
| **Broadway Roadway Segment** | **Average Daily Traffic Volume** |
| Marina View Drive to 3rd Street | 3,000 |
| 3rd Street to 9th Street | 10,000 |
| 9th Street to Riverside Boulevard | 12,000 |
| Riverside Boulevard to 15th Street | 16,000 |
| 15th Street to 21st Street | 22,000 |
| 21st Street to 24th Street | 17,000 |
| 24th Street to Alhambra Boulevard | 19,000 |

FEHR+PEERS

PM Peak Hour Traffic Volume

The table on the preceding page summarizes daily traffic volume estimates along the Broadway study corridor. AM and PM peak hour intersection traffic volumes were collected in the study area on Wednesday, March 7, 2012 (see Figures 1 and 2). These traffic counts were conducted on Wednesday, March 7, 2012. The table below summarizes the vehicle delay and intersection level of service at the four key study intersections on X Street and Broadway.

## Pedestrian and Bicycle Facilities

Pedestrian sidewalks and crosswalks are present along Broadway; including pedestrian walk/don't walk signals at key intersections. There are currently no on-street bike lanes present on Broadway between Marina View Drive and Alhambra Boulevard. Most pedestrian crossings in Upper Broadway have been improved with bulb-outs at the intersection corners and small median islands for pedestrian refuge that decrease both the distance and the number of lanes pedestrians must walk across. Most pedestrian crossings in the Riverside and Tower Districts are longer crossings of four lanes and measure the full street width. Bike lanes are present on Riverside Blvd, 18th Street, 19th Street, 21st Street, and 24th Streets Broadway.

Broadway is currently designed for heavy traffic flow, and, despite having facilities, only minimally accommodates pedestrians and cyclists. A common observation by stakeholders is that cars move too quickly along the street and, as a result, pedestrians and bicyclists don't feel safe. This scenario works for cars, but does not encourage non-automotive activity or enable passersby to observe business storefronts. The pedestrian environment along the edge of the street is disjointed with inconsistent and/or absent street tree plantings, and varying curb conditions., A general lack of pedestrian and bicyle amenities make it difficult to create an environment where users feel secure and generally welcomed. Additionally, numerous driveway cuts interrupt the sidewalk and potential bicycle routes. Buildings are often separated from the street by parking lots or not built to the edge of the sidewalk, resulting in an inconsistent street edge and lack of urban form provides both functional and aesthetic qualities. Street cross walks are often poorly and inconsistently marked, and pedestrians and cyclists cross Broadway at their own peril in many locations.

ULI and the Greater Broadway Partnership hosted a public workshop on February 24th and 25th where attendees prioritized topics for ULI to analyze. ULI explored the feasibility and provided recommendations for further study on the following public concerns relating to transportation along the Broadway corridor:

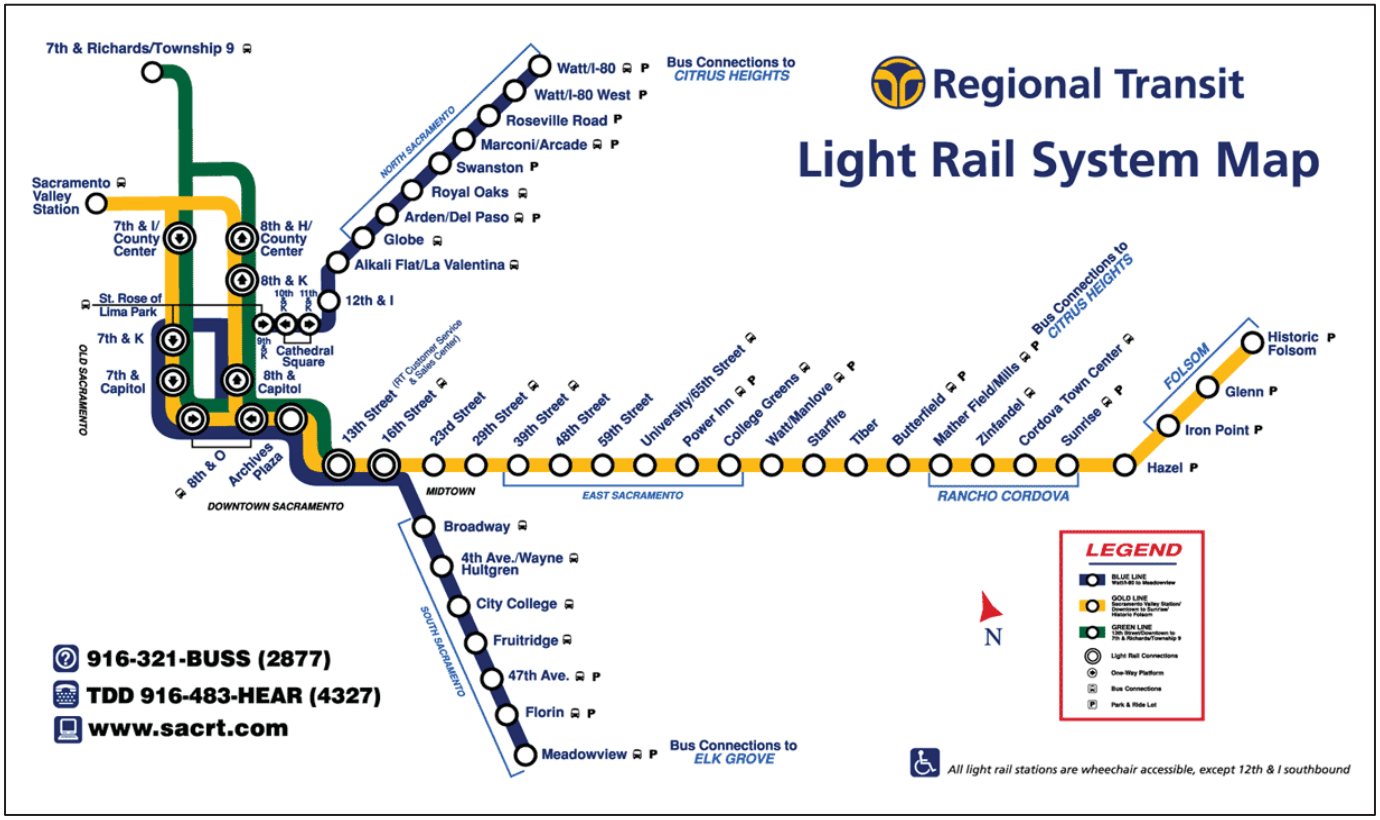
- Slow down/calm traffic on Broadway
- Road diet on Broadway
- Roundabout test at Broadway/16th Street/ Land Park Drive
- Bike Lanes (Class II)
- Pedestrian-Friendly sidewalks and crossings
- Inconsistent, not convenient parking

In recent years the City of Sacramento has completed two traffic calming projects in the vicinity of Broadway. The conversion of Freeport Blvd and 21st Street from one way streets to accommodate two-way traffic with bike lanes and traffic calming effect that reduce traffic speeds. Freeport terminates at Broadway/19th Street Intersection while the conversion of 21st Street extended to X Street. Although circulation improved through the conversion of both Freeport Blvd and 21st Street, the City noted better circulation on 21st Street near Broadway as traffic could flow to arterials X and W Streets. Northbound traffic on Freeport Blvd must divert to Broadway before heading northbound and turning onto X or W Streets.

## Transit Facilities and Services

Sacramento Regional Transit provides fixed bus service along Broadway and light rail connections at the Broadway light rail station (21st Street). Bus service is provided by six routes (Routes 2, 6, 38, 51, 62, and 67).

Light rail service to Broadway is provided along the Blue Line, which runs from Meadowview in the south to Broadway, before heading into Downtown Sacramento (7th and 8th Streets), then north along the I-80 corridor to Watt Avenue. In the Downtown area, light rail riders can make connections from Blue Line to the Gold Line, which runs from Downtown east to Folsom along U.S. 50, and the Green Line, which runs from Downtown north to Richards Boulevard. Connections to bus services is also available at the Broadway light rail station. Light rail service runs from about 5:00am till 10:00pm with 15 minute headways.




## Parking

Parking along the Broadway corridor is concentrated in the Riverside and Upper Broadway Districts. Some parallel parking exists in the Tower District, but blocks with suitable roadway width for parallel parking have driveways or bus stops limiting the number of potential parking spaces. Side streets adjacent to Broadway have parallel and diagonal parking. Some businesses also have onsite parking intermittently along the corridor.

## Infrastructure and Services

Currently most pipes are sized to handle the current demands for water, sewer/storm drainage, power / lighting, and communications. Most of the piping meets the minimum requirements up to 9th Street, heading east, and then degrades in some instances, especially the lines along the alleys, and in the cross streets. After 9th Street some of the feeder lines for water and sewer are not up to the City's minimum standards.

## Combined Sewer / Drainage System

The Broadway Vision Plan area is part of the City's Combined Sewer System, which is a collection system of pipes that convey both sanitary sewage and stormwater. The piping system is greatly oversized for the sanitary sewer component, but inadequate for the City's current drainage design standard for 10-year capacity. The combined sewer outflows and overflows to the system exceed the system's capacity.

The local drainage and sanitary sewage is typically collected in 8-inch to 12-inch piping systems located in the alleyways and streets. There are some 12-, 15-, 18-inch and even 24-inch pipelines west of 9th. However, some of the piping in the alleys and cross streets are only 8 to 10-inch and some as small as 6-inch. Going further east gets inconsistent, though there are some good sections of 8-inch and 12-inch near 13th, 16th 22nd and again near 27th.

There are both Citywide and Regional Sanitation District fees for improvements. The current CSS Development Fee is $117.99 per Equivalent Single Family Dwelling Unit (ESD) for up to 25 ESD and $2,944.30 per ESD for more than 25 ESDs. In lieu of paying the fees, a developer may mitigate the impacts to the system with a Mitigation Plan including on-site storage with retention, sewer main up-sizing, and diversion of flows, rerouting or replacement of pipes, connection to separated areas, and/or other mitigation measures depending on the site.

There is a second fee associated with the sanitary sewer system, the Facility Impact Fee levied by the Sacramento Regional County Sanitation District (SRCSD). This fee pays for planning, designing, construction and other related costs for wastewater conveyance, treatment and disposal facilities for the system's expansion. The SRCSD Facility Impact Fee currently is calculated by multiplying the ESDs generated by the development by the fee of $2,800 per ESD for infill projects. It is possible in certain cases to receive a credit of 1 ESD per parcel as credit for previously paid fees. The County's policy determines when the credit is allowed. Additional information is available on line at http://www.srcsd.com.

## Proposing Changes to the Combined Sewer / Drainage System

Anticipated future development of residential, office, and commercial uses is expected to increase sanitary sewer flows and impact the existing sewer system. The City of Sacramento Design Standards for sewer generation rates (Section 9 – Sanitary Sewer Design Standards) contain average daily flow rates for residential and non-residential uses. The existing standard for sewer generation is 400 gallons per day (gpd) per Equivalent Single Family Dwelling Unit (ESD). For more recent planning studies, the City has used a lower generation rate of 310 gpd per ESD. This is based on the stricter water usage construction standards limiting the flow per fixture unit that have been adopted over the last decade. With the State's adoption of CalGreen construction standards, even further reductions will be realized. However, this lower generation rate has not been formally adopted as the City's standard, and is therefore subject to change.

The City of Sacramento's Department of Utilities has developed a planned program for strategically upsizing selected Combined Sewer System pipelines in the Downtown Sacramento area, which includes the Broadway Vision Plan area. The project is being implemented in phases. Parts of the system improvements have already been installed and future segment upgrades are currently under design. Future development and intensification of uses along Broadway will require all drain inlet leads be changed to a minimum of 12-inch lines, and up to 15-inch lines where multiple drain inlet leads meet before connecting to a main line. There are several drain inlet leads within the Broadway Vision Plan area that are currently only 8-inches and will need to be resized in the future.

It should be noted, however, that due to the large amount of impervious surface already in the area and water being treated in the combined system, water quality is not a major issue along the corridor.

## Water System

The City of Sacramento provides domestic water to the Broadway Vision Plan area. The City uses both surface water and groundwater to meet the water demands. Surface water is diverted from the Sacramento and American Rivers. The City differentiates water mains into two distinct categories: water distribution mains and water transmission mains. These pipes are typically 4 inches to 12 inches in diameter. If no smaller pipe is available, existing water mains 14 inches and 16 inches in diameter may be considered distribution mains. The area is generally served by 12-inch and 8-inch water mains running through the alleys, but with some 4 to 6-inch lines feeding some of the blocks east of 9th Street and with main lines running North to South at the street intersections. New connections to the water system require the approval of the City of Sacramento Department of Utilities.

The infrastructure improvements required for all new development will need to meet current City standards. Looped water main systems are typically required due to the unreliability of dead end mains, and the potential for water quality problems as a result of stagnant water. Additional water main installation may also be required depending on the existing system layout. The City's meter program requires all new water services to be metered.

## Proposing Changes to the Water System

The domestic water demands for future development along the Broadway corridor is anticipated to be significantly lower than the City's typical single family or multi-family water usage assumptions. The City's water demand criteria for an Equivalent Single Family Dwelling (ESD) unit are 400 gallons per day (gpd) per unit. A reduced water demand rate of 310 gpd has been used in recent planning efforts, and is appropriate for development along the Broadway Corridor. The City's criterion allows a reduction for multi-family units by applying a factor of 0.75 ESD. For the type of high -density residential urban infill development with smaller unit sizes and fewer people per unit, a factor of 0.55 ESD per unit should be used for the proposed project domestic water demands within the Study Area. This yields a generation rate of 170 gpd per unit. This is similar to the factors used for the Railyards and Richards Boulevard Specific Plan areas.

For the non-residential land uses, the City's standards recommend 0.2 ESDs per 1000 square feet for office/commercial buildings for general planning purposes. This generation rate is generally applied to both the Office and Commercial/Retail land uses, and yields a rate of 62 gpd per 1000 square feet. Factors for specific land uses such as restaurants, bars, dry cleaners, etc. with anticipated higher usage vary from 0.2 to 2.0 ESD per 1000 square feet.

The recent adoption by the State of California of SB7 – "20x2020-inchWater Conservation Standards requiring a 20% reduction in urban water usage by the year 2020 and the CalGreen Building Code will require reductions in overall water usage through stricter indoor and outdoor usage. These requirements mandating water conservation will further justify the use of the reduced water rates for the Study Area development.

Any future development will most likely be required to upgrade the existing water system supply grid to provide adequate water for both domestic and fire suppression needs. The existing water system is generally adequate, but will require strategic upgrades to serve the proposed projects.

The proposed extensions of the existing service main system will most likely be accomplished using new 12-inch water mains. The existing 4-inch, 6-inch and 8-inch mains located within the alleys can be retained to provide fire and domestic water service to the adjacent existing buildings. The alleyway mains could be retained as installation and maintenance of new services are more easily performed from the alleys. If alley improvements/activation projects occur, it is recommended older pipelines be replaced concurrent with other surface improvements.

### Sidewalks and Curbs

There are several different curb and gutter treatments throughout the corridor. East of 21st Street, Broadway has been improved with vertical curb, and bulb outs with

associated expanded crosswalks. Improvements to the sewer/drainage pipes were brought up to City minimum standards at and around 27th Street as part of the roadway traffic calming measures. To the west of 21st and east of 16th Street the sidewalks run from the back of sidewalk to the edge of the gutter pan, so no real curb exists, except along the intersections. Nearer to the intersections the rolled curb is more definable. Given this condition, changing the sidewalk sections to include vertical curb or to narrow the streets would require changing and replacing the sidewalks. This cost would be approximately $30 to $35 a square foot, and with the curb itself costing approximately $18 a foot. Changes to the street width, may also require regarding the crown of the road to make the drainage work properly. Improved medians with landscaping and curbs may also require modifications to the crown of the roadway in some locations.

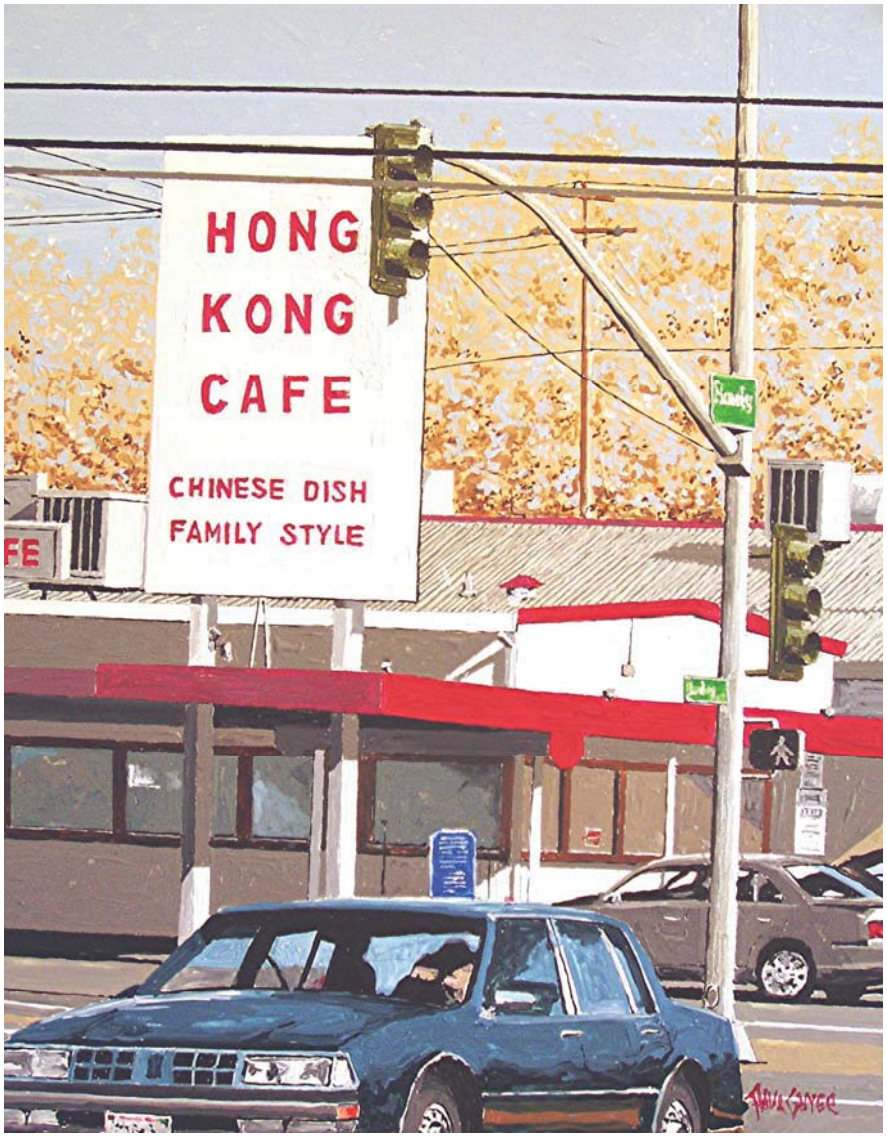
### Dry Utilities

**Power**: The Sacramento Municipal Utility District (SMUD) provides electrical service to customers located within the area. Any undergrounding of the power lines will require SMUD to assist in this program; and if the undergrounding occurs within 18 feet of a project, SMUD would pay for the project, otherwise the City or developer would have to incur the "offsite" expense.

**Lighting**: Lighting is provided by the City of Sacramento. In general there are 3 to 4 street lights per block throughout the area. Additionally there is intermittent lighting provided by businesses and security lights on buildings. The existing street lighting standards were located and designed for highway usage and are not representative of modern street light design. Replacing the lights with other standards would cost approximately $4,000 to $5,000 per light.

**Telecommunications**: There is currently fiber optic cable running along Broadway that provides enhanced, high-speed telecommunication access.

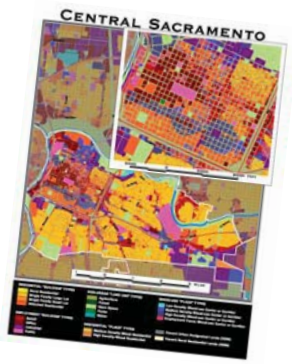
**Gas**: There is a gas line located west of 16th Street that serves Conoco Phillips and is located 15' below the surface in the Broadway right-of-way.

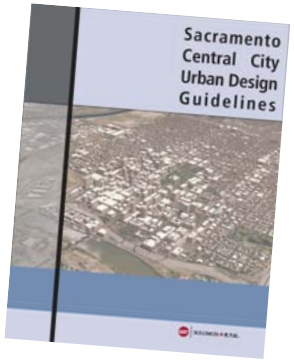


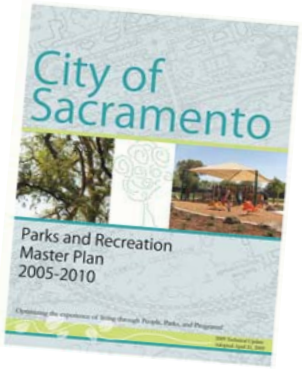

Source: Paul Guyer

# Applicable Regulations and Plans

Development in the Broadway Corridor is regulated by several City plans, policies, and ordinances. In addition, there are several regional plans and local studies that provide further insights on the future of the corridor. The following regulations, plans, and studies are applicable to the Broadway Vision Plan area. A summary of these documents and their influence over the development on the Broadway Corridor is included in Appendix B.








## Regional Plans

- SACOG Blueprint
- SACOG MTP/Sustainable Communities Strategy

## Local Plans and Regulations

- Sacramento 2030 General Plan
- Central City Design Guidelines
- Bikeway Master Plan
- Pedestrian Master Plan
- Parks and Recreation Master Plan
- Sacramento Zoning Code
- Light Rail Station Ordinance
- Design and Procedures Manual; Section 15 – Street Design Standards

## Other Applicable Plans, Programs, and Studies

- Sacramento Riverfront Master Plan
- Docks Area Project
- Commercial Corridor Revitalization Strategy
- Neighborhood Commercial Corridor Design Principles
- Sacramento River Crossings Alternatives Study
- Sacramento Streetcar Planning Study
- Infill Strategy and Infill Program
- Sacramento Places: Smart Growth Projects in Sacramento
- Transit for Livable Communities Project

# 6. Recommendations

## Designing Broadway

### Creating a unique character and urban form along the Broadway Corridor

Design recommendations are intended to supplement the directives of the City of Sacramento General Plan and Zoning Ordinance. They express the Corridor's vision and principles at a district level. Projects within the Broadway Corridor should contribute to the evolution of the corridor consistent within economic development and image objectives for each segment of the corridor and the surrounding neighborhoods. One of the recommendation for Broadway is to provide certainty in terms of what development should do and flexibility where projects have to respond to market opportunities and specific site conditions. However, the vision and character objectives for Broadway are clear– Broadway's districts must be transformed into pedestrian-friendly places. The

Proposed Lofts at 19th and Broadway

Northwest Land Park Master Plan

standards and design recommendations in this section demonstrate how these principles can be implemented.

## Enhance Opportunities for Infill Development

New building massing should be consistent with the land use and urban form designations applicable to Broadway and adjacent areas according to the General Plan Land Use and Urban Form element. A preferred mix of uses targets additional employment, retail, and commercial services and creates residential opportunities within the corridor. Two to four-story buildings should be encouraged, with retail or office on ground floor, and office or residential above. New buildings should be located at the back of walk so that over time, the buildings will contribute to a consistent street scene with a strong urban edge. Building facades should emphasize transparent window area and provide a visual connection with the street.

## Enhance the Identity and Image of Broadway in the Region

Add public and private art, landmarks, and monuments to strengthen the corridor identity. Restaurants and locally based service businesses contribute to the unique character of Broadway and its role as a community street as well as a regional destination. Based on market demand, expand entertainment and specialty shopping opportunities. Broadway's streetscape character can be enhanced by using district-specific deciduous trees, consistent site furnishings, street lights and sidewalk treatments. Preserve sight lines to Tower Theater along Broadway, approach streets such as 15th and 16th Streets, and Highway 50.

## Provide More Public Gathering Places

Enhance and capitalize on the synergy that exists on the west end relative to the farmers' market and food truck gathering places. New buildings should include plazas and courtyards for small public gatherings and events. Facilitate

and encourage street closures on cross streets for public gatherings and events.

## Enhance the Pedestrian Experience

Make all curbs vertical to define and strengthen the pedestrian realm. Experiment with mobile mini-parks or new plazas in front of restaurants. Provide a coordinated signage, exterior building light, and street lighting program. Provide regularly spaced street tree plantings in parkway strips or tree wells to shade/protect pedestrians and enhance corridor identity and continuity. Enhance pedestrian crossings through the use of distinctive paving materials, colors, and lighting. Reduce curb cuts and widen sidewalks where feasible. Provide wayfinding signs and walking distance guides for pedestrians to make it easier to find businesses and places of interest.

## Enhance and Develop Employee and Visitor Parking

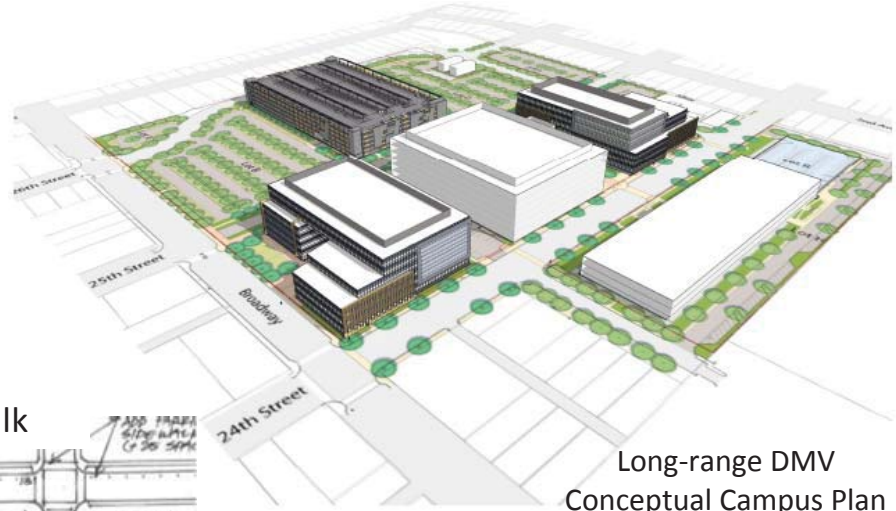
Increasing employee and visitor parking without changing the unique character of the corridor is key. Several opportunities with varying levels of complexity exist to make this possible. Consider removing the mini-storage facility located on the block bounded by 15th,16th, W and X Streets and replacing it with employee parking and perimeter landscaping. Add parallel parking and sidewalks on the north side of X Street and the south side of W Street, and enhance pedestrian cross walks at X Street intersections (this would likely yield 400+ new spaces). Continue to add angled parking on numbered (north-south) streets where feasible.

## Provide Corridor Continuity

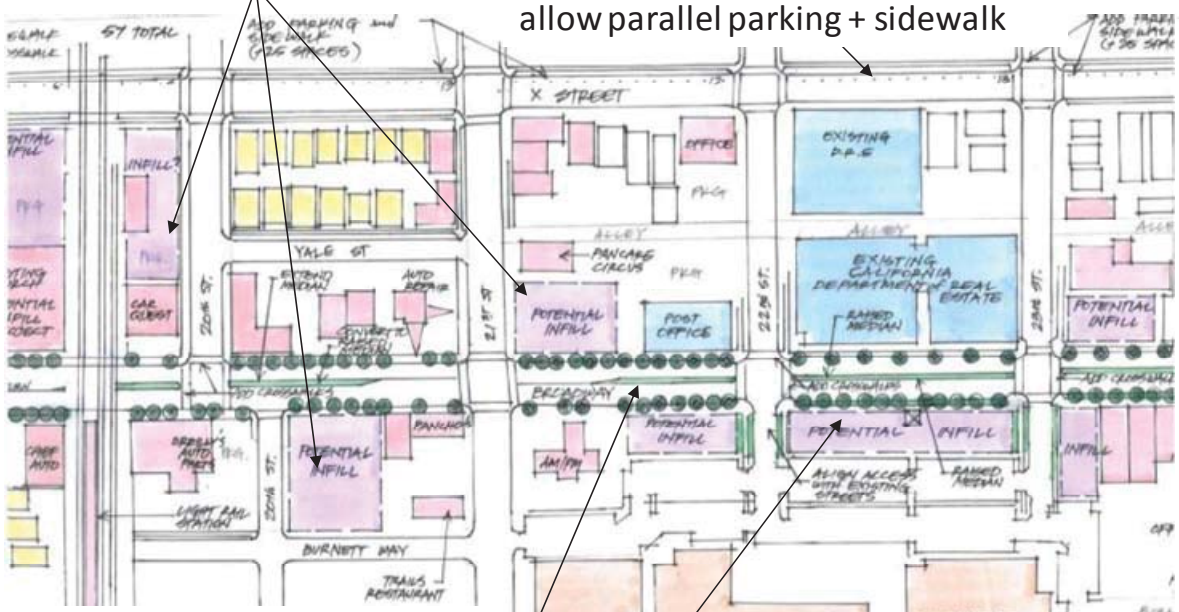
Convert painted street medians to expanded landscaped medians, creating a more appealing atmosphere. Convert Broadway to one travel lane each direction and add bike lanes in each direction. This will slow traffic, benefit pedestrians, and enhance visibility of businesses. Parallel parking should be retained. Encourage deciduous street tree plantings in the new medians and adjacent to sidewalks. Tree

types are encouraged to vary by district to create a unique sense of place. Encourage outdoor seating and activities adjacent to the street. Improve signage and lighting to enhance the appearance of the corridor.

[1]Mobile mini-parks are small, temporary recreation, resting, or landscaped spaces, typically constructed on a flatbed trailer frame or applied directly to on-street parking spaces. Mobile mini-parks are parked on-street and can be easily moved to different locations. Semi-permanent mini-parks are self contained and may change configuration and use over time.




Long-range DMV Conceptual Campus Plan



## Experiencing Broadway

### Enhancing the look and feel of the Broadway Corridor

The Broadway corridor is unlike any other place in Sacramento. It has a unique physical and social character, a distinct history, and a contemporary street vibe. As the community evolves, public art should be viewed as one of the means to emphasize and weave these unique characteristics into the landscape and built environments while enhancing the Broadway experience. The following recommendations suggest ways to make this happen.

Sites for public art have been identified, and an art plan should be prepared. A policy for gifts and donations, as well as potential funding mechanisms has been established. Temporary public art projects could also be launched by the spring of 2013 in conjunction with California State University, Sacramento. These recommendations represent a starting point and are meant to guide the Greater Broadway Partnership, the City of Sacramento, the community in and around the Broadway area, and other stakeholders, as the area develops.

> *"Anyone who planned only for necessity did not achieve what was necessary. Humanity had need of an emotional relationship to its dwelling place. It demanded aesthetic uplift, a creative culture that could lend more than polish to everyday. Cities need symbols for the definition of individuality. What is aesthetically beautiful defines its ideals."* Wolfgang Braunfel

### Establish Guidance for corridor Public Art

Convene a small group of artists and arts organizations on or adjacent to Broadway to develop guidance for public art in the Broadway corridor. In general, discrete works of art should be commissioned and located in primary areas of the streetscape, so that major intersections and nodes are reinforced. Artworks should be seamlessly integrated into functional aspects of the streetscape and created in collaboration with members of the community. Public artwork on Broadway should be a focused, curated collection of the highest quality that achieves the following objectives:

- Visually unifies/connects/identifies the Broadway corridor as a place with a unique identity
- Identifies various sub-districts within the corridor
- Emphasizes the neighborhood and its inherent uniqueness
- Reinforces the gateway areas as defined in the urban design section of this plan
- Reinforces the existing "funky, off beat vibe" of the neighborhood
- Enhances the neighborhood's connection to film and music
- Enhances Broadway's connection to the riverfront
- Serves as a civic gateway if a bridge is constructed to connect West Sacramento and Sacramento
- Creates places to pause, reflect, meet/gather, leave the street, take a break
- Inspires people to get out of their cars and walk
- Incorporates wayfinding and landmarks
- Recognizes the community's cultural diversity
- Is engaging, participatory, and educational

### Identify Sites for Public Art

There are multiple potential sites for public art along the corridor. However, sites for public art should be determined and finalized in collaboration with architects and artists as sites are redeveloped. Potential sites for public art may include:

- Broadway and Highway 99 (District entry)

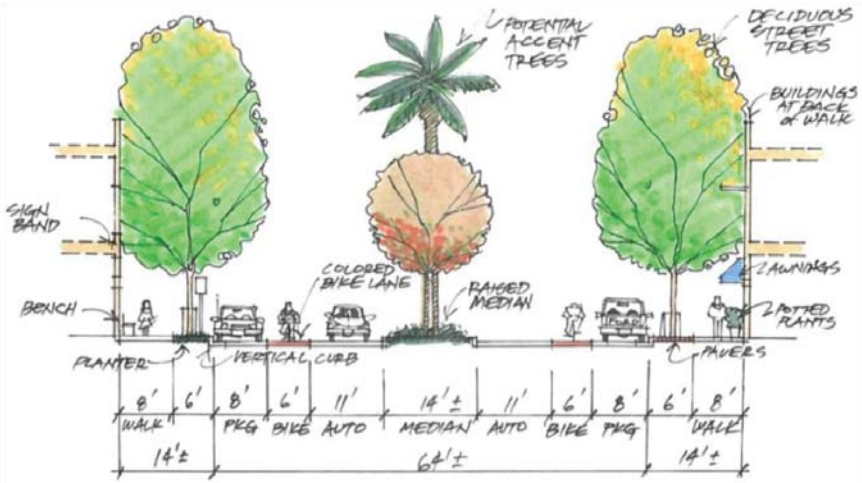
- Broadway and 24th
- Broadway and 16th/Land Park Drive
- 11th/Riverside and Broadway
- Under Interstate 5/Highway 50 freeway interchange
- Miller Park/marina district entry
- O'Neil Park
- Utility boxes (commissioned in partnership with the Sacramento Municipal Utility District)
- Design elements that could be translated into art for example: bike racks, fencing, kiosks, planters, fountains, tree grates, benches, bus stops
- Empty walls that could be used as sites for 2-dimensional artworks
- Any new, large scale development
- Plazas and courtyards as they are developed

## Establish an Artist Selection Process

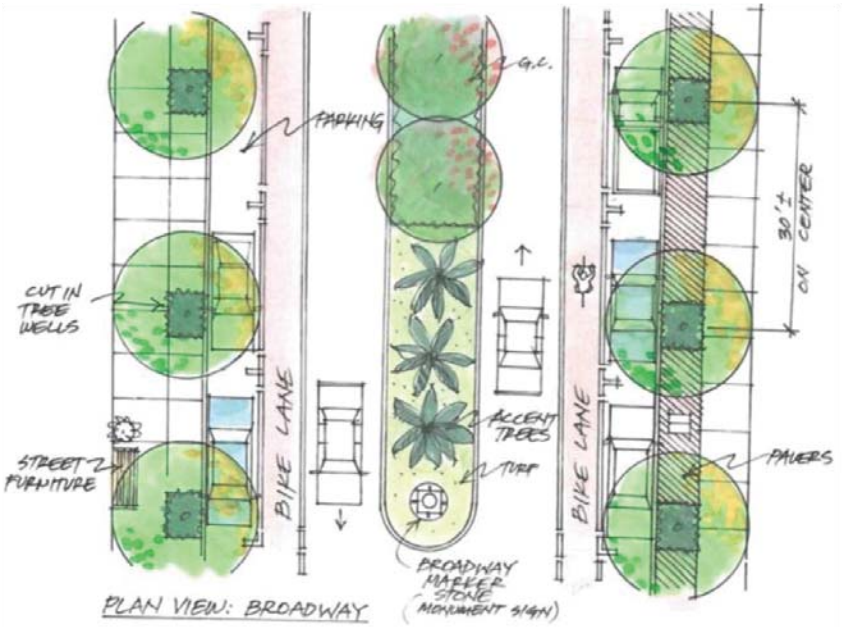
Commission artists living in and outside the Sacramento region and working in a range of styles, mediums, disciplines (visual art and design, literature, music, dance, and theater) and approaches to create temporary and permanent artworks that are site-specific (a site-specific artwork is created to exist in a certain place). Upon establishing funding for public art for the Broadway corridor, artists should be selected in an open competition, with special consideration given to artists residing in Northern California.

## Funding Public Art

The City and County of Sacramento have a 2% public art ordinance, mandating that 2% of all applicable construction budgets be allocated to public art. While transportation related projects are generally exempt from the ordinance, art may be included on a case by case basis. It will be important for the Greater Broadway Partnership to advocate that art be included in public projects and that policy makers be aware of the general goals of this Plan.




SECTION: BROADWAY




PLAN VIEW: BROADWAY

## Encourage Gifts and Donations

The Sacramento Metropolitan Arts Commission has a specific policy regarding donations of art to the City's collection. While gifts and donations of public art are encouraged, not all works are appropriate. Gifts of artwork may be accepted if they are of extraordinary aesthetic merit and curatorial significance. Acceptance of proposed artwork should be based on the several criteria:

- **Artistic Merit and Artist Noteworthiness**: The artwork must be of the highest aesthetic quality and craftsmanship and must make a significant curatorial contribution to the project.
- **Content**: The artwork's content must be appropriate for exhibition in a public environment.
- **Context**: Artwork must be compatible in scale, material, form, and content with its proposed surroundings, including the site's architectural design and other permanently installed artwork.
- **Maintenance and Conservation**: Consideration will be given to the artwork's structural and surface soundness, operational costs and inherent resistance to theft, vandalism, weathering and excessive maintenance.

## Establish a Temporary Public Art Program

Between establishing a vision plan for Broadway and an actual plan being realized, a temporary public art project is recommended. This temporary project (or projects) would be used as a mechanism to draw attention to the Broadway Vision Plan and to Broadway itself as a major business corridor in Sacramento, producing site-specific, temporary public art in areas identified in the Broadway Vision Plan in partnership with businesses, developers, and the private sector. Artists would be required to respond to the site visually, conceptually, historically, or socially. Experiment with commissioning artists who use art as a catalyst for social change. Work with the schools and/or community organizations to produce education programs, discussions, children's workshops, student contributions, or other events in conjunction with the project. The program should:

- Encourage revitalization
- Increase pedestrian activity
- Help support the vision for the streetscape project
- Support emerging public artists
- Support and inspire the development of original works by artists working with new media
- Increase the public's experience with contemporary art
- Create a more vibrant art scene
- Form alliances between business and art communities
- Create or reinforce neighborhood identity and pride.

## Temporary Public Art Work: Spring 2013

In a partnership with ULI/TAP Broadway Vision, Sacramento State University, the Center for Contemporary Art Sacramento, and the Greater Broadway Partnership, the Sacramento Metropolitan Arts Commission proposes the production of a virtual public art tour in fall, 2014. Using cutting edge technology, artist Chris Manzioni will develop a virtual tour of artworks created by 6-10 artists from around the country. The public art exhibition would be curated by Shelly Willis (Sacramento Metropolitan Arts Commission, Art in Public Places Program Director) and Rachel Clarke (Sacramento State University Professor and professional artist). The commissioned artists would use the ULI/TAP Broadway Vision to determine the site for their virtual artworks. A map locating the sites and artworks would be made available to the general community, with a focus on receiving feedback and input from the community in and around the neighborhoods surrounding Broadway being used to further develop a public art master plan for the Broadway corridor. A series of educational events about the Plan, the technology used to create the artworks, artist talks, and discussions with artists, architects, landscape architects, business people, and others would be produced during the installation.

## Traveling Broadway

### Improving mobility for all travelers on Broadway

Mobility recommendations for Broadway seek to improve pedestrian/bicyclist/transit-user/motorist safety by limiting left-turn movements, reducing the number of driveways, and creating a better balance among all transportation modes, while allowing for future growth along the corridor. Roadways serve two functions: to provide mobility and enable property access. High and constant speeds are desirable for mobility, while low speeds are more desirable for property access and pedestrian safety, particularly in residential areas. These recommendations propose several roadway improvements to increase motorist, bicyclist, and pedestrian safety; improve level of service; and make the Plan area more desirable and attractive to shop, work, and live. A key focus of these recommendations is to minimize roadway improvement impacts on adjacent property and business owners. It also strives to create strong links between the existing and new business activity along Broadway and the surrounding residential neighborhoods. Finally, these recommendations encourage a change in the relationship between transportation patterns and development standards to allow greater flexibility in the provision of parking for individual businesses and developments and providing more opportunities for centralized, shared parking.

### Road Diet on Broadway

A "road diet" on Broadway will slow traffic and create a "pace car effect," where one driver sets the speed of traffic for vehicles driving behind them. A road diet reduces the roadway cross section to two lanes with bike lanes and parallel parking. This change in Broadway will shift some vehicle circulation to higher speed arterials like X and W Streets. Bulb-outs at intersection corners and pedestrian refuges within median islands will reduce vehicle-pedestrian conflicts.

### Smaller Broadway/16th/Land Park Intersection

A smaller signalized intersection at Broadway/16th Street/Land Park Drive will provide a safer environment for all modes of transportation (vehicles, bicycles, and pedestrians). The right turn movement from Broadway to Land Park Drive should be squared-up to the intersection. This configuration increases the sight distance for the right turn movement, allowing drivers to see

pedestrians crossing Broadway or Land Park Drive. While a roundabout was considered an option for this intersection, it is not recommended because of the space requirements and impacts to private property at this key intersection. A single lane roundabout design would result in significant traffic queuing and delays (LOS F conditions) and it would not be as bike and pedestrian-friendly as a tightened signalized intersection as described above. A two-lane roundabout would provide better traffic operations but it would result in significant property takes.

## Two-way Conversions

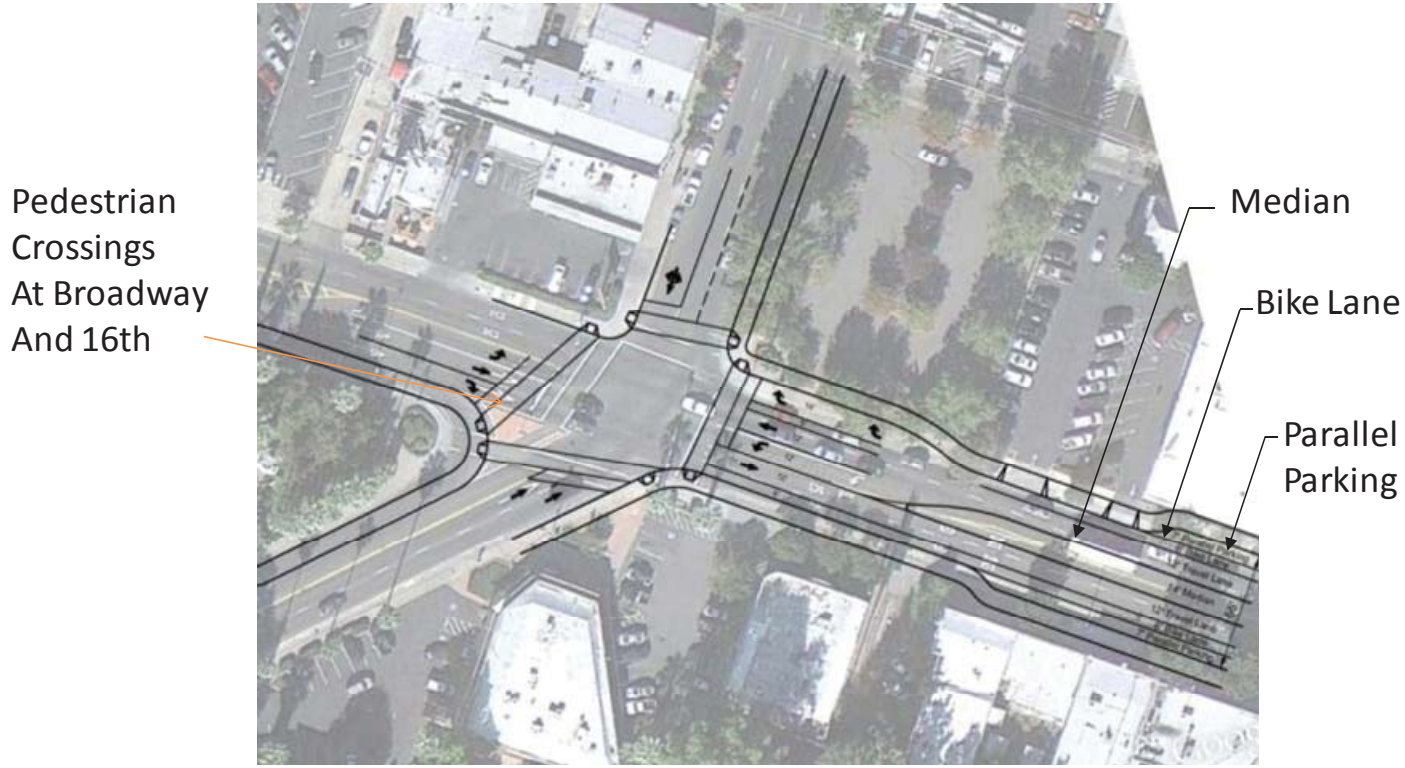
A two-way conversion of one-way streets, including 9th, 10th, 15th, 16th, and 19th Streets, from X Street to Broadway, will encourage the use of X and W Streets for through-area trips. There is potential for circulation benefits by converting X Street to two-way from W Street to Broadway; however a more thorough analysis is required to determine the effects that the conversion may have on intersections with on/off ramps to Business 80, and on overall traffic circulation.

## Reduce Left Turn Lanes

The reduction from two to one left-turn lane from 15th Street to Broadway may divert some drivers to change traffic patterns to use 16th Street to Land Park Drive. This requires a two-way conversion of 16th Street between X Street and Broadway.

## More Parking on X Street

Additional parking may be created along the north side of X Street, as the arterial has sufficient roadway width along most blocks to maintain the current lane configuration while adding a seven-foot parking lane. A sidewalk adjacent to new parking is also recommended. Further consideration must be given to the manner in which pedestrian crossings are used to provide connectivity to the sidewalk on the north side of X Street because two intersections have five legs when an on/off ramp join an the intersection.



## Servicing Broadway

### Updating and connecting infrastructure and utility systems along the Broadway Corridor

Major physical improvements to Broadway and adjacent streets may require significant public and private investments. The City does not currently have plans or funds identified for such improvements and the Partnership, and other private investors will likely need to see major proposed development projects move forward before additional funds can be raised for public improvements.

### Develop Comprehensive Infrastructure Improvement and Financing Plan

Develop a plan for backbone infrastructure improvements including sewer, water, and drainage to accommodate higher intensity development envisioned for the Broadway corridor. Prioritize improvements to support infill, reuse, and redevelopment at key locations. The plan should include infrastructure improvement timing in advance of roadway improvements to minimize pavement cuts to newly paved roadways. Coordinate with City Utilities to identify potential funding sources.

### Upgrade Combined System Lines

As part of any street or sidewalk improvements, upgrade storm drainage/sewer lines (i.e., the combined sewer system) to meet the City's minimum 8-inch sewer line standards and expand the storm drain inlet leads to 12-inch pipes for single leads and 15-inch pipes for multiple storm drain inlets. In order to achieve this recommendation, it will likely span the near-, mid-, and long-term timeframes as various improvements are made along the corridor.

### Create Consistent Curb Treatment

Develop consistent vertical curb format from 21st Street to 16th Street and the west side of Riverside Boulevard. Upgrade sidewalks from the front of the building and in some cases change the crowning to the middle of the roadway to create a consistent vertical curb along the corridor. In order to achieve this recommendation, it will likely span the near-, mid-, and long-term timeframes as various improvements are made along the corridor.

### Develop a Comprehensive Street Lighting Strategy

Consistent, regularly spaced street lighting should be created to create a well lit corridor and safe pedestrian environment. Street lighting poles/fixtures should be of a unique design, and perhaps differentiate among the three sub districts. Businesses and buildings fronting on Broadway should have exterior light fixtures that illuminate the building as well as the adjacent sidewalk.

## Thriving Broadway

### Growing businesses and job opportunities on the Broadway corridor

Economic development recommendations relate to the Plan area as a whole as well as each of the three Districts within the corridor: the Lower Broadway or Riverside District, the Tower District and Upper Broadway. A key dimension of the recommendations is the time frame, which in part will be driven by the investments needed to implement the strategies identified in this section. In the short term, additional events and better coordinated activities will help draw greater patronage at relatively low cost. Some physical improvements can be made by individual business or property owners, with cooperation by the City. A prime example is to increase sidewalk seating for some of the restaurants, which may only require changes in parking space use and not extensive physical construction. Simple things like this example can be achieved in the short term.

Infill of new businesses is a short to medium term opportunity, and suitable sites are readily available. In other cases, prospective entrepreneurs may need to coordinate with new development projects or the revitalization of existing facilities that create a better physical environment for new businesses to succeed.

Finally, major physical improvements to Broadway itself, as well as adjacent streets, may require public and private investments that will be longer term in coming to fruition. The City does not currently have plans or funds identified for such improvements and the Partnership and other private investors will likely need to see some of the major proposed development projects move forward before additional funds can be raised or leveraged for public improvements.

### Promotions/Events

A key economic development opportunity is to promote new events in conjunction with activities and events that are already occurring in the Plan area. There is major hub of activity every Sunday at the Farmers' Market under the freeway, which draws about 15,000 people weekly. However, there is a big loss of potential business from people who visit the Farmer's Market and leave without visiting other parts of the Plan area. In addition to the Sunday Farmers' Market, there is an antique fair every second Sunday and a flea market and craft fair every other Sunday. The Partnership should sponsor additional events to complement existing events and activities. With low traffic volumes on Broadway on Sundays, it may be possible to take over part of the street for special events.

Also, the various places of worship along the corridor draw many families on Sundays, many of whom could be attracted to events or restaurants after services. One event suggestion to tie into this opportunity could be "Sunday Brunch on Broadway."

| Overall Corridor | Riverside District | Tower District | Upper Broadway District |
|---|---|---|---|
| • Emphasis on iconic history, eclectic character, ethnic foods<br>• Promotions to attract Farmer's Market and Antique Faire patrons<br>• Fliers to promote the Partnership & website<br>• Fun runs to promote Broadway and connect to other City areas<br>• More entertainment and art events, e.g., Saturday concerts like Chavez Plaza events | • Food Trucks<br>• Marketing campaign for Breakfast On Broadway | • Possible street closures for Sunday events including art, food tastings, entertainment<br>• Pop Up Activities | • Perhaps use large parking lots for weekend activities including entertainment and art events<br>• Coordinate to attract Antique Faire patrons for other activities<br>• Collaborate with North Franklin Business Assn. |

## Physical Improvements

In general, economic development recommendations support the road diet, traffic calming, improved pedestrian and cycling facilities, an increased landscaping. From a business perspective, creating pedestrian oriented nodes with a variety of retail and restaurant opportunities, including outdoor seating and activities, will be most effective in boosting sustained patronage. In addition, there is a strong need for increased wayfinding infrastructure such as kiosks, banners, and business directional signage. One way to create more of an attraction for the Plan area is to develop a Sacramento Walk of Fame or Art Walk where durable monuments are placed in the sidewalk to add interest and a sense of place. Another opportunity might be to work with the Sacramento Tree Foundation to plant more trees along the corridor, thus helping to "green" the corridor, creating shade and improving its sense of place. The following table includes physical improvement recommendations for the overall corridor and the three districts.

| Overall Corridor | Riverside District | Tower District | 21st to SR 99 |
|---|---|---|---|
| • Enhance existing character<br>• Work with property owners to create a plan for vacant and underutilized parcels and buildings, particularly on the west end<br>• Improve pedestrian environment & connections to north & south neighborhoods.<br>• Promote sidewalk restaurant seating – identify resources to help businesses<br>• Consider ways to achieve clustered parking on X St<br>• Green up the Corridor | • NWLP will provide new bike path<br>• Infrastructure for vacant and underutilized sites and buildings<br>• Signage<br>• Need large scale bicycle parking on Sundays and bike racks<br>• Intersection improvements | • Façade improvements<br>• Diagonal parking, informational kiosks @ 16th, small pedestrian plazas with benches & landscaping to mirror Tower theater site<br>• Sidewalk seating for restaurants<br>• Terminate one-ways on 15th & 16th at X instead of Broadway<br>• Bicycle and pedestrian improvements, particularly links to Land Park Drive, Bicycle parking and benches & bike/ped crossing @ 18th St | • Bicycle and pedestrian improvements to connect with rest of Corridor<br>• Create better pedestrian environment along major parking lots - ideally convert to structured parking to allow street-side development of commercial buildings |

## Business Development

In conjunction with the concept of growing Broadway to the north, the Partnership should identify locations and land owners willing to develop incubator sites within each District. These incubators might take on different characters depending on their location, but in general would help to foster local business development and at the same time create new spaces to encourage informal gathering, social interaction and events. For example, an incubator with businesses oriented to the creative class might include digital design services, internet cafes, artist/craftsmen workshops, bicycle shops, Vespa dealerships etc. – situated around gathering places to help create intermediate nodes of activity directly adjacent to Broadway.

## Riverside District Business Development

The Northwest Land Park development will be the most significant catalyst for this area. It is planned to include over 800 units, and be marketed to younger families and possibly empty nesters. It includes approximately 15,000 square feet of commercial space, an "open air" market in one of the existing produce terminal buildings, as well as bike and pedestrian ways.

La Raza Galleria Posada has relocated to Miller Park and can be leveraged as a catalyst for arts-related events and activities. The Northwest Land Park development will be a major attraction for this area and will focus attention on our recommendations for the 5th& Broadway intersection as well as the 5th Street corridor, each of which present opportunities for expanded commercial development.

## Tower District Business Development

The Tower Theater is the most iconic landmark on the corridor and defines a prominent development node at 16th and Broadway, however, it is important to note that the theater itself is in need of architectural stabilization, maintenance and upgrades in order for it to remain viable into the future and retain its 'landmark' status. Given the existing concentration of businesses and amenities here, coupled with prior proposals for a mixed use development on the northeast

corner of the intersection, focus on a strategy of "building back to the Tower", i.e., putting some efforts into other corridor nodes in order to ultimately bring other Broadway assets into context and complement the Tower District. As an example, the LRT station anchors the eastern end of this district and has been previously proposed for a 136 unit mixed use development. In addition, there are a number of opportunities for sidewalk restaurant seating east of the Tower, each of which would greatly enhance the pedestrian nature of this district.

## Development Strategy Phasing

**Short term**: Stage events that connect visitors to each of the districts and the local businesses there. Capitalize on existing events like the Farmers Market and Antique Faire, and attract more nearby residents. Work with restaurants to offer outside seating and develop a more festive, pedestrian-oriented atmosphere. Identify a potential investor who can invest in the Tower Theater to stabilize it and create a master plan for moving forward with preservation and enhancement efforts.

| Overall Corridor | Riverside District | Tower District | 21st to SR 99 |
|---|---|---|---|
| • Identify locations for niche incubators to support entrepreneurs, including green businesses & arts<br>• Identify financing for existing business expansion & upgrades<br>• Leverage catalyst sites for new development<br>• Promote "pop-up" businesses<br>• Support residential where feasible | • Adaptive reuse of industrial and warehouse; multi-use interior craftsmen malls, garden supply, specialty grocers<br>• Target parking lot corner infill | • Building upgrades and site improvements to attract new businesses<br>• Better utilize second floor spaces | • Surveys of office workers and residents to determine demand for a greater variety of services and restaurants<br>• Promotions of mixed use including residential |

**Medium term**: Work with property owners to identify sites for small business incubators, each with its own theme, to encourage local independent business development. Work with property owners on currently underutilized parcels, so that as major catalyst development proceeds, compatible spin off development can occur. Create a marketing strategy to capture more local and regional market share.

**Long term**: Major physical improvements in the corridor should occur in concert with catalyst developments.

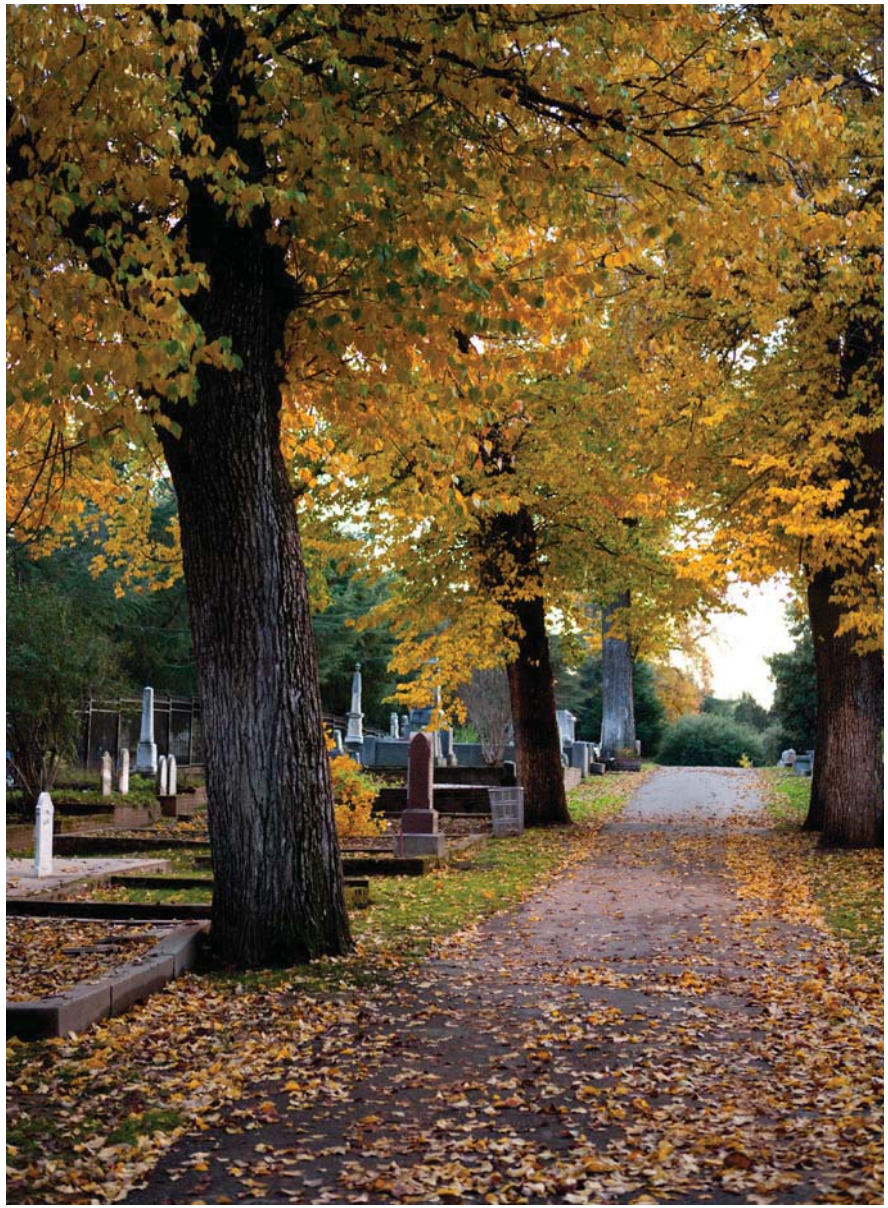
## Funding and Implementation

The Partnership is currently in the process of renewing its Business Improvement District assessment funding. This will provide a budget for marketing and other improvements during the next five years. The Partnership can work with the City to apply for regional, state and federal planning grants, such as those from Caltrans, SACOG and the Strategic Growth Council. Additionally, the north side of Broadway and west end of Riverside are low/moderate income neighborhoods which may be eligible for CDBG funding through the City.

Other tools exist to help leverage private sector investments as well. Job-creating projects may be eligible for programs, such as EB-5, which can attract foreign investment. This program is operated through the US Center for Immigration Services (USCIS) and has helped fund job-creating business development in many communities. As the Partnership continues to engage the community, local businesses and property owners, funding for local projects will likely require a broad mix of local and non-local private investments, as well as strategically leveraged public funds. Financing strategies include:

- Funding focus will need to shift to private sector assessments such as the PBID, particularly with loss of redevelopment agency partnering
- The PBID can work with the City to apply for regional, state and federal planning grants, such as those from Caltrans, SACOG and the Strategic Growth Council

- The north side of Broadway and west end of Riverside are low/moderate income neighborhoods and may be eligible for CDBG funding through the City
- Job-creating projects may be eligible for programs like EB-5 that attract foreign investment
- Short term strategies such as more frequent events, coupled with business promotions and sidewalk restaurant seating can help induce greater private sector investment by demonstrating market potential without large financial investments
- Density incentives can help leverage private investment to fund public amenities and help subsidize affordable business spaces. It is critical to have a plan in place so that incremental changes contribute to a cohesive whole and overall more successful Plan area.
- Explore new business funding sources such as Crowd Funding



# Implementing and Monitoring

## Implementing an administrative and regulatory framework to achieve the Broadway Vision

This recommendations section provides a summary of actions that the City of Sacramento, the Greater Broadway Partnership, their private sector partners (i.e., property-owners, businesses), and residents along Broadway can undertake to achieve the Broadway Vision. The Broadway Vision Plan is intended to help guide development, investment, and infrastructure improvements over a long-term timeframe. It conveys priorities for both public and private investments and enhancements. Depending on the market and other factors, the Broadway Vision could happen faster or slower. However, in order for the Vision to begin to be achieved it needs the support of those working along the corridor and a succinct administrative and regulatory framework.

### Update Plans and Regulations

The Broadway Vision Plan will be implemented through development standards that are unique to the Broadway Corridor. The recommendations are designed to encourage individual projects and infrastructure investments that support the overall vision of the General Plan. The City of Sacramento should use the recommendations described in this Plan and its project review process as a primary tool to implement the Broadway Vision. This should be accomplished through updates to City plans, standards, and guidelines and conditions of approval. While new development standards will be implemented by both existing and new development, it is not this Plan's intention to create numerous non-conforming uses that will be limited in their ability to operate or upgrade. The Greater Broadway Partnership and the City instead should make every effort to assist existing "nonconfirming" businesses continue their operations until market forces make it advantageous for the business or property to transition to uses more consistent with the Vision for the Broadway Corridor.

### Phase Implementation

A phased plan for implementing the Broadway Vision Plan should be created to coordinate and plan efforts in the near-, mid-, and long-term. This should include actions by the Greater Broadway Partnership, City, and private property owners. At a practical level, a phasing plan should provide for orderly implementation and strive to lessen impacts on existing businesses and residents. At a strategic level, it should increase the market interest and quality of investment. It should also reduce costs and time required to make improvements.

### Provide Technical Assistance

The Greater Broadway Partnership and the City should work together to provide technical assistance for a variety of activities that support revitalization of Broadway, such as supporting a merchants and property owners, tenant recruitment, and providing architectural design services as part of a commercial rehabilitation loan program. A staff coordinator should be employed by both the Partnership and the City to carry out these responsibilities and serve as a primary contact with business and property owners.

### Carryout Code Enforcement

The quality of existing development should be maintained through property inspection and code enforcement. The City's Code Enforcement Department should conduct a systematic review of the buildings along the Broadway Corridor to identify existing violations of City codes and standards, with a particular emphasis on those standards that affect the physical appearance of the corridor. The City and the Greater Broadway Partnership should also undertake a program that emphasizes voluntary compliance and incentives in resolving code violations.

## Pursue Funding

Revitalizing Broadway and improving its appearance and function will require continued public and private investments in the physical structure of the corridor. Financing the public and private improvements required to transform Broadway will involve the strategic and creative use of numerous funding sources. The sources most likely to be utilized include the following:

1. A combination of federal, state, and local funding.
2. Formation of one or more land-secured financing districts.
3. Developer equity, conventional financing, and other forms of private financing.

In order to focus efforts funding efforts and , a financing plan should be developed to pay for the various improvements and efforts that will be required, such as administrative costs, roadway construction, parking reconfiguration, catalyst site support, and façade improvements.

## Monitor Implementation

The Greater Broadway Partnership and the City should monitor implementation of the Broadway Vision Plan through preparation and review of an annual report on the State of the Corridor. The report should be prepared by the Partnership and presented to the Planning Commission and City Council every year. The report should, at a minimum, focus on the status of the following:

- Roadway improvements and streetscape
- Recruitment of businesses and developers
- Agency assistance to local businesses
- Property acquisition
- Code enforcement and security efforts
- Business promotion activities

## Build Partnerships

Implementation of the Broadway Vision Plan will require the sustained efforts of effective public-private partnerships. The following describes the recommended roles of the various implementation partners.

### Greater Broadway Partnership

The Greater Broadway Partnership has provided overall leadership in developing the Broadway Vision Plan and will provide the overall leadership in implementing the Plan. The Partnership will need to undertake a range of activities to support changes along Broadway and to stimulate private investment. This includes technical assistance, marketing, and monitoring success.

### City of Sacramento

The City of Sacramento will be a key leader in implementing the plan by establishing a supportive regulatory framework and making targeted infrastructure investments. The City will need to undertake a range of administrative and regulatory actions to implement the Vision. The City should formally incorporate the Broadway Vision Plan into the General Plan and implement it through regulatory actions including zoning, development approvals, and building permits. The City should also implement the Plan through funding and constructing mobility and other infrastructure projects.

### Property Owners

The numerous private property owners along the Broadway Corridor will play the key role in implementing the Broadway Vision Plan since they control the land and existing buildings that form the foundation of the future of Broadway. While continuing use and future investments of all private property along the corridor must comply with City zoning and development approval conditions, private property owners must invest in their property or in some cases be ready to sell to other owners who will carry out the recommendations of this Plan. Property owners will be acting collectively through the Greater Broadway Partnership.

**Business Owners**

Like property owners, business owners along Broadway must invest in their businesses, make changes in their businesses to respond to new market opportunities, or be willing to sell their businesses to others who are willing to carry out the directives of this Plan. Business owners will be acting collectively through the Greater Broadway Partnership.

**Area Residents**

Area residents include those families and individuals who live along the Broadway Corridor and those in adjacent residential developments and neighborhoods. They should be the greatest beneficiaries of the reinvention of Broadway, but they may also be periodically inconvenienced by the development activities that are necessary in realizing the Vision. Area residents will have a major voice in ensuring that future projects conform to the vision of Broadway laid out in this Plan.

**Developers**

Developers are the private entrepreneurs that will be the catalysts for assembling land, securing financing, securing development approvals, and actually building projects consistent with the Vision for the Plan area. In some cases, they may include not-for-profit developers of affordable housing (particularly in the Lower Broadway/Riverside District). Developers will need to act in coordination with the City of Sacramento and the Greater Broadway Partnership so that mutual goals can be met.

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# Attachment A

Broadway Vision Plan

Retail Market Analysis

# BROADWAY VISION PLAN
# RETAIL MARKET ANALYSIS

## MAY 31, 2012

**Prepared for**

Urban Land Institute Technical Advisory Panel (TAP)
Broadway Partnership

**Prepared by**

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APPLIED
DEVELOPMENT
ECONOMICS

# INTRODUCTION

As part of the ULI Team Broadway Vision Plan, Applied Development Economics (ADE) conducted a retail leakage analysis to measure local household spending levels for retail/services stores. This work accompanies the Economic Development analysis and recommendations included in the ULI Vision Plan.

# DESCRIPTION OF THE MARKET AREA

## MARKET AREA BOUNDARIES

Broadway serves both a local market area and a regional market area. Figure 1 shows the local market area, which is defined to include census tracts 19-27 near Downtown Sacramento. Broadway runs parallel to the freeway east-west through the upper part of the market area. The neighborhoods to the south are bounded by Sutterville Rd., Land Park and Sacramento City College. Freeport Blvd. also supports a number of commercial businesses on a north-south axis through the market area. The market area is limited in the north by the S Street commercial corridor and by other commercial districts in Mid-town and Downtown Sacramento.

**FIGURE 1**

The regional market area is defined in one sense by the draw from larger retail establishments such as Target. This market area is shown in Figure 2. In another sense,

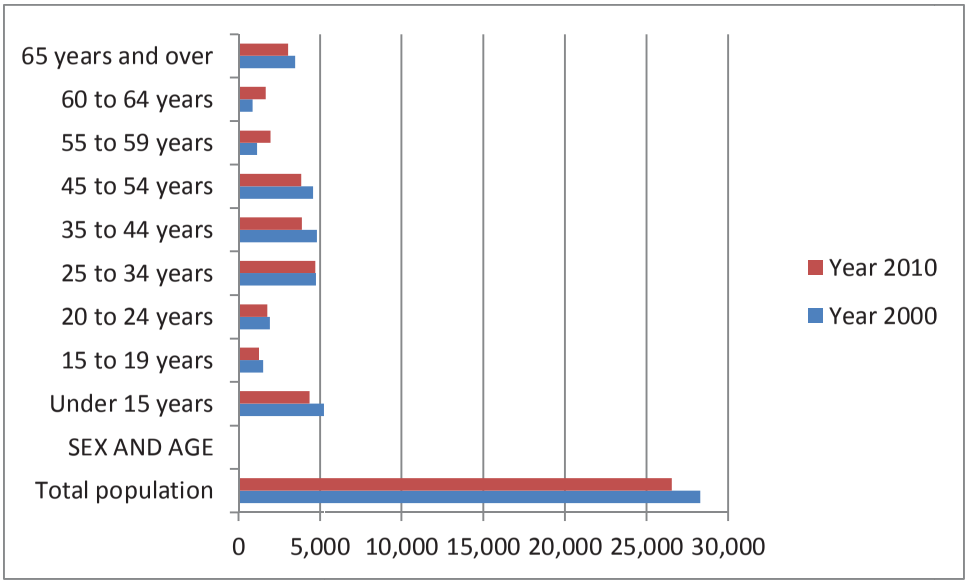
Broadway's visibility off the freeway and the identification with the Tower Theater, makes the area recognizable to travelers throughout Sacramento and Northern California. Although the ULI Team has not conducted a regional-level leakage analysis for this study, the fact that the number of stores in the local market area far exceeds the local demand, as indicate din the tables below, indicates that Broadway serves a regional market function.

**FIGURE 2**

## POPULATION AND DEMOGRAPHICS

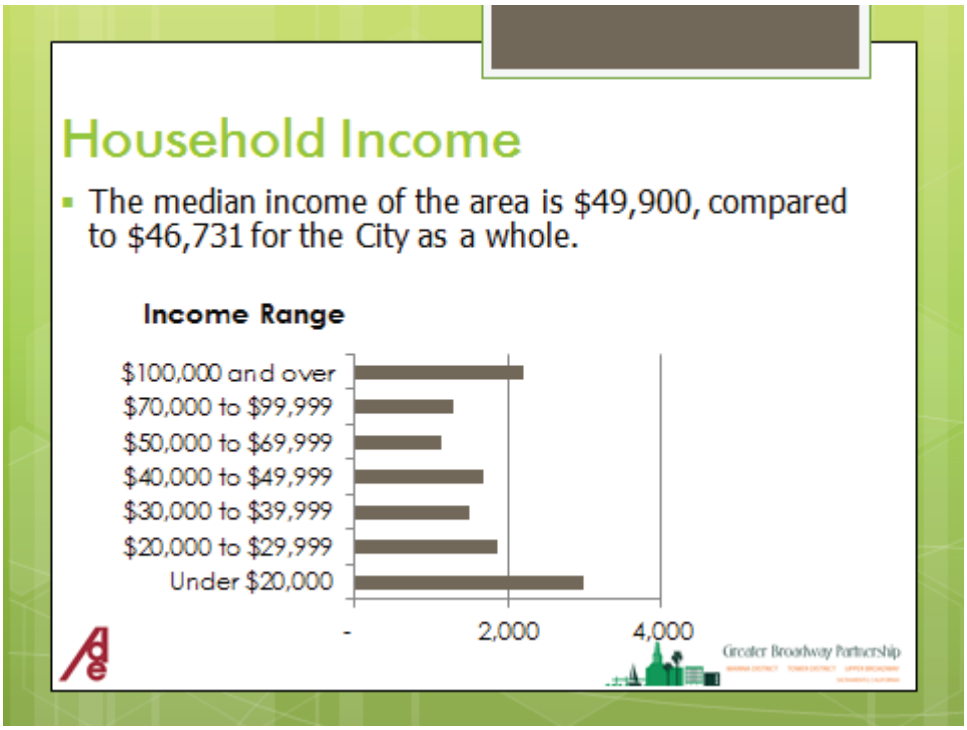
The local market area includes about 12, 700 households and about 26,500 people. This is down from 28,300 people in 2000. Population has aged slightly overall but is younger in areas north of Broadway (Figure 3)

**FIGURE 3.**
**LOCAL BROADWAY MARKET AREA AGE DISTRIBUTION**




The local market area has a higher household income than the City as a whole but also a very diverse income distribution, with a substantial number of households with less than $20,000 in annual income (Figure 4).

**FIGURE 4**
**HOUSEHOLD INCOME DISTRIBUTION**



## RETAIL MARKET DEMAND AND SUPPLY

The ULI Team calculated the household demand for retails goods and services, which is shown in Table 1 and 2 below. For each store type, the tables show the purchasing power based on the detailed income characteristics of the market area. In order to compare this demand to the supply of retail stores in the area, it would be ideal to have sales figures from the stores, which can be obtained through detailed sales tax records. However, for this analysis, the ULI Team conducted the analysis on an average sales per store type basis.

The middle columns show the typical sales level for each type of store and then the number of stores that should be supportable in the neighborhood. The supportable stores are shown with a decimal to indicate whether or not demand is sufficient to support at least half of the average size store or less. Since the average store sizes are based on national averages, there can be substantial variation in actual store sales at the local level. It is not uncommon for local independent stores to survive on 50 percent of national store sales averages.

The ULI Team completed an inventory of stores on Broadway and those located on other commercial thoroughfares in the market area. The specific stores are shown in Appendix A. Since several of the commercial districts border the Broadway market area, they serve households both within and outside of the Broadway market area.

In reviewing the results of the analysis, there are few if any store type categories that are underserved in the Broadway Area from the standpoint of the presence or absence of stores in the market area. However, this does not necessarily mean that all the stores in the district are meeting local consumer needs. Stores may be underperforming and not offering the current mix of goods and services desired by the community. Also, it is clear that many stores on Broadway serve a regional clientele and may be less oriented to the needs of local neighborhoods. In order to get to the next level of analysis of retail market gaps and opportunities, it would be useful for the Greater Broadway Partnership (GBP) to take several steps to gain more information, in collaboration with the City of Sacramento.

1) Conduct surveys of residents and office workers to learn whether they patronize local stores and what services or types of stores they would like to see on Broadway.

2) Work with the City to review detailed sales tax data to determine if existing stores are underperforming and need to adjust their product mix or pricing to better meet consumer demand(this would have to be handled in accordance with state guidelines to preserve individual store confidentiality).

3) Survey local merchants to find out how much of their customer base is local vs. regional and discuss ways they might improve their market capture.

With these steps, GBP could develop a more responsive commercial development strategy, integrated with the other economic development recommendations from the ULI Team.

**TABLE 1**
**LOCAL BROADWAY MARKET AREA**
**RETAIL SPENDING POWER COMPARED TO THE INVENTORY OF STORES**

| Retail Group | Household Spending Distribution | National Average Sales Per Store | Number of Supportable Stores | Actual Stores On Broadway | Actual Stores Off Broadway | Total Stores in Market Area |
|---|---|---|---|---|---|---|
| TOTAL | $250,783,425 | | 91.3 | 74 | 164 | 238 |
| APPAREL STORE GROUP | $10,805,009 | | | | | |
| Women's Apparel | $2,828,622 | $1,263,288 | 2.2 | | 1 | 1 |
| Men's Apparel | $775,539 | $1,196,488 | 0.6 | | 1 | 1 |
| Family Clothing | $4,999,419 | $3,878,293 | 1.3 | | 3 | 3 |
| Shoe Stores | $2,201,430 | $1,091,111 | 2.0 | | 1 | 1 |
| GENERAL MERCHANDISE GROUP | $46,791,095 | | | | | |
| Department Stores/Other General Merchandise | $21,974,776 | | | | | |
| Discount Stores | $14,067,664 | $42,112,022 | 0.3 | 1 | 1 | 2 |
| Department Stores | $7,906,952 | $36,026,321 | 0.2 | | | 0 |
| Other General Merchandise | $13,805,914 | | | | | |
| Warehouse Clubs and Superstores | $10,687,322 | | | 1 | | 1 |
| Misc. General Merchandise | $3,118,592 | $2,112,527 | 1.5 | 1 | | 1 |
| Drug & Proprietary Stores | $11,010,405 | $5,416,139 | 2.0 | 1 | 1 | 2 |
| SPECIALTY RETAIL GROUP | $16,820,588 | | | | | |
| Gifts & Novelties | $969,809 | $630,685 | 1.5 | | 6 | 6 |
| Sporting Goods | $2,516,227 | $1,742,304 | 1.4 | 1 | 3 | 4 |
| Florists | $401,490 | $385,556 | 1.0 | 1 | 3 | 4 |
| Photographic Equipment | $192,693 | $1,959,387 | 0.1 | | | 0 |
| Records & Music | $858,340 | $921,592 | 0.9 | 1 | 1 | 2 |
| Books & Stationery | $2,227,280 | $1,950,697 | 1.1 | 1 | 2 | 3 |
| OFFICE SUPPLIES/COMPUTER EQUIPMENT | $2,331,261 | | | | | |
| Office Supplies | $768,297 | $2,794,504 | 0.3 | | 3 | 3 |
| Computer Equipment | $1,562,964 | $3,530,725 | 0.4 | 1 | 3 | 4 |
| Jewelry | $1,452,535 | $1,240,991 | 1.2 | | 3 | 3 |
| MISC. SPECIALTY RETAIL | $5,870,954 | | | | | |
| Cosmetics/Beauty Supply | $485,315 | $954,365 | 0.5 | | | 0 |
| Optical Goods | $1,177,276 | $715,725 | 1.6 | | | 0 |
| Other Health/Personal Care Stores | $898,979 | $812,619 | 1.1 | 1 | | 1 |
| Toys & Hobbies | $1,145,049 | $1,917,126 | 0.6 | 1 | 1 | 2 |
| Pet Stores | $937,405 | $1,541,644 | 0.6 | | 3 | 3 |
| Other Misc. Specialty Stores | $1,226,929 | $1,224,590 | 1.0 | 2 | 24 | 26 |

| Retail Group | Household Spending Distribution | National Average Sales Per Store | Number of Supportable Stores | Actual Stores On Broadway | Actual Stores Off Broadway | Total Stores in Market Area |
|---|---|---|---|---|---|---|
| FOOD, EATING AND DRINKING GROUP | $74,438,048 | | | | | |
| Grocery Stores | $38,289,141 | | | | | |
| Supermarkets | $36,617,349 | $8,966,934 | 4.1 | 1 | 2 | 3 |
| Convenience Stores | $1,671,774 | $1,106,865 | 1.5 | 6 | 8 | 14 |
| Specialty Food Stores | $1,094,365 | $786,248 | 1.4 | 2 | 7 | 9 |
| Liquor Stores | $1,758,066 | $903,649 | 1.9 | | | 0 |
| Eating Places | $33,296,476 | | | | | |
| Full-Service Restaurants | $16,915,088 | $1,007,101 | 16.8 | 25 | 20 | 45 |
| Other Eating Places | $16,381,388 | $771,011 | 21.2 | 13 | 39 | 52 |
| Drinking Places | $1,059,809 | $541,387 | 2.0 | 1 | 9 | 10 |
| BUILDING MATERIALS AND | | | | | | |
| HOMEFURNISHINGS GROUP | $24,868,729 | | | | | |
| FURNITURE & HOME FURNISHINGS | $6,792,312 | | | | | |
| Furniture Stores | $4,272,044 | $2,205,007 | 1.9 | 1 | 2 | 3 |
| Other Home Furnishings Stores | $2,520,268 | $1,715,740 | 1.5 | 2 | 1 | 3 |
| Household Appliances & Electronics | $4,871,947 | $2,815,808 | 1.7 | 1 | 3 | 4 |
| Used Merchandise | $512,683 | $761,803 | 0.7 | 2 | 4 | 6 |
| Nurseries & Garden Supply Stores | $2,433,601 | $1,726,777 | 1.4 | | 1 | 1 |
| Lumber & Other Building Materials | $6,316,089 | $4,898,486 | 1.3 | 1 | 1 | 2 |
| Home Centers and Hardware Stores | $3,599,346 | $26,446,432 | 0.1 | 1 | | 1 |
| Paint & Wallpaper | $342,751 | $1,862,838 | 0.2 | | | 0 |
| AUTOMOTIVE GROUP | $77,059,956 | | | | | |
| New Cars & RVs | $40,261,015 | $39,133,717 | 1.0 | | | 0 |
| Used Car Dealers | $2,954,012 | $3,590,315 | 0.8 | | | 0 |
| Gasoline Service Stations | $29,186,769 | $5,232,134 | 5.6 | 2 | 6 | 8 |
| Mobile Homes & Trailers | $22,162 | $2,702,220 | 0.0 | | | 0 |
| Auto Parts & Accessories | $2,684,604 | $1,386,834 | 1.9 | 3 | 1 | 4 |
| Other Vehicles | $1,951,394 | $4,794,591 | 0.4 | | | 0 |

**TABLE 2**
**LOCAL BROADWAY MARKET AREA**
**LOCAL SERVICES SPENDING POWER COMPARED TO THE INVENTORY OF STORES**

| Service Category | Household Spending | National Average Sales Per Store | Supportable Stores | Actual Stores On Broadway | Actual Stores Off Broadway | Total Stores in Market Area |
|---|---|---|---|---|---|---|
| TOTAL SERVICES SPENDING | $40,224,834 | | 67.9 | 64 | 92 | 156 |
| RENTAL SERVICES | | | | | | |
| Automotive Rental | $604,225 | $4,030,009 | 0.1 | | | 0 |
| Automotive Leasing | $4,285,804 | $4,030,009 | 1.1 | | | 0 |
| Electronics and Appliances Rental | $25,852 | $862,456 | 0.0 | | | 0 |
| Apparel Rental | $50,243 | $546,217 | 0.1 | 1 | | 1 |
| Video Rental | $611,527 | $1,113,051 | 0.5 | 1 | 2 | 3 |
| Health Equipment Rental | $38,412 | $1,297,606 | 0.0 | | | 0 |
| Musical Instrument Rental | $34,907 | $1,297,606 | 0.0 | | | 0 |
| Furniture Rental | $34,469 | $1,297,606 | 0.0 | | | 0 |
| Recreational Vehicle Rental | $38,120 | $1,297,606 | 0.0 | | | 0 |
| Sports Equipment Rental | $25,705 | $1,297,606 | 0.0 | | | 0 |
| General Rental Centers | $10,662 | $1,072,602 | 0.0 | | | 0 |
| Office Equipment Rental | $8,763 | $1,773,719 | 0.0 | | | 0 |
| PROFESSIONAL SERVICES | | | | | | |
| Legal Services | $1,877,522 | $1,552,712 | 1.2 | 4 | 6 | 10 |
| Accounting Services | $849,011 | $1,531,717 | 0.6 | 3 | 1 | 4 |
| MEDICAL SERVICES | | | | | | |
| Physician Services | $2,131,802 | $1,551,269 | 1.4 | 5 | 2 | 7 |
| Dental Services | $3,303,592 | $680,160 | 4.9 | 1 | 1 | 2 |
| Eyecare and Other Medical Services | $660,894 | $413,070 | 1.6 | 1 | | 1 |
| Convalescent/Nursing Home Services | $888,299 | $1,299,250 | 0.7 | | | 0 |
| Child Care, Day Care, Nursery, Preschools | $3,911,322 | $458,304 | 8.5 | | | 0 |

| Service Category | Household Spending | National Average Sales Per Store | Supportable Stores | Actual Stores On Broadway | Actual Stores Off Broadway | Total Stores in Market Area |
|---|---|---|---|---|---|---|
| REPAIR SERVICES | | | | | | |
| Auto Repair | $6,981,228 | $471,196 | 14.8 | 8 | 14 | 22 |
| Auto Body Repair | $516,008 | $945,538 | 0.5 | 3 | 4 | 7 |
| Electronics Repair | $93,036 | $3,123,149 | 0.0 | | | 0 |
| Appliance Repair | $215,429 | $620,423 | 0.3 | | | 0 |
| Reupholstery, Furniture Repair | $167,232 | $319,180 | 0.5 | | | 0 |
| Shoe Repair | $28,188 | $244,664 | 0.1 | | 1 | 1 |
| Other Household Repair | $400,626 | $372,271 | 1.1 | 1 | 4 | 5 |
| PERSONAL SERVICES | | | | | | |
| Personal Care Services | $2,562,076 | $218,687 | 11.7 | 19 | 35 | 54 |
| Funeral Services and Crematories | $1,247,884 | $1,070,199 | 1.2 | 2 | 1 | 3 |
| Coin-Op Laundry | $648,917 | $495,978 | 1.3 | 1 | 2 | 3 |
| Laundry and Dry Cleaning | $1,152,511 | $323,276 | 3.6 | 1 | 5 | 6 |
| Pet Care | $1,157,331 | $294,841 | 3.9 | 1 | 4 | 5 |
| Photofinishing | $491,763 | $1,927,906 | 0.3 | 1 | | 1 |
| Automobile Parking | $403,839 | $515,264 | 0.8 | | | 0 |
| ENTERTAINMENT/RECREATION | | | | | | |
| Movie, Theatre, Opera, Ballet | $1,374,221 | $4,010,588 | 0.3 | 4 | 2 | 6 |
| Sporting Events | $505,931 | $13,940,226 | 0.0 | | | 0 |
| Participant Sports | $1,024,422 | $384,561 | 2.7 | | 3 | 3 |
| Recreational Lessons | $496,291 | $312,789 | 1.6 | 2 | 3 | 5 |
| Social, Recreation, Civic Club Membership | $1,366,772 | $596,204 | 2.3 | 5 | 2 | 7 |

# APPENDIX A: BROADWAY BUSINESSES

| Retail Group | Stores On Broadway 2012 | | | | | |
|---|---|---|---|---|---|---|
| **Apparel Store Group** | | | | | | |
| **Women's Apparel** | | | | | | |
| **Men's Apparel** | | | | | | |
| **Family Clothing** | | | | | | |
| **Shoe Stores** | | | | | | |
| **General Merchandise Group** | | | | | | |
| **Department Stores** | | | | | | |
| **Discount Stores** | Target | | | | | |
| **Department Stores** | | | | | | |
| **Other General Merchandise** | | | | | | |
| **Warehouse Clubs and Superstores** | Smart & Final | | | | | |
| **Misc. General Merchandise** | Fringe | | | | | |
| **Drug & Proprietary Stores** | Walgreens | | | | | |
| **Specialty Retail Group** | | | | | | |
| **Gifts & Novelties** | | | | | | |
| **Sporting Goods** | Broadway Bait, Rod & Gun | | | | | |
| **Florists** | Design with Florae | | | | | |
| **Photographic Equipment** | | | | | | |
| **Records & Music** | Dimple Records | | | | | |
| **Books & Stationery** | The Avid Reader at the Tower | | | | | |
| **Office Supplies/Computer Equipment** | | | | | | |
| **Office Supplies** | | | | | | |

| Retail Group | Stores On Broadway 2012 | | | | | |
|---|---|---|---|---|---|---|
| **Computer Equipment** | R & D Data Corp | | | | | |
| **Jewelry** | | | | | | |
| **Misc. Specialty Retail** | | | | | | |
| **Cosmetics/Beauty Supply** | | | | | | |
| **Optical Goods** | | | | | | |
| **Other Health/Personal Care Stores** | McDonald Hearing Aid Center | | | | | |
| **Toys & Hobbies** | Broadway Comics | | | | | |
| **Pet Stores** | | | | | | |
| **Other Misc. Specialty Stores** | Sacramento Beekeeping Supplies | The Catholic Store | | | | |
| **Food, Eating and Drinking Group** | | | | | | |
| **Grocery Stores** | | | | | | |
| **Supermarkets** | Target Grocery Dept. | | | | | |
| **Convenience Stores** | Gas Station Mini-Marts | | | | | |
| **Specialty Food Stores** | Asian Food Center | Broadway Donuts | | | | |
| **Meat & Fish Markets** | | | | | | |
| **Fruit & Vegetable Markets** | | | | | | |
| **Misc. Specialty Food** | | | | | | |
| **Liquor Stores** | C & B Liquors | Tower Liquor | | | | |
| **Eating Places** | | | | | | |
| **Full-Service Restaurants** | Andy Nguyen's<br>Fortune House Seafood Rest.<br>New Canton<br>Pho BacHoa Viet<br>Wing Fung Tong | Don Roberto's<br>Golden Dragon<br>Queen Sheba | Chada Thai<br>Iron Steaks<br>New Station<br>Sims Diner | Chicken & Fish Teriyaki<br>Jamie's Broadway Grille<br>Pancake Circus<br>Taste of Thai | China Buffet<br>Kathmandu Kitchen<br>Pancho'sCocina<br>Mexicana and Grill<br>Thai Spice | Dim Sum House<br>Miso<br>Panda House<br>Tower Café |
| **Other Eating Places** | Carl's Jr.<br>Quizno's<br>Willie Burgers | Giant Pizza<br>Subway Sandwiches | Jamba Juice<br>Taco Bell | L&L Hawaiian BBQ<br>Wienerschnitzel | Los Jarritos<br>Javaloungе | McDonald's<br>Starbucks |
| **Drinking Places** | XO Lounge | | | | | |

| Retail Group | Stores On Broadway 2012 | | | | | |
|---|---|---|---|---|---|---|
| **Building Materials And Homefurnishings Group** | | | | | | |
| **Furniture & Home Furnishings** | | | | | | |
| **Furniture Stores** | Living Space Furnishings and Home Accents | | | | | |
| **Other Home Furnishings Stores** | HomeStyle | Kustom Kitchen Designs | | | | |
| **Household Appliances & Electronics** | Aerus Electrolux | | | | | |
| **Used Merchandise** | Broadway Pawn | The Antique Company | | | | |
| **Nurseries & Garden Supply Stores** | | | | | | |
| **Lumber & Other Building Materials** | Waldo Bowers Floors | | | | | |
| **Home Centers and Hardware Stores** | P & M Tool Center | | | | | |
| **Paint & Wallpaper** | | | | | | |
| **Automotive Group** | | | | | | |
| **New Cars & RVs** | | | | | | |
| **Used Car Dealers** | | | | | | |
| **Gasoline Service Stations** | Arco Gas Station | Broadway 76 | Chevron Station | Ed's 76 | One Stop Gas | Valero/Maks Quick Corner |
| **Mobile Homes & Trailers** | | | | | | |
| **Auto Parts & Accessories** | AutoZone Auto Parts | CarQuest Auto Parts | Kragen's Auto Parts | | | |
| **Other Vehicles** | | | | | | |
| **Rental Services** | | | | | | |
| **Automotive Rental** | | | | | | |
| **Automotive Leasing** | | | | | | |
| **Electronics and Appliances Rental** | | | | | | |
| **Apparel Rental** | Pinup Weddings | | | | | |
| **Video Rental** | L'Amour Shoppe | | | | | |
| **Health Equipment Rental** | | | | | | |

| Retail Group | Stores On Broadway 2012 | | | | | |
|---|---|---|---|---|---|---|
| **Musical Instrument Rental** | | | | | | |
| **Furniture Rental** | | | | | | |
| **Recreational Vehicle Rental** | | | | | | |
| **Sports Equipment Rental** | | | | | | |
| **General Equipment Rentals** | | | | | | |
| **Office Equipment Rental** | | | | | | |
| **Professional Services** | | | | | | |
| **Legal Services** | Alpine Investigations | dbRonk& Co. | Family Law Offices of Eileen S. Gillis | Garfinkle and Randall LLP | | |
| **Accounting Services** | Barbara G. Rasmussen CPA | Tax Express | World Master Financial | | | |
| **Medical Services** | | | | | | |
| **Physician Services** | Crossroads Chiropractic<br>NorCal Alternative Healing | Exam One | | Lee's Clinic | Delta Health and Wellness | Capitol Wellness |
| **Dental Services** | Robert Nance DDS | | | | | |
| **Eyecare and Other Medical Services** | Kubo & Kubo Optometrists | | | | | |
| **Convalescent/Nursing Home Services** | | | | | | |
| **Child Care, Day Care, Nursery, Preschools** | | | | | | |
| **Repair Services** | | | | | | |
| **Auto Repair** | Anderson's Transmissions Inc.<br>Smog Wizard | Ben & Sons Auto Tech<br>T-1 Automotive | Larry'Z Auto Works | Lee and Nakata Auto Service | Red Rocket Auto Tech | Smog Express |
| **Auto Body Repair** | McCulley Brothers Auto | Saldivar Auto Body | Scrub Boys | | | |
| **Electronics Repair** | AV Studios | | | | | |
| **Appliance Repair** | | | | | | |
| **Reupholstery, Furniture Repair** | | | | | | |
| **Shoe Repair** | | | | | | |
| **Other Household Repair (Inc. tools, computers, tailoring)** | Li's Alterations | | | | | |

| Retail Group | Stores On Broadway 2012 | | | | | |
|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | |
| **Personal Care Services** | Advanced Electrolysis<br>Hair Direction<br>Tower Hair | Kevin Michael Salon<br>Kutz Barbershop<br>Tower Nails | Barber Zone<br>Morelife!<br>IRIESpa<br>Forever Tattoo | Dandelion Spa<br>Move!<br>Sacramento Tattoo | Diva's Hair Boutique<br>Pedicure Lounge<br>Sage Off Broadway | DoubleTake<br>Hair Gallery<br>The Pedicure Lounge |
| **Funeral Services and Crematories** | City Cemetery | Rhukla headstones | | | | |
| **Coin-Op Laundry** | Broadway Wash & Dry | | | | | |
| **Laundry and Dry Cleaning** | Sterling Cleaners | | | | | |
| **Pet Care** | Broadway Veternary Hospital | | | | | |
| **Photofinishing** | Busselen Photo Illustrators | | | | | |
| **Automobile Parking** | | | | | | |
| **Entertainment/Recreation** | | | | | | |
| **Movie, Theatre, Opera, Ballet** | SIMZ Productions | The Set List | Tower Theater | Beatnik Studios | | |
| **Sporting Events** | | | | | | |
| **Participant Sports** | | | | | | |
| **Recreational Lessons** | Akido Center | It's All Yoga | | | | |
| **Social, Recreation, Civic Club Membership** | Gee How Oak Tin Association | Yee Benevolent Association | Buddhist Church of Sacramento | Roman Catholic Offices - Diocese of Sacramento | Capital City Motorcycle Club | |
| **Other Services** | Community Resources Project - W.I.C. | W.I.C. (Women In Care) | Sacjobs | Sacramento Works Career Center | Family Study Center | 9th & X Self Storage |
| | Pinnicle Pest Control | Direct TV | United States Postal Service | Miyamoto Travel | Travel for Less | Sacramento Business Journal |
| | C.W. Wright Insurance Services | California Bank & Trust | California Check Cashing Store | Golden 1 Credit Union | Bank of America | Money Mart |
| | National Commerical - | Capital Realtors | Chase Bank | GLC Real Estate | West Coast Mortgage Group & Realty Company | Ballew and Co. |
| | Tee Janitorial & Maintenance | National Taxi | Cellular City | | | |

| Retail Group | Located in Broadway Market Area | | | | | |
|---|---|---|---|---|---|---|
| **Apparel Store Group** | | | | | | |
| **Women's Apparel** | Ann's Loft | | | | | |
| **Men's Apparel** | Echo Shirts Screen Printing | | | | | |
| **Family Clothing** | Babies & Beyond Clothing | Mi Casita De Munecas Bridal & Formal Wear | Bows and Arrows | | | |
| **Shoe Stores** | Shoe Daca | | | | | |
| **General Merchandise Group** | | | | | | |
| **Department Stores** | | | | | | |
| **Discount Stores** | Dollar Tree | | | | | |
| **Department Stores** | | | | | | |
| **Other General Merchandise** | | | | | | |
| **Warehouse Clubs and Superstores** | | | | | | |
| **Misc. General Merchandise** | | | | | | |
| **Drug & Proprietary Stores** | Rite Aid | | | | | |
| **Specialty Retail Group** | | | | | | |
| **Gifts & Novelties** | This n' That Thrift & Gift | Trophy Center | J&J | Sakura Gifts | Mother Goose Store | The Yorozi Oriental Gifts |
| **Sporting Goods** | College Cycling | Land Park Ski and Sports | The Bicycle Business | | | |
| **Florists** | Kiyo's Floral Shop | Royal Florist | Balshor Florist | | | |
| **Photographic Equipment** | | | | | | |
| **Records & Music** | Kline Music | | | | | |
| **Books & Stationery** | Beer's Books | Underground Books | | | | |
| **Office Supplies/Computer Equipment** | | | | | | |
| **Office Supplies** | The UPS Store (2) | Fed Ex Office | | | | |
| **Computer Equipment** | Page Design Inc. | Computer Sales Upgrade & Repair | Wan's Satellite Cellular Computer | | | |

| Retail Group | Located in Broadway Market Area | | | | | |
|---|---|---|---|---|---|---|
| **Jewelry** | King Jewelers | Coins We Buy Gold & Silver Jewelry | Henry's Watch Repair | | | |
| **Misc. Specialty Retail** | | | | | | |
| **Cosmetics/Beauty Supply** | | | | | | |
| **Optical Goods** | | | | | | |
| **Other Health/Personal Care Stores** | | | | | | |
| **Toys & Hobbies** | HR Sports Cards | | | | | |
| **Pet Stores** | Pet Extreme | Land Bark Pet Supplies | Capitol Aquarium Supplies | | | |
| **Other Misc. Specialty Stores** | Cardenas Cigars<br>Appell Gallery & Photography<br>Blue Crow Studio<br>Tangent Gallery | Casillas Cigars<br>40 Acres Art Gallery<br>Trezahers Craft Store<br>Apache Industrial Cleaning Equipment | Shop O' Stamps<br>Celebrating Women & Art<br>Boost Mobile<br>Company Uniforms and Signs | Wireless World<br>Murray Industrial Supply<br>Capital Power Equipment | Yeffe Restaurant Supply<br>iB Custom Audio<br>Metro PCS<br>12& S Art | California Scrubs<br>Medical Uniforms<br>Verizon<br>Valley Sign Source |
| **Food, Eating and Drinking Group** | | | | | | |
| **Grocery Stores** | | | | | | |
| **Supermarkets** | Safeway | Sacramento Natural Foods Co Op | | | | |
| **Convenience Stores** | Gold Star Mini Mart<br>Quickely Mini Mart | Royal Market<br>Lam Kwog Deli & Market | Southside Market and Deli<br>Quick Stop Market | River City Food Bank | Nick's Market & Fresh Sandwiches | Kwo G's Market |
| **Specialty Food Stores** | | | | | | |
| **Meat & Fish Markets** | | | | | | |
| **Fruit & Vegetable Markets** | Tinku's Market | | | | | |
| **Misc. Specialty Food** | Freeport Bakery | Robeck's Juice | Wah-Mei Co Oriental Food | Cheung Hing Co. Oriental Groceries | Osaka-Ya Oriental Grocery Store | Mercado Loco |
| **Liquor Stores** | | | | | | |
| **Eating Places** | | | | | | |
| **Full-Service Restaurants** | Burgers and Brew<br>Sweetwater Rest.&Bar<br>Vallejo's Authentic Mexican Food | Dad's Kitchen<br>Café Bernardo<br>Capital Tea Garden<br>Broadway Soul Food | Shoki Trails<br>Charcol Broiler<br>Po Boys Restaurant | Ernesto's Mexican Food<br>Kamon Sushi<br>T&R Taste of Texas | Jalisio Grill<br>La Garnacha<br>Mexican Food<br>Hus Island Seafood | Ju hate li<br>Wakano URA Chop Suey<br>Taqueria Espinoza |

| Retail Group | Located in Broadway Market Area | | | | | |
|---|---|---|---|---|---|---|
| **Other Eating Places** | Dad's Sandwiches<br>Harry's Café<br>Big Spoon<br>KFC<br>Vic's Ice Cream<br>Marie's Donuts<br>Togo's | Panda Express<br>Pizza Hut<br>Carolina's Mexican Food<br>La Bou<br>Crepe Escape<br>Papa Murphys<br>Yummy Juice Café | Pete's Coffee<br>Subway (2)<br>Long John Silvers<br>Famous Pizza<br>Round Table Pizza<br>Sushi Café | Starbucks<br>Doughboy Donuts<br>Chipotle Unite<br>Coffee House<br>Starbucks<br>Coffee Garden | Vanilla Bean Yogurt<br>Insight Coffe Roasters<br>Yum Yum Donuts<br>Here's the Scoop Ice Cream<br>Taqueria&Pupusera<br>Isabel Gunther's Ice Cream | Buffalo Pizza & Ice Cream Company<br>Old Soul Co.<br>Ford's Real Hamburgers<br>Masullo<br>Taylor's Kitchen<br>Pangaea Café and Bottle Shop |
| **Drinking Places** | Ace of Spades<br>Revolution Wine | Fox and Goose<br>Flame Club | R 15<br>Riverside Clubhouse | Monte Carlo | Old Ironside Mixed Drinks | Round Corner |
| **Building Materials And Homefurnishings Group** | | | | | | |
| **Furniture & Home Furnishings** | California Office Furniture Showroom | Shannon's House | | | | |
| **Furniture Stores** | | | | | | |
| **Other Home Furnishings Stores** | Ravens Corner Framing | | | | | |
| **Household Appliances & Electronics** | Standard Heating Appliance Parts & Supplies | McDonald Heating & Air | Bud & Sons Appliances | | | |
| **Used Merchandise** | Tobie's Trading Company | Luz's Thrift Shop | Goodwill Donation Express (2) | | | |
| **Nurseries & Garden Supply Stores** | Hydroponic Garden Supply | | | | | |
| **Lumber & Other Building Materials** | Fisher Tile & Marble | | | | | |
| **Home Centers and Hardware Stores** | | | | | | |
| **Paint & Wallpaper** | | | | | | |
| **Automotive Group** | | | | | | |
| **New Cars & RVs** | | | | | | |
| **Used Car Dealers** | | | | | | |
| **Gasoline Service Stations** | Arco Gas Valero Gas | Bonfare Market Gas Station | 76 Gas | Land Park Gas | Mak's Gas | Shell Gas |
| **Mobile Homes & Trailers** | | | | | | |
| **Auto Parts & Accessories** | O'Reilly Auto Parts | | | | | |

| Retail Group | Located in Broadway Market Area | | | | | |
|---|---|---|---|---|---|---|
| **Other Vehicles** | California Wash-A-Car | Sam's City Wash | Freeport Self Service Car Wash | | | |
| **Rental Services** | | | | | | |
| **Automotive Rental** | | | | | | |
| **Automotive Leasing** | | | | | | |
| **Electronics and Appliances Rental** | | | | | | |
| **Apparel Rental** | | | | | | |
| **Video Rental** | T&N Video Rentals & Gifts | A&A Company Video, Cell Phones, Music, and Gifts | | | | |
| **Health Equipment Rental** | | | | | | |
| **Musical Instrument Rental** | | | | | | |
| **Furniture Rental** | | | | | | |
| **Recreational Vehicle Rental** | | | | | | |
| **Sports Equipment Rental** | | | | | | |
| **Photographic Equipment Rentals** | | | | | | |
| **Office Equipment Rental** | | | | | | |
| **Professional Services** | | | | | | |
| **Legal Services** | Attorneys at Law Paul R. Irish and Joseph B. Delley | Desmond Nolan Livaich and Cunningham (Law Firm) | Seastrand Law Firm | Law Offices of Donald & Masuda | Law Offices of Tennant & Ingram | The Law Office of Michael Rehm |
| **Accounting Services** | U.S. Bank | Wells Fargo | Tam's Income Tax & Bookkeeping | Bank of America | U.S. Bank | |
| **Medical Services** | | | | | | |
| **Physician Services** | Tian Chao Herbs & Acupuncture | Broadway Long Term Care | | | | |
| **Dental Services** | Orthodontics | | | | | |
| **Eyecare and Other Medical Services** | | | | | | |
| **Convalescent/Nursing Home Services** | | | | | | |

| Retail Group | Located in Broadway Market Area | | | | | |
|---|---|---|---|---|---|---|
| **Child Care, Day Care, Nursery, Preschools** | | | | | | |
| **Repair Services** | | | | | | |
| **Auto Repair** | Auto Express Smog<br>J.W. Auto Repair | Hayes Brothers Collision Repair<br>Smog & Auto Repair | VW Service<br>Southside Motors | J.C. Auto Service<br>A1 Auto | Hayes Brothers Auto Glass<br>Chase Tire & Brake<br>Complete Auto Service<br>Land Park Smog | 16th Street Smog<br>Marlon's Auto Service |
| **Auto Body Repair** | European Sports Car Garage | Japanese Service Center | Avalon Auto | Yee's Auto Tech | | |
| **Electronics Repair** | | | | | | |
| **Appliance Repair** | | | | | | |
| **Reupholstery, Furniture Repair** | | | | | | |
| **Shoe Repair** | Shoe Repair | | | | | |
| **Other Household Repair** | Friendship Tailor | ISS Locksmith | Mary's Alterations | Alterations | | |
| **Personal Services** | | | | | | |
| **Personal Care Services** | Muse Salon<br>Sactown 420<br>Sue Hair Design<br>Uncle Jed's<br>Cut Hut<br>Aura Salon<br>The Body Shop Massage Therapy | Space 07 Salon<br>Bling Hair Salon<br>Susie's Salon<br>Anna Nails<br>Gail 1 For Hair<br>Diego's Hair | Massage Envy Spa<br>Smoke Session<br>GG Salon<br>Hairy's Body Works<br>Galaxy Nails<br>Norm's Barber Shop | Melody Salon<br>Kajmir Hair Studios<br>A Kut A Head Barbershop<br>Nina's Nails & Hair Profiles<br>Hair Design<br>Tattoo Shop | Midtown Cutz<br>Lynn's Beauty Salon<br>Ace of Fades Barber Shop<br>Super Cuts<br>Golden Nails | Style is on Salon<br>Sara Hair & Beauty Salon<br>Chicago's On Broadway Barber Shop<br>Artisan Salon<br>Great Clips |
| **Funeral Services and Crematories** | Chapel of Flowers | | | | | |
| **Coin-Op Laundry** | E-Z Coin Wash Laundromat | Coin Op Laundry | | | | |
| **Laundry and Dry Cleaning** | Fresh Cleaners | Dry Clean Today | River Terrace Cleaners | Swanson's Cleaners | Freeport Cleaners | |
| **Pet Care** | River City Cat Clinic | Pet Grooming | Pets Paradise | The Clip Shop Dog and Cat Grooming | | |
| **Photofinishing** | | | | | | |
| **Automobile Parking** | | | | | | |

| Retail Group | Located in Broadway Market Area | | | | | |
|---|---|---|---|---|---|---|
| **Entertainment/Recreation** | | | | | | |
| **Movie, Theatre, Opera, Ballet** | The Studio Theater | Guild Theater | | | | |
| **Sporting Events** | | | | | | |
| **Participant Sports** | Planet Gymnastics | Fitsome Studios | | | | |
| **Recreational Lessons** | Step 1 Dance and Fitness | Padme Yoga | House of Pilates | | | |
| **Social, Recreation, Civic Club Membership** | Curves Weight Loss | Sacramento Central YMCA | | | | |
| **Other Services** | Ming Realty | Rynda's Insurance | Garcia Realty | Bail Bonds | Community Learning Center | The Obersver Newspaper |
| | Sol Collective | Brewfermentdistill.com | State Farm | Edward Jones Investments | Valley Community Newspaper | Land Home Financial |
| | Placer Title Company | Stewart Title | Parrott House Tutoring | | | |

# Attachment B

"Bringing Broadway Back"

Inside the City

# INSIDE THE CITY

**September 2012**
Land Park
Curtis Park
Hollywood Park
Central City
Woodlake


BUILDING OUR FUTURE

## Bringing Broadway Back

### Plans are afoot to help the thoroughfare reach its potential

By Jan Ferris Heenan

The two-mile stretch of Broadway that runs from Miller Park Marina to the six-floor DMV building just east of Highway 99 is fairly nondescript, save for a few comely landmarks like the Old City Cemetery, Tower Theatre and the always bustling Tower Cafe.

But what the thoroughfare lacks in character, it makes up for in promise. That's what has spurred a wide-ranging effort this past year to examine Broadway's development potential and hatch a viable plan to spiff up the area sandwiched between Land Park and Midtown.

The final touches are being placed on the report, to be released any day by the Sacramento Council of the Urban Land Institute and the Greater Broadway Partnership. Early drafts contain a host of recommendations, from tree plantings and public art to outdoor restaurant seating and a plan to make the street more pedestrian- and bike-friendly.

"There's a very, very good potential for development and economic success on Broadway," says architect Bill Harrell, president of the Broadway partnership, a nonprofit group representing more than 250 property owners and businesses in the area.

Urban Land Institute members Jeff Goldman and Mike Notestine, both planning specialists, secured a $12,000 grant from their parent organization to launch the study. The ULI undertaking was bolstered in no small part by volunteer efforts of other area architects, planners and developers, as well as by key staff from the city of Sacramento.

Architect Bill Harrell (left) is president of the Greater Broadway Partnership, and Beatnik Studios photographer Wes Davis sits on the board of the nonprofit property and business owners' group. The partnership approached the Sacramento Council of the Urban Land Institute for help in revitalizing the Broadway area. A months-long study of how to spiff up the thoroughfare is nearing completion.

The group received word a year ago that the grant had come through, and the initial workshops drew as many as 50 professionals interested in helping out. "The corridor has a mystique about it," says Notestine, explaining the robust response for help. "It's kind of an interesting place and kind of a challenge."

Indeed, Broadway has long been below the radar. Unlike other devitalized commercial strips in the area, such as Del Paso Boulevard in North Sacramento, Broadway was never designated a redevelopment area and, as such, had no access to public improvement funds. It has been geographically cut off from the city's central core since the Capital City Freeway—formerly Business 80—went up several decades ago.

These days, the district is a hodgepodge of mom-and-pop businesses, a number of popular ethnic restaurants (such as New Canton and Andy Nguyen's, which serves vegetarian Vietnamese food) and a knot of fast-food restaurants adjacent to the state offices close to Highway 99, as well as parking lots and other fairly unremarkable properties.

It wasn't always that way, though, says Harrell, who owns the building at Broadway and 24th Street that houses Valley Vision and who also keeps his offices there. "Broadway has a great history. There were a lot of things happening prior to the barrier of Business 80 . . . Things did not filter to the edges," he says.

> "We've been in that predicament for quite some time."

"One of the problems that we have there (is that) people don't know where we're going so they sit on their property, waiting and wondering what is the next best thing they can do to develop," Harrell continues. "We've been in that predicament for quite some time."

Trish Kelly, a Land Park resident and economic development specialist,

helped with the study. Broadway is well positioned in many ways, she believes. Land Park, Curtis Park and Midtown residents generally have disposable income. Bicyclists and pedestrians are hungry for nearby gathering spots and other accessible amenities. And regular events in the area, such as the Sunday farmers' market under the freeway at 8th Street and the Sacramento Antique Faire held at 21st and X streets on the second Sunday of the month, already draw scores of outsiders to the area.

"What if 5 or 10 percent of them came in and stayed for restaurants and shopping" along Broadway, says Kelly, a principal with Applied Development Economics. "A lot can be done. There are levels of scale; there are things we can get started on."

City transportation planners have applied for a Caltrans grant to plan street improvements. Shelly Willis, program director for the Sacramento Metropolitan Arts Commission's Art in Public Places program, has sparked interest among ULI and Greater Broadway Partnership members with her ideas for the area, and is also seeking outside funding.

"I am very confident there are relationships that will be continued into the future and up our game," says Teresa Rocha, executive director of the Greater Broadway Partnership.

Photographer Wes Davis has been with Beatnik Studios since the gallery and events venue opened in an older brick building on 17th Street, a half block from Broadway, four years ago. Davis often bikes to work from his home in Hollywood Park. He applauds recommendations to thin out car traffic on Broadway by creating better bike paths, reducing the street from four to three lanes and initiating other traffic changes.

Davis also believes that more outdoor restaurant seating, better landscaping and other curb appeal will only help. "It's great for the restaurants. It's great for all of us," he says.

*Jan Ferris Heenan can be reached at jfhwrites@gmail.com.* ●

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# Attachment C

Broadway Corridor

To-Do List

## BROADWAY CORRIDOR "TO-DO LIST"

The following list of potential streetscape improvements within the Broadway corridor identifies a range of measures that will contribute to implementing the vision. Short-term improvements would be relatively low-cost and achievable in a 0-3 year timeframe. Medium-term items may be more costly or require more coordination, but could be completed in a 0-6 year timeframe, and long-term improvements would likely occur beyond the generally accepted 6 year horizon. Opportunities for funding that may arise unexpectedly, and a new development plan that affects the street front, or a coordinated effort among property and/or business owners to achieve a specific objective are among new scenarios that could significantly accelerate some of these measures.

**Near-Term (0-3 Years)**

1. Land Use/Zoning/Building Regulations
    a. Coordinate with City to ease land use, zoning and building restrictions associated with various policy and regulatory documents, RO zone, etc.
    b. Coordinate with City to waive or defer entitlement and/or building permit fees to make development less costly.
    c. Identify a Greater Broadway Partnership representative to help guide applicants (Broadway business and/or property owner) through the City entitlement and development approval process.

2. Sidewalks & Street Trees
    a. Select a dominant tree for each District to establish a theme. Coordinate species selection with City arborist.
    b. Cut in consistently spaced street tree wells (average 30' on-center), excavate holes and import soil mix, provide a method for irrigation, and plant new deciduous shade trees (24" box) and groundcover.
    c. Replace existing trees with deciduous trees consistent with the District theme.
    d. Fix or replace disjointed or broken sidewalks for compliance with the Americans with Disabilities Act (ADA) and City requirements
    e. Add 4-foot pedestrian walkway on north side of X Street and re-plant groundcover and shrub landscaping.
    f. Reconstruct sidewalks and crosswalks at corners to conform to ADA requirements.
    g. Encourage businesses to add benches, potted plants, and lighting to enhance pedestrian comfort and safety. Encourage restaurants to add outdoor dining and outdoor green spaces.
    h. Consider strategic installation of mobile mini parks (7' x 24') in place of limited parallel parking spaces.

3. Crosswalks
    a. White-stripe all crosswalks where pedestrian crossings occur and add pedestrian crossing signs or flashers.
    b. Install red colored asphalt in-between white stripes to emphasize pedestrian crosswalks and make them more visible to drivers.

4. Parking

a. Coordinate with Caltrans and the City to paint/mark parallel parking stalls on the north side of X Street. Add 10-hour parking signs to limit long-term vehicle parking.
b. Continue to add angled parking on north-south streets where appropriate.
c. Utilize under-freeway parking for public and special event use, and long-term employee parking.
d. Limit curbside parking in Tower and Upper Broadway District to 2-hours to better accommodate customers.

5. Roadway & Access
   a. Prepare detailed topographic base maps for each segment of the corridor showing buildings, light poles, trees, landscaping, sidewalks, driveways, utilities, and other site features.
   b. Prepare detailed roadway re-striping and median plans for key segments of Broadway.
   c. Initiate an incentive program to encourage businesses to abandon driveways on Broadway that interrupt so that sidewalks are less interrupted and vehicles are accommodated on side streets or alleys.
   d. Establish a simple shared parking and common driveway access agreement template for use by property owners.
   e. Explore conversion of 15th and 16th Street to two-way traffic, and coordinate with that segment of Broadway. Traffic signal improvements, striping and street signage.
   f. Stripe and paint green the on-street bike lane within the Riverside District as a complete street test case. A painted median exists within most of this District.
   g. Re-stripe the Upper Broadway District as the second segment of the complete street test case.

6. Infrastructure
   a. Coordinate with City Utilities and prepare more detailed study of infrastructure limitations and identify potential funding.
   b. Identify and prioritize problem areas to be resolved in order to allow for infill redevelopment.

7. Art/Cultural/Marketing
   a. Develop a marketing campaign for the Broadway corridor to encourage customers to visit and shop.
   b. Develop a directional signage program and design for “marker stones” to delineate each end of the corridor. Include directions to parking areas within the corridor and along the W and X Street freeway.
   c. Install pedestrian oriented “walking time” signs to key land uses along the corridor.
   d. Continue to encourage regular events under the freeway or on side streets like the farmers’ market, antique fair, food trucks, street fairs, chalk art, etc.
   e. Develop a “virtual” art tour for the Broadway corridor that would be viewable using an iPad or smartphone.
   f. Start a Broadway Blog of what new things are happening along the Broadway corridor, new businesses, new improvements, etc.

**Mid-Term (3-6 Years)**

1. Land Use/Development
   a. Encourage construction of buildings and new businesses on smaller infill parcels along the corridor.

2. Sidewalks & Street Trees
   a. Continue street tree planting and re-planting program to create a deciduous canopy.
   b. Continue to fix or replace disjointed or broken sidewalks and encourage businesses to build to the back of sidewalk.
   c. Continue to reconstruct sidewalks at corners to accommodate ADA crossings with handicap ramps.
   d. Encourage restaurants to add outdoor seating, green spaces and/or plazas, potted plants, and lighting.
   e. Provide an incentive fund to businesses to eliminate driveway cuts to Broadway and utilize driveways from the side streets or alley, thereby making the sidewalk more continuous.

3. Crosswalks
   a. Add overhead or street level pedestrian lighting to crosswalks, and/or street level crosswalk flash indicators activated by push button.
   b. Construct curb cuts on the south side of Broadway frontage to align with side streets to the north (22nd and 23rd). Install new crosswalks, signage, lighting activated by push button.

4. Parking
   a. Explore 2-hour parking meters along Broadway as a method of collecting dedicatedrevenues for maintenance or improvements along the corridor.
   b. Explore opportunities for shared or consolidated parking between property owners and varying land uses.

5. Roadway & Access
   a. Construct landscaped medians to replace painted "test" medians and install trees and signage at both ends of the Broadwaycorridor.
   b. Install vertical curbs in the Tower District, with roadway striping to remain 'as-is".

6. Infrastructure
   a. Repair/replace outdated or failing infrastructure in advance of roadway improvements to minimize pavement cuts to newly paved roadways.
   b. Develop a plan for backbone infrastructure including sewer, water, and drainage to accommodate higher intensity development envisioned for the Broadway corridor.

7. Art/Cultural/Marketing
   a. Monitor and update marketing campaign for the Broadway corridor to encourage customers to visit and shop.
   b. Install marker stones, signage, lighting, art and other median or streetscape features.

**Long-Term (6+ Years):**

1. Land Use/Development:
   a. Encourage construction of new buildings at back of sidewalk, with businesses and residential projects on infill parcels along the corridor. The DMV campus expansion is a good example.

2. Sidewalks & Street Trees
   a. Street Tree planting should be completed.

b. Continue to fix or replace disjointed or broken sidewalks and encourage businesses to build to the new standard of a separated sidewalk.
c. Sidewalk ramps at corners should be completed.
d. Encourage restaurants to add outdoor seating, green spaces and/or plazas, potted plants, and lighting.

3. Crosswalks
   a. Add overhead or street level pedestrian lighting to crosswalks, and/or street level crosswalk flash indicators activated by push button

4. Parking
   a. Explore 2-hour parking meters along Broadway as a method of collecting revenues for maintenance or improvements along the corridor.
   b. Explore opportunities for shared or consolidated parking between property owners and different land uses.

5. Roadway & Access
   a. Complete installation of vertical curb within the Tower District.
   b. Complete construction of landscape medians, complete street striping, etc. within the Tower District.

6. Infrastructure
   a. Repair/replace outdated or failing infrastructure in advance of roadway improvements to minimize pavement cuts to newly paved roadways.

7. Art/Cultural/Marketing
   a. Monitor and update marketing campaign for the Broadway corridor to encourage customers to visit and shop.
   b. Install market stones, signage, lighting, art and other median or streetscape features.

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# Attachment D

Workshop #2 Presentation

ULI/Greater Broadway Partnership

# BROADWAY CORRIDOR VISION PLAN

May 22, 2012

Greater Broadway Partnership

RIVERSIDE DISTRICT TOWER DISTRICT UPPER BROADWAY

SACRAMENTO, CALIFORNIA

Urban Land Institute Sacramento

# What is the Urban Land Institute?

The Urban Land Institute (ULI) is a nonprofit research and education organization that focuses on issues of land use and real estate development.

**ULI's Mission:** *To promote leadership in the responsible use of land to create and sustain thriving communities worldwide.*

# What is the Greater Broadway Partnership?

- The Greater Broadway Partnership is a non-profit organization representing the property owners and businesses of the Broadway Business District
- **GBP's Mission:** *Work on behalf of district property owners and their tenants to improve district cleanliness and safety, promote activities that will increase economic activity and represent area interests at various private and governmental forums*

# Vision Broadway

## Thank You

- Jan Burch – Getting the Word Out
- Jim Harnish & Mary Sater – Workshop Organization
- Chelsey Norton – Invitation Flyer
- City of Sacramento – The 3,000 foot view – Maps and Staff Time
- Beatnik Studios and Sierra 2 – Providing Meeting Space
- Neighborhood Associations – Getting the Word Out
- ULI Sacramento Team – 38 Strong
- ULI National and the Greater Broadway Partnership for Providing the Funding

# Welcome!

- Agenda for Community Workshop:
  - Review Results of February 24/25 Workshop
  - Present ULI Team Recommendations
  - Solicit Feedback for Final Vision Plan

# February 24/25, 2012 Workshop

- Led by Dan Burden, nationally recognized urban planner
- Did a “Walking Audit” of the Corridor
- Asked participants their views on the most important issues facing Broadway; the type of Business District is should be; where there are special opportunities; what improvements should be done and where limited resources should be spent

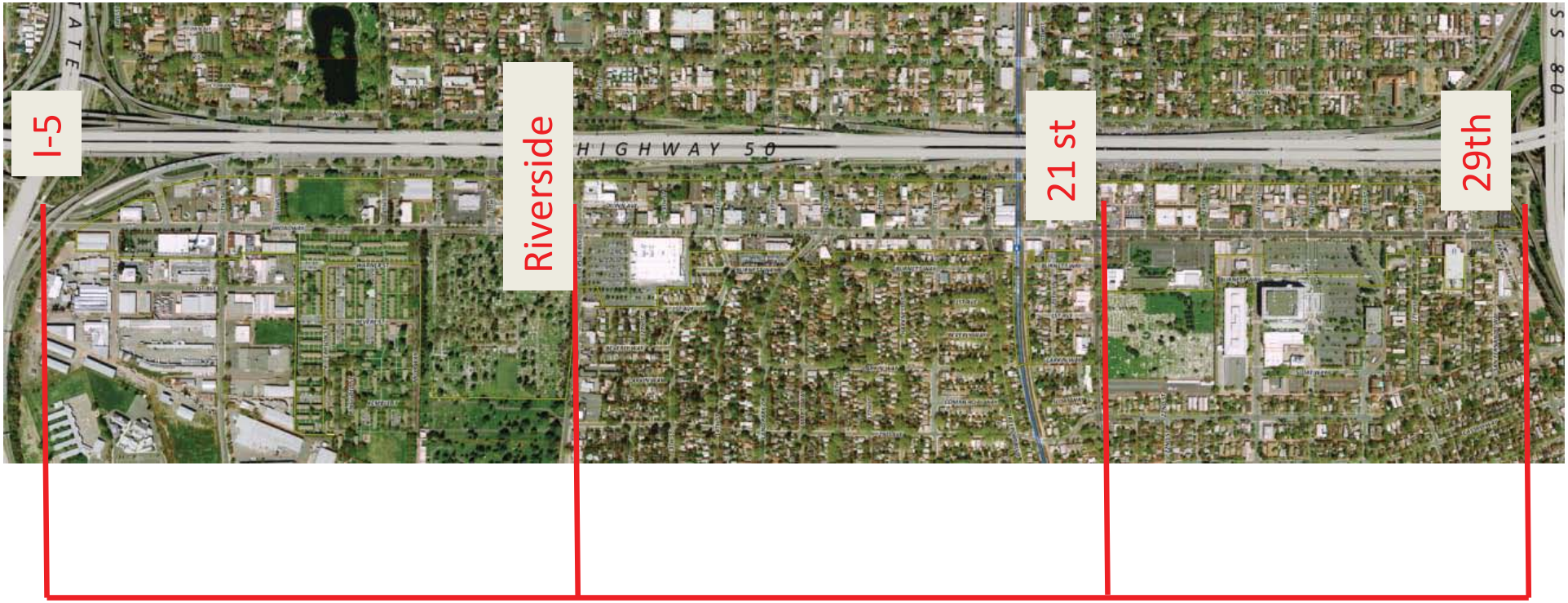
# February 24/25, 2012 Workshop

- Key messages conveyed by community:
  - Road speed is too high
  - Unsafe walking conditions
  - Lack of Bike Lanes
  - Parking is inconsistent, not convenient
  - Lack of shade and other amenities
  - Desire for an eclectic business mix, no chains
  - No consistent identity for Corridor/Districts

# February 24/25, 2012 Workshop

- ULI Team Charge:
  - Examine a road diet for Broadway
  - Examine street crossings for safety
  - Institute bike lanes if feasible
  - Examine on-street parking solutions
  - Provide solutions for “Greening” of the Corridor
  - Study a few opportunity sites for mixed-use
  - Examine Corridor and District themeing solutions

# A Corridor with Distinct Districts




Riverside District

Tower District

Upper Broadway

# Market Opportunity

# Market Opportunity

- Local market area: above average residential income and retail/services purchasing power of $290 million, but no growth
- Median age 37.0, but population getting younger on north side
- Diverse markets (residents, daytime workers, weekend, region)
- Community wants more local, independent businesses and improved mix
- Short Term Market Opportunities - More social gathering places, more events (arts, entertainment, food-related), capitalizing on existing events, capturing more business from daytime workers
- Leverage development of catalyst sites as economy improves
- More mixed use development and housing will add to strength
- Address underutilized sites and buildings

# Circulation Opportunity

# Transportation Consensus From Workshop

- Slow down/calm traffic on Broadway
- Road diet on Broadway
- Roundabout test at Broadway/16th/Land Park
- Bike lanes
- Pedestrian-friendly

# Transportation Observations

- Traffic volumes
  - Overall
  - Peak-hour
  - 15th Street
- Pedestrian & bicycle circulation
- Freeport/21st Street (before & after)

# Traffic Volume Map

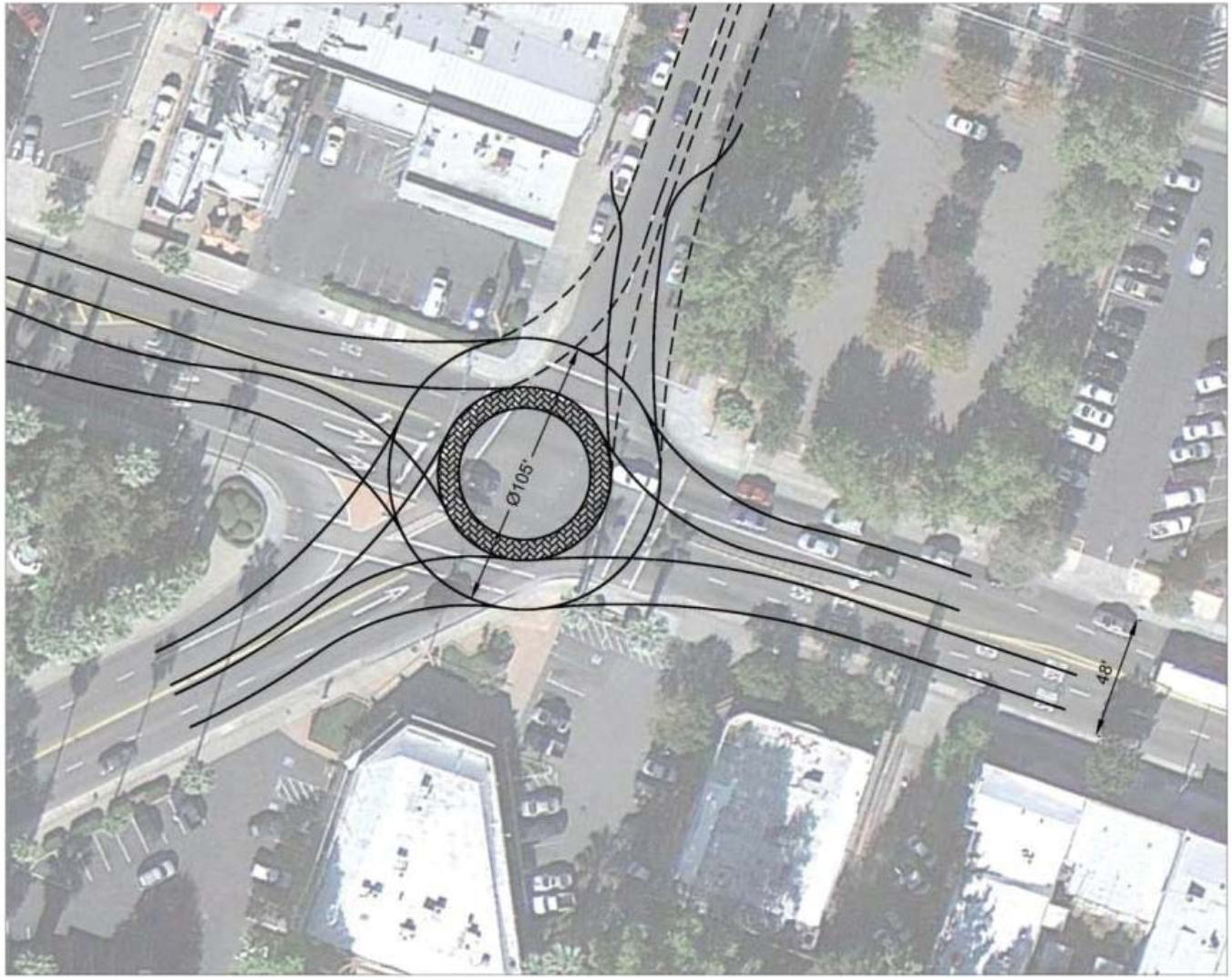
FEHR PEERS

PM Peak Hour Traffic Volume

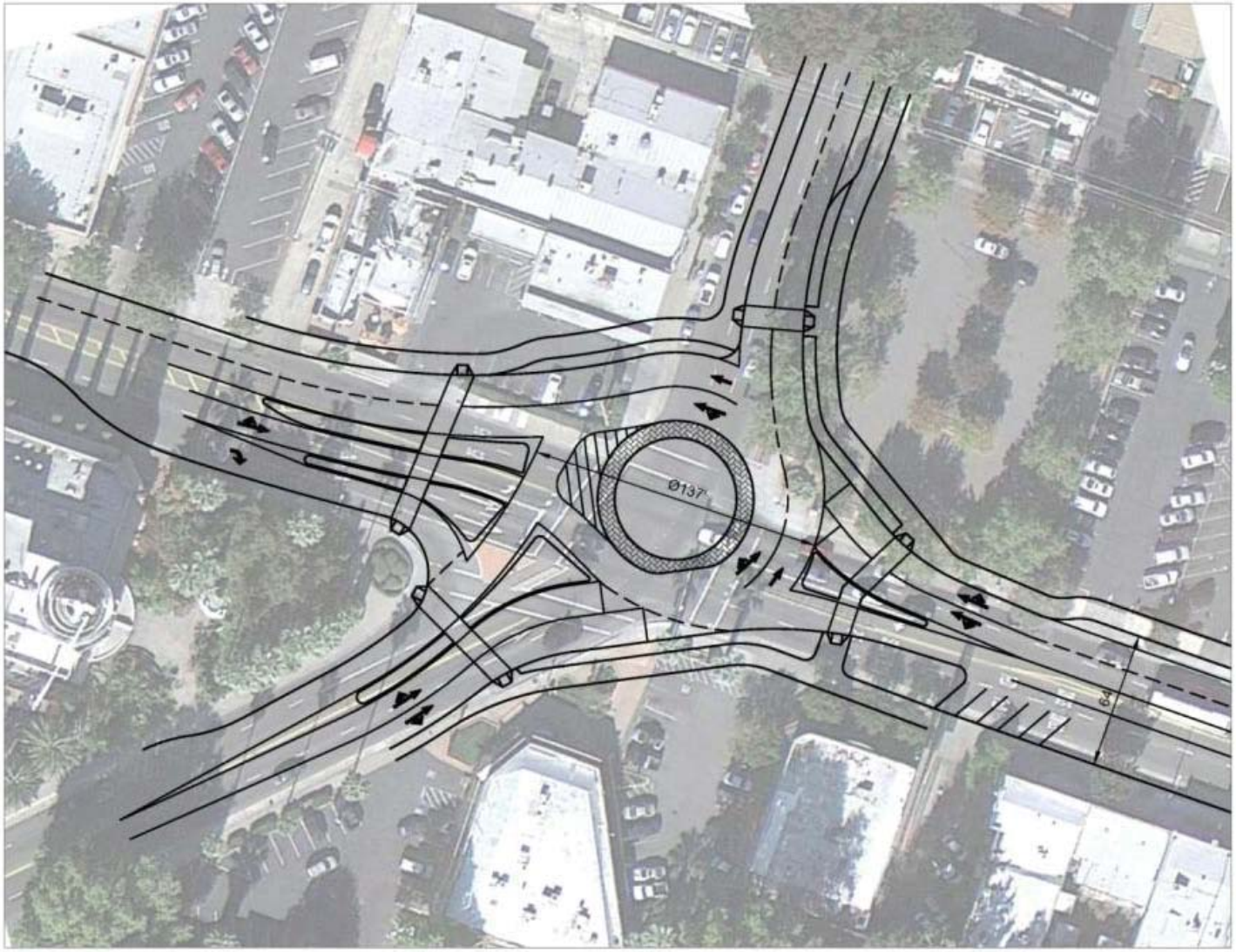
# Broadway/16th/Land Park Intersections

- Roundabout options
- Signalized intersection options

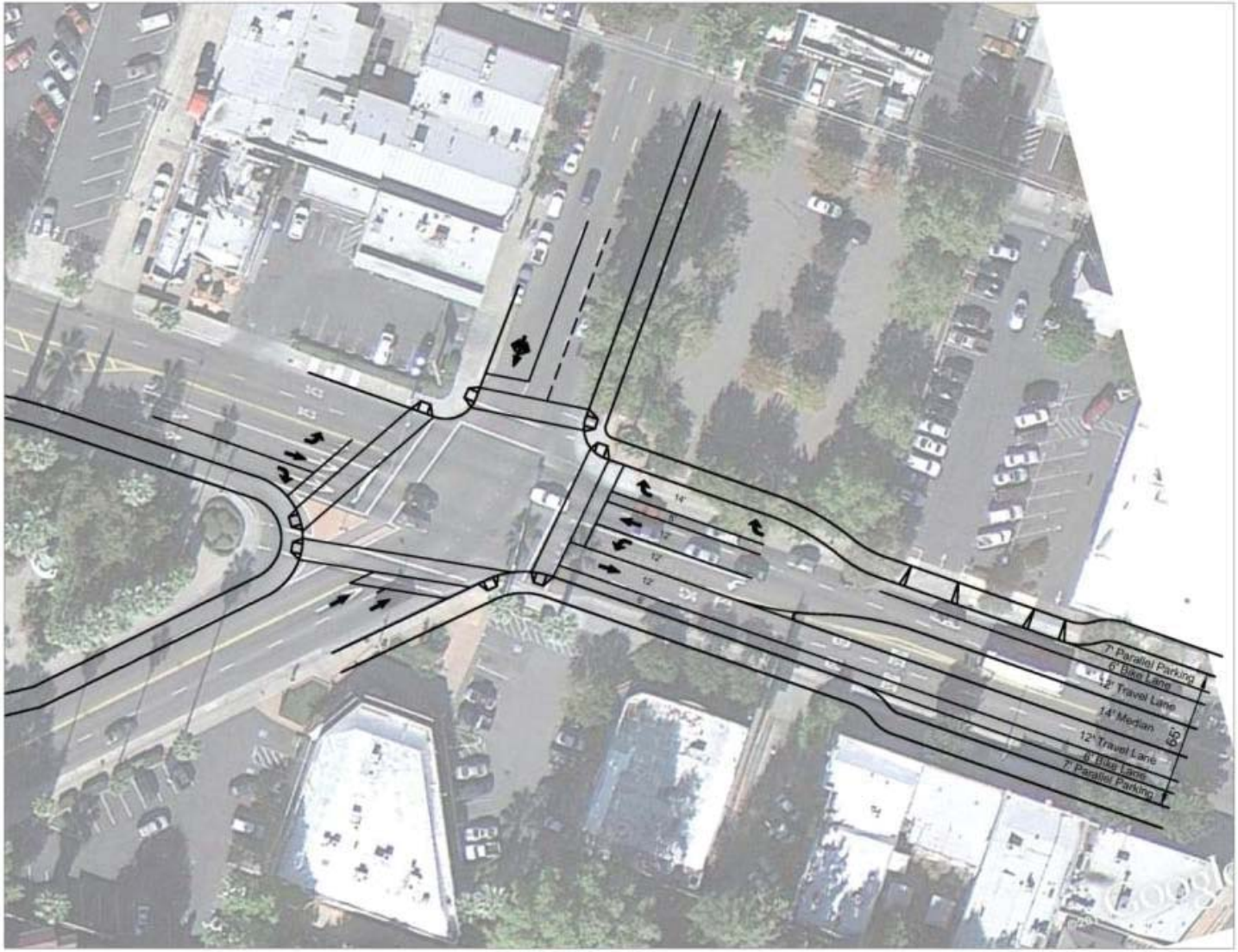
# Single-Lane RAB



# 2-Lane RAB



# Smaller Signalized Intersection



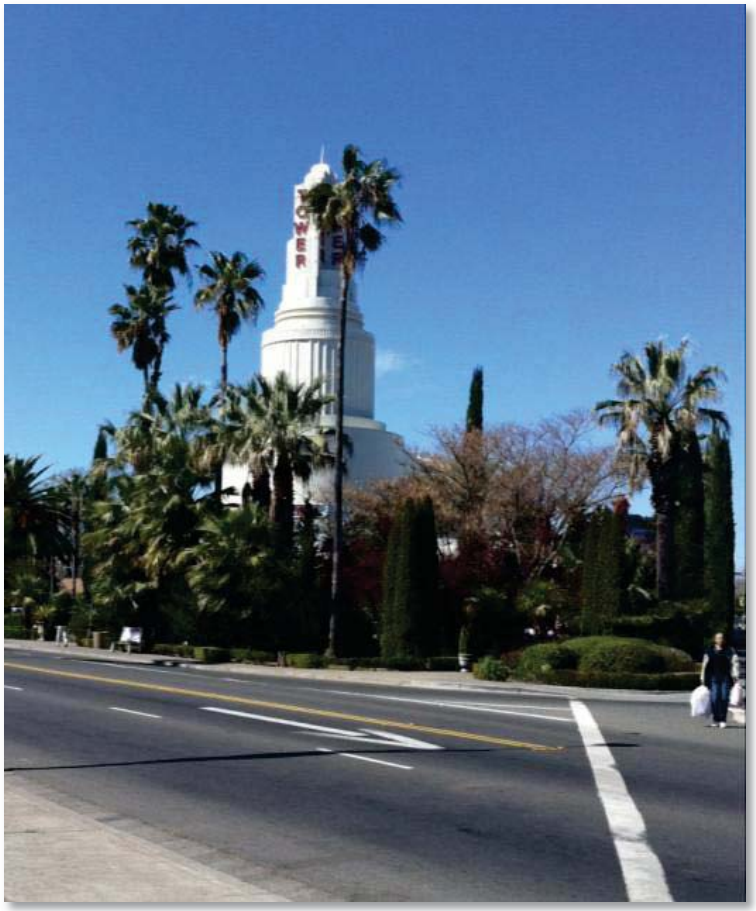
# Recommendations

- Road diet on Broadway
- Smaller signalized intersection at Broadway/16th/Land Park (no roundabout)
- Two-way conversion from X Street to Broadway (9th, 10th, 15th, 16th, 19th)
  - Potentially from W Street to Broadway
- Reduction from 2 to 1 left-turn lane from 15th to Broadway
- More parking on X Street

# Urban Design

# Urban Design- Key Assumptions

- Tower Theater is an iconic element and a focal point that can be leveraged for marketing purposes
- Broadway is in transition and change will be an iterative process that occurs over time



# Urban Design- Key Assumptions

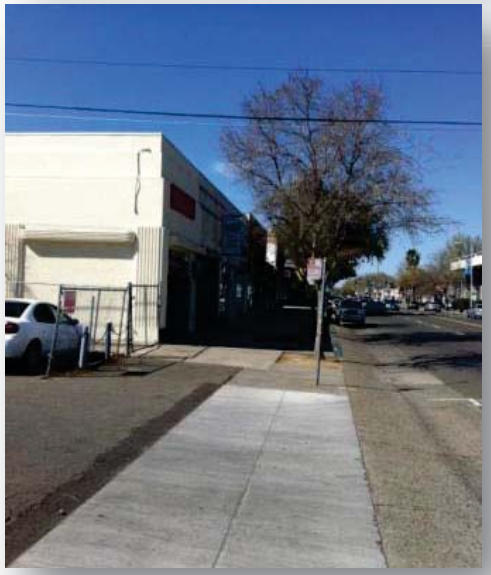
- Many different architectural styles can work in concert with one another
- There may be a future bridge crossing near the west end of Broadway

# Existing Conditions

- Wide mix of land uses with retail, office, residential, industrial, auto-repair, and fast food
- Parking areas/driveways disrupt the street edge
- The Corridor is visually eclectic and interesting
- Many buildings not at back of sidewalk

# Existing Conditions

- Fast vehicle speeds, and numerous driveway cuts
- Difficult pedestrian crossings
- Lack of shade and night lighting make walking uncomfortable
- Lack of street tree & sidewalk continuity



# Design Concepts/Principles

- Enhance opportunities for infill development
  - Target a mix of uses that adds employee and residential population on the Corridor
  - 2 to 4-story buildings with retail or office on ground floor, office or residential above
  - Reduce the number of parking stalls required on-site; particularly on small parcels

# Design Concepts/Principles

- Enhance the identity of the Broadway Corridor in the region
  - Add art, landmarks, and monuments to establish district identity
  - Sustain the restaurant and local service businesses
  - Expand entertainment and specialty shopping
  - Create a distinctive streetscape character
  - Preserve sight lines to Tower theater along Broadway, approach streets and the freeway

# Design Concepts / Principles

- Provide gathering spaces
  - Enhance and develop the synergy that exists on the west end relative to the farmers' market and food truck convergences
  - Major buildings should include plazas and courtyards for small public gatherings and events
  - Enable street closures on cross streets for public gatherings and events

# Design Concepts / Principles

- Enhance pedestrian experience
  - Build to the street; new buildings should front at the back of walk to reinforce a unified streetscape
  - Provide windows instead of walls or parking at street level
  - Convert to vertical curb to define pedestrian space

# Design Concepts/Principles

- Enhance pedestrian experience
  - Try mobile mini-parks or new plazas in front of restaurants
  - Provide a coordinated signage, exterior building light, and street lighting program
  - Provide walking distance guides
  - Provide regularly spaced street tree plantings at the curb line to shade/protect pedestrians and enhance continuity

# Design Concepts/Principles

- Delineate the bike lane with color
- Enhance the pedestrian crossings
- Provide wayfinding signs for pedestrians and vehicles

# Design Concepts/Principles

- Enhance and develop employee and visitor parking
  - Recommend removal of the mini storage facility located on the block bounded by 15th ,16th , W and X Streets. Replace with employee parking with perimeter landscape and trees
  - Add parallel parking and sidewalks on the north side of X Street and the south side of W Street, and enhance pedestrian cross walks at X Street intersections (400+ new spaces)
  - Continue to add angled parking on numbered (north-south) streets where feasible

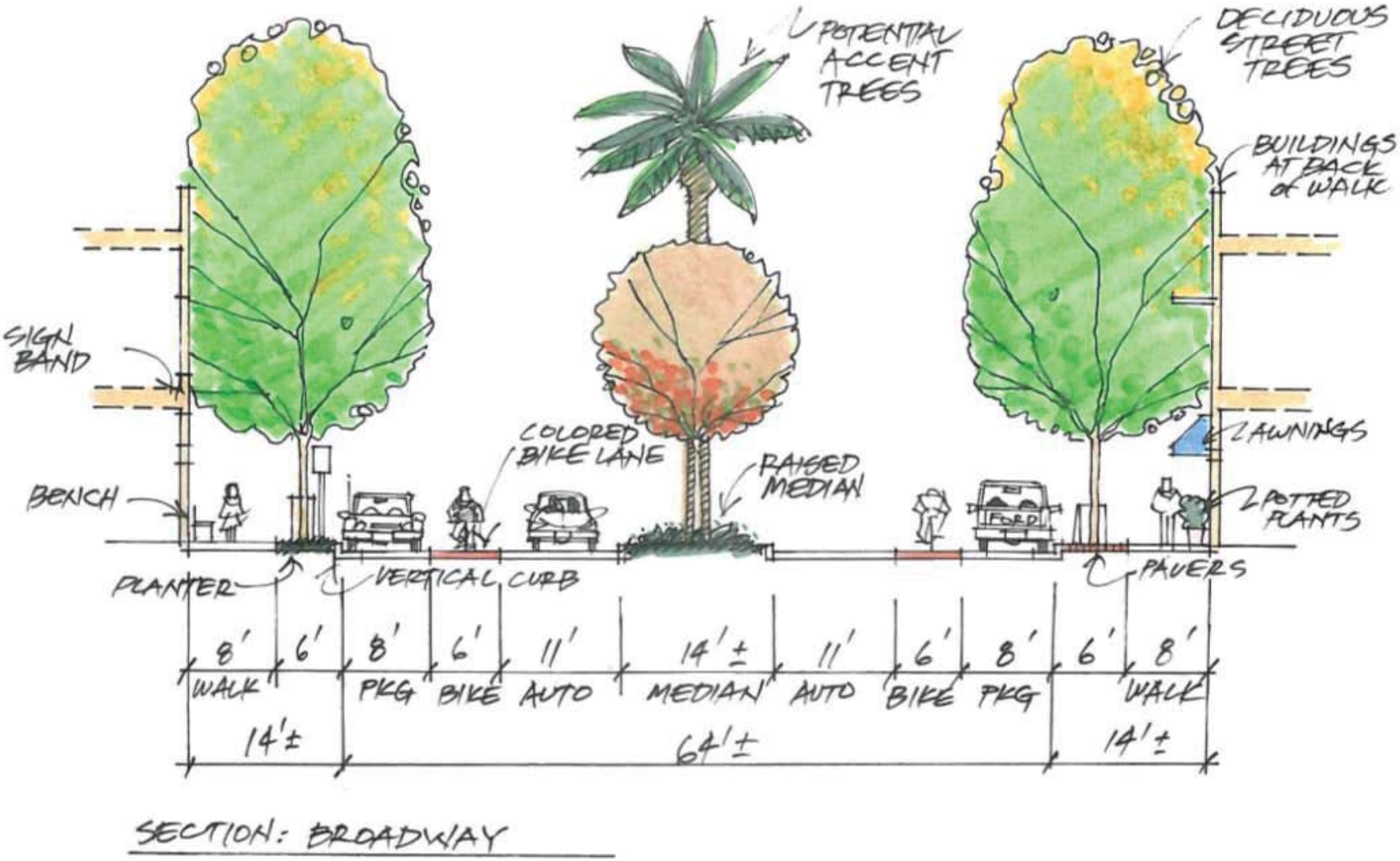
# Preliminary Recommendations

- Provide continuity along the entire length of the Broadway Corridor
  - Convert painted medians to expanded landscaped medians
  - Convert to one travel lane each direction and add bike lane each direction
  - Keep parallel parking
  - Encourage deciduous street tree plantings, perhaps by district
  - Encourage outdoor seating and activity
  - Improve signage and lighting

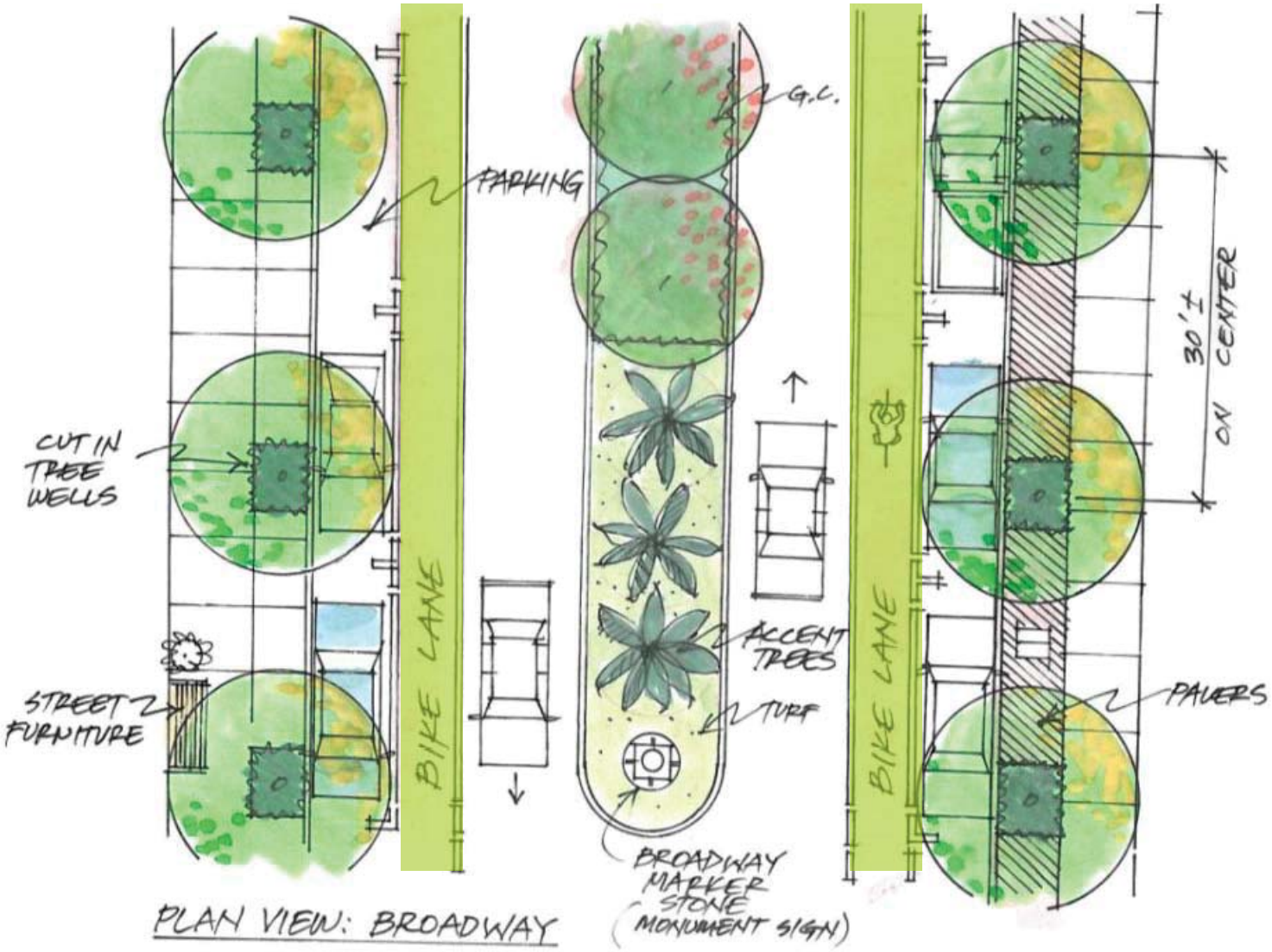
# Preliminary Recommendations

- Traffic congestion created by only one lane each direction will slow traffic
  - Benefits pedestrians and will enhance visibility of businesses
  - Through traffic can divert to W or X Streets
- Infill development should be encouraged
  - Catalyst projects can inject new life into corridor

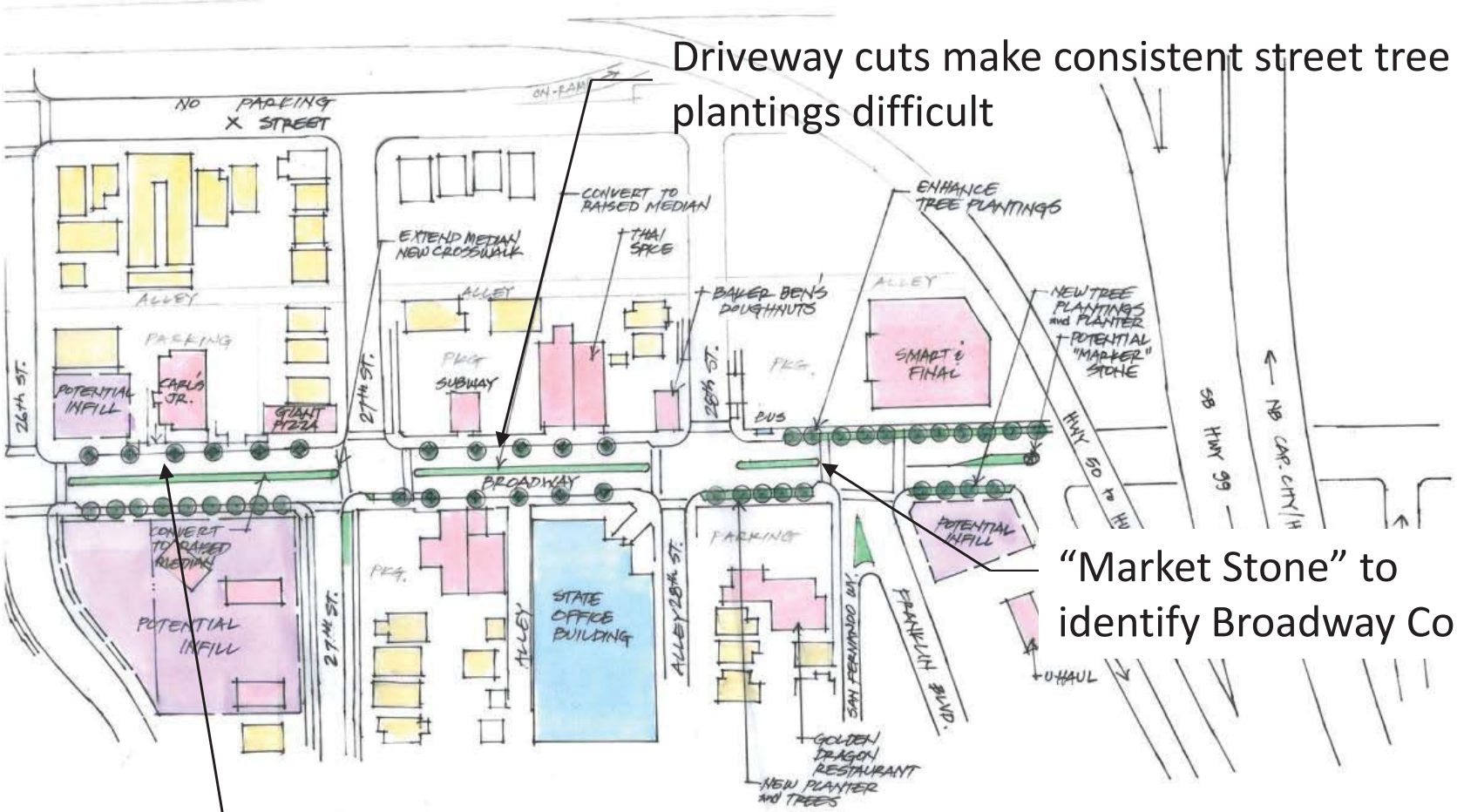
# Preliminary – Street Section



# Preliminary – Street Plan View



# Broadway – Hwy 99 to 26th




Driveway cuts make consistent street tree plantings difficult

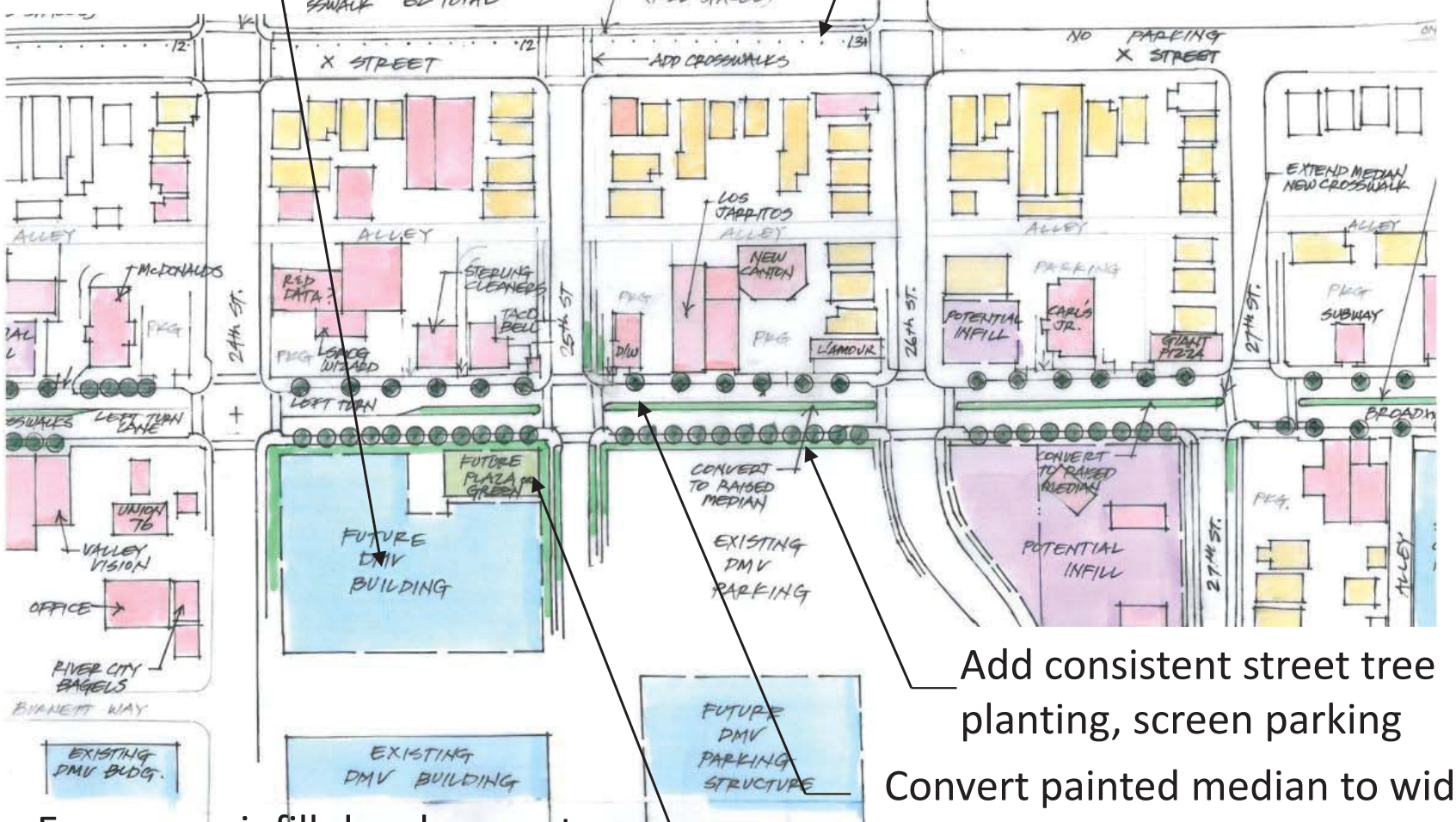
"Market Stone" to identify Broadway Corridor

Convert painted median to wider landscaped median with one lane each direction and bike lanes

# Broadway – 27th to 24th

New DMV building at back of walk

Add parallel parking and sidewalk north side of X Street




Add consistent street tree planting, screen parking

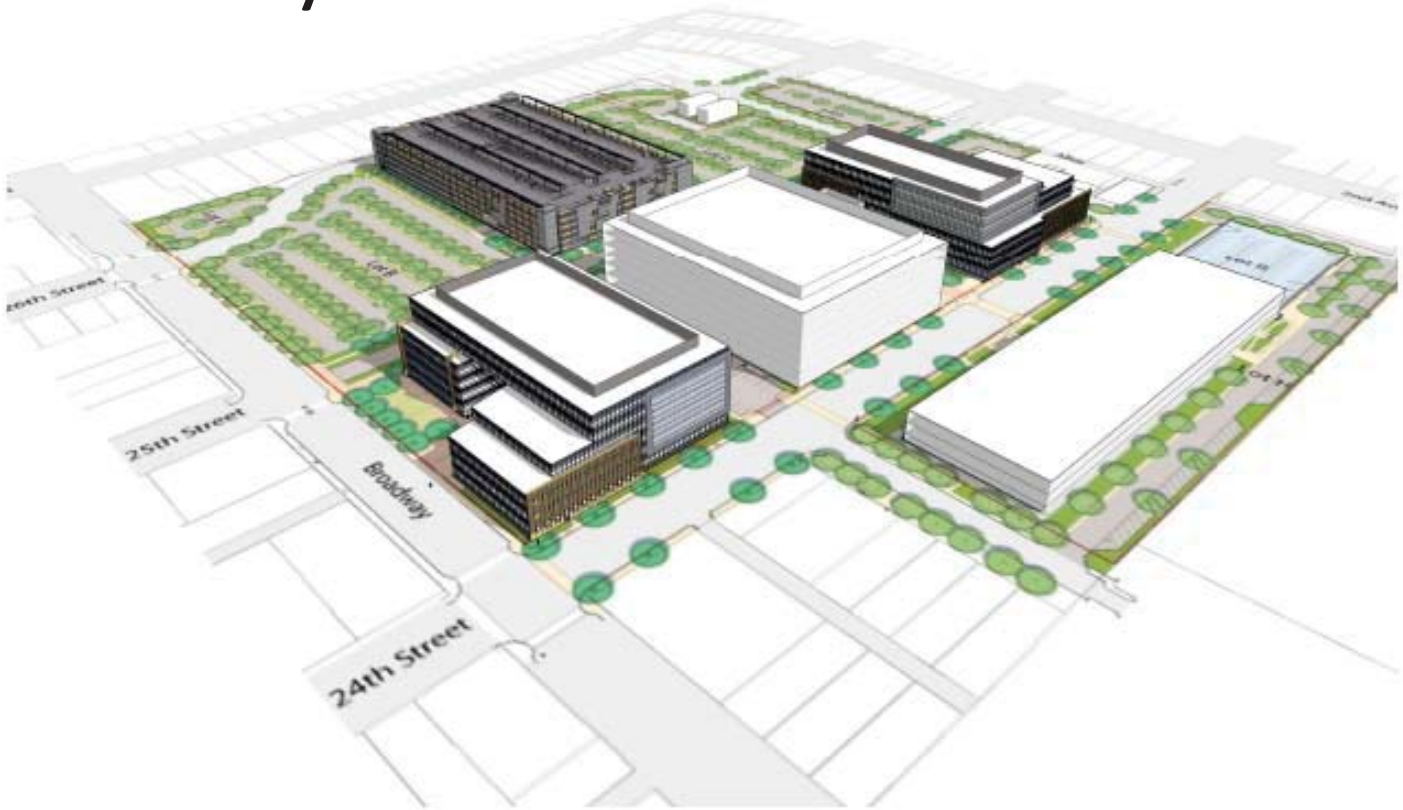
Convert painted median to wide landscaped median

Encourage infill development

Green Space/Plaza

# DMV Conceptual Campus Plan

- DMV has long-range plan to add new building at Broadway and 24th




Dreyfuss & Blackford Architects

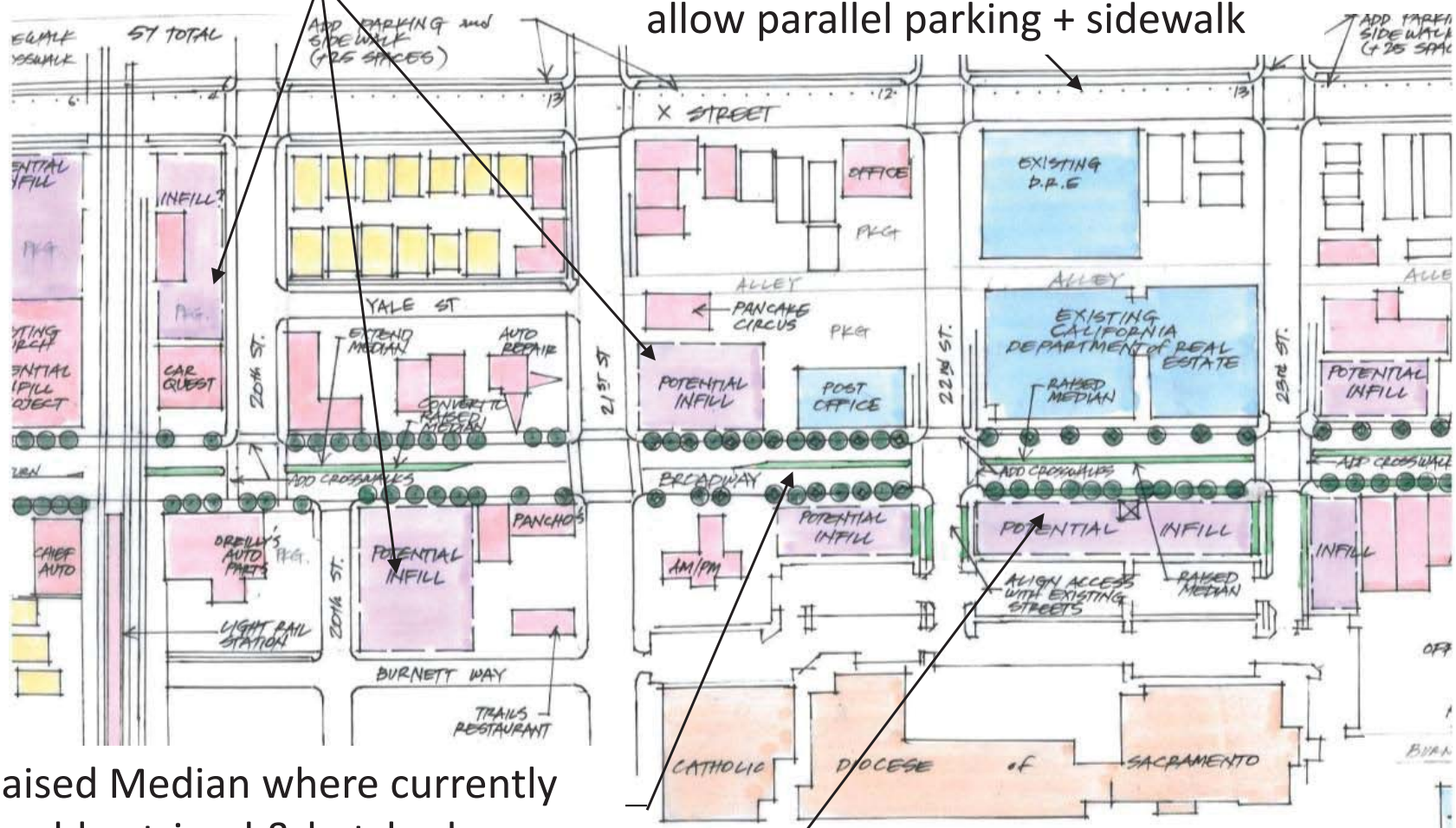
DGS

15 January 2009
Department of Motor Vehicles
**Conceptual Campus Plan**

# Broadway – 23rd to LRT

Potential Infill

Stripe north side of X Street to allow parallel parking + sidewalk




Raised Median where currently Double-striped & hatched

Potential Infill with "liner" office and/or retail buildings

# Broadway – LRT to 16th

# Lofts at 19th and Broadway

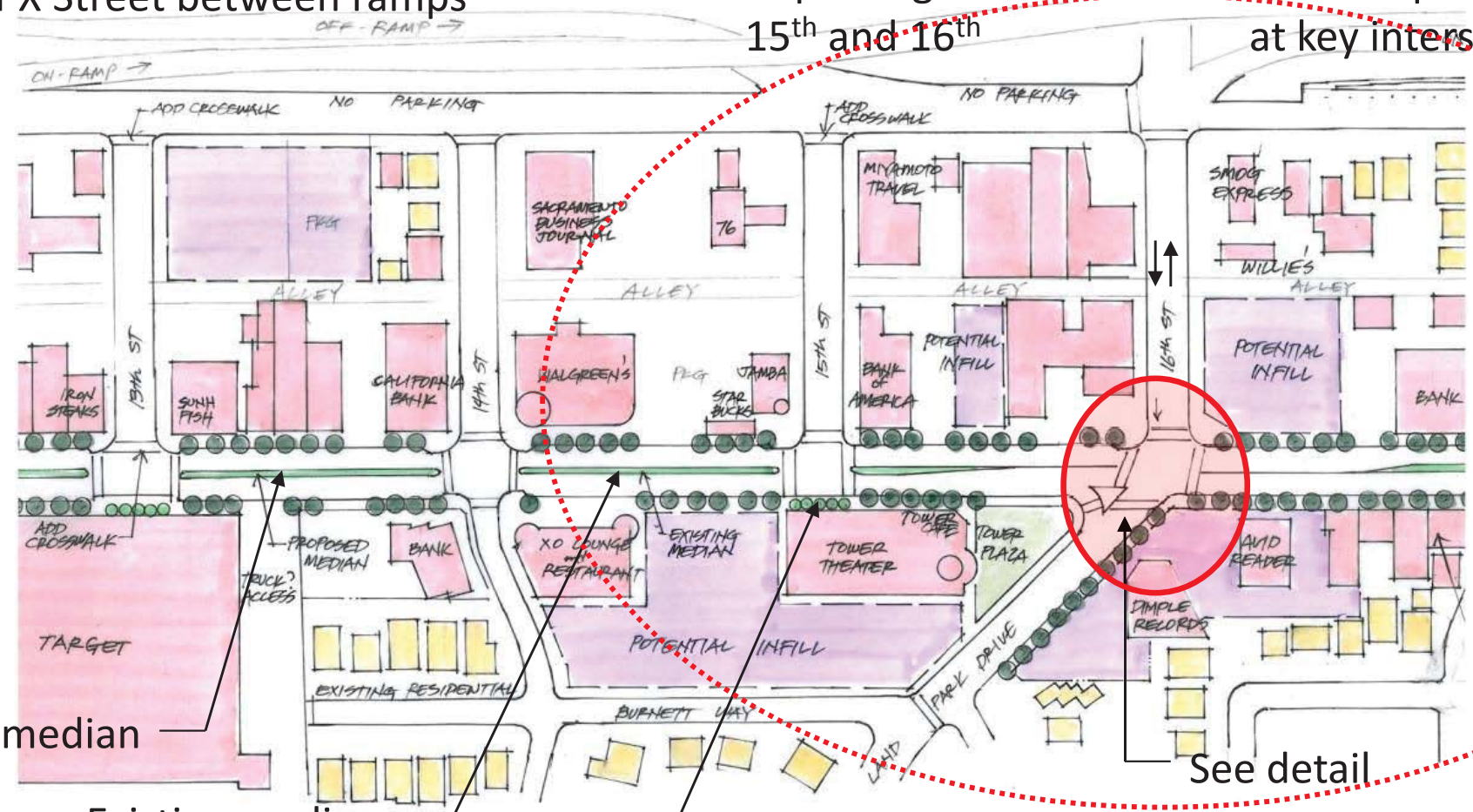
- Proposed plan for 100+ residential units, office and retail

# Broadway – 16th to 13th

No parking north side
Of X Street between ramps

Convert self-storage
to parking between
15th and 16th

Median lost to
left turn pockets
at key intersections




New median

Existing median

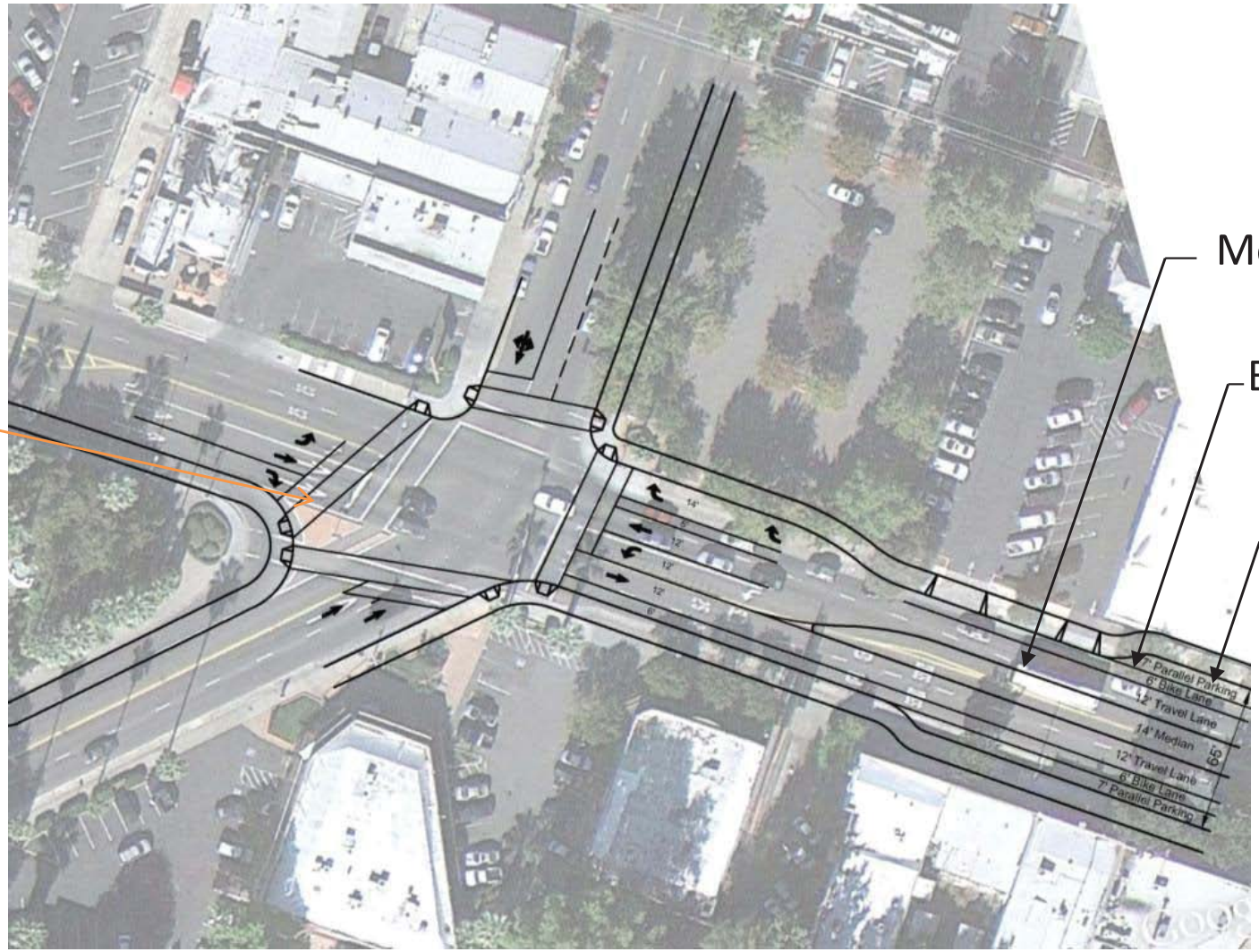
Add street trees

See detail

Encourage infill

# Proposed 16th and Broadway Intersection

Pedestrian Crossings At Broadway And 16th




Median

Bike Lane

Parallel Parking

# Broadway – 13th to 10th

Potential Residential Infill

Existing Median

Soften wall with landscaping

Potential infill on Target site

# Target – Broadway Frontage

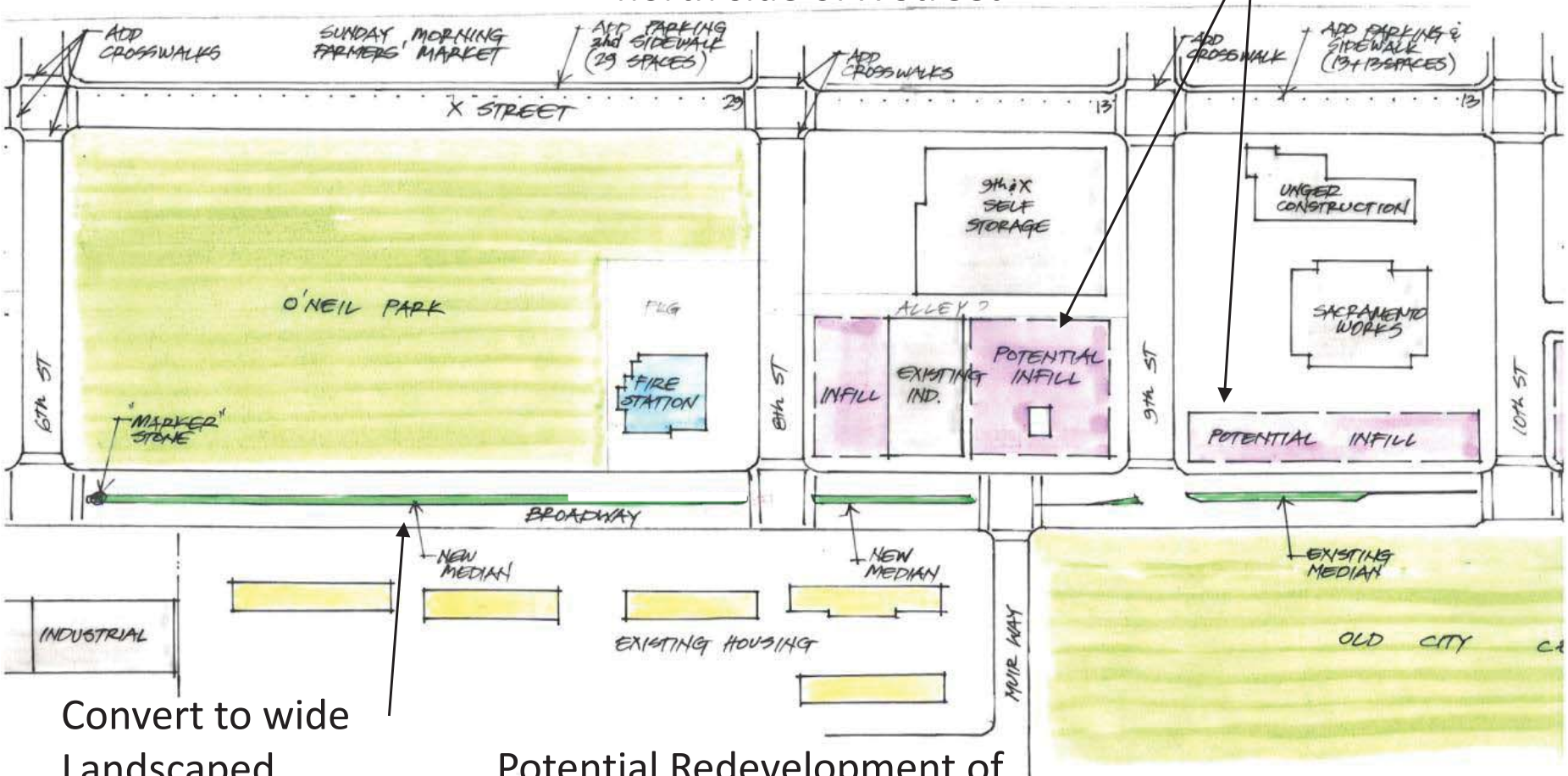
- Improved pedestrian orientation

# Broadway – 10th to 6th

Support Farmers' Market

Add parallel parking and walk north side of X Street

Potential Infill




Convert to wide Landscaped median

Potential Redevelopment of Affordable Housing

# Broadway – 6th to I-5

Add "Market Stone" to identify Broadway Corridor

Potential Infill

To Marina and Miller Park

Channel 10

Add Landscaped median

Northwest Land Park project
Redevelopment to Residential

# Northwest Land Park Master Plan

- New residential will provide additional population on Broadway

# Preliminary Recommendations

- Short term
  - Tree wells, street trees, parking, signage, paint, crosswalks, restriping to include bike lanes, two travel lanes, and wider painted median
- Mid-term
  - Vertical curbs, lighting, sidewalk repair, key intersection improvements or landscaped medians
- Long-term
  - Complete landscaped medians, cross walk lighting

# Preliminary Recommendations - Summary

- Improve corridor continuity and enhance pedestrian experience
  - Enhance pedestrian experience
  - Expand landscaped median
  - Consistent street tree plantings
  - Signage, lighting, and street furniture
- Apply road diet/complete street concept
  - One travel lane each direction
  - Bike lane each direction
  - Sidewalk and crosswalk improvements
- Encourage infill
  - Build to the street/back of sidewalk
  - Be strategic with parking

# Public Art Opportunity

# PRIORITY SITES FOR PUBLIC ART

**District markers:**

- Riverside District
- Tower District
- Upper Broadway District

**Other potential sites:**

- Design elements that could be translated into art
- Under Interstate 5/Highway 50 freeway interchange
- At entry to Miller Park/marina
- O'Neil Park
- Plazas and courtyards
- Building walls/various

# WHAT SHOULD THE ARTWORK DO?

- Be viewed as one of the means to develop "place making" throughout the corridor
- Visually unify/connect the Broadway corridor
- Identify and reinforce various sub-districts within the Broadway corridor
- Emphasize the unique characteristics of the neighborhood
- Enhance the neighborhood's connection to film and music
- Enhance Broadway's connection to the riverfront and water
- Create places to pause, reflect, meet/gather, leave the street life, take a break
- Inspire people to get out of their cars and walk
- Recognize the community's cultural diversity

# TEMPORARY PUBLIC ART PROGRAM

- Encourage revitalization
- Increase pedestrian activity
- Help refine the vision for the streetscape project
- Support emerging public artists
- Increase the public's experience of contemporary art
- Create a more vibrant art scene
- Form alliances between the business and art communities

# VIRTUAL TEMPORARY PUBLIC ART

# Development Strategy

# Promotions/ Events

| Overall Corridor | Riverside District | Tower District | Upper Broadway District |
|---|---|---|---|
| • Emphasis on iconic history, eclectic character, ethnic foods<br>• Promotions to attract Farmer's Market and Antique Faire patrons<br>• Fliers to promote the Partnership & website<br>• Fun runs to promote Broadway and connect to other City areas<br>• More entertainment and art events, e.g., Saturday concerts like Chavez Plaza events | • Food Trucks<br>• Marketing campaign for Breakfast On Broadway | • Possible street closures for Sunday events including art, food tastings, entertainment<br>• Pop Up Activities | • Perhaps use large parking lots for weekend activities including entertainment and art events<br>• Coordinate to attract Antique Faire patrons for other activities<br>• Collaborate with North Franklin Business Assn. |

# Physical Improvements

| Overall Corridor | Riverside District | Tower District | 21st to SR 99 |
|---|---|---|---|
| • Enhance existing character<br>• Work with property owners to create a plan for vacant and underutilized parcels and buildings, particularly on the west end<br>• Improve pedestrian environment & connections to north & south neighborhoods.<br>• Promote sidewalk restaurant seating – identify resources to help businesses<br>• Consider ways to achieve clustered parking on X St<br>• Green up the Corridor | • NWLP will provide new bike path<br>• Infrastructure for vacant and underutilized sites and buildings<br>• Signage<br>• Need large scale bicycle parking on Sundays and bike racks<br>• Intersection improvements | • Façade improvements<br>• Diagonal parking, informational kiosks @ 16th, small pedestrian plazas with benches & landscaping to mirror Tower theater site<br>• Sidewalk seating for restaurants<br>• Terminate one-ways on 15th & 16th at X instead of Broadway<br>• Bicycle and pedestrian improvements, particularly links to Land Park Drive, Bicycle parking and benches & bike/ped crossing @ 18th St | • Bicycle and pedestrian improvements to connect with rest of Corridor<br>• Create better pedestrian environment along major parking lots - ideally convert to structured parking to allow street-side development of commercial buildings |

# Business Development

| Overall Corridor | Riverside District | Tower District | 21st to SR 99 |
|---|---|---|---|
| • Identify locations for niche incubators to support entrepreneurs, including green businesses & arts<br>• Identify financing for existing business expansion & upgrades<br>• Leverage catalyst sites for new development<br>• Promote "pop-up" businesses<br>• Support residential where feasible | • Adaptive reuse of industrial and warehouse; multi-use interior craftsmen malls, garden supply, specialty grocers<br>• Target parking lot corner infill | • Building upgrades and site improvements to attract new businesses<br>• Better utilize second floor spaces | • Surveys of office workers and residents to determine demand for a greater variety of services and restaurants<br>• Promotions of mixed use including residential |

# Development Strategy Phasing Summary

- Short term:
  - Stage events that connect visitors to areas with local businesses, capitalize on existing events like Farmers Market and Antique Faire, and attract residents
  - Work with restaurants to offer outside seating and develop a more festive, pedestrian-oriented atmosphere
- Medium term:
  - Work with property owners to identify sites for small business incubators, each with its own theme, to encourage local independent business development
  - Work with property owners on currently underutilized parcels, so that as major catalyst development proceed, compatible spin off development can occur
  - Develop a marketing strategy to capture more local and regional market share
- Over longer term, major physical improvements in the Corridor should occur in concert with catalyst developments

# Financing Strategies

- Funding focus will need to shift to private sector assessments such as the PBID, with loss of redevelopment
- The PBID can work with the City to apply for regional, state and federal planning grants, such as those from Caltrans, SACOG and the Strategic Growth Council
- The north side of Broadway and west of Riverside are low/moderate income neighborhoods and may be eligible for CDBG funding through the City
- Job-creating projects may be eligible for programs like EB-5 that attracts foreign investment
- Short term strategies such as increased events in concert with business promotions and sidewalk restaurant seating can help induce greater private sector investment by demonstrating market potential without large financial investments
- Density incentives can help leverage private investment to fund public amenities and help subsidize affordable business spaces. It is critical to have a plan in place so that incremental changes contribute to a cohesive whole
- Explore new business funding sources such as Crowd Funding

# Final Panel Thoughts

- Broadway has good bones and good demographics
- People are attracted to comfortable places
- Don’t be passive, take *severe* ownership
- Start small, but start now!

# BROADWAY CORRIDOR VISION PLAN

May 22, 2012

Greater Broadway Partnership

RIVERSIDE DISTRICT TOWER DISTRICT UPPER BROADWAY

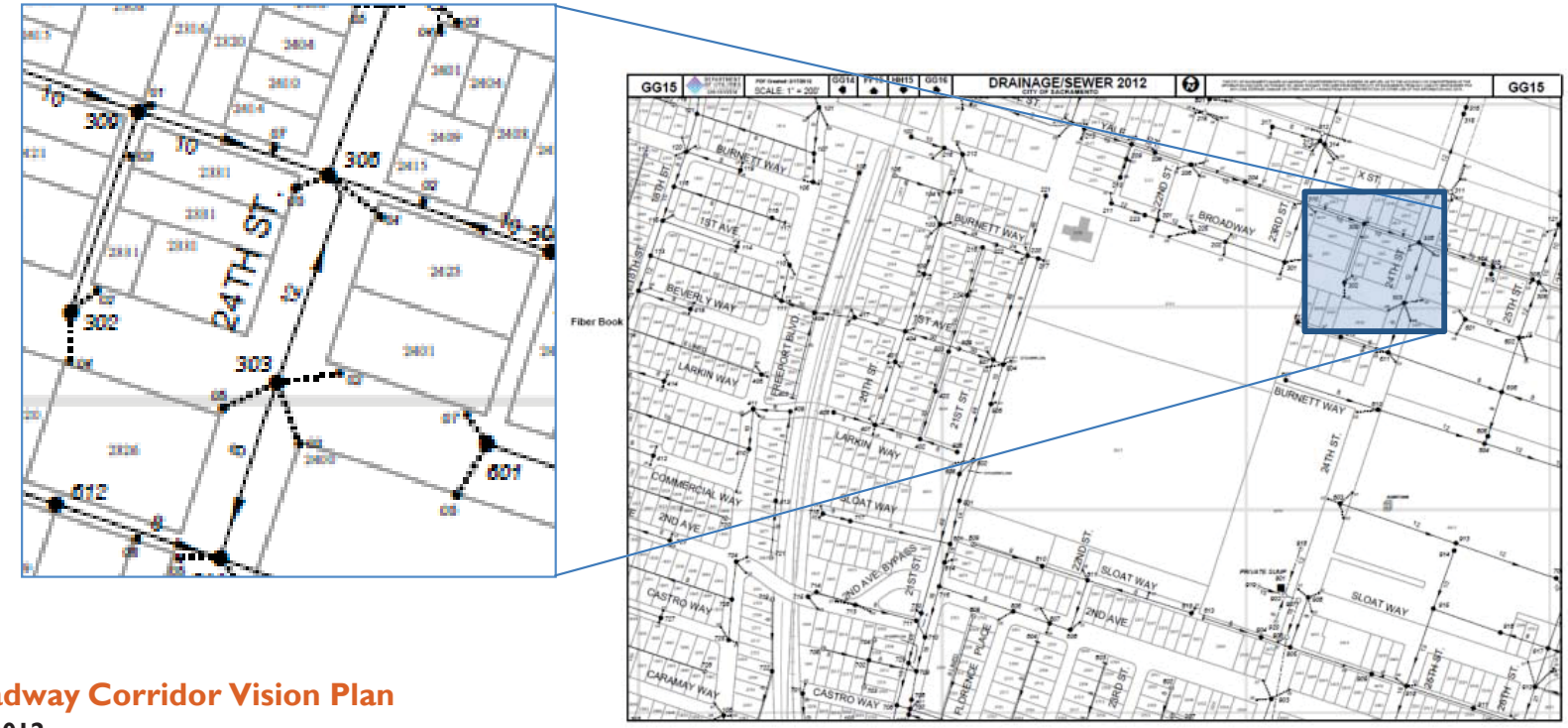
SACRAMENTO, CALIFORNIA

Urban Land Institute Sacramento

# Infrastructure Issues

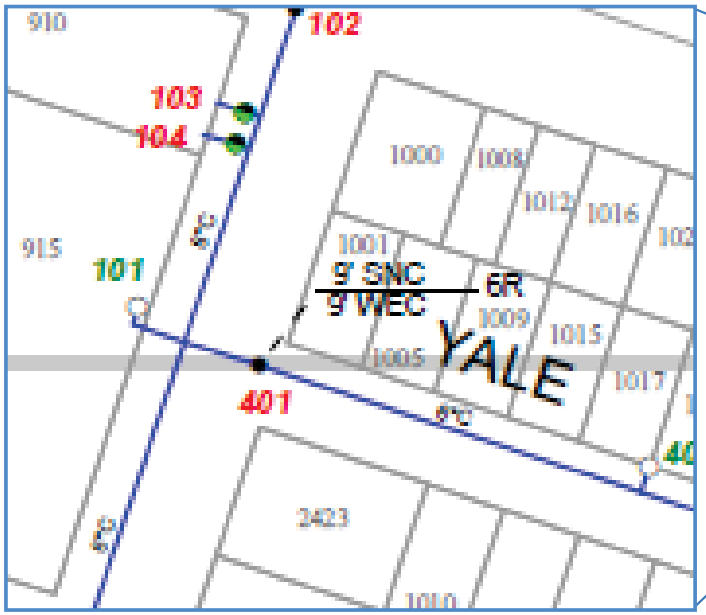
# Infrastructure Challenges: Combined Sewer / Storm Drainage System

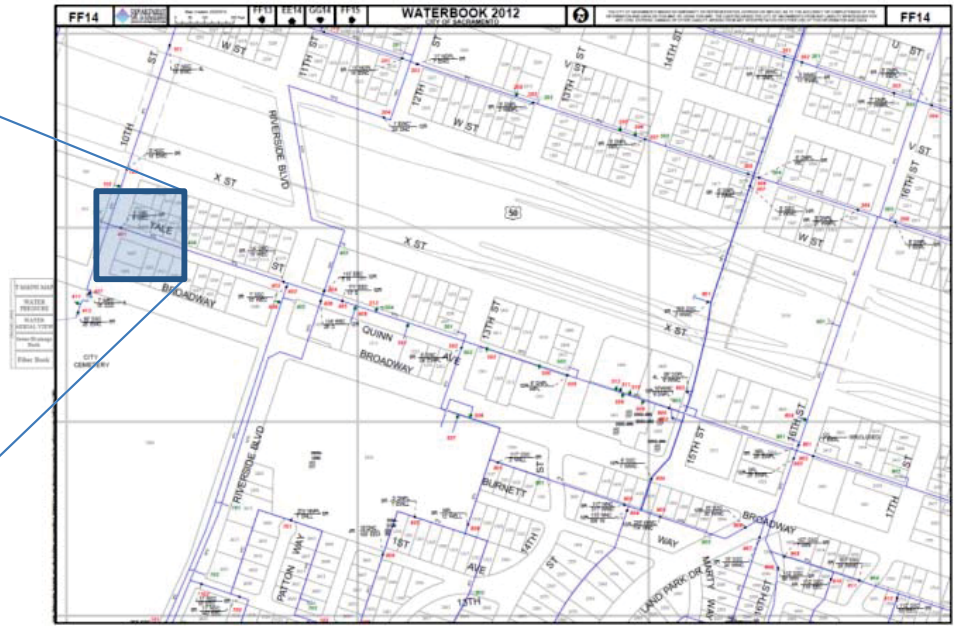
- Limitations on the Combined Sewer / Drainage System: some areas need more sewer capacity / upgrading sewer pipe feeds (to City 8” min. standard) and to increase the drainage inlet feed lines to a minimum of 12” min. in the streets and up to 15” for multiple leads



# Infrastructure Challenges: Water System

- Some areas will require replacing smaller water piping systems (4” and 6”) with a larger (8” to 12”) grid system



# Infrastructure Challenges: Right of Way

- Vertical curb west of 21st and east of 16th to a standard vertical curb will cost $18.00 a foot
- New sidewalk will cost approximately $30 - $35 / a foot
- Additional medians will require re-grading the slope of the existing crown
- Additional planters will require irrigation and change some of the drainage patterns in the ROW and on the private side at the back of curb

# Infrastructure Challenges: Dry Utilities

- Adequate budget for utility improvements should be considered
- Additional or replacing lighting fixtures ($4K to $5K)
- Undergrounding any power lines may cost upwards of $500 a foot

# Attachment E

Regulatory Environment

ULI Technical Advisory Panel

**Introduction**
Provide an overview of the regulatory environment section, its purpose, and how it is organized. .

Describe the following for each of the identified plans, ordinances, strategies, and programs:

- Purpose of the document/regulation, when it was adopted/prepared, who administers it.
- Regulatory jurisdiction over development and/or corridor improvements
- Influence on achieving the Vision for the Broadway corridor
- Specific references related to development and/or improvements along the Broadway corridor
- Conclusions

**Regional Plans**

**SACOG Blueprint**

The Sacramento Region Blueprint Project represents an inclusive, three-year effort by SACOG to engage the public and local government leaders in crafting a vision for the Sacramento region's future growth. Rejecting a "base case" for development that simply projected forward from current trends and land use policies, participants in the Blueprint process instead ratified a "preferred scenario" for development out to the year 2050. This preferred scenario was based on smart growth principles, including:

- Housing choice and density
- Use of existing assets
- Compact development
- Natural resources conservation
- Design quality
- Mixed use developments
- Transportation choices

The SACOG Board of Directors adopted the Preferred Blueprint Scenario in December 2004. The Preferred Blueprint Scenario is part of SACOG's Metropolitan Transportation Plan/Sustainable Communities Strategy for 2035, the long-range transportation plan for the six-county region. It also serves as a framework to guide local government in growth and transportation planning through 2050.
The City of Sacramento plays an important role in implementing the overall Blueprint vision. As the major population center for the region, Sacramento is expected to accommodate a large portion of the region's future population through infill and compact development.

A major product of the Blueprint planning effort was a map of the Preferred Blueprint Scenario. The map assumes certain levels and locations of both "reinvestment" (i.e., additional development on already-built parcels) and greenfield development (i.e., large-scale development on vacant land). The map is meant to be interpreted and used as a concept-level illustration of the growth principles, and is not intended to be applied or implemented in a literal, parcel-level manner. The map is generally consistent with the City's General Plan and Zoning Code, which designate the Broadway Corridor as a primarily commercial mixed-use corridor, with light industrial at the western end.

**SACOG MTP/Sustainable Communities Strategy**
The Metropolitan Transportation Plan/Sustainable Communities Strategy (MTP/SCS) is a long-range plan for transportation in the region that is prepared and administered by SACOG. SACOG is required by federal law to update the MTP at least every four years. Since the last MTP, California adopted Senate Bill 375, which requires a Sustainable Communities Strategy, similar to the Sacramento region's smart land use Blueprint project, to be added to transportation plans across the state. The MTP/SCS for 2035 links land use and transportation planning, with $42 billion in transportation investments in the six-county Sacramento region over the next 28 years.

The overall goal of the MTP is to make strategic investments in the current transportation system in order to curb growth in traffic congestion, create opportunities for residents of the region to spend less time in

their cars, increase the number of residents with access to transit, protect the region's air quality, and improve the quality of life.

The MTP/SCS looks at current and future growth in the region in four different community types. Local land use plans (e.g., adopted and proposed general plans, specific plans, master plans, corridor plans) were divided into one of five community types based on the location of the plans. Broadway is considered a "Center/Corridor Community," which are typically higher density and more mixed than other areas, and have higher concentrations of employment, usually commercial and office. The Plan emphasizes redevelopment of vacant and underutilized land in centers and corridors such as Broadway.

The MTP/SCS calls for the better integration of future land use patterns and transportation investments, including higher levels of development near current and future transit corridors. The most significant change resulting from SB 375 is the creation of CEQA streamlining incentives to assist and encourage residential and mixed use housing projects that produce transportation and air quality benefits and are consistent with the general use designation, density, building intensity, and applicable policies of the SCS.

The MTP/SCS also includes a list of proposed projects in the appendix. The only project potentially impacting the Broadway Corridor is the construction of a new multi-modal bridge from Sacramento to West Sacramento across the Sacramento River. The previously prepared Sacramento River Crossings Alternatives Study analyzed a new crossing at either Broadway, Marina View, or Sutterville Road. The final alignment options will be studied in subsequent planning efforts. The project is expected to be completed by 2035 and cost an estimated $150 million (2010 dollars).

## Local Plans and Regulations

### Sacramento 2030 General Plan

As the "constitution" for City decisions, the general plan and its maps, diagrams, and policies form the basis for the City's zoning, subdivision, and public works actions. Cities are required by California State law to adopt a comprehensive, long-range plan "for the physical development of the county or city, and any land outside its boundaries which bears relation to its planning" (§65300). The City of Sacramento adopted the Sacramento 2030 General Plan (General Plan) in 2009 to provide long-term policy direction for development, infrastructure improvements, public services, and resource management through 2030Under California law, no specific plan, master plan, zoning, subdivision map, or public works project may be approved unless the City finds that it is consistent with the General Plan. The General Plan is administered by City staff and implemented by the City Council.

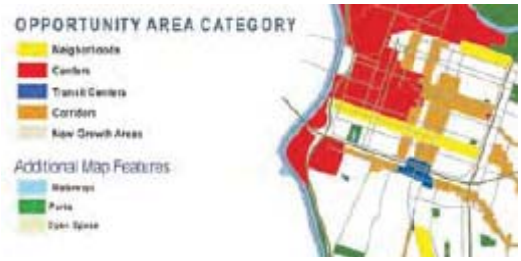
The Sacramento 2030 General Plan provides a long-term vision and set of guiding principles for Sacramento to become "the most livable city in America." The General Plan is organized into four parts: 1) Introduction, 2) Citywide Goals and Policies; 3) Community Plan Areas and Special Study Areas; and 4) General Plan Administration and Implementation. The General Plan's 10 Elements, 10 Community Plans, and the Administration and Implementation section include the goals, policies, and implementation programs that guide development decisions and infrastructure improvements. The General Plan also identifies several Opportunity Areas, each of which is provided with more focused planning and attention.

While most of the policies in the General Plan are applicable to the Broadway Corridor, there are several parts of the Plan that specifically call out and provide direction for development and infrastructure improvements. These include the Land Use and Urban Design Element (LUD) and the Mobility Element. Other General Plan Elements indirectly address identified issues on Broadway and should be consulted for policy direction, such as stormwater drainage and energy resources in the Utilities Element; economic growth in the Economic Development Element; parks in the Education, Recreation, and Culture Element; community welfare in the Public Health and Safety Element; and the urban forest in the Environmental Resources Element. The Broadway Corridor also falls within the Central City Community Plan Area and is subject to additional policies within Central City Community Plan; however, the Corridor is not specifically identified.

The LUD Element provides direction on allowed land uses and regulates the density and intensity of development. It also identifies the degree of expected change over time and the preferred urban form of development. The LUD generally discusses and provides direction along Broadway for four subareas, including: the Docks, Setzer Site, Broadway LRT Station Area, and the remaining areas along the corridor. The following bullets identify how the General Plan designates these various areas. See the identified Land Use Designations within the General Plan for specific allowed uses, density and intensity standards, urban form guidelines, and policy direction.

- The Docks and Setzer Site are categorized as Opportunity Area Centers, which include areas that are expected to develop for commercial and employment uses (without housing) and/or mixed-use projects that integrate housing with retail, office, community facilities and other uses (see Figure 2-1). Both areas are expected to *Transform* over time and experience dramatic change through major development and redevelopment projects (see Figure 2-2). The Docks Area is designated as Urban Center High, while the Setzer Site is designated Urban Corridor Low adjacent to Broadway and Urban Neighborhood to the south (see Figure 2-3).
- The Broadway LRT Station Area is categorized as a Transit Station Opportunity Area, which includes areas that are similar to Centers, with a focus on transit (see Figure 2-1). These areas may include any combination of employment, services, retail and/or entertainment and housing centered on a transit station. It is expected to *Transform* over time and experience dramatic change through major development and redevelopment projects (see Figure 2-2). The Station Area is designated Urban Center Low (see Figure 2-3).
- The remaining areas of the Broadway Corridor are categorized as Opportunity Area Corridors, which are intended to provide connections between centers, districts and neighborhoods and are expected to contain a mix of uses, including housing, retail and office development that support surrounding neighborhoods (see Figure 2-1). These areas along Broadway are expected to *Improve and Evolve* over time and experience significant change through infill, reuse, and redevelopment (see Figure 2-2). Sections of Broadway east of the intersection of Broadway and Riverside are designated Urban Corridor Low (see Figure 2-3). To the west of the intersection areas on the north side of Broadway are designated Urban Corridor Low and O'Neil Park is designated Parks and Recreation. To the south the City Cemetery is designated Public/Quasi-Public and the New Helvetia Housing Project is designated Traditional Neighborhood High.

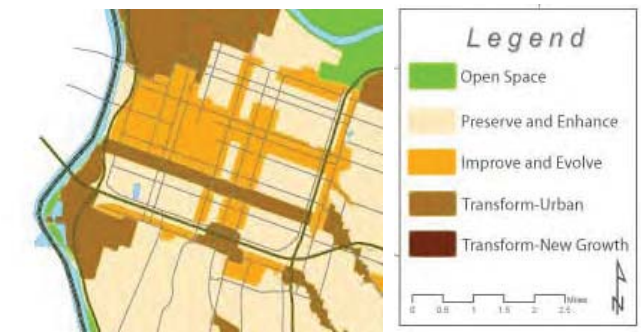
## Figure 2-1: Opportunity Areas in the Broadway Corridor




The following three categories from the illustration above identify opportunity areas in the Broadway Corridor:

- Centers. These areas are expected to develop for commercial and employment uses (without housing) and/or mixed-use projects that integrate housing with retail, office, community facilities and other uses.
- Transit Centers. Similar to centers, with a focus on transit, these areas may include any combination of employment, services, retail and/or entertainment and housing centered on a transit station.
- Corridors. These areas will provide connections between centers, districts and neighborhoods and are expected to contain a mix of uses, including housing, retail and office development that support surrounding neighborhoods.

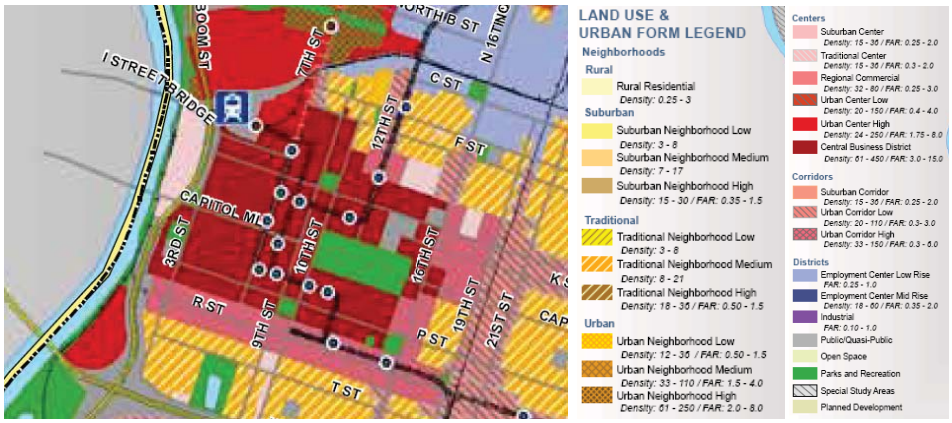
## Figure 2-2: Change Categories in the Broadway Corridor




The following three categories from the illustration above identify the relative amount of change that is expected to occur through 2030 in the Broadway Corridor:

- Preserve and Enhance. These areas are expected to retain their current form and character, but will experience some minor infill and reuse consistent with their current form and character (e.g., Pocket, East Sacramento, and South Natomas).
- Improve and Evolve. These areas are expected to experience significant change through infill, reuse, and redevelopment (e.g., Lemon Hill, UC Davis Medical Center, and Central Business District).
- Transform-Urban. These existing urban areas are expected to experience dramatic change through major development and redevelopment projects (e.g., the River District, UP Railyards, and I-5 Employment Centers).

## Figure 2-3: Land Use Designations in the Broadway Corridor



The Mobility Element identifies transportation and circulation improvements and standards for pedestrian, bicycle, transit, and automobile facilities and movement. The Element emphasizes development of a connected, multimodal circulation network that provides for all modes of travel through a system of complete streets. Several topical areas addressed by the Mobility Element specifically address issues on the Broadway Corridor, including: pedestrian, bicycle, and transit facilities and services; roadway facilities and improvements; and parking.

Broadway is classified as an arterial from 3rd Street east to the SR 99 overpass and beyond. From 3rd Street west to Miller Park it is classified as a Local roadway. The entire length of Broadway is planned as a four lane roadway, which falls within the *Major Arterial* functional classification and *Commercial Street* or *Boulevard* typology. See the Mobility Element for details on the functional classifications and typologies. Broadway is also identified as a Candidate Transit Corridor, which indicates that it links major activity centers (i.e., the Docks/Setzer Site and the UC Davis Medical Center) and is anticipated to be served in the future by bus service such as bus rapid transit, enhanced bus, and/or express bus service.

Much of the Broadway Corridor is defined in the Mobility Element as a Multimodal District (i.e., areas designated as Urban Centers, Urban Corridors, and Urban Neighborhoods), which allows for flexible LOS standards (i.e., LOS A to E) at all times. LOS F conditions are also acceptable provided that provisions are made to improve the overall system and/or promote non-vehicular transportation and transit as part of a development project or a City-initiated project. The segment of Broadway from 15th Street to Franklin Boulevard is exempt from LOS standards if new projects provide improvements within the project site vicinity or within the area affected by the project's vehicular traffic impacts in order to improve transportation-system-wide roadway capacity, to make intersection improvements, or to enhance non-auto travel modes in furtherance of the General Plan goals. With the provision of such other transportation infrastructure improvements, the project would not be required to provide any mitigation for vehicular traffic impacts.

**Central City Design Guidelines**

The Central City Urban Design Guidelines is a compilation of design guidelines for the districts and neighborhoods within Central City Community Plan Area. The guidelines convey the City's expectations for urban design and to direct future growth in a manner that builds upon the existing context, the City's market strengths, cultural and social amenities, and historical assets while acknowledging and enhancing the Central City's potential for dynamic and transformative growth and maturation as a leading urban center. It sets forth broad urban design concepts to guide future planning and development, and then provides more specific principles and related design guidelines to inform the design review and approval of individual projects.

The Central City Urban Design Guidelines generally provide guidance in three areas: the urban design framework, the public realm, and the private realm. This includes private development, but also is intended to inform City decisions related to issues such as transit, street improvements, parking standards, schools, public services, parks, and infrastructure. The guidelines are intended to provide direction rather than prescriptive requirements. The City Commission or Director responsible for design review have the authority to waive individual guidelines for specific projects where it is found that such waiver will better achieve the design policy objectives than strict application of the guidelines.

Broadway Corridor is identified within Section 4, Neighborhood Subdistricts and Corridors, which describes the location and urban design context and provides a list of the precedent structures and architectural styles that should be analyzed in the contextual design process. Guidelines for Broadway provide direction for Urban Design Issues (connections, intensification); Building Design (architectural details, orientation, street wall, precedent structures); and Streetscape (improvements, unifying elements). See the Broadway Corridor section of the Urban Design Guidelines for details.

**Bikeway Master Plan**

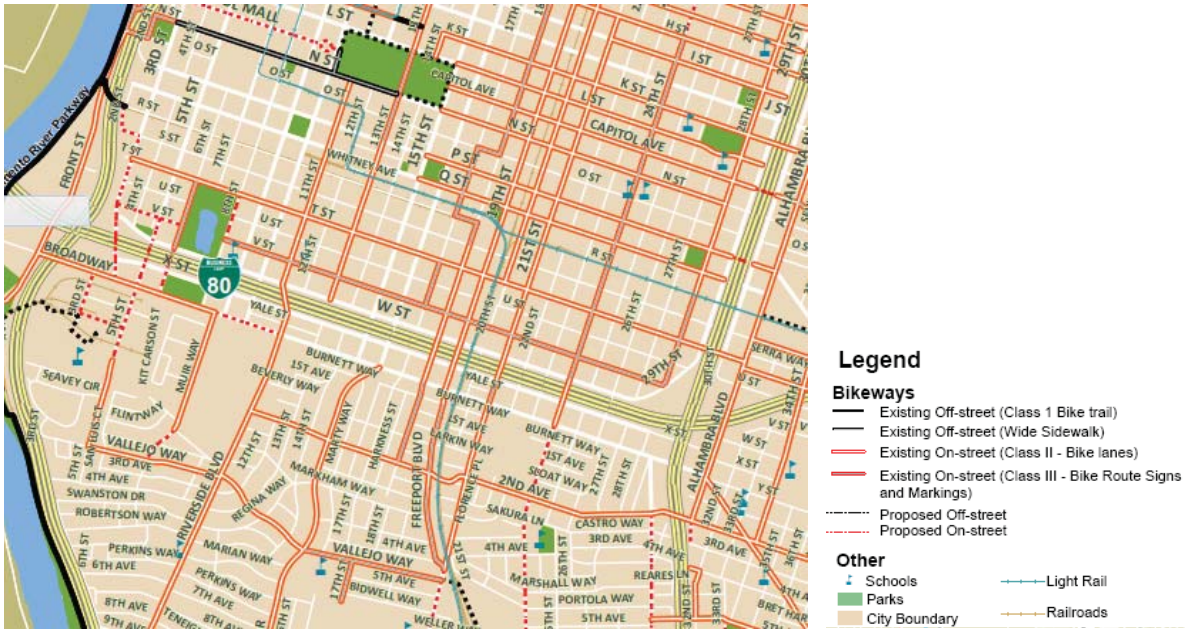
The 2010 Sacramento City/County Bikeway Master Plan represents a collaborative effort by the City of Sacramento and Sacramento County to coordinate and develop a bikeway system that serves both the recreational and transportation needs of the public, while also reducing vehicle emissions and improving

air quality. The Sacramento City Council adopted the Bikeway Master Plan in April 1995 to establish the importance of considering bicycles in transportation planning efforts. The Plan includes policies, programs, and design guidelines that provide a framework for the implementation of a safe and connected bikeway system that encourages the use of alternative modes of transportation.

The bikeways inventory conducted as part of the Plan identified a total of 428 miles of bikeways for the city of Sacramento in 1990. Of those bikeways, 333.9 miles were located on-street and 94.5 miles were located off-street. The ten year cost estimate for implementation and maintenance is $2.8 million for on-street bikeways and $3.1 million for off-street bikeways.

The Bikeways map illustrates the existing and planned bikeways identified in the Bikeway Master Plan (see Figure 2-4 below). The map was amended in October 2011 to be consistent with the SACOG *Regional Bicycle, Pedestrian, and Trails Master Plan*, but shows no changes from 1990 for the Broadway Corridor. The Bikeways map shows that there are existing on-street Class II bike lanes from Front Street to Muir Way on Broadway. There are also existing bike lanes intersecting with Broadway at Front Street, Muir Way, Riverside Boulevard, Marty Way, 18th Street, 19th Street, Florence Place, and 24th Street. The Bikeways map shows proposed on-street bikeway improvements on Broadway from 9th Street to Riverside. There are proposed on-street bike lakes intersecting Broadway at 3rd Street and 5th Street.

**Figure 2-4: Existing and Proposed Bikeways on the Broadway Corridor**




## Pedestrian Master Plan

The Sacramento Pedestrian Master Plan provides a framework for removing deficiencies and improving conditions in the current transportation system by integrating pedestrian considerations into land use and transportation planning efforts. The City Council adopted the Pedestrian Master Plan in September 2006 to make Sacramento into a model pedestrian-friendly city and redefine it as the "Walking Capital". The Plan includes policies, programs, and design guidelines with the goal of creating a safe, walkable pedestrian environment throughout the city.

The pedestrian infrastructure inventory conducted as part of the Plan identified sidewalk and street lighting deficiencies, vehicle-pedestrian collision locations, and the percentage of commuters walking to work by census tract. The results indicate that Sacramento is lacking pedestrian infrastructure and

buildings and major roadways are not oriented to accommodate pedestrians. The implementation section of the Plan identifies key project areas for pedestrian improvements, potential funding sources for projects, and follow-up actions for project implementation.

The Broadway study area is defined as a commercial corridor area in the Streetscape Enhancements program of the *Transportation ProgrammingGuide*. The Plan dictates that these streets will include landscaping, median and other aesthetic improvements in addition to pedestrian improvements. In addition, most of the areas in the Broadway corridor have been identified as "high" or "highest" overall pedestrian improvement need as a result of their composite high pedestrian demand and low walkability scores.

The Pedestrian Master Plan includes categories for appropriate levels of pedestrian improvements (i.e., basic, upgraded, premium) depending on the pedestrian demand on a given street. Most of the streets intersecting or running parallel to Broadway are considered "Pedestrian Corridors" which are areas targeted for Upgraded pedestrian improvements (see Figure 2-5 below). Upgraded improvements include wider sidewalks, more intense lighting and landscaping, and higher quality street crossing treatments than Basic improvements. Additionally, Broadway from 9th Street on is identified as a pedestrian "node" of high activity which will generally warrant Premium pedestrian improvements (see Figure 2-5 below). Premium improvements include extra-wide sidewalks, special lighting, higher quality street crossing improvements, signage, and seating.

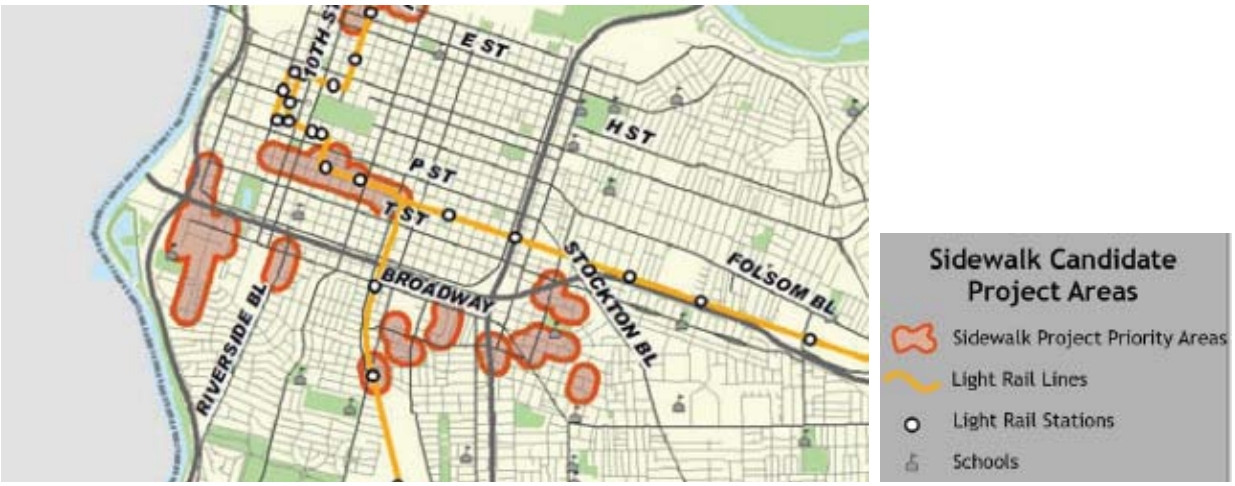
**Figure 2-5: Pedestrian Corridors within the Broadway Corridor**

The Plan also identifies areas lacking sidewalk coverage and streetlights. Several areas along the Broadway Corridor are identified as "Sidewalk Project Priority Areas" (see Figure 2-6 below). Sidewalk Project Priority Areas include areas around schools, transit stops, parks, and mixed use corridors that lack sidewalks, have high pedestrian demand scores, and have high pedestrian improvement need. The following sidewalks on Broadway are designated Sidewalk Priority Areas:

- 7th street to the I-5 Freeway overpass,
- 3rd Street from V Street to south of Broadway,
- 1st Avenue,
- 5th Street from V Street to south of Broadway,
- 6th Street and the alley from V street to Broadway near O'Neil Park,
- Kit Carson Street north of the alley,
- Riverside Boulevard from the Capital City Freeway to 2nd Avenue,
- 2nd Avenue between 21st and 27th Street,

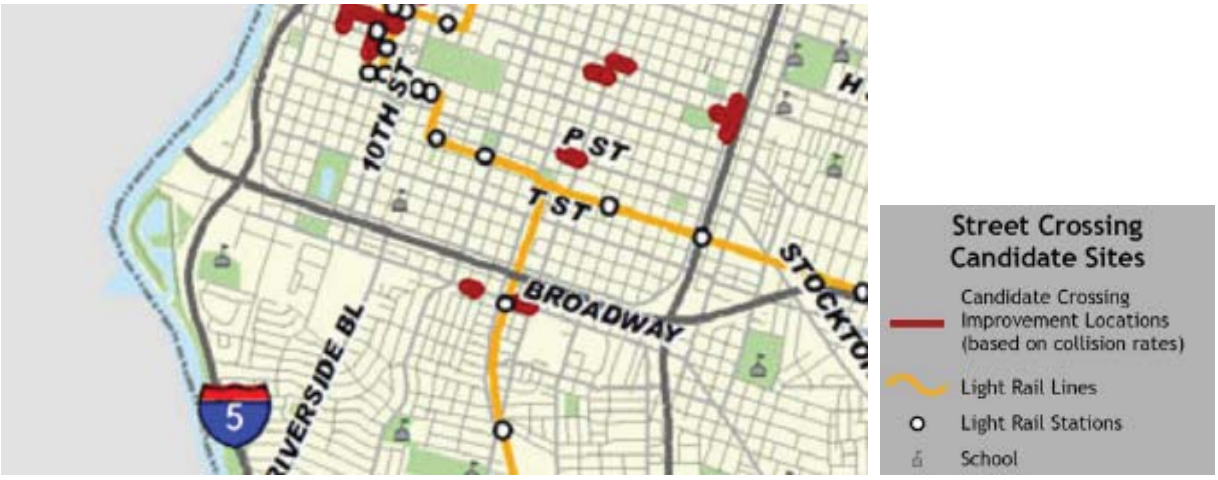
- Sloat Way from 21st to 24th Street, and
- 25th, 26th, and 27th Streets and alleys from 2nd Avenue to the Capital Freeway.

**Figure 2-6: Sidewalk Candidate Project Areas on the Broadway Corridor**




In addition, many vehicle-pedestrian collisions occurred in the Broadway corridor from 1995 to 2005, including seven fatal accidents. The intersections located at Broadway and 17th, 18th, 19th and 20th Streets are identified as "Candidate Crossing Improvement Locations" (see Figure 2-7 below). Candidate Crossing Improvement Locations were chosen based on pedestrian safety, daily roadway traffic, average vehicle speed, existing crossing length, and collision rates.

**Figure 2-7: Street Crossing Candidate Sites on the Broadway Corridor**




**Parks and Recreation Master Plan**

The Parks and Recreation Master Plan provides a framework for the development of a "green and social infrastructure" of trails, parks, river corridors, community centers, nature areas, and outdoor event venues to provide places for people to gather. The City of Sacramento prepared the Parks and Recreation Master Plan in 2004 to establish a vision and policies for the development of parks and recreational opportunities. The Plan includes policies and programs for meeting a level of service goal of 5.0 acres of neighborhood and community serving park land per 1,000 people. The city parks, community, and recreation facilities service level analysis showed that the City needed to provide 154.5 acres of

neighborhood/community serving parkland, 629.9 acres of city-wide/regionally serving parkland, and 153.4 miles of trails/bikways to meet 2010 service level goals.

The Parks and Recreation Master Plan recognizes the Growth Opportunity Areas identified in the Sacramento 2030 General Plan (see Figure 2-8 below). While each Growth Opportunity Area category has a different defining element (i.e., Neighborhoods, Centers, Transit Centers, Mixed use Corridors, New Growth Areas), they all maximize joint use and development opportunities. See the Sacramento 2030 General Plan section Figure 2-1 above for descriptions of the Opportunity Areas.

Broadway is mainly identified as a Mixed Use Corridor, encompassing the areas from 8$^{th}$ Street to Land Park Drive and 23$^{rd}$ Street to SR 99. The section in-between from Land Park Drive to 23$^{rd}$ Street is designated as a transit center. To the west, the area between 6$^{th}$ and 8$^{th}$ Street is identified as parks, parkways, and open space. The area from 6$^{th}$ Street to I-5 is designated as a center.

The Plan also identifies regional parkways, parks, and sports fields within the city of Sacramento. Broadway is connected to the regional parks and parkways system by a bike trail crossing through the study area on 24th Street (see Figure 2-8). The Broadway Corridor has some small parks in the vicinity, including O'Neil Park and Southside Park to the north, Miller Park to the west, and Smith School Park and Upper Land Park to the south (see Figure 2-9). The Broadway Corridor study area also includes a lighted adult softball and adult soccer field (see Figure 2-10).

**Figure 2-8: Regional Parks and Parkways in the Broadway Corridor**

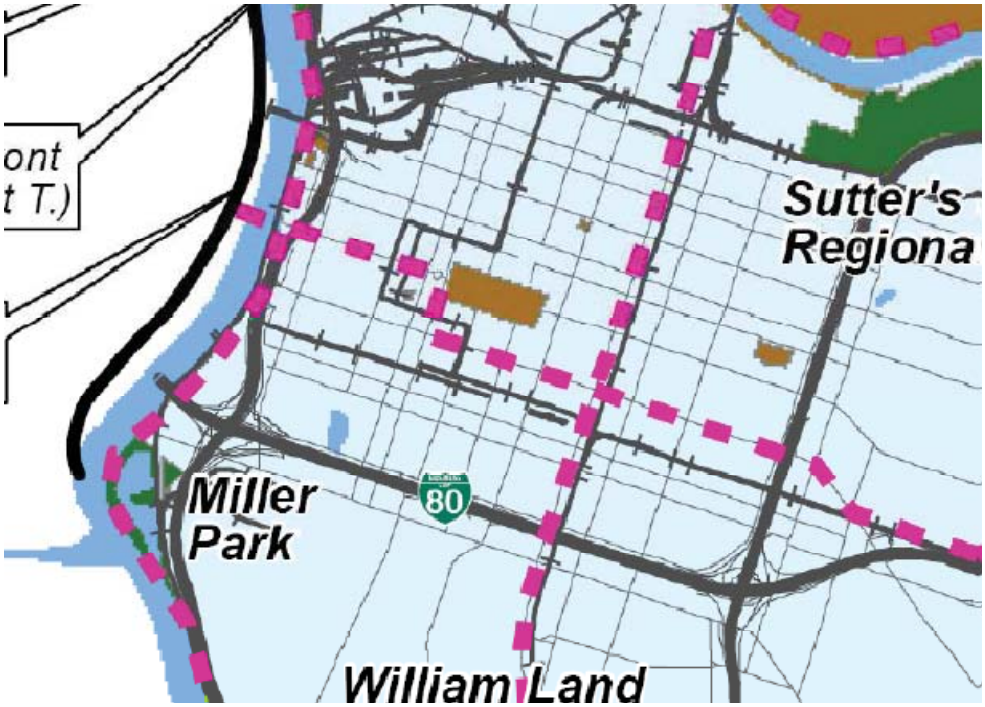


**Figure 2-9: Parks in the Broadway Corridor**

**Figure 2-10: City Sports Fields in the Broadway Corridor**

**Sacramento Zoning Code**

The Sacramento Zoning Code regulates what uses can go where and the development standards to which new development must be built. Development standards refer to the height, lot coverage, parking standards; wall, tree shading or landscaping requirements; or setback requirements that apply within a particular zone. If a proposed project is of a different use or standard than is normally allowed within a particular zone, the applicant may need to request a variance, special permit, or a zone change. The purpose of establishing zoning designations within a community is to ensure that neighboring land uses be compatible with one another. Residential uses, for example, generally are not compatible with industrial uses.

The majority of the Broadway Corridor is designated General Commercial (C-2) zoning district. The purpose of the C-2 zone is to provide for "the sale of commodities, or performance of services, including repair facilities, offices, small wholesale stores or distributors, and limited processing and packaging." Good examples are a small neighborhood hardware store or a corner market. In addition to allowing commercial uses, the C-2 zone, when located inside the Central City, allows residential uses by-right subject to specific noise standards.

Other areas along the Broadway Corridor are designated:

- ***Multi-Family (R-3, R-4, and R-5).*** The purpose of the multi-family designations is generally to allow higher-density, multi-family uses. The multi-family designations allow apartments, single-family homes, and other similar residential uses by-right, and some commercial uses with a special permit. The multi-family designations apply to a few residential areas west of Riverside Boulevard, including to the New Helvetia low-income housing development.
- ***Residential Office (R-O).*** The Residential Office zone is a medium-density multi-family zone that permits the development of office uses subject to a special permit. Several properties fronting on X Street between 16th Street and 28th Street are designated Residential Office.
- ***Heavy Commercial (C-4).*** The Heavy Commercial zone is designed primarily for warehousing and distribution types of activities, with some light manufacturing uses allowed. Several parcels in the westernmost end of Broadway, past 6th Street, are designated C-4.
- ***Light Industrial (M-1).*** The Light Industrial zones allows most manufacturing activities, except heavy manufacturing and processing of raw materials. The properties on the south side of Broadway between 3rd and 6th Streets are designated M-1.
- ***Standard Single Family (R-1).*** This designation applies to the Old City Cemetery located between Riverside Boulevard and Muir Way.

**Light Rail Ordinance**

The Light Rail Station Ordinance was adopted by the City Council on September 28, 2004. A proposed amendment was added October 15, 2002 for polices that would support recommendations towards the Transit for Livable Communities (TLC) project. This amendment requires that development of underutilized properties located within a ¼ mile radius of light rail platform should be developed with transit friendly uses, in support of pedestrians and light rail transit ridership. The Ordinance was developed to review key issues on cases by case bases.

New development for the below listed land use will require a special use permit if they are within the ¼ mile radius of a light rail platform.

- Auto Sales (new or used), service, repair, storage or rental
- Commercial Cleaning plant
- Equipment rental sales yard
- Commercial Laundry Plant
- Mini Storage/Lock building
- Nursery
- Service Station
- Wholesale Stores and Distributors over 6400 square feet

Existing buildings and land use are exempt from this ordinance; however, expansion of existing buildings will require a Planning Director Plan Review. This review is necessary in order to receive a "sign off" on the plans for improvements if the building to ensure that it will follow a suite with the plan for a TLC and again that it remains transit friendly when is located within the ¼ mile radius of the light rail platform.

Given that there is a light rail platform located off Broadway, any improvements within this ¼ mile radius will fall under these ordinances.

**Parking Regulations**

Vehicle parking is regulated and administered by the City of Sacramento as part of the City Zoning Code. Parking regulations based on the type of structure being developed and the area in which is being used for parking. The City has the authority to consider special requirements based on function. In determining a plan that will fully maximize parking areas along the corridor these areas must comply with specifications regarding the width of the lanes, bike lanes and vehicle overhang. There are specific requirement outlines within chapter 17 as well as exemptions, and/or special consideration requests that may apply.

The Sacramento City code Title 17 Zoning, division III. Development Standards, Chapter 17.64 Parking regulations. Under this chapter there are general provisions, parking specifications dependent upon commercial use/facility type, and the minimum required number of spaces. Other specifications include: handicap designations, off street parking, loading and unloading zones, and bicycle parking. Section 17.64.060 item number five allows for City Exempt for redevelopment project or project under contract with the City. This allows for the City to enter into a specific contract with the developer governing parking specifications.

Given that the City has jurisdiction over the parking regulations and the authority to grant special consideration it is best to consult City staff while developing the Broadway corridor plan. This corridor is also being considered as one of the Sacramento Streetcar routes currently under planning. That will also need to be considered when developing a plan to layout parking along the street. Where will the tracks be laid in conjunction with the roadway, curbs, parking, etc. It is equally important to communicate with the Advisory Council for the Street Car Planning study to determine if any street parking proposed or consider will conflict with the designated rout areas of the Streetcar.

**Design and Procedures Manual; Section 15 – Street Design Standards**
The Design and Procedures manual, Section 15 establishes City street design standards. Administered and regulated by the City of Sacramento, this manual provides general and specific information relative to street design. Last updated June 2009, it can be found on the City's website for quick reference.

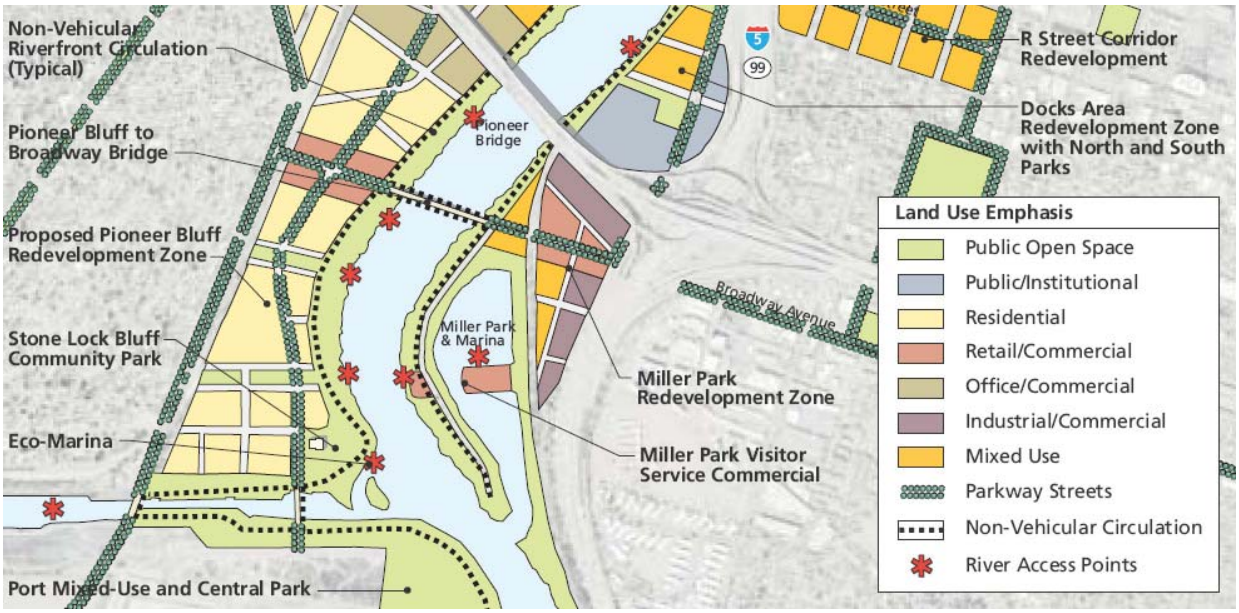
Specific design sections that relate to the Broadway corridor project include design layout for the streets, curbs and gutters, sidewalks, bike lanes, medians and islands, street signs and markings, intersections, traffic signals, roundabout design, landscape and streetscape improvements, on-street parking, angled parking, and construction of pads (bus stops).

## Other Applicable Plans, Programs, and Studies

**Sacramento Riverfront Master Plan**
The Sacramento Riverfront Plan represents a collaborative effort by theCities of West Sacramento and Sacramentoto create a shared vision for a comprehensive riverfront area. The City of Sacramento adopted the Sacramento Riverfront Plan in July 2003 to update and consolidate the West Sacramento Riverfront and Sacramento Riverfront Master Plans completed in 1994 for the Cities' Redevelopment Agencies. The Plan establishes a new vision for the future of the Sacramento Riverfront: a high-quality riverfront space connected to the cities by a web of multi-modal streets, and surrounded by vibrant urban neighborhoods.

The Plan calls for Miller Park and the Docks Area north of Broadway to be strengthened and expanded to include mixed use and commercial development as well as public space. Broadway is identified as a "Parkway Street", which is defined as a pedestrian-oriented street also accommodating vehicular traffic and characterized by a distinctive riverfront streetscape design including double rows of trees on each side, widened pedestrian walks, planters, an interpretive program showcasing cultural themes, and unique paving, signage, and lighting (see Figure 2-11 below). The plan also proposes a new river crossing extending from Broadway to Pioneer Bluff in West Sacramento that includes a combination of pedestrian, bicycle, and vehicular access. The bridge would link Broadway to proposed new neighborhoods and recreational resources in West Sacramento.

**Figure 2-11: The Riverfront Concept**




**Neighborhood Commercial Corridor Design Principles**

The City of Sacramento developed the neighborhood commercial corridor design principals to provide a positive overall cohesive flow and attractiveness to neighborhoods. They were established to help developers, designers and City planning staff during the early stages of project design to develop solutions to enhance the community, promote neighborhood pride, encourage high-quality development, provide design direction, protect property values and facilitate a review process. Broadway and Stockton Boulevard has a specific "Central City Urban Design Plan." Adopted by the Redevelopment Agency in September 15, 1998, it was intended to provide recommendations. The Broadway/Stockton special planning district (SPD) consists of an area that was determined to have "economic and aesthetic blight" due to vacant lots, conditions of land use, lack of parking and storefront visibility. Rules and regulations were developed to improve the image and competitiveness utilizing the historic buildings and landmarks.

The SPD administers the guidelines, and the City Council supports the necessity of special rules to revitalize the area. The Sacramento City code Title 17 Zoning, division V. Special Districts, Chapter 17.94 Broadway-Stockton Special Planning District includes boundaries, special land use, development standards, design guidelines and design review requirements. Guidelines that were designated to be encouraged, coincide with those determined by the Broadway Vision TAP through the neighborhood outreach. Improvements include preservation and re-use of unique and historic storefronts, retention of character, mixed-used projects, bike and pedestrian friendly streets, bicycle parking, reduction of parking restrictions, overall improved aesthetic through development standards, and expansion of medical facilities.

Section 17.94.030 Special Land use regulations states that the Broadway corridor will fall under special regulations. Provisions under this chapter will prevail in the event that there is a conflict with the provisions under the title. There are many specific uses that are prohibited and others that may be allowed subject to review and issuance of a planning commission special permit.

Division V should be consulted when confirming the overall design plan for the Broadway corridor to make certain that there are no conflicts, exceptions, or exclusions outlined in the sections.

**Commercial Corridor Revitalization Strategy**

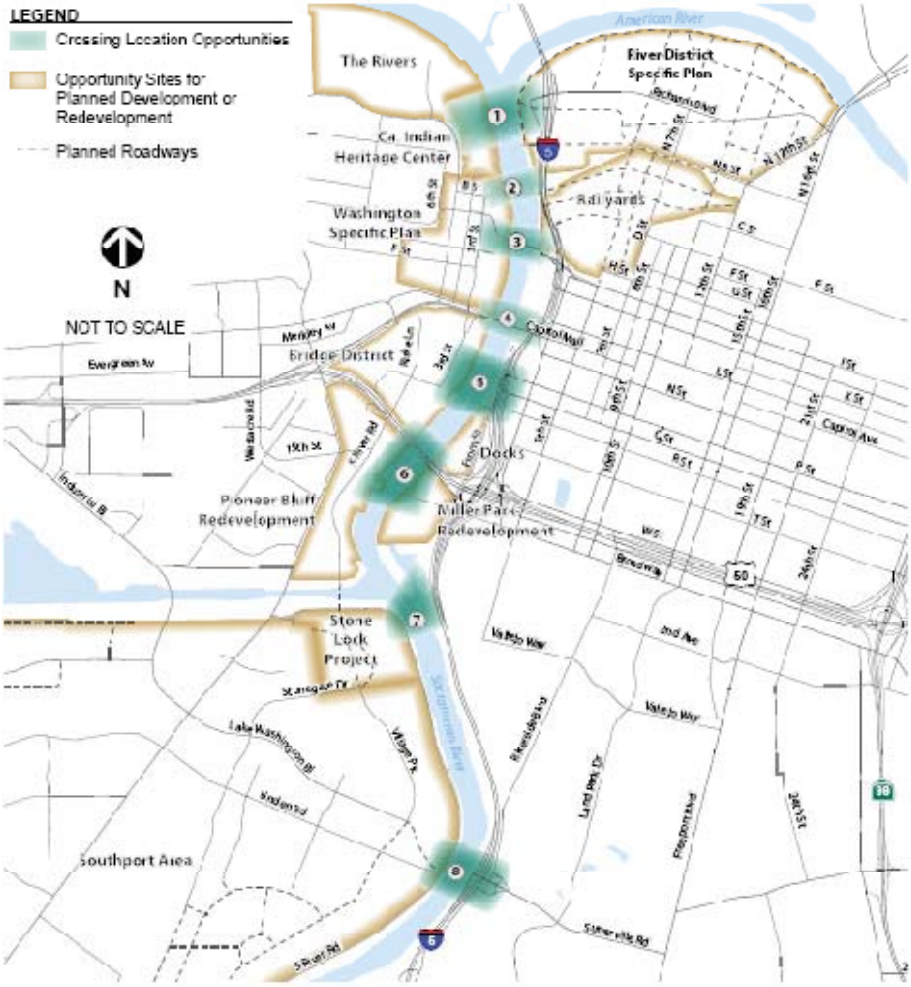
The City of Sacramento Planning Division adopted the *Commercial Corridor Revitalization Strategy* in November 2003. The purpose of the strategy is to achieve immediate and inclusive benefits from revitalizing commercial corridors by amending the Limited Commercial (C-1) and General Commercial (C-2) zones. The Broadway Corridor includes several parcels zoned C-2. The strategy promotes mixed use

development, quality projects, higher densities, and reinvestment through project streamlining and flexible standards. Zoning code amendments establish requirements for special permits for certain uses related to vehicles and other equipment, and incentives for mixed use development, residential development, and reduced parking standards. Regulations specific to Special Planning Districts take precedence over the commercial base zoning amendments. The *Neighborhood Commercial Corridor Design Principles* provide guidelines for creating mixed use, high-quality new development in the commercial corridor areas. As a companion document to the design principles, the Commercial Corridor Users Guide provides developers, designers, and the community with information on the challenges and design recommendations for projects located within commercial corridors.

**Sacramento River Crossings Alternatives Study**

In November 2010 the Cities of Sacramento and West Sacramento prepared the *Sacramento River Crossings Alternatives Study* to review eight alternatives for a new crossing identified in several other plan documents as a measure for addressing limited connectivity in riverfront areas. The purpose of the plan was to determine the need, purpose, objectives, cost, location, travel modes, impact on future travel demand, and public sentiment for the river crossing. The river crossing alternatives study included several evaluation criteria, including achievement of community values of accessibility, improved aesthetic, connectivity, economic improvement, environmental resource protection, improved mobility, preservation of existing neighborhoods, and increased safety. River crossing alternative 6 includes the 15$^{th}$ Street to Broadway and W Street/X Street couplet alternatives located south of the existing Pioneer Bridge. Location 6 would improve access to jobs, support riverfront development, and connect redevelopment opportunity sites on both sides of the river. The study found that there is a clear need for a new crossing and that bridges built in both the north and south areas would yield the best results. Location 6 was identified as one of the most promising alternatives in the south, which is not currently served by a river crossing. Compared to the other alternatives, location 6 will be accessible to the highest projected population and employment within a five-minute drive and one-half mile area.

**Figure 2-12: River Crossing Location Alternatives.**




**Sacramento Streetcar Planning Study**

The Sacramento Streetcar Planning Study was conducted recently, with results submitted to the City Council on February 28, 2012 (unanimously approved). The purpose of the study is to provide a basis for an application for a federal grant through Sacramento Area Council of Governments to fund the next stage of implementation. The idea is to connect Sacramento and West Sacramento and other major city destinations. There are four initial routes determined with two additional recommendations that encompass areas planned for major development.

Sacramento City along with Regional Transit, the Yolo County Transportation District and the City of West Sacramento are working together to determine funding, operation and management of the starter line. The anticipated completion for further analysis is 2013; at that time there will be a further report that can be used for additional grants towards the development stage.

The routes designated include Broadway as the south connector line. The others are along the Sacramento River on the west side, H street through town and then the Union Pacific Railroad route on the east (between 19th and 20th street.) The two additional recommended routes would include the Railyards and the Arden/Cal Expo area. The concept is to connect the Sacramento Convention Center, K Street Mall, the Sacramento Valley Station/Intermodal Terminal, the planned Entertainment and Sports Complex, Old Sacramento, and the City of West Sacramento (via the Tower Bridge.)

With the thoroughfare of Broadway being factored as one of the main lines this would eventually allow for funding to update the layout of the street. There will be improvements for track installation, stop locations, sidewalks, train signals, and power systems. As this study moves forward, and funding is obtained, there will be an allocation of funds toward the Broadway corridor that not only will help in redesign of the street, but also include sidewalk improvements. This is still in the infancy stages and should be monitored on a continual biases to determine the impact and correlation to the Broadway Vision project.

**Docks Area Project**

The Sacramento Housing and Redevelopment Agency approved the Docks Area Project in October 2006. The Docks Area Project includes a Specific Plan, Design Guidelines, and a Preferred Concept Plan. SACOG awarded the City of Sacramento a grant of $1.2 million to design and construct the Docks Area Riverfront Promenade in April 2006. In May 2006 Caltrans awarded the City a grant of $183,620 for community outreach for the Promenade. The project will redevelop the property north of Broadway between Miller Park, I-5, and the Capitol Mall as a high density, mixed use, riverfront parkway neighborhood. The Docks Area Project, identified in the *Sacramento Riverfront Master Plan,* will include housing, retail, and open space uses, eliminate blight, connect the riverfront to downtown Sacramento and adjacent neighborhoods, draw pedestrians to the destination, and attract additional development to the area. Broadway provides vehicular access to the project from the south via Front Street and access to I-5, but connectivity is limited by the physical barriers of the freeway and the Sacramento River. The Sacramento Riverfront Promenade will provide a direct and attractive pedestrian connection to Downtown through several streets including Broadway to the River District and Railyards.

**Figure 2-13: The Relationship Between the Docks Area and the Existing Transportation Network**

**Infill Strategy and Infill Program**

The *City of Sacramento Infill Strategy and Infill Program* were developed by the City of Sacramento Planning Department in May 2002. The purpose of the Infill Strategy and Program is to promote quality development of vacant and underutilized parcels within existing urban areas and establish priorities and programs that support infill development. Broadway was identified as one of 19 neighborhood commercial corridors in the City of Sacramento Economic Development Strategy. These corridors include several vacant parcels with the potential to become commercial, office, mixed use, or urban housing infill developments. The Infill Strategy identifies several programs encouraging infill development, including various plan policies, zoning overlays, streamlined review processes, financial incentives, and design guidelines. The Infill Program implements the goals of the Infill Strategy and offers streamlined review, development standard exceptions, fee reductions, and staff assistance to development projects meeting

the infill requirements. The neighborhood commercial corridors are considered targeted infill areas requiring special attention to land use, streetscape enhancement, business attraction, and other rehabilitation issues. Infill development in these areas should focus on corridor revitalization, business retention and attraction, historic preservation, adaptive reuse, and alternative types of development (i.e. office, education, mixed use). The City is also working with business district associations to: build on existing assets; identify targeted businesses, uses, and sites for development; and create a balance of neighborhood serving and destination commercial uses.

**Sacramento Places: Smart Growth Projects in Sacramento**

The City of Sacramento Planning Department prepared the *Sacramento Places* document in January 2009. The purpose of the document is to highlight recent development projects that reduce impacts arising from growth and revitalize communities by incorporating principles of Smart Growth. These principles, adopted into the Sacramento General Plan, promote mixed land uses, walkable neighborhoods, resource conservation, energy efficiency, a range of housing opportunities, and a variety of transportation choices. The 40 acres Complex and Guild Theater, just outside the project area at the corner of Broadway and 35th Street, is one example of a Smart Growth project that takes advantage of existing community assets and emphasizes joint use of facilities. The development used existing commercial space to create a mixed use complex that serves commercial, recreational, and residential functions and acts as a gathering place for residents.

**Transit for Livable Communities**

The *Transit for Livable Communities* project was developed by Sacramento Regional Transit in August 2002. The purpose of the project was to prepare land use recommendations for the 21 light rail stations in the Folsom, Northeast, and South Sacramento Corridors, to make use of light rail system investment funds, to develop public support for transit oriented development, and to identify an approach for encouraging transit oriented development around light rail stations. The recommended land use plans cover a one-quarter mile radius around each station and promote walkable design, high density development, and a mix of residential, retail, and office land uses. The South Line light rail corridor includes a stop on Broadway. The Broadway station is the first on this line and is located next to an auto parts store just south of Broadway, between 19th and 20th Streets. The station includes a walk-on “gate” entrance with signage, pavement decoration, and fencing separating it from the Union Pacific railroad tracks. Regional Transit identified 1.25 acres of vacant land that may be used for transit oriented development, including a parcel owned by the City of Sacramento located directly to the east of the Broadway station. The Broadway station accommodated an average of 837 daily boardings and 951 departures during the 2011 fiscal year.

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# Attachment F

Economic Development

ULI Technical Advisory Panel

# Broadway Corridor Opportunity Area

## 1. Location

Description of the location, opportunity areas, and boundary of the Broadway Opportunity Area. Summarize key landmarks (e.g., Tower Theater), public facilities (e.g., LRT Station), and urban form within and adjacent to the corridor opportunity area.

## 2. Existing Conditions

### Land Use and Urban Character

Description of existing land use composition and distribution, and the characteristics and form of the corridor and surrounding neighborhoods and areas.

### Economic Trends

(Figure 1)

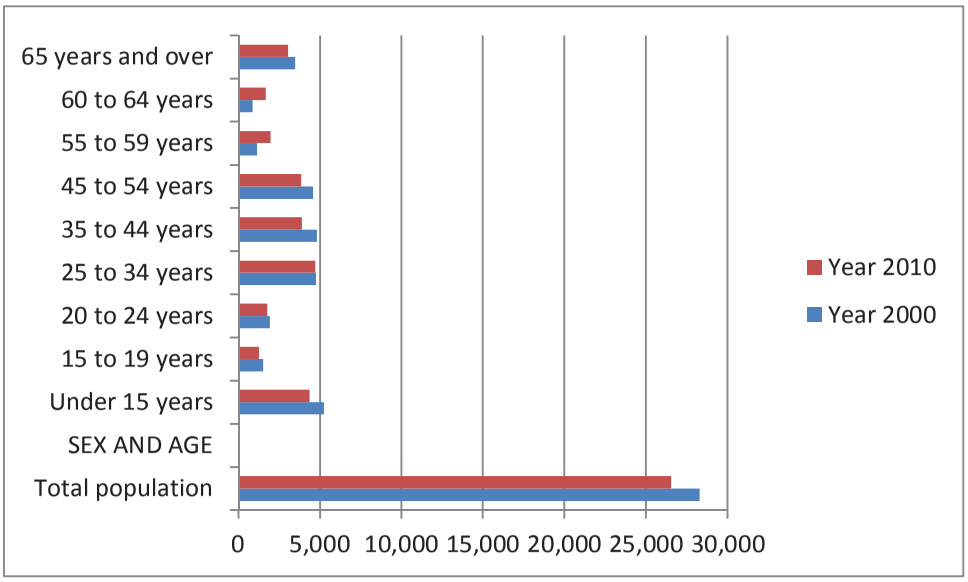
Broadway serves both a local market area and a regional market area. The local market area for Broadway generally includes the neighborhoods of Land Park, Curtis Park, Southside Park, Richmond Grove, Newton Booth and portions of Oak Park (Figure 1).

The regional market area is defined in one sense by the draw from larger retail establishments such as Target. This market area is shown in Figure 2. In another sense, Broadway's visibility off the freeway and the identification with the Tower Theater, makes the area recognizable to travelers throughout Sacramento and Northern California.

(Figure 2)

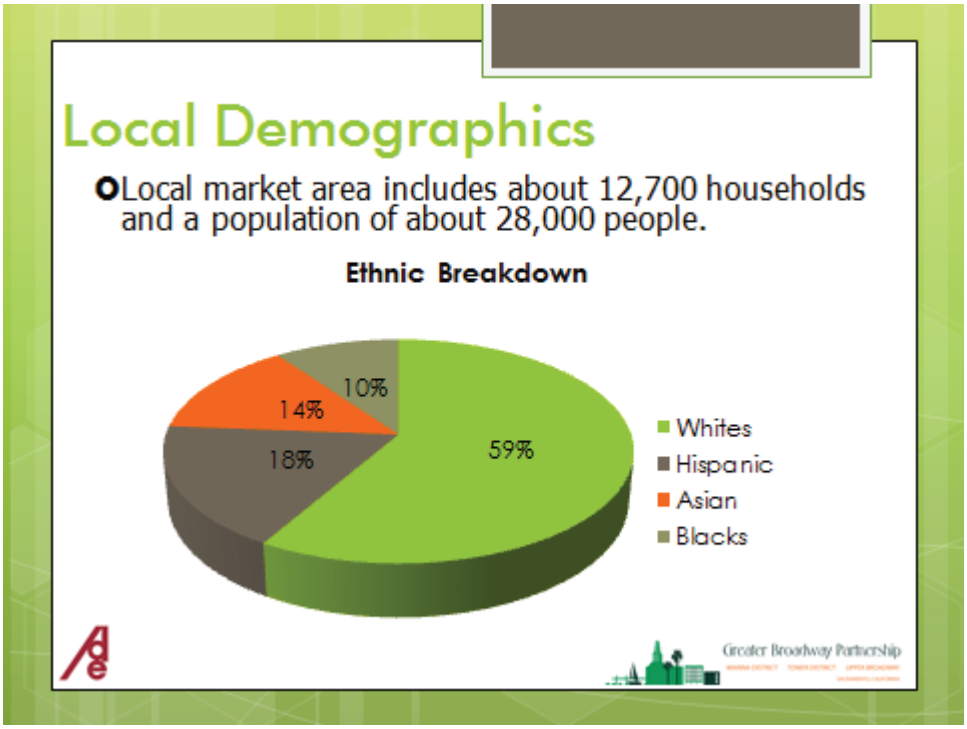
## Population and Demographics

The local market area includes about 12, 700 households and about 26,500 people. This is down from 28,300 people in 2000. Population has aged slightly overall but is younger in areas north of Broadway (Figure 3). During the 2000 to 2010 decade, population declined slightly from 28,394 to 28,062 and the number of households also declined from 12,987 to 12,673. This is likely due to increased housing vacancies due to the recession. Although new residential projects have been proposed within the area, very few have been built to date.



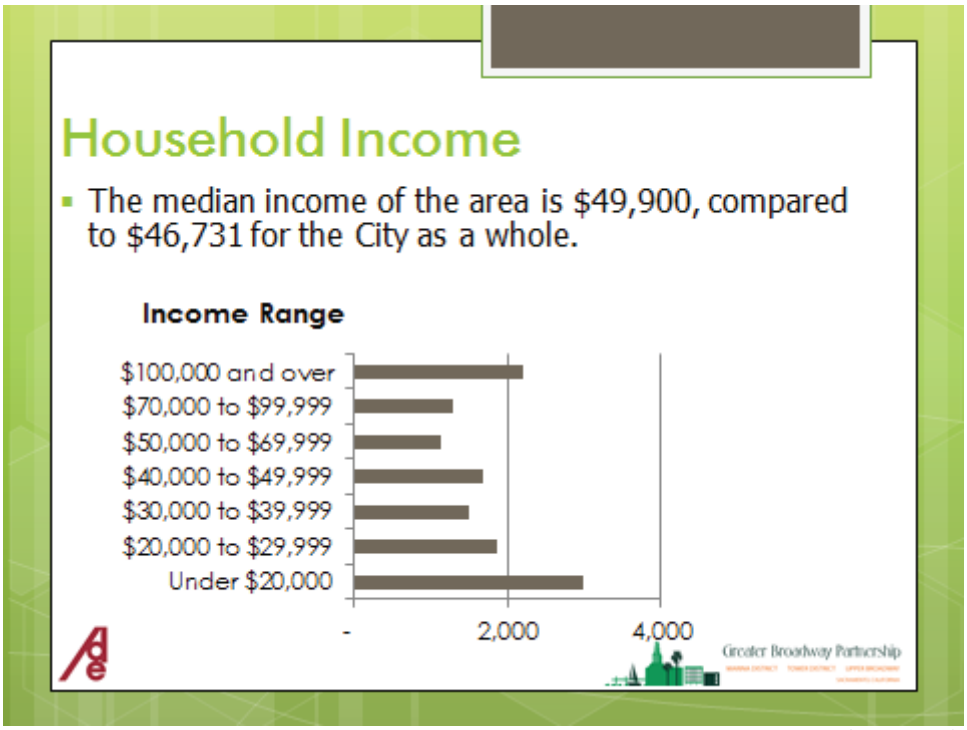

(Figure 3)

The Broadway market area has a diverse population (Figure 4) and features a number of ethnic restaurants and social clubs.




(Figure 4)

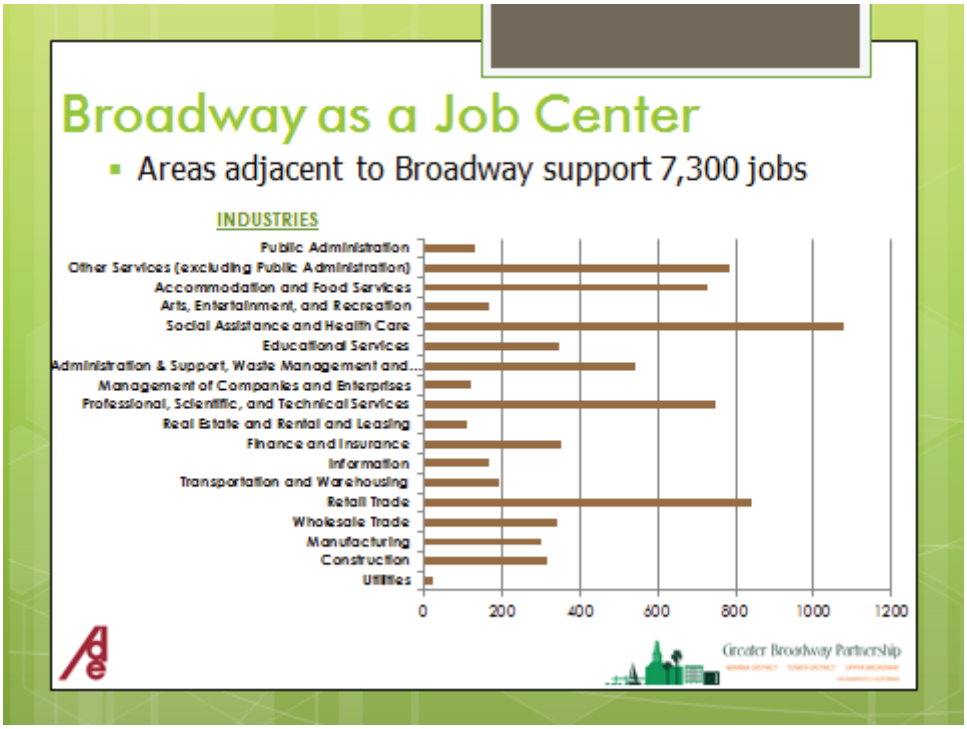
The area has a higher median income than the city as a whole: In 2010 this was $49,900 compared to $46,700 citywide (Figure 5). Similarly, in 2000 the median income of the area was estimated to be $39,400 compared to a citywide figure of $37,049. However, these figures barely track the rate of inflation and essentially show no income growth in real terms. Actually, factoring in the distribution of income, purchasing power has declined 12.8% over the decade in real dollar terms.




(Figure 5)

## EMPLOYMENT BASE

Broadway is a substantial job center as well as a retail district. As shown in Figure 6, the corridor supports a large number of government, professional and industrial jobs as well as retail.




(Figure 6)

## 3. Vision for the Future

### Vision and Guiding Principles

Economic Development Issues and Vision

The competitive edge of the Broadway corridor lies in its eclectic mix of ethnic restaurants and its entertainment opportunities. Yet there is the recognition that the corridor is not meeting the needs of all the economic segments within its market area. Many people's image of Broadway is the Tower District (theater, restaurants, bookstore, and music shops) with a limited awareness of what the rest of the corridor has to offer. While the corridor has somewhat of a regional image and business base, most of the workshop participants (business and property owners, neighborhood residents and ULI professionals) felt it is very important to retain and enhance existing businesses as part of implementing a Broadway corridor enhancement strategy. That vision of the future might be characterized as preserving and attracting local businesses in the midst of an enhanced, more robust, pedestrian-friendly corridor that serves local residents and also regional visitors.

# 4. Recommendations

### Economic Development Strategies

The economic development recommendations address a number of key issues identified in the Vision Plan process. The corridor has a strong foundation on which to build but more effort is needed to create "user-friendly" environments along the corridor to combine social activity with business opportunities. The business mix is diverse but some key needs are met elsewhere in the market area, not on Broadway itself. With some exceptions, the physical environment along Broadway is not attractive to pedestrian activity and does not provide sufficient gathering or lingering spots. Much of the business potential is lost as residents, workers and visitors stay in their cars for one-stop trips to the corridor rather than meandering to a larger selection of establishments to make multi-stop trips. There needs to be a strong emphasis in the Vision Plan on physical improvements that foster more extended visits from patrons.

There are activities near and along the corridor at certain times that draw substantial numbers of customers, but more effort is needed to attract those customers to a broader selection of businesses on each visit. In addition to physical improvements, efforts to coordinate events and activities with merchant/restaurant promotions, perhaps even using Broadway itself as a pedestrian plaza during low traffic periods on weekends, would help create a more comfortable sense of community along the corridor and a larger economic benefit. Adding more events to the mix should also be a high priority, particularly with a view to highlighting the ethnic restaurants in the area. Another priority is to capture additional customers who come for activities such as the Sunday Farmer's Market and Sunday Antique Fair and Flea Market and Craft Fair.

A third major issue area is attracting more patronage from professional workers, those living in the local market areas as well as those working on Broadway itself. The corridor is a substantial job center but it is not clear that the retail sector is gaining all the economic benefit it should from this concentration of workers. This is an area where the business mix may be important as well as the physical improvements mentioned above. Broadway has a strong mix of ethnic restaurants but could use more settings where people gather informally for coffee, lunch and drinks. A number of the current businesses in this category on Broadway are national chains that fail to enhance the unique character of the area (although these corporations may have community funds that could assist with some of the desired improvements). The New Helvetia Brewery is expected to help fill this niche and the Beatnik Gallery owners have taken the initiative help organize and host events so there is momentum in this direction already.

As new developments occur along the corridor, efforts should be made to attract local entrepreneurs to these kinds of opportunities. The Partnership could help in this process by sponsoring a survey of office workers along the corridor to obtain better information about their preferences and current behavior regarding eating and gathering in establishments near their offices.

There has been a desire and effort to see residential mixed use buildings developed along the corridor. Although several have been proposed, recent economic conditions have not supported their development. The Northwest Land Park project will test the market potential for for-sale residential product in multi-family buildings at relatively affordable price points in the next few years. It is important to recognize that the district taken as a whole and particularly within a few blocks north and south already has a large inventory of residential units. As discussed earlier, the near term challenge is getting the existing residents, as well as workers and visitors, to spend more time on Broadway and hopefully to get comfortable walking and biking there. One other short term focus might also be to ensure that existing upper floor spaces are fully utilized, perhaps for office space if not residential.

**Specific Recommendations**
The economic development recommendations relate to the corridor as a whole and each of the three Districts within the corridor: the Lower Broadway or Riverside District, the Tower District and Upper Broadway. A key dimension in the recommendations is the time frame, which in part is driven by the investments needed to implement the strategies. In the short term, additional events and better coordinated activities will help draw greater patronage at relatively low cost. Some physical improvements can be done by individual business or property owners, with cooperation from the City. A prime example is to increase sidewalk seating for some of the restaurants, which may only require changes in parking space use and not extensive physical construction. These can also be short term opportunities.
Infill of new businesses is a short to medium term opportunity where suitable sites are readily available. In other cases, prospective entrepreneurs may need to coordinate with new development projects or revitalization of existing facilities that create a better physical environment for new businesses to succeed. Finally, major physical improvements to Broadway itself and adjacent streets, may require public and private investments that will be longer term in coming to fruition. The City does not currently have plans or funds identified for such improvements and the Partnership and other private investors will likely need to see some of the major proposed development projects move forward before additional funds can be raised for public improvements.

A shared vision of the future for the corridor will help various stakeholders (businesses, property owners, community members and organizations, the City of Sacramento, etc.) to align their strategies, actions and collaborations.

<u>Corridor-wide Recommendations</u>
*Promotions/Events*
As discussed above, promoting better cross-marketing of events is the most cost effective short term way of getting more customer exposure for existing businesses on Broadway. There is major node of activity every Sunday with the Farmers' Market under the freeway, which draws about 15,000 people. However, there is a big loss of potential business from people who visit the Farmer's market but get back in their car and leave without visiting other parts of the corridor. It is important to focus on nodes instead of the corridor as a whole in order to make connections with event participants and the businesses. In addition to the Sunday Farmers' Market, there is an Antique Fair every second Sunday and a Flea market and Craft Fair every other Sunday. The Partnership could sponsor additional events to complement existing events and activities. A cost effective approach would be to create event "templates" with basic organizational items and TO DO lists to help in designing new events more easily.

In order to be effective, there needs to be a way to drive people to the Partnership website in order to promote events. The Partnership has experience with the Taste of Broadway, which was more expensive than anticipated but perhaps can serve as s foundation for planning new event strategies. The events could be combined with special offers from the businesses. Social media is particularly important for connecting with younger patrons. Also, establishments like the Beatnik Gallery and the new Brew Pub should help connect with younger crowds.

With low traffic volumes on Broadway on Sundays, it may be possible to take over part of the street for special events. Also the various places of worship along the corridor draw many families on Sundays, which may also be attracted to events or restaurants after services. One event suggestion to tie into this opportunity would be "Sunday Brunch on Broadway."

*Physical Improvements*
There are not too many lingering spots in the corridor and the key nodes need more destination retail. One approach would be to grow Broadway northerly, integrating the alleys between Broadway and the freeway. The City could provide angled parking on the side streets connecting the Caltrans Zone with Broadway, with on-street parking on the north side of X Street on weekends. In addition, there is a strong need for increased wayfinding infrastructure such as Bee kiosks, banners, business directionals, etc. One way to create more of an attraction to outside folks in the area would be to develop a Sacramento Walk of Fame or Art Walk where durable monuments are placed in the sidewalk to add interest and a sense of place. These could perhaps be sponsored by outside interests or the businesses with the Partnership

handling the logistics as part of an overall streetscape improvement plan. The walk could feature famous people, organizations or events from Sacramento, prominent local figures from the adjacent neighborhoods, the Chinese community, baseball players who played at the historic ballpark on Broadway, etc. Another idea would be to hold a design competition to get unique artistic ornamental discs created by artists that would be imbedded in the sidewalks, with the costs sponsored by various interests. The Barbary Coast trail in SF is an interesting example of this type of feature, in which people the monuments with maps and interpretive narratives downloaded off the web.

Outdoor restaurant seating could really boost the appeal of the area and could possibly be done with little cost. The City has a well-established process to grant sidewalk seating permits. Businesses could work with the City to use on-street parking spaces to buffer sidewalk seating to increase pedestrian spaces. More effort is needed to engage the existing ethnic restaurants to try this approach.

In general, the economic development recommendations also support the street diet, traffic calming concepts discussed at the workshop, as well as improved pedestrian and biking environments. From a business perspective, creating pedestrian oriented nodes with a variety of retail and restaurant opportunities, including outdoor seating and activities, will be most effective in boosting sustained patronage. Another opportunity might be to work with the Sacramento Tree Foundation to plant more trees along the corridor, thus helping to "green" the corridor, creating shade and improving the sense of place.

*Business Development*
In conjunction with the concept of growing Broadway northerly, the Partnership should identify locations and land owners willing to develop incubator sites within each District. These incubators might take on different character depending on their location, but in general would help to foster local business development and at the same time create new spaces to encourage informal gathering, social interaction and events. For example, an incubator with businesses oriented to the creative class might include digital design services, internet cafes, artist/craftsmen workshops, bicycle shops, Vespa dealerships etc. – situated around gathering places to help create intermediate nodes of activity off Broadway.

Other specific business development ideas are discussed within each District below.

*Riverside District*
The Northwest Land Park development will be the most significant catalyst for this area. It is planned to construct more than 800 units, marketed to younger families and possibly empty nesters. It includes about 15,000 square feet of commercial space, but also an "open air" market in one of the existing produce terminal buildings, as well as bike and pedestrian ways. The Galleria Posada will be locating in Miller Park and can be a catalyst for arts-related events and activities. The Northwest Land Park development will be a major attraction for this area and focuses attention in our recommendations on the 5th & Broadway intersection and 5th St. corridor, which presents opportunities for expanded commercial development.

*Tower District*
This is the most iconic landmark for the corridor and features a prominent development node at 16th and Broadway. Given the existing concentration of businesses and amenities here and the prior proposal for a mixed use development on the Northeast corner of the intersection, the team considered a strategy of "building back to the Tower", i.e., putting some efforts into other corridor nodes in order to ultimately bring other Broadway assets into context to complement the Tower District. Along these lines, the LRT station anchors the eastern end of this district and has been previously proposed for a 136 unit mixed use development. In addition, there are a number of opportunities for sidewalk restaurant seating east of the Tower, which would greatly enhance the pedestrian flavor of this district.

*Upper Broadway*
This area features the greatest concentration of office employment, but along with that come large surface parking lots on Broadway and an array of national chain fast food restaurants. Ideally, the State would agree to co-develop the parking lots to allow for on-street commercial opportunities. In the short

term, we recommend a survey of the office workers to determine what business niches would better serve their lunchtime and shopping needs. The survey could also ask how workers identify the Upper Broadway District by name.

*Funding and Implementation*

The Greater Broadway Partnership (GBP) is currently in the process of renewing its Business Improvement District assessment funding. This will provide a budget for marketing and certain other improvement during the coming five years. In a sense, GBP is ahead of other commercial districts that have relied on redevelopment funds to finance improvements and stimulate investment. Without the redevelopment tool, the Broadway Corridor has always understood the need to foster private sector investment and business promotion. However, it is important to note that the GBP can still work with the City to apply for regional, state and federal planning grants, such as those from Caltrans, SACOG and the Strategic Growth Council. In addition, the north side of Broadway and west of Riverside are low/moderate income neighborhoods and may be eligible for CDBG funding through the City.

Other tools exist to help leverage private sector investments as well. Job-creating projects may be eligible for programs like EB-5 that attracts foreign investment. This program is operated through the US Center for Immigration Services (USCIS) and has helped fund job-creating business development in many communities.

Short term strategies such as increased events in concert with business promotions and sidewalk restaurant seating can help induce greater private sector investment by demonstrating market potential without large financial investments. As noted in the other economic development recommendations, these kinds of strategies can help build momentum in the short term while larger projects and investments are still in planning stages.

Density incentives can help leverage private investment to fund public amenities and help subsidize affordable business spaces. More analysis would be needed to understand what level of development intensity is necessary to achieve specific community improvements, but in any case it is critical to have a strong land use and development strategy plan in place so that incremental changes contribute to a cohesive whole.

With the troubles on Wall Street through the recession, many economic developers are paying close attention to alternative means of accumulating investment capital for local projects. Concepts such as Crowd Funding are gaining increased attention from policy groups such as the California Funding Roundtable, which is developing recommendations for a range of new business capital funding mechanisms. As the GBP continues to engage the community and local businesses and property owners, the funding for local projects will likely require a broad mix of local and non-local private investments as well as strategically leveraged public funds.

The specific recommendations are summarized below.

| Area | Overall Broadway Corridor | Riverside District - Sacramento River to Riverside Dr. | Tower District - Riverside to Freeport | Upper Broadway District - Freeport to SR 99 |
|---|---|---|---|---|
| **Economic Character / Assets** | Eclectic business mix, largely serving the local neighborhood, with some regional entertainment uses. Diverse mix of ethnic restaurants. Large office employment contingent, particularly east of Freeport. | A transition area with Target on one end and restaurants, industrial, warehousing and services further west. Also includes frontage along historic cemetery. | The iconic heart of the corridor. The theater is the key attractor, accompanied by retail, locally owned restaurants, and services (banks) | Retail, national and locally owned restaurants, services. Employment rich, particularly with DMV building |
| **Opportunity Sites / Activity Nodes** | SEE DISTRICT SECTIONS | Northwest Land Park Mixed Use Development (NWLP)<br>Broadway between 5th and 6th Streets<br>Broadway/Riverside<br>Parking lots back of Asian Food Center<br>10th @ Broadway and Yale<br>Redevelopment of public housing<br>Activity nodes include: O'Neal Park, Soccer, Southside Park, Places of Worship, Miller Park, Galleria Posada<br>Sunday Markets -<br>Farmers Market @6th & X<br>Asian Market @5th & Broadway | Several infill sites exist between 16th and Freeport.<br>Broadway & 16th /Land Park Drive<br>Broadway/Freeport | Large government parking lots<br>Several vacant & underutilized properties |

| District | Overall Broadway Corridor | Riverside District - Sacramento River to Riverside Dr. | Tower District - Riverside to Freeport | Upper Broadway District - Freeport to SR 99 |
|---|---|---|---|---|
| **Promotions/Events** | Stage promotions to attract farmer's market patrons<br>Distribute flyers to promote the Partnership and its website<br>Fun runs can help promote Broadway and connect to other City areas<br>Consider Saturday concerts like Friday at Harrys Plaza | Food Trucks<br>Marketing campaign for Breakfast On Broadway | Possible street closures for Sunday events | Collaborate with North Franklin Business Assn.<br>Perhaps use large parking lots for weekend events |
| **Physical Improvements** | Improve the pedestrian environment and the connections to the neighborhoods both north and south.<br>As City revises parking code, consider ways to achieve clustered parking on X St.<br>Work with the Sacramento Tree Foundation<br>Promote sidewalk restaurant seating – maybe do instructional flyer to help businesses<br>Work with property owners to create a plan for vacant underutilized parcels, particularly on west end<br>Promote street painting in freeway underpasses/other techniques to help reduce distances to cross freeways | NWLP will provide new bike path; other bicycle and pedestrian improvements are warranted, particularly bike/ped crossing @ 18th St.<br>Need large scale bicycle parking on Sundays and bike racks<br>Signage<br>Intersection improvements | Diagonal parking, informational kiosks @ 16th, small pedestrian plazas with benches and landscaping to mirror Tower theater site<br>Sidewalk seating for restaurants<br>Pedestrian links to Land Park Dr.<br>Terminate one-ways on 15th & 16th at X instead of Broadway.<br>Bicycle parking and benches | Bicycle and pedestrian improvements to connect with rest of corridor<br>Create better pedestrian environment along major parking lots - ideally convert to structured parking to allow street-side development of commercial buildings. |

| District | Overall Broadway Corridor | Riverside District - Sacramento River to Riverside Dr. | Tower District - Riverside to Freeport | Upper Broadway District - Freeport to SR 99 |
|---|---|---|---|---|
| **Business Recruitment/ Retention** | Identify locations for incubators to promote local business development.<br><br>Promote "pop-up" businesses.<br><br>Support residential where it is feasible. | Adaptive reuse of industrial and warehouse. Multi-use interior craftsmen malls, garden supply, specialty grocers. | Look for opportunities to better utilize second floor spaces. | Survey office workers and residents to determine demand for a greater variety in restaurants. Support mixed use including residential. |

**Land Use Standards and Urban Form Guidelines**

**Mobility and Circulation Improvements**

**Infrastructure and Public Facility Improvements**

**Strategic Action Plan**
Strategic implementation program matrix that prioritizes the various recommendations, identifies responsible parties/implementation partners, and identifies timeframes for implementation.

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# Attachment G

ULI TAP Team

Resumes

## THE ULI SACRAMENTO TAPS TEAMS

### TAP Team Leader

**Allen K. Folks, ASLA, AICP**
**Vice President**
**AECOM Sacramento Office**

Allen Folks is a registered landscape architect and urban designer with experience in urban revitalization and community planning assignments. In 28 years of practice, he has been responsible for a variety of assignments including the preparation of plans for new towns and existing communities, transit oriented development areas, reuse of military bases, design of corporate and civic campuses and public open space planning. Allen usually directs teams of engineers, environmental scientists and economists to solve urban problems that have a creative vision and are economically feasible. Allen is a member of APA, ASLA, and the Urban Land Institute (ULI) of which he is the Sacramento Council Governance Chair. He is a graduate of Temple University and the University of Pennsylvania.

Allen has also participated in ten Urban Land Institute (ULI) Advisory Panels across the U.S. to assist in solving downtown and neighborhood redevelopment issues. The panels typically are conducted for one-week and bring together experts in the fields of planning, development strategy, and economic analysis. Mr. Folks participated in panels in Charlotte, NC; Winston-Salem, NC; Rochester, NY; Jersey City, NJ; Trenton, NJ; Gardena, CA; Fresno, CA; Vallejo, CA; Mesa, AZ; and Suffolk, VA.

### Civil – Utilities

**Aaron Bock, MCRP, JD, LEED AP**
**Planning Manager**
**Nolte Associates, Inc. (an NV5, Inc. company)**

Aaron is the Regional Planning Manager and a resident of Curtis Park. His background includes working for the State of California Governor's Office of Planning and Research, and writing the infrastructure policies for the City of Sacramento General Plan Update. He has completed large scale feasibility studies for the California Prison Receivership and for multiple developers throughout the Sacramento region. He has nearly 20 years of construction, infrastructure due diligence, and planning feasibility studies experience from his work for contractors, developers, and on planning projects in the downtown area. These projects include entitlements for the Sacramento Downtown Railyards and the Capital Towers, LEED Neighborhood Development Certification for Township 9, and infrastructure planning projects for UC Davis Medical Center, and for the California Department of General Services State Office's 50 Year Outlook Feasibility Study.

**Jay Radke, PE, LEED AP**
**Associate Civil Engineering Director**
**Nolte Associates, Inc. (an NV5, Inc. company)**

Jay is a registered engineer with 26 years of experience specializing in development engineering and urban roadway master planning and design. His project experience includes the design of urban and rural subdivision improvements, major infrastructure improvements, and a wide variety of small to major commercial development projects. He is skilled in all aspects of design, budget preparation and administration, assessment district financing, and development of quantity and cost estimates. His projects include the recent completion of the Sacramento Downtown Infrastructure Study for the City of Sacramento Economic Development Department, and he was the engineer of record for the entitlement of the Sacramento Downtown Railyards, Township 9, and the Capital Towers. His site civil engineering projects include the CalPERS Headquarters, Expansion, DMV Headquarters, and Capital East End Block 225. He is currently working on the infrastructure studies for the Northwest Land Park Project.

**Dan Fenocchio, P.E.**
**Vice President**
**Cunningham Engineering Corp.**

Dan Fenocchio serves as Vice-President of Cunningham Engineering Corporation, a civil engineering, landscape architecture, and project planning firm with offices in Davis and Sacramento. Dan received his Bachelor of Science degree in Civil Engineering from UC Davis and is a licensed civil engineer in California. Dan has directed numerous teams in the planning, design and development of a diverse range of project types, including large residential subdivisions to small public and private site development projects. He has been instrumental in the company's business planning efforts and has played a key role in the firm's strategic positioning to support the green movement and sustainable site design techniques. With a well-rounded understanding of the design and construction process he has successfully integrated several low impact development techniques into many of Cunningham Engineering's projects.

## TRANSPORTATION AND MOBILITY

**Alan Telford**
**Principal**
**Fehr & Peers**

Alan Telford is a Senior Principal at Fehr & Peers, a transportation consulting firm with offices throughout the western US. Alan started with Fehr & Peers over 25 years ago and he oversees the firm's Sacramento Region office. He has provided transportation consulting services for most of the major public agencies, institutions and private developers in the region on project types such transportation master plans, traffic operations studies, and multi-modal corridor studies. Alan managed the transportation studies for the Freeport Boulevard/21 Street Two-Way Conversion Study almost ten years ago. He is a registered traffic engineer in the State of California.

**Jake Weir**
**Mark Thomas & Company**

Jake Weir has more than seven years of experience in municipal and transportation engineering. He has served as design engineer on numerous projects, including local roadway and intersection improvements as well as freeway and interchange design. His experience includes geometric, drainage, and retaining wall design, the Caltrans utility process, and the preparation of plans, specifications and estimates. Jake has been part of numerous award winning projects for design including APWA Project of the Year honors for the SR-65/Sunset Blvd Interchange project in Rocklin, CA and the Skyway/Wagstaff Signalization Project in Paradise, CA.

**Luke McNeel-Caird, PE, LEED GA**
**Transportation Engineer**
**Wood Rodgers, Inc.**

Mr. McNeel-Caird is a senior Transportation Engineer with nine years of transportation engineering and planning experience. His areas of experience include travel demand forecast modeling, transportation planning, traffic engineering, and traffic operations analysis. Mr. McNeel-Caird has been a project manager for a wide variety of transportation engineering and planning projects including travel demand model development projects, general plans and specific plans, corridor and interchange traffic operations studies, traffic impact studies, and traffic impact fee/nexus studies. He has also been the primary author of various documents that include travel demand model development reports, transportation and circulation sections of General Plans and Specific Plans, transportation chapters for Environmental Impact Reports, traffic studies for Caltrans' Project Study Reports and Project Reports, and traffic impact study reports. His extensive knowledge also spans to transportation engineering and planning related to the California Environmental Quality Act (CEQA), Caltrans' Highway Design Manual (HDM), Highway Capacity Manual (HCM), and ITE's Trip Generation.

## URBAN DESIGN – ARCHITECTURE

**Joseph Yee, AIA**
**Principal**
**ANOVA Nexus Architects**

Joe is an architect based in the Sacramento Central City for more than 30 years and is the Managing Principal of his firm's two offices in California. For the past 18 years, Joe's professional practice has focused on the planning and design of kindergarten through 12th grade (K-12) schools and public libraries. Joe was also appointed to the Sacramento City Council, was a 14 year member, and 3 time Chair, of the Sacramento City Planning Commission, Chair of the Sacramento General Plan Advisory Committee and member of Sacramento Heritage, Inc. Board of Directors.

**David A. Wade, AICP**
**Principal**
**David Wade Associates**

David Wade, AICP is Principal/Senior Project Manager with an extensive background in planning and design of environmentally sound, large- and small-scale urban development and environmental projects. He has over 35 years' experience in managing and planning master and specific plans for both public and private sectors. He has substantial skill in leading multi-disciplinary planning programs involving integration of planning, design, engineering, environmental, and policy studies. His expertise includes land use, socio-economics, community design, and public facilities. Mr. Wade is also a residential designer and a Certified Green Build Professional. Mr. Wade earned a M.A., Architecture and Urban Planning, University of California, Los Angeles (1979) and a B.S., City and Regional Planning, California Polytechnic University, San Luis Obispo (1973). He is a Charter Member of the American Institute of Certified Planners (AICP), an Associate Member of the Urban Land Institute, and past Director of the Sacramento Valley Section of the American Planning Association (1983).

**John H. Nicolaus, FASLA**
**Planner / Principal Landscape Architect**
**Mogavero Notestine Associates**

Urban design and redevelopment are special interests of John Nicolaus, who has substantial experience in site and streetscape master planning as well as design that revitalizes neighborhoods and transportation corridors. In his efforts to communicate the value that these types of projects can bring to neighborhoods, Mr. Nicolaus is committed to consensus building and the community-based planning process. Mr. Nicolaus has extensive experience in assembling and managing diverse consultant teams through all phases of design and construction. He is familiar with urban transportation modes and with the landscape planning and design of intermodal transit facilities. His responsibilities include all aspects of project and client development; agency coordination; master planning and design; community-based planning and design; project and consultant team management; construction documentation; and construction administration. Over the past 20 years, Mr. Nicolaus has acted as a spokesman for matters of landscape architecture and planning at local and national levels. John received his BSLA from Cal Poly Pomona in 1985 and is Principal Landscape Architect/Planner at Mogavero Notestine Associates.

**Nathaniel Sebok, AIA, LEEP AP**
**Associate**
**Mogavero Notestine Associates**

Since 2005, has served as an architect for the award-winning, architecture, planning, landscape and development firm Mogavero Notestine Associates in Midtown Sacramento. As an Associate in the firm, he places specific emphasis on community and sustainability issues. He has designed and managed many project types including mixed-use, residential, and health care. Currently, he is a member of ULI, MetroEDGE and ICSC where he has held round tables on sustainable retail construction. Nathaniel holds a Bachelor of Architecture and Masters of Business Administration from Cal Poly San Luis Obispo.

**Peter M. Saucerman, AIA, LEED AP**
**Partner, Business Development**
**Dreyfuss & Blackford Architects**

Peter is a Partner and Planning Principal at Dreyfuss & Blackford Architects in Sacramento. Peter is an architect with over 35 years experience in planning and urban design throughout Northern California. He has directed strategic master plans for private, municipal and state government entities, as well as organizing and participating in pro bono planning exercises all over the region.

**Bill Harrell**
**Principal**
**Harrell Architectural Partnership**

Bill Harrell is the owner of Harrell Architecture in Sacramento. He is also a district property owner. Bill was an original member and past President of the Broadway Business Association. He is a current board member of the Partnership and is also serving as interim Broadway Partnership Board President.

**Timothy Denham, AICP**
**Principal, Land Planning Director**
**Wood Rodgers, Inc.**

Mr. Denham has almost 30 years of experience in urban planning and is a long-time member of the Urban Land Institute. Much of his career has been spent working with developers, builders and public agencies designing master plans for large scale, mixed-use communities, and he has earned several Gold Nugget Awards for his efforts. He has also applied his outstanding design skills to smaller and often challenging infill projects, hillside grading and golf course projects, and business parks. He understands the economic and building design aspects that must be balanced with creating sustainable communities for tomorrow. He has worked mostly in the Western United States, but also internationally in Mexico and Russia. His capabilities include the preparation of Master Plans, Specific Plans, Design Guidelines, Corridor Plans, General Plan Amendments and Rezones, Tentative Subdivision Maps and other documents necessary to gain entitlements for projects.

## ART IN PUBLIC PLACES

**Shelly Willis**
**City and County of Sacramento's Art in Public Places Program**

Shelly Willis directs the City and County of Sacramento's Art in Public Places Program, where she oversaw the development of the Sacramento International Airport public art program, an 8 million dollar project and the largest public art project in the County's history. Willis came to Sacramento after six years of managing the University of Minnesota public art program where she directed the development and installation of temporary and permanent public artworks on campus throughout the University of Minnesota system. She developed a public art minor program at the University, the first program of its kind in the United States, and taught courses in public art in the Department of Urban

Studies and the Department of Landscape Architecture. Among other writings, her essay on the state of public art education in the United States was published by Americans for the Arts in the book titled Public Art by the Book, edited by Barbara Goldstein. Willis is co-editor of the book, Public Art Practice, published by Routledge New York in the spring of 2008. Willis is on the advisory board of *FORECAST, Public Artworks*, a St. Paul non-profit organization that publishes *Public Art Review*, and supports and advocates for public art nationally. She is the curator of *Finding Time: Columbus Public Art 2012*, a temporary public art project involving 56 artists and 15 major works of public art.

**Michael (Mike) Ratajski**
**Senior Project Manager, Planning and Urban Design**
**Quad Knopf, Inc.**

Mr. Ratajski has more than thirty years experience in land planning, landscape design, policy planning, and urban design, for a wide variety of project types in the United States, Mexico, Asia, Africa, Europe, and the Middle East. He is currently a project manager and senior planner at Quad Knopf in the Roseville, Fresno, Bakersfield, and Visalia. Mr. Ratajski has led planning efforts on redevelopment; urban infill; public art projects; land use master plans; mixed-use; transit-oriented development; low-, mid-, and high-density residential projects; "Main Street" revitalization; shopping centers, retail villages, and neighborhood, community, and regional commercial and entertainment projects; parks and recreation projects; new urbanist communities; design guidelines and development regulations; traffic calming and walk-ability guidelines; and, sustainability and 'green' design standards.. Mr. Ratajski has been a long-time member of Urban Land Institute (ULI) and has assisted cities like Chula Vista, El Cajon, and National City, California in defining opportunities and potential for transit-oriented development, retail villages, housing, and redevelopment. As former co-chairman of the Urban Land Institute Technical Advisory Panel (ULI-TAP), Mr. Ratajski has worked with public agencies and teams of sub-consultants in identifying mixed use, densities and intensities, mid- to high-density residential development, open space, public art, design standards and guidelines for new development, circulation, and parking.

**Rachel Clarke** combines digital and traditional media in drawings, video, animation, and new media installation. Her work intertwines themes of nature and culture, and explores intersections of technology and identity. She is Associate Professor in Electronic Art in the Art Department at California State University, Sacramento. Originally from Shropshire, UK, Clarke studied at Winchester School of Art, Winchester, UK (BFA), and Southern Illinois University, Carbondale. IL (MFA). Clarke exhibits internationally and throughout the United States; in summer 2012 she will be exhibiting in *Currents*, an international new media festival in Santa Fe. She also writes for journals and magazines, and curates exhibits of work in experimental digital media. In 2011 she co-curated *The Real-Fake,* a traveling exhibit of artists working in 3D CG as a post-photographic medium. Clarke is the Founding Editor of the CAA New Media Caucus online journal, *Media-N*, an international journal of new media art and scholarly research, and served as the journal's Editor-in-Chief for five years. In October 2008 she was awarded *Artist of the Year* by the Arts and Business Council of Sacramento awarded "For an artist...who has made a recent significant contribution to the cultural life of the Greater Sacramento Region."

**Chistopher Manzione** Christopher Manzione earned his M.F.A. from Rutgers University in 2009. He is founder and director of the Virtual Public Art Project, an organization that uses Augmented Reality to produce original artist works in public space. Manzione was artist-in-residence at William Paterson University's Center for Computer Art and Animation (2011), Socrates Sculpture Park (Emerging Artist Fellowship, 2010), Vermont Studio Center (Full Fellowship, 2009), and Anderson Ranch Arts Center (2009). He has shown nationally and internationally at venues such as the Boston ICA, Abington Arts Center, Philadelphia International Festival of the Arts, the Surry Hills Festival in Melbourne, and Gurzenich Koln Museum in Cologne.

## DOCUMENT PRODUCTION/GRAPHICS/REGULATORY ENVIRONMENT

**Jim Harnish, JD**
**Principal**
**Mintier Harnish**

Jim has been a planner and manager for many large public agencies and private consulting firms since 1970. He is also an attorney with extensive experience in land use and CEQA. He specializes in project management for general plans, specific plans, and large private planning projects; CEQA compliance and environmental document peer review; zoning and regulatory ordinance preparation; and public outreach and consensus building. His broad experience, in both the public and private sectors, in land use planning, regulatory codes and ordinances, permit processing, environmental analysis, toxics and hazardous materials, wetlands and endangered species, and legal analysis enables Jim to bring a wealth of experience to every project. He holds a Juris Doctor from McGeorge School of Law (University of the Pacific) and a Bachelor's Degree in California History from University of California, Davis.

**Ted Holzem**
**Project Manager**
**Mintier Harnish**

Ted has been a planner in both the public and private sectors since 2001. He has managed all aspects of general plan production, and has prepared plans for a diverse array of clients, from rural agricultural counties and small rural communities to large urban cities such as Sacramento and Stockton. He has been involved in over 10 general plan and community plan updates. Ted specializes in land use planning, public policy, planning law, public outreach and meeting facilitation, and management of multi-disciplinary consulting teams. He is a specialist in climate change and sustainability policy, which he has addressed in planning documents and as a panelist at local, state, and national conferences. He holds a Bachelor's Degree in Community and Regional Development from the University of California, Davis.

**Chelsey Norton**
**Project Manager**
**Mintier Harnish**

Chelsey has been a planner in the both public and private sectors since 2005. She has been involved in general plan updates for small and large cities, as well as several counties. Chelsey has been involved in all stages of the general plan update process, including preparation of background reports, data analysis, GIS mapping, issues identification, complex alternatives analysis, community outreach, and policy development. She has specialized knowledge of housing element requirements based on experience preparing nearly a dozen housing elements. She holds a Master's Degree in Regional Planning from Cornell University and a Bachelor's Degree in Environmental Studies from Oberlin College.

**Alexandra Holmqvist**
**Assistant Planner**
**Mintier Harnish**

Alexandra is a Assistant Planner with Mintier Harnish. She specializes in affordable housing policy, land use planning, and community development. Alexandra provides research, writing, design, and GIS support on a variety of projects, including regional plans, general plans, and land use legislation and law reviews. She holds a Master's Degree in Community Development from the University of California, Davis, and a Bachelor's Degree in Sociology from the University of California, Santa Cruz.

**Dov Kadin**
**Research Assistant**
**Mintier Harnish**

**Dov** is a Research Assistant with Mintier Harnish. He specializes in geographic information systems, land use modeling, and land use and transportation planning. Dov provides research, writing, design, and GIS support on various projects including the General Plan Update for the City of San Luis Obispo and the San Joaquin Valley Blueprint Planners Toolkit. He is also working on the Broadway Vision Plan as part of the ULI Technical Assistance Panel Team.

**Angelina Bravo**
**Project Development Associate**
**BSK Associates**

Angelina M. Bravo is presently serving in the capacity of Project Development Associate for BSK Associates Engineers & Laboratories (BSK) out of their Rancho Cordova location. Angelina is responsible for client project development, project tracking, proposal management, client retention. In addition she is responsible for maintaining a presence for BSK in the local community, participation among

boards and committees for both industry association and charitable organizations. Angelina came to BSK after two years as a project manager with another local consulting firm. In that capacity, she was responsible for developing project scopes, contract review, maintaining projects budgets, and overall management and client contact throughout the duration of the project.

Before joining the construction industry, Angelina managed and maintained the local branch office for an SBA lender located in Southern California. As their local Business Development officer, she was responsible for developing relationships with owners, soliciting loan opportunities, in which she reviewed financials for viability of the loan proposal, prior to making a decision to then package a loan and send to board for final review.

Angelina is a graduate of California State University, Sacramento with a Bachelor of Arts degree in Political Science and minor in Psychology. She is an active participant in several local and National professional organizations, NAIOP, ULI, ACRE, SACTO, and the Rancho Cordova Chamber of Commerce. Angelina also sits on the committees for the local chapter of Leukemia & Lymphoma Society and the Sacramento Children's Home.

## PUBLIC RELATIONS/EVENT ORGANIZING

**Jan Burch**

**The Placemaking Group**

Jan began her career as a journalist, writer and editor working for magazines in Arizona, Southern California and Sacramento Magazine. She has spent the last 25 years in public relations. As vice president of the Placemaking Group, Jan heads up the company's Sacramento office. The Placemaking Group is a marketing communications agency providing integrated branding, public relations, web site development and Internet marketing services. The Placemaking Group is one of the only agencies in Northern California to practice fully integrated marketing programs utilizing in-house staff.

**Mary Sater**

Mary Sater has been an event management professional for 27 years in the Sacramento region, offering services in association management, event planning, and communications. For the past 15 years, she has worked with the Urban Land Institute - ULI Sacramento as their District Council Coordinator. Past clients include the Sacramento Metro Chamber of Commerce; Linking Education and Economic Development (LEED); Sacramento Advertising Association and other non-profit associations in the region.

## ECONOMIC DEVELOPMENT / DEVELOPMENT STRATEGY

**Doug Svensson, AICP**
**President**
**Applied Development Economics**

Mr. Svensson is a planner and economist with thirty years' experience in economic development. He has been a Principal at Applied Development Economics since 1987 and its President for the past ten years. ADE has offices in Sacramento and Walnut Creek and works with communities, businesses, and state and regional agencies throughout the western United States. ADE has received 15 awards for its work from state and national organizations including CALED, APA and IEDC. These projects have included comprehensive economic development strategic plans, downtown revitalization plans, industry cluster studies and specialized industry research, as well as fiscal analysis of development scenarios. Mr. Svensson obtained his bachelor's degree from the U.C. Santa Barbara, where he was a Regent Scholar and he holds a master's degree in city and regional planning from the U.C. Berkeley with an emphasis in housing and economic development. He is a member of the American Planning Association and the American Institute of Certified Planners.

**Trish Kelly**
**Principal**
**Applied Development Economics, Inc.**

Trish Kelly has more than thirty years experience in research, policy analysis and strategic planning in the areas of economic and workforce development, infrastructure planning, sustainable development and quality of life indicators. She has prepared economic vitality strategies for communities throughout California, documented best practices and models for economic prosperity, and authored numerous reports on the economy. In addition to leading several of ADE's economic cluster strategies, she is working as a consultant to Valley Vision on the Next Economy project, the Sacramento Region Food System Collaborative, and the Capital Region Broadband Consortium. She is the Project Director for the California Regional Progress Report defining regional sustainability indicators for the California Strategic Growth Council. Trish graduated cum laude from Georgetown University and holds a masters degree in City and Regional Planning from the University of Pennsylvania. She is on the Advisory Council for the Center for Regional Change at the University of California, a member of the California Association for Local Economic Development, and the co-author of the Ahwahnee Principles for Smart Economic Development.

**Celia Ynignez**

Celia has more than 20 years of land use, transportation and redevelopment planning and implementation experience in the City and County of Sacramento. As a City of Sacramento long range planner, her work involved strategic neighborhood action plans, specific and community plans and the 2030 General Plan. In her 15 years at the Sacramento Housing and Redevelopment Agency, her efforts included neighborhood and commercial revitalization planning and implementation spanning seven redevelopment project areas.

**David Harzoff, AICP, MBA, EDFP**

**DH Consulting**

Dave Harzoff is a land use and economic development professional with 30 years of experience in economic development, redevelopment, land use planning, real estate development and natural resource management. He has worked for local governments and private consulting firms representing private and public clients, and early in his career he worked for the federal government. Over the last fifteen years he has focused on public-private partnerships, redevelopment, and economic development, including several significant projects in Downtown Sacramento. He now heads his own small consulting firm.

**Stacia Cosgrove**

**Senior Planner**

**City of Sacramento, Community Development Department**

Stacia Cosgrove is a Senior Planner with the City's Community Development Department. She oversees the processing of entitlements for private development projects within the Central City area, including projects that go before the Planning Commission and City Council for approval. She also has worked on numerous long range neighborhood and community planning projects, including specific plans, special planning districts, transit area plans, and urban design guidelines.

**Don Lockhart AICP**

**Assistant Executive Officer**

**Sacramento LAFCo**

A ULI member and project volunteer who brings nearly 30 years of regional and urban planning experience, in both the private and public sectors to contribute to this exciting visioning and revitalization exercise. The thoughts and contributions provided accrue from long his term home ownership in, and patronage of, the Broadway setting, goods and services.

## SPECIALITIES

**Marq Truscott, FASLA**

**President**

**Quadriga Landscape Architecture and Planning, Inc.**

Marq has practiced landscape architecture and planning for over 30 years. He spent several years working in multi-disciplinary firms in Sacramento, San Diego

and Los Angeles prior to starting his own office in 1992. He formed Quadriga with his partner's in1997, and is currently serving as President. A licensed landscape architect in the States of California and Nevada, his recent projects include the renovation of the California Mexican American Veteran's Memorial, UC Davis Multi-use Stadium, and the Florin Road Corridor Plan. In addition to managing Quadriga, he has lectured for the Landscape Architecture Program at UC Davis. Marq holds a Bachelor of Science Degree in Landscape Architecture from California Polytechnic University at Pomona and has completed advanced studies in project management and real estate development.

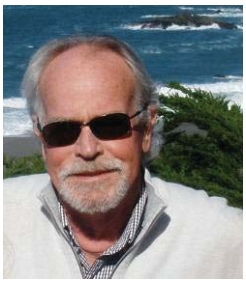
## TAP

**Jeff Goldman**

**Principal**

**AECOM**

Practice Leader for economics + planning for AECOM's U.S. west region. Directs a wide-range of planning work at AECOM, with an increasing focus on sustainability, climate change, and community adaptation / resilience. Over the past ten years at AECOM, Jeff has directed work on: climate action plans and related documents, urban redevelopment and regeneration plans, California general plans, housing and socio-economic policy plans, HUD consolidated plans, transit-oriented development plans, form-based development codes, community engagement and facilitation, CEQA, and grant funding,



**Michael Notestine**

**Principal**

**Mogavero Notestine Associates**

Michael Notestine has expertise in community revitalization, economic development, urban design, and community participation. His work has taken place in communities whose neighborhoods, historic downtowns and commercial corridors are facing social and economic impacts from many directions. His Sacramento based firm, Mogavero Notestine Associates, focuses on Architecture, Planning and Real Estate Development. He has served on the City of Sacramento's Planning Commission and as a member of the California Chapter of the American Planning Association Board of Directors.

**Teresa Rocha**

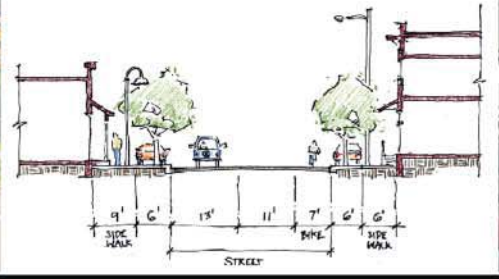
**Executive Director**

**Greater Broadway Partnership**

Teresa is a 30-year resident of Sacramento, living in Land Park. She has a Master's degree in public policy from UC Berkeley and more than 20 years of management experience in both government and nonprofit community-based agencies.

# Grant Application Guide

Fiscal Year 2013-2014



Community-Based Transportation Planning

Environmental Justice Transportation Planning

Partnership Planning

Transit Planning

California Department of Transportation

Caltrans

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**ADA Notice:** For individuals with sensory disabilities, this document is available in alternate formats. For information call (916) 654-6410 or TDD (916) 654-3880 or write Records and Forms Management, 1120 N Street, MS-89, Sacramento, CA 95814.

# Transportation Planning Grant Programs

Transportation planning grants promote a balanced, comprehensive multi-modal transportation system. These grants may be used for a wide range of transportation planning purposes, which address local and regional transportation needs and issues. The implementation of these grants should ultimately lead to the adoption, initiation, and programming of transportation improvements.

The California Department of Transportation (Caltrans), Division of Transportation Planning, provides the following transportation planning grant programs:

- Environmental Justice (EJ)
- Community-Based Transportation Planning (CBTP)
- Partnership Planning
- Transit Planning
    - Statewide or Urban Transit Planning Studies
    - Rural or Small Urban Transit Planning Studies
    - Transit Planning Student Internships

All these grant programs improve the transportation system, however, it is important to note that these programs fall under distinct categories. The Environmental Justice and Community-Based Transportation Planning grant programs are State funded. The Partnership Planning and Transit Planning grant programs are federal funded. These federal and State grant programs adhere to slightly different administrative requirements. The commonalities between the Programs are described under the section *General Information and Requirements* (pages 7-10); otherwise, each grant program operates independently, as defined in their respective sections.

The State Transportation Planning goals provide the framework or basis for the EJ and CBTP grant programs. Both federal and State goals provide the framework or basis for the Partnership Planning and Transit Planning grant programs. Grant applicants must clearly demonstrate how their proposed planning project promotes the following transportation planning goals.

## State Transportation Planning Goals[1]

1. Improve Mobility and Accessibility: Expand the system and enhance modal choices and connectivity to meet the state's future transportation demands.
2. Preserve the Transportation System: Maintain, manage, and efficiently utilize California's existing transportation system.
3. Support the Economy: Maintain, manage, and enhance the movement of goods and people to spur the economic development and growth, job creation, and trade.
4. Enhance Public Safety and Security: Ensure the safety and security of people, goods, services, and information in all modes of transportation.
5. Reflect Community Values: Find transportation solutions that balance and integrate community values with transportation safety and performance, and encourage public involvement in transportation decisions.
6. Enhance the Environment: Plan and provide transportation services while protecting our environment, wildlife, historical, and cultural assets.

[1] Source: California Transportation Plan

## Federal Transportation Planning Goals[2]

1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency.
2. Increase the safety of the transportation system for motorized and non-motorized users.
3. Increase the security of the transportation system for motorized and non-motorized users.
4. Increase the accessibility and mobility of people and freight.
5. Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and state and local planned growth and economic development patterns.
6. Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight.
7. Promote efficient system management and operation.
8. Emphasize the preservation of the existing transportation system.

Grant applications should also incorporate broader goals such as Regional Blueprint and Sustainable Communities.

[2] Source: Title 23, United States Code, Section 134

# Transportation Planning Grant Summary Chart

| Grant | Fund Source | Purpose | Who May Apply | Local Match |
|---|---|---|---|---|
| **Community-Based Transportation Planning (CBTP)** | State Highway Account<br><br>**Budget**<br>$3 million<br><br>**Grant Cap**<br>$300,000 | Fund coordinated transportation and land use planning that promotes public engagement, livable communities, and a sustainable transportation system, which includes mobility, access, and safety. | **The following may apply directly or as a sub-applicant:**<br>• Metropolitan Planning Organizations and Regional Transportation Planning Agencies<br>• Cities and Counties<br>• Transit Agencies<br>• Native American Tribal Governments<br>**The following may apply only as a sub-applicant:**<br>• Universities and Community Colleges<br>• Community-Based Organizations<br>• Non-Profit Organizations (501.C.3)<br>• Public Entities** | 10% minimum of the grant amount requested. At least 7.5% of the grant amount requested must be cash match and the rest may be in-kind.* |
| **Environmental Justice (EJ)** | State Highway Account<br>**Budget**<br>$3 million<br>**Grant Cap**<br>$250,000 | Promote community involvement in planning to improve mobility, access, and safety while promoting economic opportunity, equity, environmental protection, and affordable housing for low-income, minority, and Native American communities. | **The following may apply directly or as a sub-applicant:**<br>• Metropolitan Planning Organizations and Regional Transportation Planning Agencies<br>• Cities and Counties<br>• Transit Agencies<br>• Native American Tribal Governments<br>**The following may apply only as a sub-applicant:**<br>• Universities and Community Colleges<br>• Community-Based Organizations<br>• Non-Profit Organizations (501.C.3)<br>• Public Entities** | 10% minimum of the grant amount requested. At least 7.5% of the grant amount requested must be cash match and the rest may be in-kind.* |

* For in-kind contribution requirements, refer to each grant program's section in this Guide.

** Public entities include state agencies, the Regents of the University of California, district, public authority, public agency, and any other political subdivision or public corporation in the State (Government Code Section 811.2). **Redevelopment agencies are not eligible applicants or sub-applicants.**

## Transportation Planning Grant Summary Chart

| Grant | Fund Source | Purpose | Who May Apply | Local Match |
|---|---|---|---|---|
| **Partnership Planning** | Federal Highway Administration<br>State Planning and Research, Part 1<br>**Budget**<br>Federal funds $1,200,000<br>**Grant Cap**<br>$300,000 | Fund transportation planning studies of multi-regional and statewide significance in partnership with Caltrans. | **The following may only apply as an applicant:**<br>• Metropolitan Planning Organizations and Regional Transportation Planning Agencies<br>**Caltrans District 4 Only**:<br>• Transit Agencies<br>• Cities and Counties<br>• Native American Tribal Governments<br>**The following may only apply as a sub-applicant:**<br>• Universities and Community Colleges<br>• Native American Tribal Governments<br>• Cities and Counties<br>• Community-Based Organizations<br>• Non-Profit Organizations (501.C.3)<br>• Other Public Entities** | 20% minimum (in non-federal funds or an in-kind* contribution). The entire minimum 20% local match may be in the form of an in-kind contribution. Additional local funds above the minimum local match are desired. |
| **Statewide or Urban Transit Planning Studies** | Federal Transit Administration Section 5304<br>**Budget**<br>Federal funds $1,500,000<br>**Grant Cap**<br>$300,000 | Fund studies on transit issues having statewide or multi-regional significance to assist in reducing congestion. | **The following may only apply as an applicant:**<br>• Metropolitan Planning Organizations and Regional Transportation Planning Agencies<br>**Caltrans District 4 Only**:<br>• Transit Agencies<br>• Cities and Counties<br>• Native American Tribal Governments<br>**The following may only apply as a sub-applicant:**<br>• Transit Agencies<br>• Universities and Community Colleges<br>• Native American Tribal Governments<br>• Cities and Counties<br>• Community-Based Organizations<br>• Non-Profit Organizations (501.C.3)<br>• Other Public Entities** | 11.47% minimum (in non-federal funds or an in-kind* contribution). The entire minimum 11.47% local match may be in the form of an in-kind contribution. |

* For in-kind contribution requirements, refer to each grant program's section in this Guide.

** Public entities include state agencies, the Regents of the University of California, district, public authority, public agency, and any other political subdivision or public corporation in the State (Government Code Section 811.2). **Redevelopment agencies are not eligible applicants or sub-applicants.**

# Transportation Planning Grant Summary Chart

| Grant | Fund Source | Purpose | Who May Apply | Local Match |
|---|---|---|---|---|
| **Rural or Small Urban Transit Planning Studies** | Federal Transit Administration Section 5304<br>**Budget**<br>Federal funds $900,000<br>**Grant Cap**<br>$100,000 | Fund public transportation planning studies in rural or small urban areas of California (transit service area with population of 100,000 or less). | **The following may only apply as an applicant:**<br>• Metropolitan Planning Organizations and Regional Transportation Planning Agencies<br>**Caltrans District 4 Only**:<br>• Transit Agencies<br>• Cities and Counties<br>• Native American Tribal Governments<br>**The following may only apply as a sub-applicant:**<br>• Transit Agencies<br>• Universities and Community Colleges<br>• Native American Tribal Governments<br>• Cities and Counties<br>• Community-Based Organizations<br>• Non-Profit Organizations (501.C.3)<br>• Other Public Entities** | 11.47% minimum (in non-federal funds or an in-kind* contribution). The entire minimum 11.47% local match may be in the form of an in-kind contribution. |
| **Transit Planning Student Internships** | Federal Transit Administration Section 5304<br>**Budget**<br>Federal funds $300,000<br>**Grant Cap**<br>$50,000 | Fund student internship opportunities in transit planning at public transit agencies. | **The following may only apply as an applicant:**<br>• Metropolitan Planning Organizations and Regional Transportation Planning Agencies<br>**Caltrans District 4 Only**:<br>• Transit Agencies<br>• Cities and Counties<br>• Native American Tribal Governments<br>**The following may only apply as a sub-applicant:**<br>• Transit Agencies<br>• Universities and Community Colleges<br>• Native American Tribal Governments<br>• Cities and Counties<br>• Community-Based Organizations<br>• Non-Profit Organizations (501.C.3)<br>• Other Public Entities** | 11.47% minimum (in non-federal funds or an in-kind* contribution). The entire minimum 11.47% local match may be in the form of an in-kind contribution. |

* For in-kind contribution requirements, refer to each grant program's section in this Guide.

** Public entities include state agencies, the Regents of the University of California, district, public authority, public agency, and any other political subdivision or public corporation in the State (Government Code Section 811.2). **Redevelopment agencies are not eligible applicants or sub-applicants.**

# General Information and Requirements

This section provides a brief overview of the financial, subcontracting, and legal requirements pertaining to all grant programs. The content of this section should be notably considered in the development of grant applications, as it lays the foundation for what to expect when applying for these grant funds. Upon award, grantees will receive more specific guidelines, including administrative and reporting requirements.

## Accounting Requirements

Grantees are required to maintain an accounting and record system that properly accumulates and segregates incurred project costs and matching funds by line item. The accounting system of the grantee, including its sub-applicants and subcontractors, must conform to Generally Accepted Accounting Principles that enable the determination of incurred costs at interim points of completion and provides support for reimbursement payment vouchers or invoices sent to or paid by Caltrans. Allowable project costs must comply with 49 Code of Federal Regulations (CFR), Part 18 and 2 CFR, Part 225. It is the grantee's responsibility, in conjunction with Caltrans' district staff, to monitor work and expenses to ensure the project is completed according to the contracted scope of work and project timeline. Grantees must monitor work and costs to ensure invoices are submitted on a regular and timely basis (monthly or quarterly as milestones are completed). Grantees must communicate with their local Caltrans District Planning Office to ensure any issues are addressed early during the project period.

## Indirect and Direct Costs

Indirect costs require an Indirect Cost Allocation Plan (ICAP). For example, reproduction costs, computer rental and office supplies are considered indirect costs. However, if these costs are tied to a specific task or activity, they are considered direct costs.

## Indirect Cost Allocation Plan (ICAP)

If a grantee, including sub-recipients and third party contractors/consultants, are seeking reimbursement of indirect costs, they must submit an Indirect Cost Allocation Plan (ICAP) or an Indirect Cost Rate Proposal (ICRP) to the Caltrans' Division of Audits and Investigations annually for review and approval prior to reimbursement. An ICAP or ICRP must be prepared and submitted in accordance with 2 CFR, Part 225 and 23 CFR, Part 420 (d) Eligibility of Costs. For more information visit the following website:

Indirect Cost Allocation Plan: **http://www.dot.ca.gov/hq/audits/icap_icrp.html**

## Eligible Activities and Expenses

Direct costs must be used ***only for planning-related activities.*** Consult with Caltrans' district staff for more information. Some eligible costs include:

- Community surveys
- Data gathering and analysis
- Planning consultants
- Conceptual drawings

## Eligible Activities and Expenses (continued)

- Community meetings, charrettes, focus groups
- Bilingual services for interpreting and/or translation services for meetings
- Light snacks and non-alcoholic refreshments to facilitate meetings (for CBTP and EJ only)

**Travel Expenses**
Grantees may be eligible to claim travel expenses if they have been approved in the Scope of Work and Project Timeline. Travel expenses and per diem rates are not to exceed the rate specified by the State of California Department of Personnel Administration for similar employees (i.e. non-represented employees). For more information on eligible travel expenses, visit the following website:

Caltrans Travel Guide: **http://www.dot.ca.gov/hq/asc/travel/**

## Ineligible Activities and Expenses

Some activities, tasks, project components, etc. are not eligible under these grant programs, regardless of funding source. Any plan or report that is required under state or federal law is not considered to be consistent with the intent of the Transportation Planning grant programs. If an application has any of the following elements, it will be disqualified. Ineligible activities and expenses include:

- Environmental studies, plans, or documents normally required for project development under the National Environmental Policy Act or the California Environmental Quality Act
- Engineering plans and design specification work
- Project Initiation Documents
- Regional Transportation Plans (RTP) or updates to the RTP
- General Plans or updates to elements
- Construction projects, such as the building of a facility, or maintenance
- Purchasing of computers, software, office furniture, or other capital expenditures
- Decorations
- Acquisition of vehicles or shuttle programs
- Organizational membership fees
- Incentives (Partnership Planning or Transit Planning grant programs only)
- Charges passed on to sub-recipient for oversight of awarded grant funds
- Other items unrelated to the project

## Third Party Contracts

The agreements between a grantee and a sub-recipient, consultant, or sub-consultant are referred to as "third party contracts." An eligible sub-applicant will be identified by an eligible applicant on the onset of the application. If a grantee or a sub-recipient is going to hire a consultant to perform work during the project, then proper procurement procedures must be used.

Grantees may use their agency's procurement procedures as long as they comply with 49 CFR, Part 18.36 and Local Assistance Procedures Manual, Chapter 10. In addition, work can only be contracted if it has been stated in the applicant's Scope of Work and Project Timeline. A grantee is fully responsible for all work performed by its sub-recipient, consultant, or sub-consultant. Caltrans only enters into contract directly with the grantee; therefore, the grantee is responsible to ensure that all

third parties adhere to the same provisions included in the contractual agreement between Caltrans and the grantee.

All government funded consultant procurement transactions must be conducted using a fair and competitive procurement process that is consistent with 49 CFR, Part 18.36.

All documentation of third party contract procurements must be retained and copies of all agreements must be submitted to Caltrans. For more information on third party contracting, visit the following links:

Code of Federal Regulations: **49 CFR, Part 18.36**
Local Assistance Procedures Manual: **Chapter 10**

## Title VI Non-Discrimination Requirement

Title VI of the U.S. Civil Rights Act prohibits discrimination on the basis of race, color, or national origin in programs or activities receiving federal financial assistance. Specifically Title VI provides the following:

> *No person in the United States shall, on the ground of race, color, national origin, religion, sex, age, or disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving financial assistance from the Federal government.*

Caltrans is responsible for complying with Civil Rights requirements and for monitoring funding compliance of any sub-applicants. This is also applicable to sub-applicants of state funding. The Federal Highway Administration and the Federal Transit Administration each have requirements that recipients must demonstrate continued compliance with Title VI. Compliance with Title VI includes conducting meetings in a fair and reasonable manner that are open to all members of a community. Compliance also reflects not only law but is a good policy that builds the kind of trust and information sharing upon which successful planning is done. Even where a city or county may not be receiving federal funding for transportation, the Civil Rights Restoration Act of 1987 also obligates that a city or county comply with Title VI, if it receives any other federal funding for any program.

## Pre-Award Audit

Partnership Planning, Statewide or Urban Transit Planning Studies, and Community-Based Transportation Planning grants are available in amounts up to $300,000. However, any awarded grant in excess of $250,000 may require a pre-award audit. The pre-award audit is to ensure that recipients of state and federal funds maintain adequate financial management systems prior to receiving the funds. Pre-award audits may be required of new grantees, agencies that have not recently been audited, agencies that have undergone prior audits with significant weaknesses or deficiencies in their financial management systems, or those determined to be a higher risk to the Department.

If a pre-award audit is needed, your local district contract manager will contact you to facilitate the appropriate action. This has the potential to delay the start of the project and applicants are encouraged to determine if the delay will hinder their ability to complete the project by the terms specified in the contract.

## Past Performance

Previous grant performance will be considered during the evaluation process. Applicants with a history of poor performance such as poor project management, untimely invoice submittals, or an overall poor quality of the final product may be at a competitive disadvantage in the application review process. Grant funds may not be awarded to prior grant recipients with unresolved past performance issues. If you are a current or previous grant recipient, it is important that you contact your Caltrans District office before submitting your application to ensure that you do not currently have any unresolved past performance issues.

## Award Terms

If awarded a grant, the applicant should include district staff when planning both technical advisory and community meetings. In addition, district staff will help to ensure that the approved scope of work, project timeline, and project funding will be maintained throughout the life of the contract. Caltrans wants to be an active partner.

If an agency does not demonstrate adequate performance and timely use of funds, Caltrans may take appropriate actions, which can include termination of the grant. Inadequate performance by grantees, sub-recipients, or consultants may hinder the grantee's ability to leverage future grant awards.

## Ownership

Any technologies or inventions that may result from the use of these grants are in the public domain and may not be copyrighted, sold, or used exclusively by any business, organization, or agency. Caltrans reserves a royalty-free, non-exclusive, and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use for public purposes.

# Environmental Justice and Community-Based Transportation Planning

An electronic version of this guide and other grant-related resources are available at the following website:

http://www.dot.ca.gov/hq/tpp/grants.html

## Environmental Justice (EJ) Grant Purpose and Objective

The EJ planning grant promotes the involvement of low-income and minority communities, and Native American Tribal Governments in the planning for transportation projects to prevent or mitigate disproportionate, negative impacts while improving mobility, access, safety, and opportunities for affordable housing and economic development.

Proposed projects should have a clear focus on transportation and community development issues that address the interests of low-income, minority, Native American, and other under-represented communities. Competitive grant applications should describe how the project will be carried forward to the next phase.

## Community-Based Transportation Planning (CBTP) Grant Purpose and Objective

The CBTP grant funds coordinate transportation and land-use planning projects that encourage community involvement and partnership. Projects must support livable and sustainable community concepts with a transportation or mobility objective and promote community identity and quality of life.

Proposed projects should involve conceptual-level plans or study activities that include community-based stakeholder collaboration and consensus building through active public engagement. Each application should display a transportation and/or land use benefit. Competitive grant applications should describe how the project will be carried forward to the next phase.

## Writing to Goals and Objectives

The State Transportation Planning goals provide the framework or basis for the EJ and CBTP grant programs. These goals are general statements or visions that Caltrans values and wants to ultimately achieve. A competitive grant application addresses and articulates how the project relates to multiple State goals. When preparing a grant application, bear in mind the goals as well as the purpose or objective of each grant program.

Caltrans continues to support the ongoing Regional Blueprints and Senate Bill 375 (2008), Sustainable Communities Strategy (SCS) efforts. Applications should compliment Regional Blueprints or SCS, if they exist in the geographical region. Regional Blueprints and SCS are tools that will help communities reduce greenhouse gas emissions and assist transportation agencies in creating sustainable communities for residents throughout the entire state. Information on these efforts can be found at:

Regional Blueprint: **http://calblueprint.dot.ca.gov**

Caltrans also supports complete streets and the Smart Mobility Framework (SMF). A competitive grant application should consider the tools and techniques contained in the SMF as well as typical components of complete streets. Specifically, this might include how the project addresses components of community design, regional accessibility, place types, and priority activities to achieve smart mobility outcomes, community transition, and associated multimodal performance measures for the appropriate context of the problem.

Information on these efforts can be found at:

Complete Streets: **http://www.dot.ca.gov/hq/tpp/offices/ocp/complete_streets.html**
SMF**:** **http://www.dot.ca.gov/hq/tpp/offices/ocp/smf.html**

## Who May Apply

Metropolitan Planning Organizations (MPOs), Regional Transportation Planning Agencies (RTPAs), cities, counties, transit agencies, and federally recognized Native American Tribal Governments may apply for this grant program directly as an applicant or as a sub-applicant. Universities, community colleges, community-based organizations, non-profit organizations (501.C.3), and public entities may only apply as a sub-applicant. Sub-applicants are encouraged to work far in advance of the application deadline with the appropriate applicant to coordinate application development. Redevelopment agencies are not eligible applicants or sub-applicants.

## Funding

Each grant cycle has an estimated funding target of $6 million for both grant programs, pending approval of the State budget. The maximum amount per grant cannot exceed $250,000 for Environmental Justice and $300,000 for Community-Based Transportation Planning. Funding distribution will depend upon the quality and amount of applications for each program.

## Examples of Eligible Project Types

- Advances a community's effort to reduce greenhouse gases
- Assist transportation agencies in creating sustainable communities
- Advances a community's effort to address the impacts of climate change and sea level rise
- Community to school studies or plans/safe routes to school studies or plans
- Jobs and affordable housing proximity studies or plans
- Transit oriented/adjacent development or "transit village" studies or plans
- Infill or compact development studies or plans
- Mixed land use development studies or plans
- Context-sensitive streetscapes or town center studies or plans
- Complete street studies or plans
- Smart growth planning studies
- Bike and pedestrian safety enhancement studies or plans
- Traffic calming and safety enhancement studies or plans
- Rural smart growth studies or plans
- Corridor enhancement studies or plans
- Health equity transportation studies or plans
- Sea Level Adaptation Plan

Fact Sheets and Final Products from grants completed in previous grant cycles can be viewed at the following websites:

**Environmental Justice:**
**http://www.dot.ca.gov/hq/tpp/offices/ocp/ej_grants_portal.html**

**Community-Based Transportation Planning:**
**http://www.dot.ca.gov/hq/tpp/offices/ocp/cbtp_grants_portal.html**

## Ineligible Activities

Applications containing any of the following components will be disqualified and will not be scored by the review committee. Any plan or report that is required under state or federal law is not considered to be consistent with the intent of the Environmental Justice and Community-Based Transportation Planning grant programs. Grantees need to seek funding from non-discretionary grant sources. Ineligible activities include:

- Environmental studies, plans, or documents normally required for project development under the National Environmental Policy Act or the California Environmental Quality Act.
- Engineering plans and design specification work.
- Project Initiation Document.
- Regional Transportation Plans (RTP) or updates to the RTP.
- Long/Short Range Transit Plans.
- General Plans or updates to the elements.

## Local Resolution Requirement

A local resolution must be enacted by the application deadline and accompany each application. Resolutions more than a year old will not be accepted. Please refer to the local resolution checklist and sample on pages 46-47 of this guide.

Note: MPO's and RTPA's may submit the resolution that adopted their Overall Work Plan if it contains language authorizing any follow on agreements in order to implement the OWP.

## Local Match Contribution

The EJ and CBTP grant programs require the applicant to provide a minimum 10% local match. The minimum local match is a percentage of the grant amount requested.

**Local Cash Match**

The 10% minimum requirement can be met by providing cash. An applicant can overmatch, however, at least 7.5% of the grant amount requested must be in the form of a local cash match with the remaining contribution as in-kind. Cash match must be distributed on a proportional basis throughout each task identified in the project timeline. Local cash match sources can include local sales tax, special bond measures, local, state or federal funds, but cannot be money already earmarked for other programs or projects. Third parties (sub-applicant or consultant) cannot provide a local cash match on behalf of the applicant**.**

**Staff time from the applicant is an allowable expense and is considered cash match.** For further explanation, please refer to the Grant Handbook:

**Environmental Justice and Community-Based Transportation Planning Grants Handbook**

**In-Kind Match**

An in-kind match is not required. In-kind contributions are goods and services **donated** from outside the applicant's agency such as equipment, printing, facilities, interpreters, staff time (staff time from the applicant is not permitted), advertising, refreshments provided at public participation events. All in-kind contributions must be given a monetary value and a Third Party In-Kind Valuation Plan must be submitted to Caltrans for approval. The Third Party In-Kind

Valuation Plan is an itemized breakdown by task and serves as documentation for the goods and/or services to be rendered. Refer to page 45 for a sample.

## Review Process

All applications submitted to the EJ and CBTP grant programs go through three levels of review: Caltrans Districts, Caltrans Headquarters Office of Community Planning (OCP), and a multi-disciplinary review committee. District staff reviews all applications for content, submission of proper documentation, consistency between the Project Timeline and Scope of Work, and overall relationship to local and regional planning efforts. The district gives each application a rating of high, medium, or low. Applications given a low rating by the district will not be scored by the review committee. OCP staff review applications for content, completeness, and meeting technical requirements. OCP assesses the readiness of the applicant to enter into contract with Caltrans. The multi-disciplinary review committee composed of Caltrans and non-Caltrans employees are subject matter experts that review the content and quality of the overall application.

## Catalyst Projects for Sustainable Strategies Program

Local governments with projects designated under the California Department of Housing and Community Development's (HCD) Catalyst Projects for Sustainable Strategies Program are welcome to apply. These projects will receive ten bonus points if the following conditions are met.

- The individual application will compete against all applications being evaluated and must score in the top 33 percent. If the application scores in the top 33 percent, ten bonus points will be added to the initial evaluation score. So, if the initial application score is 80 points and falls in the top 33 percent of all scores, ten bonus points will be added for a total score of 90 points.
- The proposed activity must be located within the project boundaries of a Designated Catalyst Project. Catalyst Designees need to work with HCD to provide necessary documentation to demonstrate eligibility for Catalyst bonus points.

For more information on the Catalyst Program, please contact HCD at (916) 323-3176 or visit the following website: **http://www.hcd.ca.gov/hpd/cpcsspp.html**

## Grant Awards

Once awarded, these grant funds are available for a limited amount of time. All awarded project funds must be encumbered during the first fiscal year after the State budget is approved. Work may begin during the first fiscal year only after the grantee receives a fully executed contract and has been notified by Caltrans to begin work. This typically occurs the February after the grant is awarded. It is important for applicants to reflect this estimated project start date in the scope of work and project schedule. The second and third fiscal years are for project-related activities.

Keep these important dates in mind when developing your scope of work and project timeline.

**February, 2014**

- Anticipated start date.

**February 28, 2016**

- Contract expires **(no time extensions will be granted)**.
- Reimbursable work must be completed.

**April 28, 2016**

- All final invoices must be submitted to Caltrans for approval and reimbursement. This allows Caltrans sufficient time to comply with the State Controller's Office payment requirements.

## Fiscal Management

All applications submitted to the EJ and CBTP grant programs must include Invoicing and Quarterly Reporting as separate sub-tasks under Fiscal Management. Furthermore, Fiscal Management **cannot** exceed 5% of the total grant amount requested.

**Invoicing**

Grant payments are made only as reimbursements. Invoices need to be submitted quarterly, but no more frequently than monthly in arrears as milestones are completed in accordance with the approved scope of work and project timeline. The grantee must pay its sub-recipients and named sub-contractors as milestones are completed before submitting an invoice to Caltrans. A lump sum invoice for the entire grant amount is not allowed.

**Quarterly Reporting**

The grantee is responsible for providing a quarterly progress report for all grants as outlined in the Environmental Justice and Community-Based Transportation Planning Grants Handbook. These reports are based on project activities, invoice summaries, and prior correspondence. Therefore, it is important that the grantee and district establish and maintain open and continuous communication throughout the project.

## Final Product

Grantees must accredit the Transportation Planning Grant Program on the cover or title page of all final reports. Every final product delivered under these grant programs are expected to result in a documented study, plan, or concept. Final products are expected to include identification of potential barriers and then propose strategies and tools that could address those barriers and advance the project toward implementation.

**Final Payment:** The grantee must submit all deliverable(s) and the close-out survey to the Caltrans district contract manager prior to requesting final payment. Caltrans reserves the right to withhold payment to an agency pending receipt of final deliverable(s). Once the Caltrans district contract manager receives final deliverable(s), payment can be released.

**Project Close Out:** At the end of the contract, four hard copies and four CD's of the final product are required to be submitted to the Caltrans district contract manager.

# Partnership Planning and Transit Planning

## Statewide or Urban Transit Planning Studies
## Rural or Small Urban Transit Planning Studies
## Transit Planning Student Internships

An electronic version of this guide and other grant-related resources are available at the following website:

http://www.dot.ca.gov/hq/tpp/grants.html

For more information about the grant programs covered in this section, please visit the Office of Regional and Interagency Planning Grants website at:

http://www.dot.ca.gov/hq/tpp/offices/orip/Grants/grants.html

**The four transportation planning grant programs included in this section are federally funded. The role of the Metropolitan Planning Organization (MPO) and Regional Transportation Planning Agency (RTPA) is to facilitate a fair and open competitive application and outreach process. For an MPO or RTPA to influence the applicant pool either formally or informally by pre-screening applications is contrary to both state and federal administration of these grant programs.**

## Who May Apply

**Only** MPOs and RTPAs that have a current Master Fund Transfer Agreement with the Caltrans Headquarters Office of Regional and Interagency Planning (ORIP) may apply for the Partnership Planning and Transit Planning Grant Programs. Universities and community colleges, Native American Tribal Governments, cities and counties, community-based organizations, non-profit organizations (501.C.3) and public entities may apply as a sub-applicant. Sub-applicants are encouraged to work far in advance of the application deadline with the appropriate MPO or RTPA to coordinate application development. It is also beneficial for sub-applicants to be informed of the appropriate MPO or RTPA process and schedule, as they may differ slightly from Caltrans. RTPAs residing within MPO boundaries should also coordinate application development with the MPO, as it is critical to ensure that proposed studies benefit the entire MPO region.

**San Francisco Bay Area Applicants**
The Metropolitan Transportation Commission, in Caltrans District 4, will not apply on behalf of sub-recipeints for Partnership Planning or Transit Planning Grants. Transit Agencies, Cities, Counties and Native American Tribal Governments may apply directly to Caltrans.

Caltrans will contract directly with District 4 grant award recipients. All awarded grant funds must be encumbered during the first fiscal year after the state budget is approved. Work may begin during the first fiscal year only after the grantee receives a fully executed contract and has been notified by Caltrans to begin work. This typically occurs the February after the grant is awarded. It is important for applicants to reflect this estimated project start date in the scope of work and project timeline. The second and third fiscal years are for project-related activities.

Keep these important dates in mind when developing your scope of work and project timeline.

**February, 2014**

- Anticipated start date.

**February 28, 2016**

- Contract expires **(no time extensions will be granted)**.
- Reimbursable work must be completed.

**April 28, 2016**

- All final invoices must be submitted to Caltrans for approval and reimbursement. This allows Caltrans sufficient time to comply with the State Controller's Office payment requirements.

## Overall Work Program (OWP)

All grant recipients must have their approved projects identified as **individual** Work Elements in their current Overall Work Program (OWP) and in future OWPs until the project is complete. Projects should be completed no later than June 30, 2016. All grant recipients must file a Final Request for Reimbursement no later than 60 days after the end of the fiscal year to coincide with the submission of the MPO's/RTPA's OWP Final Expenditure Report.

## Requests for Reimbursements

Grant payments are made only as reimbursements. Invoices or requests for reimbursement (RFR) need to be submitted no more frequently than monthly or at a minimum quarterly. Grantees must pay sub-recipients and subcontractors prior to submitting a RFR to Caltrans. A one-time, **lump sum RFR for the entire grant is not allowed.** Local match (cash and third party in-kind contributions) must be expended on a proportional basis coinciding with each grant work element and RFR. The proportional expenditure of local match must be clearly identified in the project timeline. The local match must be rendered during the invoicing period to which the matching requirement applies.

## Local Match Contribution

All federal grant programs require a non-federal local match (i.e., state or local funds). Non-federal sources for local match can include local sales tax, special bond measures, private donations, private foundations, etc. Staff time from the primary applicant is an allowable expense and is considered cash match. The Partnership Planning Grant Program requires the applicant to provide a minimum 20 percent local match. The Transit Planning Grant Program requires the applicant to provide a minimum 11.47 percent local match. The minimum local match is a percentage of the total project cost (i.e., minimum local match amount plus the grant amount). The local match can be all cash, all third party in-kind contributions, or a combination of the two.

### Third Party In-Kind Contributions

Third party in-kind contributions are goods and services donated from outside the grantee's agency. Examples of third party in-kind contributions include donated printing, facilities, interpreters, equipment, advertising, time and effort, staff time, and other goods and services. The value of third party in-kind contributions must be directly benefiting and specifically identifiable to the project. The third party in-kind contribution information must be identified on the cover page of the grant application, the project timeline, and the project specific Work Element in the OWP.

If third party in-kind contributions are used for the local match, a third party in-kind valuation plan must be submitted to Caltrans for approval as a condition of grant acceptance. The third party in-kind valuation plan is an itemized breakdown by task and serves as documentation for the goods and/or services to be rendered.

## Quarterly Reporting

For MPOs and RTPAs, the progress of each awarded Partnership Planning and Transit Planning grant project must be included as part of the OWP Quarterly Progress and Expenditure Report.

San Francisco Bay Area grant recipients shall submit progress reports every quarter for each Partnership Planning and Transit Planning grant project. Caltrans staff will provide the brief reporting form and due dates.

## Disadvantaged Business Enterprise (DBE) Reporting

Grant recipients are required to report any Partnership Planning and/or Transit Planning grant-funded contracting opportunities that may involve DBE participation. DBE reporting is required twice a year: April 1st and October 1st. For details about DBE requirements, visit the ORIP DBE website at: **http://www.dot.ca.gov/hq/tpp/offices/orip/DBE/DBE.html**

## Final Product

All final reports funded through the Partnership Planning and the Transit Planning grant programs shall credit the Federal Transit Administration or Federal Highway Administration's financial participation on the cover or title page. An electronic copy of all final reports shall be forwarded to the Caltrans District Office responsible for the administration and oversight of the grant. The electronic copy will be accessible on the ORIP Grants website.

## Review Process

All applications submitted to the Partnership Planning and Transit Planning grant programs go through three levels of review--Caltrans Districts, Caltrans Headquarters functional area experts, and two interagency review committees (one for Partnership Planning and one for Transit Planning). District staff reviews all applications for content, submission of proper documentation, and overall relationship to regional planning efforts. The district gives each application a rating of high, medium, or low. The district also provides comments to inform the interagency review committee. The Caltrans Headquarters functional area experts review and provide comments pertaining to the application subject matter, which are also used to inform the interagency review committee. The interagency review committees evaluate applications for content, completeness, meeting technical requirements, and overall relationship to statewide planning efforts. Once the interagency review committees evaluate, rank and select the best applications for grant funding, final recommendations are presented to Caltrans management for approval.

## Writing to Goals and Objectives

Both federal and state goals provide the framework or basis for the Partnership Planning and Transit Planning grant programs. These goals are general statements or visions about what each organization values and wants to ultimately achieve. A competitive grant application would address and articulate how the project relates to multiple federal and state goals.

Grant specific objectives are the intermediary step between the goal and implementation. The grant specific program objectives indicate the specific purpose of each grant program. The proposed projects are the means of implementing the objectives and the goals. When preparing a grant application, bear in mind the goals as well as the purpose or objective of each grant program.

# Partnership Planning

## Funding

The Partnership Planning grant program is funded by the Federal Highway Administration (State Planning and Research, Part I). The Federal Highway Administration has authorized Caltrans to distribute these grant funds. Approximately $1.2 million will be available for this grant cycle. The maximum amount per grant cannot exceed $300,000.

## Grant Specific Program Objective

The objective of the Partnership Planning Program is to encourage or strengthen multi-agency and/or government-to-government partnerships. The projects must be jointly performed with Caltrans. The proposed Partnership Planning projects must have a statewide and/or regional benefit. The anticipated benefits of the project must ultimately result in improvements to the statewide or regional transportation system.

**Example Project Types**

- Studies that identify regional, inter-county, and/or statewide mobility and access needs
- Corridor studies and corridor preservation studies
- Projects that evaluate transportation issues involving ground access to international borders, seaports, airports, intermodal facilities, freight hubs, and recreational sites

# Transit Planning

## Funding

The Transit Planning Grant Program is funded by the Federal Transit Administration (Section 5304). The Federal Transit Administration has authorized Caltrans to distribute these grant funds. Funding distribution will depend on the quality and amount of applications for each **Transit Planning** program.

## Statewide or Urban Transit Planning Studies

An estimated $1.5 million will be available for this grant cycle. The maximum amount per grant cannot exceed $300,000.

## Grant Specific Program Objective

The objective of the Statewide or Urban Transit Planning Studies Program is to address transit planning issues of statewide or regional significance. The proposed planning studies are intended to improve transit services and to facilitate congestion relief by offering an alternative to the single occupant vehicle.

**Example Project Types**

- Identification of policies and procedures to integrate transit into the transportation system planning process
- Statewide transit planning surveys and research
- Identification of policies, strategies, and programs to preserve transit facilities and optimize transit infrastructure
- Development of transit planning and travel forecasting tools and models

## Rural or Small Urban Transit Planning Studies

An estimated $900,000 will be available for this grant cycle. The maximum amount per grant cannot exceed $100,000.

## Grant Specific Program Objective

The objective of the Rural or Small Urban Transit Planning Studies Program is to help transit providers with technical planning for the operation and maintenance of the transit system. The intent is to support transit and/or intermodal planning studies that show benefit to rural or small urban service areas with a population of 100,000 and less.

**Example Project Types**

- Short-range transit development plans
- Transit marketing plans
- Site selection studies
- Transit service implementation plans
- Ridership surveys
- Social service improvement studies

## Transit Planning Student Internships

An estimated $300,000 will be available for this grant cycle. The maximum amount per grant cannot exceed $50,000.

## Grant Specific Program Objective

The objective of the Transit Planning Student Internships Program is to provide student internships in transit planning at public transportation agencies. The intent is to foster the education of university and community college students with an interest in the field of transit planning. Internships are for students only. The application, including the project scope of work and timeline, should strike a balance between administration of the internship program and the specific intern assignments to be completed.

*Due to the uniqueness of the Transit Planning Internships Program, please refer to the Grant Application beginning on page 27 to ensure appropriate responses are developed.*

# Application Package

# Application Preparation

The Transportation Planning Grant programs are competitive. This section provides applicants with supplemental information as well as details on required documents that must accompany an application at the time of submittal. All applicants are strongly encouraged to adhere to these requirements in order to score competitively during the application evaluation process.

## Required Documents

Use the samples and checklists provided for the following required documents:

- Application Scope of Work
- Project Timeline
- Local Resolution **(EJ and CBTP grants only)**
- Third Party In-Kind Valuation Plan, if applicable **(EJ and CBTP grant programs require this document at the time of application submittal)**
- Map of project area that clearly identifies the boundaries of the project area and provides a sense of the local context of the project

## Additional Documents

The following documents are not required, but enhance the overall application.

- Letters of Support
    - Letters of support must be submitted with the application package. Letters received separate from the application package may not be considered. The letters should be addressed to the applicant. Such letters can come from community-based organizations, local governments, Native American Tribal governments, service agencies, and elected officials.
- Photographs
    - Photographs of the proposed project area convey existing conditions and help to further explain the need for the grant.

## Application Submittal Instructions

An applicant may submit more than one application. However, any **project** can only be submitted to one grant program. Caltrans Headquarters staff checks all applications between programs for duplication. At Caltrans' discretion, an application may be referred to a different grant program if it is better suited for that program. Caltrans' district staff are a valuable resource and will be available during the application process to answer questions and help interested groups complete their applications.

All grant application packages are required to be submitted **via e-mail**. **An agency may only submit one application package per e-mail.** The Caltrans District contact must be copied (refer to the **Transportation Planning Grant District Contact List**) and the subject line needs to identify the district number, grant program, and project title (e.g., D1 CBTP, City of Can Do Planning Project). The required items outlined on the Application Package Checklist, page 27, must be attached to the e-mail as separate documents.

Please submit your application package to one of the following programs:

- **Environmental Justice and Community-Based Transportation Planning Grants**
  **OfficeofCommunityPlanning@dot.ca.gov**

- **Partnership Planning and Transit Planning Grants**
  **Regional_Planning_Grants@dot.ca.gov**

**APPLICATIONS MUST BE SUBMITTED VIA E-MAIL ON**
**TUESDAY, APRIL 2, 2013**
**BY 5:00 PM**

**HARD COPIES WILL NOT BE ACCEPTED**
**LATE APPLICATIONS WILL NOT BE REVIEWED**

The Transportation Planning Grant Application Guide and application is available at the following website: http://www.dot.ca.gov/hq/tpp/grants.html

Anticipated award announcements: Summer 2013 (contingent upon approval of the State budget)

Download the latest version of **Adobe Reader XI (11.0) ®** to complete the application. This version of Adobe is available free of charge.

# GRANT APPLICATION CHECKLIST

**The following documents are required and must be submitted via e-mail as separate attachments.** Refer to the Transportation Planning Grant Guide for additional information and/or samples. Failure to include any of the required documents will result in a reduced application score.

- ☐ Application* (Complete the PDF form provided online at **http://www.dot.ca.gov/hq/tpp/grants.html**.)
- ☐ Application Signature Page (print, sign, and scan this page in PDF format)
- ☐ Scope of Work (Microsoft Word format)
- ☐ Project Timeline (Microsoft Excel format)
- ☐ Third Party In-Kind Valuation Plan, if applicable (EJ and CBTP grant programs require this document at the time of application submittal)
- ☐ Map of Project Area
- ☐ Local Resolution (applicable to CBTP and EJ only – PDF format)

**Supplemental Information:**

- ☐ Digital Photographs of Project Area (when applicable)
- ☐ Letter(s) of Support

***Scanned or hard copies of the application will not be accepted.**

# Fiscal Year 2013-14
# TRANSPORTATION PLANNING GRANT APPLICATION

**Check One Grant Program**

- ☐ Environmental Justice
- ☐ Community-Based Transportation Planning
  - ☐ Catalyst Project for Sustainable Strategies Pilot Program
- ☐ Partnership Planning
- ☐ Statewide or Urban Transit Planning Studies
- ☐ Rural or Small Urban Transit Planning Studies
- ☐ Transit Planning Student Internships

| | |
|---|---|
| **PROJECT TITLE** | |
| **PROJECT LOCATION (city and county)** | |

| | **APPLICANT** | **SUB-APPLICANT** | **SUB-APPLICANT** |
|---|---|---|---|
| Organization | | | |
| Mailing Address | | | |
| City | | | |
| Zip Code | | | |
| Executive Director/designee and title | Mr.☐Ms.☐Mrs.☐ | Mr.☐Ms.☐Mrs.☐ | Mr.☐Ms.☐Mrs.☐ |
| E-mail Address | | | |
| Contact Person and title | Mr.☐Ms.☐Mrs.☐ | Mr. ☐Ms. ☐Mrs.☐ | Mr.☐Ms.☐Mrs.☐ |
| Contact E-mail Address | | | |
| Phone Number | | | |

**FUNDING INFORMATION**
**Use the Match Calculator to complete this section.**
Match Calculator

| **Grant Funds Requested** | **Local Match - Cash** | **Local Match - In-Kind** | **Total Project Cost** |
|---|---|---|---|
| $ | $ | $ | $ |

**Specific Source of Local Cash Match (i.e., local transportation funds, local sales tax, special bond measures, etc.)**

# Fiscal Year 2013-14
# TRANSPORTATION PLANNING GRANT APPLICATION

| LEGISLATIVE INFORMATION<br>**Information in this section must directly be tied to the applicant's zip code.**<br>**All legislative members in the project area do not need to be listed.** | | | |
|---|---|---|---|
| State Senator(s) | | Assembly Member(s) | |
| Name(s) | District | Name(s) | District |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

*** Use the following link to determine the legislators.**
http://findyourrep.legislature.ca.gov/ (search by zip code)

Grant applications must clearly demonstrate how the proposed transportation planning project promotes federal and/or state transportation planning goals.

**1. Select the goals that apply to your grant application.**

## STATE TRANSPORTATION PLANNING GOALS

**For all Grant Programs**

☐ Improve Mobility and Accessibility: Expand the system and enhance modal choices and connectivity to meet the State's future transportation demands.

☐ Preserve the Transportation System: Maintain, manage, and efficiently utilize California's existing transportation system.

☐ Support the Economy: Maintain, manage, and enhance the movement of goods and people to spur the economic development and growth, job creation, and trade.

☐ Enhance Public Safety and Security: Ensure the safety and security of people, goods, services, and information in all modes of transportation.

☐ Reflect Community Values: Find transportation solutions that balance and integrate community values with transportation safety and performance, and encourage public involvement in transportation decisions.

☐ Enhance the Environment: Plan and provide transportation services while protecting our environment, wildlife, historical and cultural assets.

# Fiscal Year 2013-14
# TRANSPORTATION PLANNING GRANT APPLICATION

## FEDERAL TRANSPORTATION PLANNING GOALS

**For Partnership Planning and Transit Planning**

- ☐ Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency.
- ☐ Increase the safety of the transportation system for motorized and non-motorized users.
- ☐ Increase the security of the transportation system for motorized and non-motorized users.
- ☐ Increase accessibility and mobility of people and freight.
- ☐ Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns.
- ☐ Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight.
- ☐ Promote efficient system management and operation.
- ☐ Emphasize the preservation of the existing transportation system.

**Fiscal Year 2013-14**
**TRANSPORTATION PLANNING GRANT**
**APPLICATION**

**2. Project Description (Do not exceed the space provided.) (20 points)**
A. Briefly summarize project. **(10 points)**
B. Describe the project area. (**10 points**)

***Section A*:** A good project description is one that can summarize the project in a clear and concise manner.

***Section B*:** This section needs to describe the geographical, socio-economic, and cultural setting of the project area—define the boundaries, urban/rural/suburban setting, ethnic make-up, languages spoken, income-levels, etc.

**Fiscal Year 2013-14**
**TRANSPORTATION PLANNING GRANT**
**APPLICATION**

**3. Project Justification (Do not exceed the space provided.) (20 points)**
A. Describe the problems or deficiencies the project is attempting to address. (**10 points**)
B. Describe how the project will address the identified problems or deficiencies. **(10 points)**

***Section A:*** This section needs to clearly define the existing issues surrounding the project (e.g., transportation issues, inadequate transit services, impacts of heavy trucking on local streets, air pollution, etc).

***Section B***. State how this project addresses issues raised in Section A. Describe how community assets/opportunities will aid in solving the issues presented.

**Fiscal Year 2013-14**
**TRANSPORTATION PLANNING GRANT**
**APPLICATION**

**4. Public Participation (Do not exceed the space provided.) (20 points)**

A. Identify the stakeholders (e.g., low-income and minority communities, Native American Tribal governments, other underrepresented groups, community-based organizations, and businesses) affected by the grant work. (**10 points**)

B. Describe the outreach and engagement methods that will be used to reach and gather input from stakeholders. (**10 points**)

***Section A:*** Explain who the stakeholders are and how their participation will enhance this grant work.

For Transit Planning Internship proposals, the stakeholders would be the educational institutions or other agencies that will be used for recruiting potential interns.

***Section B:*** Public awareness, acceptance, and involvement in the planning process are vital components for successful outcomes. Feedback collected through public participation is an integral part of developing the final product. These grants are the catalyst for creating partnerships in the transportation planning process, where the public can support and champion the project. Thoroughly describe the outreach methods that will be used to communicate, and engage traditionally underrepresented communities and stakeholders (e.g., community town hall meetings, charrettes, interactive websites, focus group meetings, surveys, workshops, door-to-door visitations, public events).

For Transit Planning Internship proposals, (1) provide details about the methods that will be used to recruit interns, and (2) provide details about the public outreach activities, which students will be exposed to during the course of the internship.

**Fiscal Year 2013-14**
**TRANSPORTATION PLANNING GRANT**
**APPLICATION**

**5. Project Implementation (Do not exceed the space provided.) (20 points)**
A. List the project's anticipated accomplishments and final deliverables. **(10 points)**
B. Explain how the final product will be carried forward into the implementation phase. **(10 points)**

***Section A:*** Identify anticipated accomplishments and deliverables that will be produced. Realistic and achievable outcomes need to be identified by providing plans and recommendations that can be implemented. It is important that a project not only produce an identifiable final product, but also recognize obvious and practical outcomes that the public can support.

***Section B:*** Implementation of the final product is the ultimate goal for these grant programs. Describe future steps that will be taken to implement the final product.

# Fiscal Year 2013-14
# TRANSPORTATION PLANNING GRANT
# APPLICATION

6. **Project Management (20 points)**
   A. Scope of Work **(10 points)**
   B. Project Timeline **(10 points)**

**See Scope of Work and Project Timeline samples and checklists for requirements.**

# Fiscal Year 2013-14
# TRANSPORTATION PLANNING GRANT APPLICATION

## Application Signature Page

**If selected for funding, the information contained in this application will become the foundation of the contract with Caltrans.**

**To the best of my knowledge, all information contained in this application is true and correct. If awarded a grant with Caltrans, I agree that I will adhere to the program guidelines.**

| | |
|---|---|
| *Signature of Authorized Official (Applicant)* | *Print Name* |
| *Title* | *Date* |
| *Signature of Authorized Official (Sub-Applicant)* | *Print Name* |
| *Title* | *Date* |

# SCOPE OF WORK CHECKLIST

The scope of work is the official description of the work that is to be completed during the contract. **The scope of work must be consistent with the project timeline.**

The scope of work must:

- ☐ Be completed using the FY 2013-14 template provided and in Microsoft Word format**.**
- ☐ List all tasks and sub-tasks using the same title as stated in the project timeline.
- ☐ Have task and sub-task numbers in accurate and proper sequencing; consistent with the project timeline.
- ☐ List the responsible party for each task and subtask and ensure that it is consistent with the project timeline (i.e., applicant, sub-applicant, or consultant).
- ☐ Have a thorough and accurate description of each task and sub-task.
- ☐ Include a task for a kick-off meeting with Caltrans at the start of the grant.
- ☐ Include a task for procurement of consultants, if consultants are needed.
- ☐ Include a task for invoicing.
- ☐ Include a task for quarterly reporting to Caltrans.
- ☐ Include public participation and services to diverse communities.
- ☐ NOT include environmental, complex design, or engineering work and other ineligible activities.
- ☐ List the project deliverable for each task in a table following each task and ensure that it is consistent with the project timeline.

**NOTE: Applications with missing components will be at a competitive disadvantage. Please use this checklist to make sure your scope of work is complete.**

## SAMPLE SCOPE OF WORK:

## City of Can Do Complete Street Plan

The City of Can Do Complete Street Plan will provide a conceptual multi-modal planning foundation for the City's downtown main street corridor. The Plan will be used to evaluate how different complete street features enhance or detract from the vision of the community. The city intends to gather public input through interactive community workshops which will be the driving factor of the planning process. The City of Can Do Complete Street Plan will contain conceptual design only. It is the City of Can Do's intent that once this plan is complete, it will lead to implementation and development.

The below scope of work reflects the anticipated process and deliverables for the City of Can Do Complete Street Plan.

**RESPONSIBLE PARTIES**

The City of Can Do with the assistance of a consulting firm will perform this work. The City has not yet selected a consulting firm and the proper procurement procedures will be used through a competitive RFP process. City staff anticipates these figures will not differ substantially and will not exceed the grant request amount.

**OVERALL PROJECT OBJECTIVES**

- Reduce street crown and replace surface with enhanced and/or porous street pavers.
- Sidewalk widening and fully accessible ramp improvements at intersections.
- Add and improve bicycle lanes.
- Installation of street trees with grates and tree grates for existing trees that can be preserved.
- Installation of pedestrian-scale street lighting at intersections.
- Installation of street furniture and other design features.
- Application of "green street" concepts, such as storm water planter boxes and porous pavement where possible.
- Conceptual designs for underground utilities.
- Conceptual designs to improve drainage conveyance.

**1. Project Initiation**

**Task 1.1:** Project Kick-off Meeting

- The City will hold a kick-off meeting with Caltrans staff to discuss grant procedures and project expectations including invoicing, quarterly reporting, and all other relevant project information. Meeting summary will be documented.
- Responsible Party: The City

**Task 1.2:** Staff Coordination

- Monthly face-to-face project team meetings with consultants to ensure good communication on upcoming tasks and to make sure the project remains on time and within budget. Caltrans staff will be invited to the project team meetings.
- Responsible Party: The City

**Task 1.3:** RFP for Consultant Services

- Complete an RFP process for selection of a consultant using the proper procurement procedures.
- Responsible Party: The City

**Task 1.4:** Identify Existing Conditions

- Gather existing conditions and background data by identifying opportunities and constraints as well as standards that should be used to guide preparation of the plan such as existing and planned land uses, population characteristics, and travel projections within the City.
- Inventory and evaluate existing bicycle and pedestrian facilities.
- Responsible Party: Consultant

| Task | Deliverable |
|---|---|
| *1.1* | *Meeting Notes* |
| *1.2* | *Monthly Meetings Notes* |
| *1.3* | *Copy of Procurement Procedures and Executed Consultant Contract* |
| *1.4* | *Existing Conditions Report* |

## 2. Public Outreach

*Note: All meetings will be publically noticed to ensure maximum attendance. All public notices will be in English and Spanish. Spanish translators and sign language interpreters will be present at all workshops.*

**Task 2.1:** Community Workshop #1

- Walking tour and workshop. This workshop will introduce the project to the public, define project parameters, inform community of project opportunities and constraints, and solicit opinions from the community to shape Task 3.1, Develop Streetscape Concept.
- Responsible Party: Consultant

**Task 2.2:** Community Workshop #2

- An interactive workshop that will use clicker technology, modeling tools, and maps to present the streetscape design concept alternatives. Community will decide on preferred alternatives. Continue to solicit feedback from the community to shape Task 3.3, Draft Complete Street Plan.
- Responsible Party: Consultant

**Task 2.3:** Community Workshop #3

- Present Draft Design Concept and Report and continue to solicit feedback for public comments to shape Task 3.3, Draft Complete Street Plan and Task 3.6, Final Complete Street Plan.
- Responsible Party: Consultant

| Task | Deliverable |
|---|---|
| *2.1* | *PowerPoint Presentation, Workshop Summary, Photos* |
| *2.2* | *PowerPoint Presentation, Workshop Summary, Photos* |
| *2.3* | *PowerPoint Presentation, Workshop Summary, Photos* |

## 3. Streetscape Plan

**Task 3.1:** Develop Streetscape Concept

- Based on the existing conditions report and the community input from Workshop #1, a streetscape concept will be developed. Streetscape conceptual design will incorporate complete streets concepts and will include plans, sketches, and photos.
- Responsible Party: Consultant

**Task 3.2:** Develop Conceptual Design Concept Alternatives

- Up to three complete street conceptual design alternatives will be developed. Illustrations will be made in plan view, as street cross sections, and as sketches. A model simulation will be developed for each alternative. The alternatives will be prepared and presented at Community Workshop #2.
- Responsible Party: Consultant

**Task 3.3:** Draft Complete Street Plan

- Based on the preferred design alternative chosen in Workshop #2, a draft report will be prepared. The draft report will be presented at Workshop #3 for public comment.
- Responsible Party: Consultant

**Task 3.4:** Identify Potential Funding Sources

- Review and identify potential funding sources for future implementation of the preferred alternative.
- Responsible Party: Consultant

**Task 3.5:** Joint Planning/Parking and Safety/Bicycle Advisory Commission Meeting

- Coordinate a joint session among the three commissions to review the draft report and conceptual design alternative. Solicit feedback, respond to any questions, and resolve any critical issues.
- Responsible Party: The City/Consultant

**Task 3.6:** Final Complete Street Plan

- Complete the final report that addresses the comments given from Workshop #3 and the Joint Commission Meeting. Four hard-copies and four electronic copies of the final report will be submitted to Caltrans. Credit of the financial contribution of the grant program will be credited on the cover of the report.
- Responsible Party: Consultant

**Task 3.7:** City Council Adoption

- Present the final Complete Street Plan at the City Council meeting. Resolve any critical issues. Adopt final City of Can Do Complete Street Plan.
- Responsible Party: The City/Consultant

| Task | Deliverable |
|---|---|
| *3.1* | *Sketches, illustrations* |
| *3.2* | *Sketches, illustrations* |
| *3.3* | *Draft Report* |
| *3.4* | *Funding Source Report* |
| *3.5* | *PowerPoint Presentation, Workshop Summary, Photos* |
| *3.6* | *Final Report* |
| *3.7* | *Meeting Notes* |

## 4. Fiscal Management

**Task 4.1:** Invoicing

- Submit complete invoice packages to Caltrans District staff based on milestone completion—at least quarterly, but no more frequently than monthly.
- Responsible Party: The City

**Task 4.2:** Quarterly Reports

- Submit quarterly reports to Caltrans District staff providing a summary of project progress and grant/local match expenditures.
- Responsible Party: The City

| Task | Deliverable |
|---|---|
| *4.1* | *Invoice Packages* |
| *4.2* | *Quarterly Reports* |

# PROJECT TIMELINE CHECKLIST

The project timeline is the official documentation of the budget and time frame of the project. **The project timeline must be consistent with the scope of work.**

The project timeline must:

- ☐ Be completed using the FY 2013-14 template provided (do not alter the template) and submit in Microsoft Excel format.
- ☐ List all tasks and sub-tasks with the same title as stated in the scope of work.
- ☐ Have task and sub-task numbers in proper sequencing, consistent with the scope of work.
- ☐ Include a task for a kick-off meeting with Caltrans at the start of the grant.
- ☐ Include a task for procurement of consultants, if consultants are needed.
- ☐ Include a task for quarterly reporting to Caltrans.
- ☐ Include a task for invoicing.
- ☐ List the responsible party for each task and sub-task, and ensure that it is consistent with the scope of work (i.e., applicant, sub-applicant, or consultant).
- ☐ Complete all budget columns as appropriate: Total Cost, Grant Amount, Local Cash Match, and if applicable, Local In-Kind Match.
- ☐ State a realistic total cost for each task based on the work that will be completed.
- ☐ Include a proportional spread of local cash match. The percentage of local cash match contributed should be the percentage used to determine the local cash match amount for each task on the timeline. For example, if 7.5% local cash match is contributed, multiply 7.5% by the grant amount and note the product in the local cash match column. This must be done for each task.
- ☐ Have a best estimate of the amount of time needed to complete each task.
- ☐ Have the timeframe begin at the beginning of the contract period (Feb 2014).
- ☐ Have the timeframe extend all the way to the end of the contract period (Feb 2016).
- ☐ List the deliverable for each task as stated in the scope of work.

**NOTE: Applications with missing components will be at a competitive disadvantage. Please use this checklist to make sure your project timeline is complete.**

**California Department of Transportation**
**Transportation Planning Grants**
**Fiscal Year 2013-2014**

## SAMPLE PROJECT TIMELINE

| Project Title | City of Can Do Complete Street Plan | Grantee | The City of Can Do |
|---|---|---|---|

| Task Number | Task Title | Responsible Party | Budget: Total Cost | Budget: Grant Amount | Budget: Local Cash Match | Budget: Local In-Kind Match | FY 2013/14 J | A | S | O | N | D | J | F | M | A | M | J | FY 2014/15 J | A | S | O | N | D | J | F | M | A | M | J | FY 2015/16 J | A | S | O | N | D | J | F | Deliverable |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1.0 | ***Project Initiation*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1.1 | Project Kick-off Meeting | The City | $550 | $500 | $50 | $0 | | | | | | | | | ■ | | | | | | | | | | | | | | | | | | | | | | | | | Meeting Notes |
| 1.2 | Staff Coordination | The City | $2,970 | $2,700 | $270 | $0 | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | Monthly Meeting Notes |
| 1.3 | RFP for Consultant Services | The City | $1,485 | $1,350 | $135 | $0 | | | | | | | | | | ■ | ■ | | | | | | | | | | | | | | | | | | | | | | | Copy of Procurement Procedures and Executed Consultant Contract |
| 1.4 | Identify Existing Conditions | Consultant | $1,650 | $1,500 | $150 | $0 | | | | | | | | | | | | ■ | ■ | | | | | | | | | | | | | | | | | | | | | Existing Conditions Report |
| 2.0 | ***Public Outreach*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.1 | Community Workshop #1 | Consultant | $4,950 | $4,500 | $338 | $113 | | | | | | | | | | | | | | ■ | | | | | | | | | | | | | | | | | | | | PowerPoint Presentation, Workshop Summary, Photos |
| 2.2 | Community Workshop #2 | Consultant | $6,930 | $6,300 | $473 | $158 | | | | | | | | | | | | | | | | | | | | ■ | | | | | | | | | | | | | | PowerPoint Presentation, Workshop Summary, Photos |
| 2.3 | Community Workshop #3 | Consultant | $792 | $720 | $54 | $18 | | | | | | | | | | | | | | | | | | | | | | | | ■ | | | | | | | | | | PowerPoint Presentation, Workshop Summary, Photos |
| 3.0 | ***Streetscape Plan*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3.1 | Develop Streetscape Concept | Consultant | $8,800 | $8,000 | $800 | $0 | | | | | | | | | | | | | | | ■ | ■ | ■ | | | | | | | | | | | | | | | | | Sketches,illustrations |
| 3.2 | Develop Conceptual Design Concept Alternatives | Consultant | $1,485 | $1,350 | $135 | $0 | | | | | | | | | | | | | | | | | | ■ | ■ | | | | | | | | | | | | | | | Sketches, illustrations |
| 3.3 | Draft Complete Street Plan | Consultant | $8,800 | $8,000 | $800 | $0 | | | | | | | | | | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | | | | | | | | | Draft report |
| 3.4 | Identify Potential Funding Sources | Consultant | $1,100 | $1,000 | $100 | $0 | | | | | | | | | | | | | | | | | | | | | | | | | | ■ | | | | | | | | Funding Source Report |
| 3.5 | Joint Planning/Parking and Safety/Bicycle Advisory Commission Meeting | The City/ Consultant | $792 | $720 | $72 | $0 | | | | | | | | | | | | | | | | | | | | | | | | | | | ■ | | | | | | | PowerPoint Presentation, Workshop Summary, Photos |
| 3.6 | Final Complete Street Plan | Consultant | $4,400 | $4,000 | $400 | $0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | ■ | ■ | ■ | ■ | | | Final Report |
| 3.7 | City Council Adoption | The City/ Consultant | $198 | $180 | $18 | $0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | ■ | | | Meeting Notes |
| 4.0 | ***Fiscal Management*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4.1 | Invoicing | The City | $1,100 | $1,000 | $100 | $0 | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | Invoice Packages |
| 4.2 | Quarterly Reports | The City | $1,100 | $1,000 | $100 | $0 | | | | | | | | | | | ■ | | | ■ | | | ■ | | | ■ | | | | ■ | | ■ | | | ■ | | | | ■ | Quarterly Reports |
| | **TOTALS** | | **$47,102** | **$42,820** | **$3,994** | **$288** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

This sample timeline is for illustrative purposes only. Your scope of work and timeline will include different tasks, funding amounts, deliverables, etc. The project timeline must be consistant with the scope of work.
**Note:** Each task must contain a grant amount and a local cash match amount. Local cash match must be proportionally distributed by the same percentage throughout each task. Local in-kind match needs to be indicated where in-kind services will be used. Please review the grant program section that you are applying to for details on local match requirements.

# THIRD PARTY IN-KIND VALUATION PLAN CHECKLIST

The third party in-kind valuation plan is an itemized breakdown by task and sub-task and serves as documentation for the goods and/or services to be donated. **The third party in-kind valuation plan must be consistent with the information provided on the project timeline and grant application cover sheet.**

**Due to time constraints, EJ and CBTP grant programs require this document at the time of application submittal.**

**Partnership Planning and Transit Planning grant programs require this document upon grant award as a condition of grant acceptance.**

The third party in-kind valuation plan must:

- ☐ Be completed using the FY 2013-14 template provided (do not alter the format).
- ☐ Name the third party in-kind local match provider.
- ☐ Describe how the third party in-kind local match will be tracked and documented for accounting purposes.
- ☐ Describe the fair market value of third party in-kind contributions and how the values were determined.
- ☐ Include an itemized breakdown by task and sub-task consistent with the project timeline.
- ☐ Be consistent with the in-kind local match amount reflected on the grant application cover sheet.

## Sample

### Third Party In-Kind Valuation Plan

| Task | Activity | Title | Name of In-Kind Match Provider | Fair Market Value Determination | Fair Market Value or Hourly Rate | Number or Hours | Estimated Cost |
|---|---|---|---|---|---|---|---|
| 2.1 | Community Workshop #1 | Donated Workshop Conference Room | CBO | The rental rate is established by CBO. | $50 | 4 | $200 |
| | | Workshop Volunteer | Joe Smith, CBO | City of Can Do researched the cost for workshop facilitators and determined the average rate. | $43 | 4 | $170 |
| 2.2 | Community Workshop #2 | Use of Projector and Laptop | CBO | The rental rate is established by CBO. | $50 | 4 | $200 |
| | | Workshop Volunteer | Joe Smith, CBO | City of Can Do researched the cost for workshop facilitators and determined the average rate. | $43 | 4 | $170 |
| 2.3 | Community Workshop #3 | Copies and Flyers | CBO | Average Copy Costs | $0.35 | 570 | $200 |
| | | Workshop Volunteer | Joe Smith, CBO | City of Can Do researched the cost for workshop facilitators and determined the average rate. | $43 | 4 | $170 |
| | | | | | | ***Total In-kind Match :*** | **$1,111** |

| | |
|---|---|
| **How the third party in-kind match will be documented for accounting purposes:** | The third party in-kind provider will submit a statement for donated services rendered to the City of Can Do with the value of the estimated cost for each task noted. |

# LOCAL RESOLUTION

***(EJ and CBTP grants only)***

The local resolution is a critical part of the grant application package. Applicants are strongly encouraged to plan ahead and ensure that there is adequate time to get the resolution on the agenda of the governing board in order to meet the application deadline. **Application packages without the required local resolution will be at a competitive disadvantage.**

The local resolution must:

- ☐ State the title of the project.
- ☐ State the title of the person authorized to enter into a contract with Caltrans on behalf of the applicant.
- ☐ Be enacted by the application deadline. Resolutions more than a year old will not be accepted.
- ☐ Be signed by the governing board of the grant applicant.

Note: MPO's and RTPA's may submit the resolution that adopted their Overall Work Plan if it contains language authorizing any follow on agreements in order to implement the OWP.

# SAMPLE LOCAL RESOLUTION

**CITY OF CAN DO**
**RESOLUTION NO. 009-2012**

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE CITY OF CAN DO AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE AGREEMENTS WITH THE CALIFORNIA DEPARTMENT OF TRANSPORTATION FOR THE CITY OF CAN DO COMPLETE STREET PLAN**

1

**WHEREAS,** the Board of Directors of for the City of Can Do is eligible to receive Federal and/or State funding for certain transportation planning related plans, through the California Department of Transportation; and

**WHEREAS,** a Fund Transfer Agreement is needed to be executed with the California Department of Transportation before such funds can be claimed through the Transportation Planning Grant Programs; and

**WHEREAS,** the City of Can Do wishes to delegate authorization to execute these agreements and any amendments thereto;

2

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the City of Can Do, authorize the Executive Director, or designee, to execute all Fund Transfer Agreements and any amendments thereto with the California Department of Transportation.

**APPROVED AND PASSED** this 4th day of February, 2013

3

4

John Doe, Chair

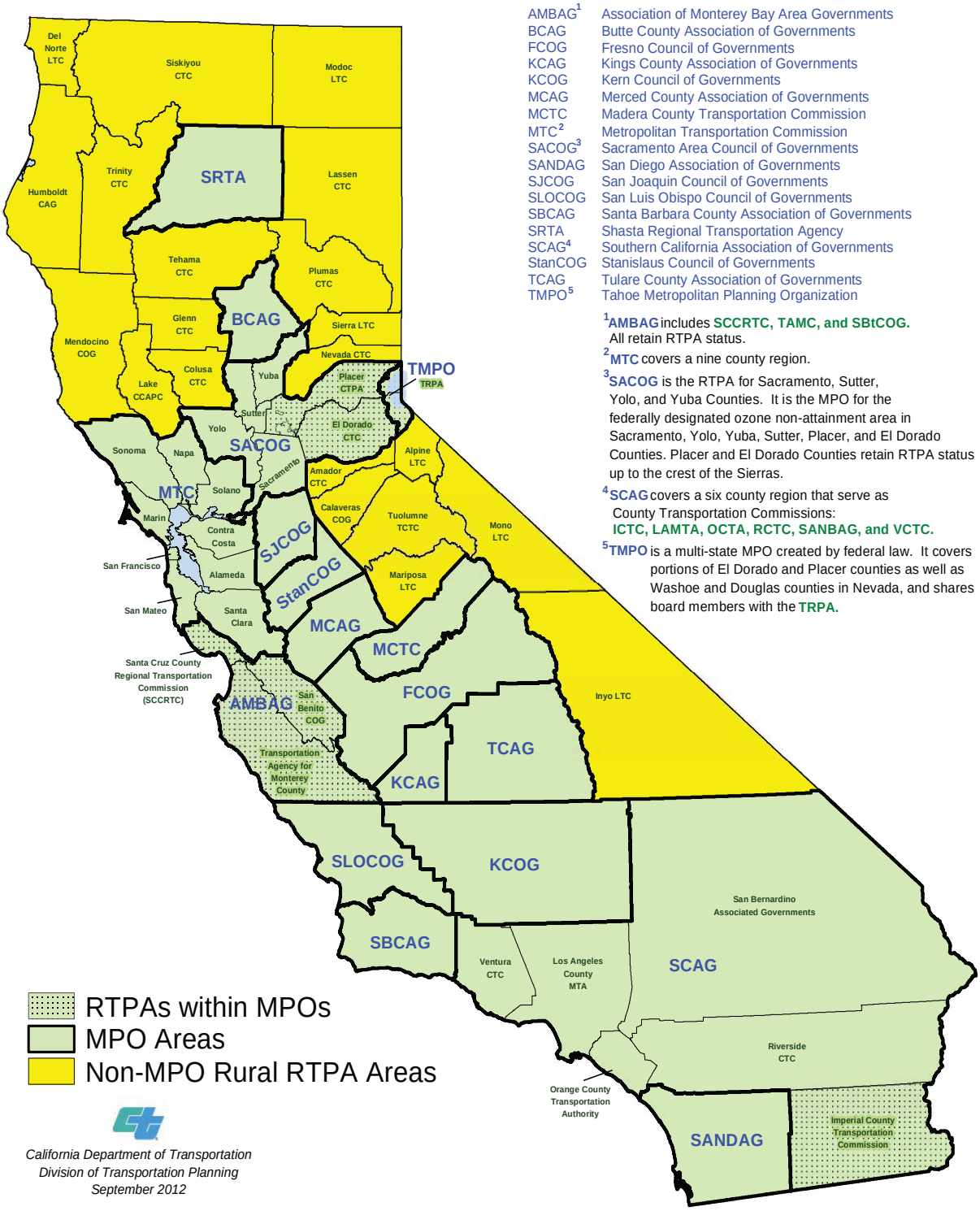
**ATTEST:**

Eileen Wright, Executive Director

# State of California
## Department of Transportation
## District Boundaries

# CALIFORNIA

## Metropolitan Planning Organizations(MPOs) and Regional Transportation Planning Agencies (RTPAs)




| | |
|---|---|
| AMBAG[1] | Association of Monterey Bay Area Governments |
| BCAG | Butte County Association of Governments |
| FCOG | Fresno Council of Governments |
| KCAG | Kings County Association of Governments |
| KCOG | Kern Council of Governments |
| MCAG | Merced County Association of Governments |
| MCTC | Madera County Transportation Commission |
| MTC[2] | Metropolitan Transportation Commission |
| SACOG[3] | Sacramento Area Council of Governments |
| SANDAG | San Diego Association of Governments |
| SJCOG | San Joaquin Council of Governments |
| SLOCOG | San Luis Obispo Council of Governments |
| SBCAG | Santa Barbara County Association of Governments |
| SRTA | Shasta Regional Transportation Agency |
| SCAG[4] | Southern California Association of Governments |
| StanCOG | Stanislaus Council of Governments |
| TCAG | Tulare County Association of Governments |
| TMPO[5] | Tahoe Metropolitan Planning Organization |

[1] **AMBAG** includes **SCCRTC, TAMC, and SBtCOG.** All retain RTPA status.

[2] **MTC** covers a nine county region.

[3] **SACOG** is the RTPA for Sacramento, Sutter, Yolo, and Yuba Counties. It is the MPO for the federally designated ozone non-attainment area in Sacramento, Yolo, Yuba, Sutter, Placer, and El Dorado Counties. Placer and El Dorado Counties retain RTPA status up to the crest of the Sierras.

[4] **SCAG** covers a six county region that serve as County Transportation Commissions: **ICTC, LAMTA, OCTA, RCTC, SANBAG, and VCTC.**

[5] **TMPO** is a multi-state MPO created by federal law. It covers portions of El Dorado and Placer counties as well as Washoe and Douglas counties in Nevada, and shares board members with the **TRPA.**

*California Department of Transportation*
*Division of Transportation Planning*
*September 2012*

# Caltrans Transportation Planning Grant
# District Contact List

| DISTRICT | CONTACT | MPO/RTPA |
|---|---|---|
| **DISTRICT 1**<br>1656 Union Street<br>P.O. Box 3700<br>Eureka, CA 95502 | **All Planning Grant Programs -**<br>Rex Jackman (707) 445-6412<br>Email: rex_jackman@dot.ca.gov | • Del Norte LTC<br>• Humboldt CAOG<br>• Lake APC<br>• Mendocino COG |
| **DISTRICT 2**<br>1657 Riverside Drive<br>Redding, CA 96001 | **All Planning Grant Programs -**<br>Michelle Millette (530) 229-0517<br>Email: michelle_millette@dot.ca.gov | • Lassen CTC<br>• Tehama CTC<br>• Modoc LTC<br>• Trinity CTC<br>• Plumas CTC<br>• Siskiyou CTC<br>• Shasta RTA |
| **DISTRICT 3**<br>703 B Street<br>Marysville, CA 95901 | **All Planning Grant Programs –**<br>Beatriz Gonzalez (530) 741-5173<br>Email: beatriz_gonzalez@dot.ca.gov | • Butte CAG<br>• Sierra LTC<br>• Colusa CTC<br>• Glenn CTC<br>• El Dorado CTC<br>• Nevada CTC<br>• Placer CTPA<br>• Sacramento Area COG<br>• TRPA – Tahoe Basin<br>• Tahoe Metropolitan Planning Organization |
| **DISTRICT 4**<br>111 Grand Avenue<br>P.O. Box 23660<br>Oakland, CA 94623-0660 | **CBTP and Transit-**<br>Becky Frank (510) 286-5536<br>Email: becky_frank@dot.ca.gov<br><br>**EJ-**<br>Blesilda Gebreyesus (510) 286-5575<br>Email: blesilda_gebreyesus@dot.ca.gov<br><br>**Partnership –**<br>TBD | • Metropolitan Transportation Commission |

| DISTRICT | CONTACT | MPO/RTPA |
|---|---|---|
| **DISTRICT 5**<br>50 Higuera Street<br>San Luis Obispo, CA<br>93401-5415 | **All Planning Grant Programs -**<br>Brandy Rider (805) 549-3970<br>Email: brandy_rider@dot.ca.gov | • Monterey TAMC<br>• Santa Cruz SCCRTC<br>• San Benito COG<br>• Association of Monterey County Bay Area Governments<br>• Santa Barbara CAG<br>• San Luis Obispo COG |
| **DISTRICT 6**<br>1352 W. Olive Avenue<br>P. O. Box 12616<br>Fresno, CA 93778-2616 | **All Planning Grant Programs** –<br>David Madden (559) 445-5763<br>Email: david_madden@dot.ca.gov | • Fresno COG<br>• Tulare COG<br>• Kern COG<br>• Kings CAG<br>• Madera CTC |
| **DISTRICT 7**<br>100 S. Main Street<br>Los Angeles, CA 90012 | **CBTP** and **EJ** -<br>Wilford Melton (213) 897-1344<br>Email: wilford_melton@dot.ca.gov<br>**Partnership** and **Transit-**<br>Charles Lau (213) 897-0197<br>Email: charles_lau@dot.ca.gov | • Southern California Association of Governments |
| **DISTRICT 8**<br>464 W. 4th Street<br>Sixth Floor<br>San Bernardino, CA<br>92401 | **CBTP** and **EJ** -<br>Rebecca Forbes<br>Email: rebecca_forbes@dot.ca.gov<br>**Partnership** and **Transit-**<br>Mark Roberts (909) 383-6040<br>Email: mark_roberts@dot.ca.gov | • Southern California Association of Governments |
| **DISTRICT 9**<br>500 S. Main Street<br>Bishop, CA 93514 | **All Planning Grant Programs** –<br>Dave Bloom – Inyo & E. Kern<br>(760) 872-6799<br>Email: dave_bloom@dot.ca.gov<br>Forest Becket - Mono<br>(760) 872- 0659<br>Email: forest_becket@dot.ca.gov | • Inyo LTC<br>• Mono LTC<br>• Eastern Kern (COG) |

| DISTRICT | CONTACT | MPO/RTPA |
|---|---|---|
| **DISTRICT 10**<br>1976 E. Dr. Martin Luther King Blvd.<br>P.O. Box 2048<br>Stockton, CA 95201 | **All Planning Grant Programs** –<br>John Gedney – Mountain Counties<br>(209) 948-7112<br>Email: john_gedney@dot.ca.gov<br>Tom Dumas – Merced, San Joaquin, Stanislaus Counties<br>(209) 941-1921<br>Email: tom_dumas@dot.ca.gov | • Alpine CTC<br>• Amador CTC<br>• Calaveras COG<br>• Mariposa LTC<br>• Merced CAG<br>• Tuolumne CCAPC<br>• San Joaquin COG<br>• Stanislaus COG |
| **DISTRICT 11**<br>4050 Taylor Street<br>Mail Station 240<br>San Diego, CA 92110 | **All Planning Grant Programs -**<br>Connery Cepeda (619) 688-6003<br>Email: connery_cepeda @dot.ca.gov | • San Diego Association of Governments |
| **DISTRICT 12**<br>3347 Michelson Drive<br>Suite 100<br>Irvine, CA 92612-0661 | **All Planning Grant Programs -**<br>Damon Davis (949) 440-3487<br>Email: damon_davis@dot.ca.gov | • Southern California Association of Governments |

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