

ULI District Council Task Forces  
for Health and Social Equity

# Empowering Community

An Engagement Toolkit for South Sacramento



WE ARE GRATEFUL FOR THE MANY VOICES OF MEADOWVIEW RESIDENTS  
WHOSE PERSPECTIVES INFORMED AND INSPIRED THIS PROCESS.  
SPECIAL THANKS TO THE ROBERT WOOD JOHNSON FOUNDATION, THE ULI  
BUILDING HEALTHY PLACES INITIATIVE, AND OUR PROJECT EQUITY ADVISERS  
FOR MAKING THE EFFORT POSSIBLE. AN EXTRA SPECIAL THANKS TO  
TASK FORCE MEMBER JOANNA MACK FOR DESIGNING THIS REPORT.

**Cover photo:** The skyline of downtown Sacramento, overlooking the Sacramento River.

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ULI District Council Task Forces  
for Health and Social Equity

# Empowering Community

An Engagement Toolkit for South Sacramento

## **ULI's District Council Task Forces for Health and Social Equity: One Program, Four Distinctive Deliverables**

Beginning in August 2020, member-led task forces organized by ULI district councils in Chicago, Phoenix, Sacramento, and Tampa worked to address local policy and regulatory barriers to creation of healthier and more equitable places. These initiatives were part of ULI's District Council Task Forces for Health and Social Equity Project, led by ULI's Building Healthy Places Initiative with support from the Robert Wood Johnson Foundation. In addition to identifying a local challenge and executing an 18-month scope of work, each team was encouraged to document its project, outcomes, and recommendations, producing a deliverable that would meet the local need. The result is a library of four distinctive reports reflecting the work done in each city.

[uli.org/taskforces](https://uli.org/taskforces)



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# REPORT AND TOOLKIT QUICK GUIDE

## REPORT AND A TOOLKIT

This document is both a report and a toolkit designed to address the health and social equity disparities faced by the stakeholders of Meadowview in South Sacramento.

It documents 18 months of partnership and sustained engagement between the Meadowview community and the ULI Sacramento Task Force for Health and Social Equity. The Task Force viewed the community through the dual lenses of health and social equity and prepared a set of actionable recommendations. These recommendations draw from stakeholder feedback and build on the community's existing assets. A key outcome from the effort was the community's desire to activate the area's many underused spaces and places. In response, the task force prepared an activation strategy reflecting the multidisciplinary perspectives of local stakeholders, subject matter experts, and leaders from peer communities across the United States. The report documents the process and methodology of the analysis, outlines community-driven priorities, summarizes key community engagement activities, and recommends next steps based on best practices identified by ULI's Building Healthy Places Initiative.

The toolkit, designed by and for the community, is aimed at catalyzing the community to take a more active role in decisions regarding planning and physical development issues. It includes suggestions for community empowerment, partnership, and engagement that reflect community needs while reducing the risk of displacement of people and businesses. The toolkit provides guidance on project funding and budgeting, site activation, and site development approval.

What questions relate to you the most? Pick a question, then flip to the recommended page.

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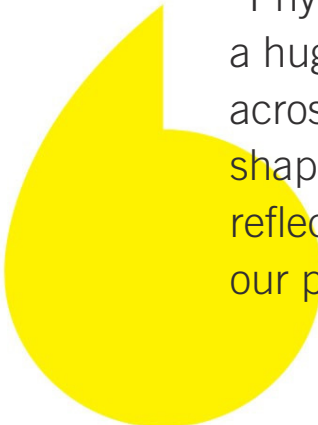
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“Physical, social, and economic environments play a huge role in shaping health and disease patterns across populations and communities. Our environment shapes our health, builds our history, tells our story, reflects our values, guides our experience, and shapes our personhood.”

—Dr. Flojaune Cofer, task force member



# WHO WE ARE

## THE URBAN LAND INSTITUTE

The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. Established in 1936, the Institute today has members from over 80 countries, representing the entire spectrum of the land use and development disciplines, including developers, builders, property owners, public officials, brokers, investors, architects, public officials, planners, appraisers, attorneys, engineers, financiers, academics, students, and librarians. Over the past 75 years, ULI has established itself as the preeminent nonprofit organization in the development and land use field. This diversity of thought allows ULI to provide a holistic perspective on land use, development, and placemaking issues while sharing best practices through a variety of educational programs, forums, articles, and conferences. ULI is an international convener that facilitates the open exchange of ideas and experiences. ULI is best known nationally and internationally for generating research that anticipates emerging land use trends and providing advisory services for communities, jurisdictions, and land development industry sectors.

## BUILDING HEALTHY PLACES INITIATIVE

As the world leader in responsible use of land and creating sustainable and thriving communities, ULI has been active in addressing the link between human health and development of the built environment. Holistic and equitable health is a core component of establishing thriving sustainable communities that are inclusive and diverse. To address the growing health disparity in historically under-resourced communities, ULI's board of directors approved the Building Healthy Places Initiative in 2013, drawing increased focus on the healthy communities theme for the organization. Through the Building Healthy Places Initiative, ULI is promoting health as a key component of project design and leveraging the power of ULI's global networks



FIGURE 1: COMMUNITY GARDEN

to shape projects and places in ways that improve the health of all communities. The four pillars of the Building Healthy Places Initiative are as follows:

- **RAISING AWARENESS:** Communicating the link between health and the built environment in the real estate community; making health a mainstream consideration of development
- **DEFINING THE APPROACH:** Helping define and share information about the design elements, programming strategies, materials, and other approaches that improve health for people
- **EXPLORING THE VALUE PROPOSITION:** Articulating the value proposition of creating healthy spaces and buildings by understanding of the market and nonmarket factors at play
- **ADVANCING THE STATE OF PRACTICE AND POLICY:** Leveraging ULI membership and partners to advance the state of policy and practice of healthy community development and placemaking

## THE ULI SACRAMENTO TASK FORCE FOR HEALTH AND SOCIAL EQUITY

### TASK FORCE BACKGROUND

The ULI Sacramento Task Force for Health and Social Equity is a cross-functional and diverse group of health, planning, business, community, transportation, and economic development leaders focused on leveraging their technical and policy expertise interwoven with community knowledge and asset-based planning concepts to help catalyze community-led planning, decision-making, development, and activation in the study area and the South Sacramento region.

### TASK FORCE GOAL

The task force set out to empower the residents of Meadowview to engage in neighborhood decisions that promote community health and opportunity for all.

To begin meeting the goal, the task force set out to:

1. Prepare a community toolkit to empower residents' neighborhood decision-making
2. Facilitate a youth-led UrbanPlan for Communities session
3. Prepare a community-led site activation strategy

Implementation of the task force goals will facilitate sustained community-led project implementation and revitalization of underused areas as well as improve health and equity outcomes in the long term that can be replicated and shared with other resource-deficient communities in the Greater Sacramento area.

## MEET THE TASK FORCE

The ULI Sacramento Task Force for Health and Social Equity includes a diverse multidisciplinary group of health, planning, business, community, transportation, and economic development leaders focused on leveraging their technical and policy expertise along with community knowledge and asset-based planning concepts to help catalyze community-led planning, decision-making, development, and activation in the study area and the South Sacramento region.

The task force reviewed prior studies; worked with local elected officials, local residents, and stakeholders; researched national best practices; listened to neighborhood constituents; and provided subject matter expertise to address some of the biggest health and equity issues facing the South Sacramento/Meadowview neighborhood.

Issues considered included housing affordability, safe and usable public gathering spaces, poor bike/pedestrian/alternative public or shared transportation modes, lack of trees and shading, health clinic access, poor or missing infrastructure, safety, lack of adequate jobs and job training opportunities, and the effects of racism and discrimination.

## WORK PRODUCT

The task force team has been working over the past 14 months:

- Reviewing existing data that documents the health, social, and equity disparities facing South Sacramento/Meadowview;
- Planning and conducting resident engagement convenings to further gather information to inform, guide, and propel action moving forward;
- Reviewing land use and transportation policies, barriers and opportunities to healthier places in the South Sacramento/Meadowview Study Area;

- Assembling community priorities and identifying implementable, equitable, replicable, and sustainable process and policy changes; and
- Providing community stakeholders and champions with opportunities to enhance engagement and access through the sharing of resources and best practices.

The ULI Sacramento Task Force for Health and Social Equity aims to address community concerns regarding safety, health access, underdevelopment, and underinvestment in the South Sacramento/Meadowview neighborhood. The goal is to use an equity lens to look at land use and transportation-related development activities.

The task force aims to deliver the following three key components to address the community's priorities:

1. **EMPOWER** through development of usable community toolkit process mapping;
2. **PARTNER** through facilitation of a youth-led UrbanPlan for Communities session in the Meadowview area; and
3. **ENGAGE** through development of community-led site activation project activities.

This report is the culmination of the ULI Sacramento Task Force for Health and Social Equity's work. Volunteer members of the task force include public and private representatives from housing, commercial real estate, finance, development, transportation, and other relevant sectors. They were supported by dedicated ULI staff and Equity consultants. The staff and volunteers follow here.

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“Our goal is to spur neighborhood empowerment, facilitate partnerships and engage with our community to activate local spaces and places.”

—Joanna Mack, task force member

# INTRODUCTION

ULI Sacramento formed the Task Force for Health and Social Equity in 2019 to address the health and disparity issues facing the South Sacramento/Meadowview community and discuss how community-led land use and transportation improvements can positively affect those living in neighborhoods within Meadowview specifically and South Sacramento in general. ULI Sacramento began taking a deeper dive related to health equity in the South Sacramento area. The task force's goals, deliverables, and methodology were influenced by the key findings of the 2018 South Sacramento ULI Advisory Services panel (ASP) and its subsequent report. The study focused on equitable transit-oriented development (TOD) within a four-square-mile study area, anchored by the potential reuse opportunities of the Florin and Meadowview Regional Transit light-rail stations. The focused 2018 ASP effort was spearheaded by Congresswoman Doris Matsui, Councilmembers Larry Carr and Jay Schenirer, and County Supervisor Patrick Kennedy and cosponsored by SACOG, SMUD, Sacramento Regional Transit, and the Sacramento

Metropolitan Air Quality Management District. The goal of the study was to promote equitable, healthy, and inclusive community development that fosters job and income growth, diverse housing options, good health outcomes, and development of healthy neighborhood amenities. Released in 2019, the report prepared for that study incorporated input from a panel of international planning and development experts, as well as over 100 community members and local stakeholders.

Several opportunities for asset-based planning projects built around community priorities were identified. The theme of “doing projects with the community, not to the community” came across in stakeholder interviews and community outreach sessions. “The underlying message from residents is now we have the opportunity to do projects in partnership; this is an opportunity for us to finally get it right.” ULI heard the stakeholders loud and clear, and the following recommendations were made by the panel based on its evaluation and community feedback.

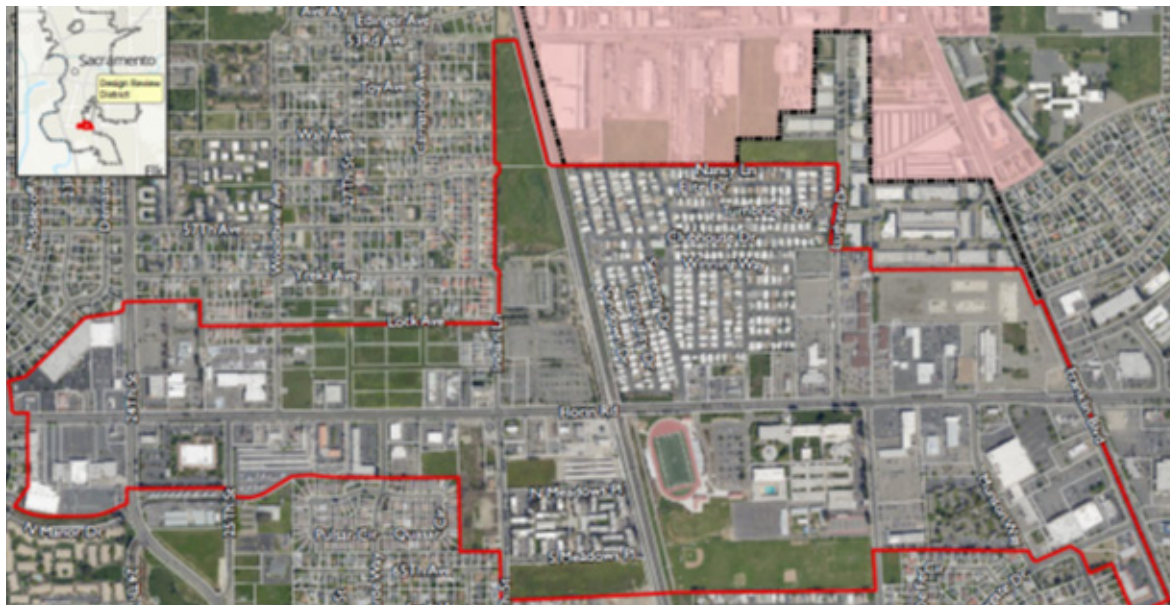


FIGURE 2: 2018 ULI SOUTH SACRAMENTO ADVISORY SERVICES PANEL STUDY AREA MAP

## ULI SACRAMENTO TASK FORCE FOR HEALTH AND SOCIAL EQUITY ACTION STATEMENT AND COMMITMENTS

The task force evaluated community concerns regarding safety, health access, underdevelopment, and underinvestment in the South Sacramento/Meadowview neighborhoods by taking an asset-based planning approach and leveraging community-driven concepts to ensure holistic sustainability and improved quality of life. We are committed to using an equity lens to ensure improved community empowerment, engagement, and partnership related to land use, transportation, and real estate development activities within the neighborhoods.

### HEALTH AND EQUITY COMMITMENTS

- Seeking goals of equity
- Leveraging technical expertise with local expertise
- Collaborating fully with the community
- Respecting and acknowledging the past
- Acting collaboratively in the present
- Striving for a better future—together

**“ULI heard the stakeholder message loud and clear, and the following recommendations were made by the 2018 panel based on its evaluation and community feedback.”**

- Identify and strengthen leadership within the community
- Integrate parks and recreation facilities, community gathering spaces, and healthy food opportunities into undeveloped acreage at rail stations and other opportunity areas through design and programming
- Develop a safe, connected, active, and green multimodal transportation network
- Build denser mixed-income and mixed-use multifamily housing to provide affordable units, create higher incomes, and stimulate redevelopment
- Jump-start jobs and entrepreneurship with redevelopment and placemaking of available retail space in commercial corridors
- Use existing arts and culture capacity to further enhance community

**—2018 ULI Advisory Services panel key findings**



## TASK FORCE FUNDING

To build off the momentum of the ASP study, ULI Sacramento applied and was one of four cities selected for the Health and Equity Task Force Grant sponsored by the Robert Wood Johnson Foundation to study the effect of real estate on community health and social equity in 2019. The goal of the task force was to provide tools and mechanisms of empowerment to convert the recommendations into community-led action. A task force of local real estate and health equity experts was formed in the fall of 2019 and have been co-designing with community members a program focused on engagement, empowerment, partnership, and activation, incorporating community input that has been gathered in the area over the last three years, while acknowledging the uniqueness of 2020's current health, political, and social context.

## THE STUDY AREA OF MEADOWVIEW

The task force chose to focus its analysis on the Meadowview neighborhood in South Sacramento. Meadowview is bounded to the north by Florin Road and to the south by Richfield Way, to the east by the RT Light Rail line and to the west by Freeport Boulevard. South Sacramento/Meadowview faces significant challenges given the disproportionate burden of health issues such as COVID-19, asthma, and chronic health conditions together with poor air quality, limited health care access, and environmental health impacts that contribute to increased rates of violence, vehicular incidents, and traffic-related pedestrian injuries and deaths during poor economic times.

Despite what could be seen as a bleak outcome, residents, community leaders, and city officials see this period as an opportunity to leverage some existing built-environment investments to further spur smart and environmentally healthy neighborhood revitalization at underused locations along residential pockets and key commercial corridors like Florin Road, 24th Street, and Meadowview Road.

These high-visibility locations offer opportunities for infill development for local retail, entertainment and community gathering spaces, housing, and social and cultural destinations. The key to success is ensuring authentic community involvement, intentionally incorporating health outcomes into project design and ideation, ensuring an equity lens is applied to all projects, and leveraging the neighborhood diversity as a marketable asset and economic development driver.

## TIMELINE/METHODOLOGY

The ULI Sacramento Task Force for Health and Social Equity's reporting intent was to build off existing efforts rather than reinvent the wheel. The project methodology was built around the following key components:

- Establish a cross-functional core team with strong community ties;
- Partner with and share data with parties doing work in Meadowview to consolidate findings;
- Clarify goals with actionable outcomes;
- Establish an outreach strategy that is inclusive of the diversity of the Meadowview population;
- Leverage interactive community workshops;
- Establish toolkit findings that can be replicated for success; and
- Share findings with community stakeholders and government officials.

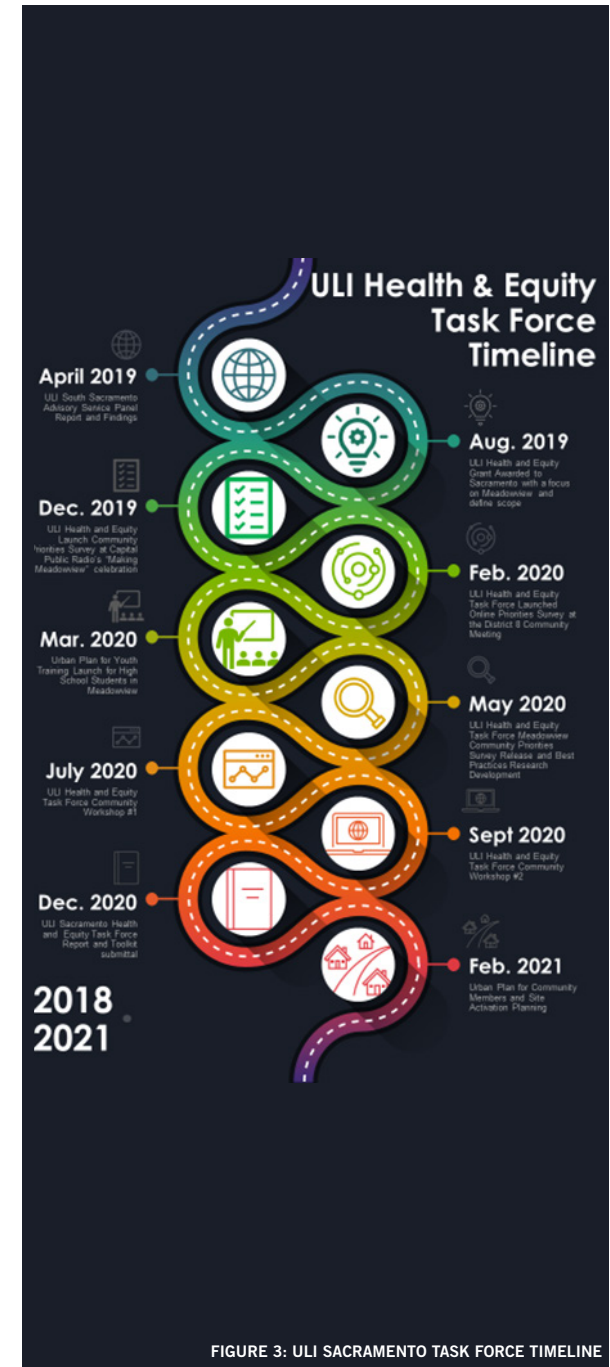


FIGURE 3: ULI SACRAMENTO TASK FORCE TIMELINE

“The ULI Sacramento Task Force for Health and Social Equity aims to deliver the following three key components to address the community priorities: development of usable community toolkit process mapping, facilitation of a youth-led UrbanPlan for Communities session in the Meadowview area, and development of community-led site activation project activities.”

## THREE CORE VALUES

### EMPOWERMENT.

LEARN AND SHARE INFORMATION WITH THE COMMUNITY TOOLKIT

### PARTNERSHIP.

ADD YOUR VOICE TO THE CONVERSATION BY ATTENDING PROGRAMS LIKE URBANPLAN AND PLANNERS ACADEMY

### ENGAGEMENT.

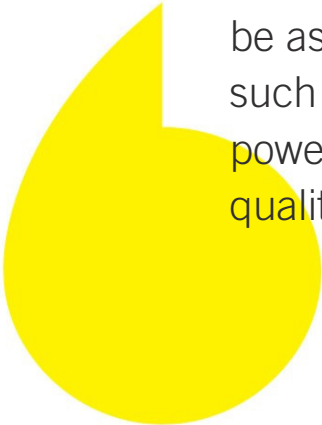
HELP ACTIVATE PLACE, SPACES AND INDIVIDUALS IN YOUR COMMUNITY





**The Baseline:**  
Healthy Equitable  
Communities





“Conditions that allow everyone to have a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and the lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.”

—Definition of Health Equity by the Robert Wood Johnson Foundation

# HEALTHY COMMUNITIES FOR ALL

## WHAT IS HEALTH EQUITY?

A health equity lens was used to evaluate the built environment of Meadowview in this report. The Robert Wood Johnson Foundation defines health equity as “conditions that allow everyone to have a fair and just opportunity to be as healthy as possible. This requires addressing obstacles to health such as poverty, racism, discrimination, and their consequences, including powerlessness and the lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.”

“Physical, social, and economic environments play a huge role in shaping health and disease patterns across populations and communities,” says Dr. Flojaune Cofer. “Our environment shapes our health, builds our history, tells our story, reflects our values, guides our experience, and shapes our personhood.” An evaluation of the Sacramento County Public Health Epidemiology COVID-19 Dashboard and the Sacramento Municipal Utility District Sustainable Communities Resource Priorities Map shows the inequity of living and quality-of-life conditions within Sacramento County, with South Sacramento suffering significant disparity.

## STEPS TOWARD HEALTH EQUITY

Consistent with the goal of achieving health equity, the task force identified four steps within the study area aimed at

1. Identifying the existing health disparities and their connections to determinants of health outcomes as listed above;
2. Changing policies, laws, systems, environments, and practices to reduce inequities in health outcomes;
3. Evaluating and monitoring efforts for short- and long-term impact using appropriate metrics; and

4. Reassessing strategies in light of process and outcomes by using an inclusive approach that actively engages the affected population.

This report focuses on steps one and two and provides recommendations on how to ensure that steps three and four are incorporated into established processes.

## HEALTH DISPARITIES IN MEADOWVIEW

An evaluation of existing health disparities within the South Sacramento/Meadowview neighborhood was completed by the task force. South Sacramento/Meadowview has been identified as one of Sacramento County’s zip codes experiencing the highest rates of health disparities per the Sacramento County Community Health Needs Assessment, commissioned by Kaiser Permanente, Sutter Hospital, Dignity Health, and UC Davis Medical Center.

According to the UC Davis 2019 Community Health Needs Assessment, Meadowview is in the highest tier of the County’s Health Vulnerability Index, with 28 percent of Meadowview residents living below the poverty line, 15 percent unemployed, 10.6 percent uninsured, 27 percent with no HS diploma/GED, and 52.3 percent living in high-cost housing situations. Currently, the study area has rates of diabetes and tobacco-related visits to the emergency room higher than the county rate.

## IMPROVING EQUITY THROUGH POLICY AND STRATEGY

A major key to achieving health equity is addressing policies, programs, laws, environments, and systems that help ingrain the aforementioned health disparities.

Establishing policies, programs, and places that address the physical, social, and economic factors contributing to disparities in health and equity is the primary focus of this report. The Building Healthy Places Toolkit (<https://bhptoolkit.uli.org>) provides a strategy framework for improving the built environment from the perspective of the developer and policy decision makers.

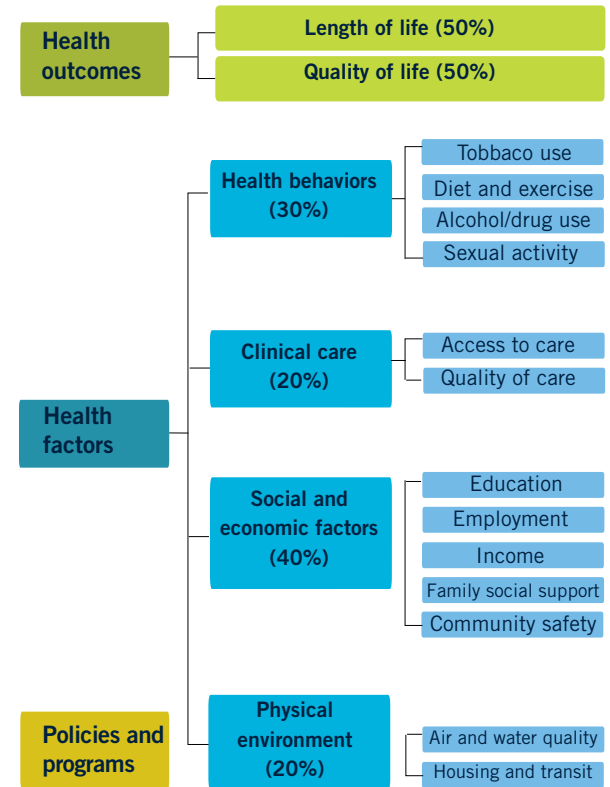


FIGURE 5: SOCIAL DETERMINANTS OF HEALTH —ROBERT WOOD JOHNSON FOUNDATION

In addition, these strategies can be used by citizens to provide a baseline evaluation regarding the relative health of their respective neighborhoods. The 21 evidence-based Building Healthy Places Factors were used to help guide community conversations regarding neighborhood assets and opportunity areas. A copy of the Building Healthy Places Factors can be found on page 19.

The goal of this analysis is to provide tools and process that assist community members in evaluating and establishing success metrics, as well as empowering stakeholders to proactively reassess strategies using authentic and inclusive community engagement.

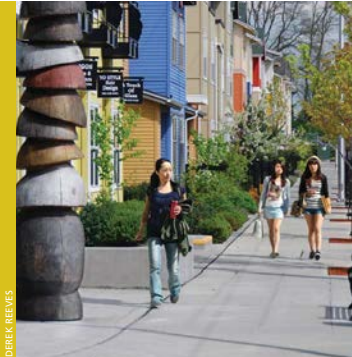
# ENHANCING HEALTH IN THE BUILT ENVIRONMENT

## PHYSICAL ACTIVITY

- 1** Incorporate a mix of land uses
- 2** Design well-connected street networks at the human scale
- 3** Provide sidewalks and enticing, pedestrian-oriented streetscapes



- 4** Provide infrastructure to support biking
- 5** Design visible, enticing stairs to encourage everyday use
- 6** Install stair prompts and signage



- 7** Provide high-quality spaces for multigenerational play and recreation
- 8** Build play spaces for children

## HEALTHY FOOD AND DRINKING WATER



- 9** Accommodate a grocery store
- 10** Host a farmers market
- 11** Promote healthy food retail



- 12** Support on-site gardening and farming
- 13** Enhance access to drinking water



## HEALTHY ENVIRONMENT AND SOCIAL WELL-BEING

- 14** Ban smoking
- 15** Use materials and products that support healthy indoor air quality
- 16** Facilitate proper ventilation and airflow



- 17** Maximize indoor lighting quality
- 18** Minimize noise pollution
- 19** Increase access to nature



- 20** Facilitate social engagement
- 21** Adopt pet-friendly policies

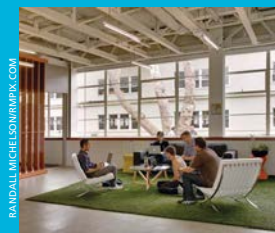


FIGURE 6: ULI BUILDING HEALTHY PLACES TOOLKIT FACTORS



# Study Area

## Meadowview Sacramento





FIGURE 7: COLLAGE OF MEADOWVIEW IMAGERY



# COMMUNITY BACKGROUND

In the late 1990s and early 2000s, the Greater Sacramento region was booming, home to five of the 10 fastest-growing cities in the west.

As the region grew, and residential, commercial, and retail projects were popping up at a rapid pace, South Sacramento and Meadowview appeared positioned for a rebirth, with high-end housing projects, exciting transit-oriented development projects, and newer big-box retail options salivating at the open development canvas the neighborhood had to offer.

By 2006, Meadowview appeared ready for a renaissance that would highlight the neighborhood's amazing cultural diversity with newly developed assets and public spaces at affordable price points. Unfortunately 2007 marked the official beginning of the U.S. economic downturn known as the Great Recession.

The economic downturn hit the entire Sacramento region hard. South Sacramento/ Meadowview was one of the most negatively impacted areas and has not been in position for an effective and equitable recovery focused on improvements to the built environment.

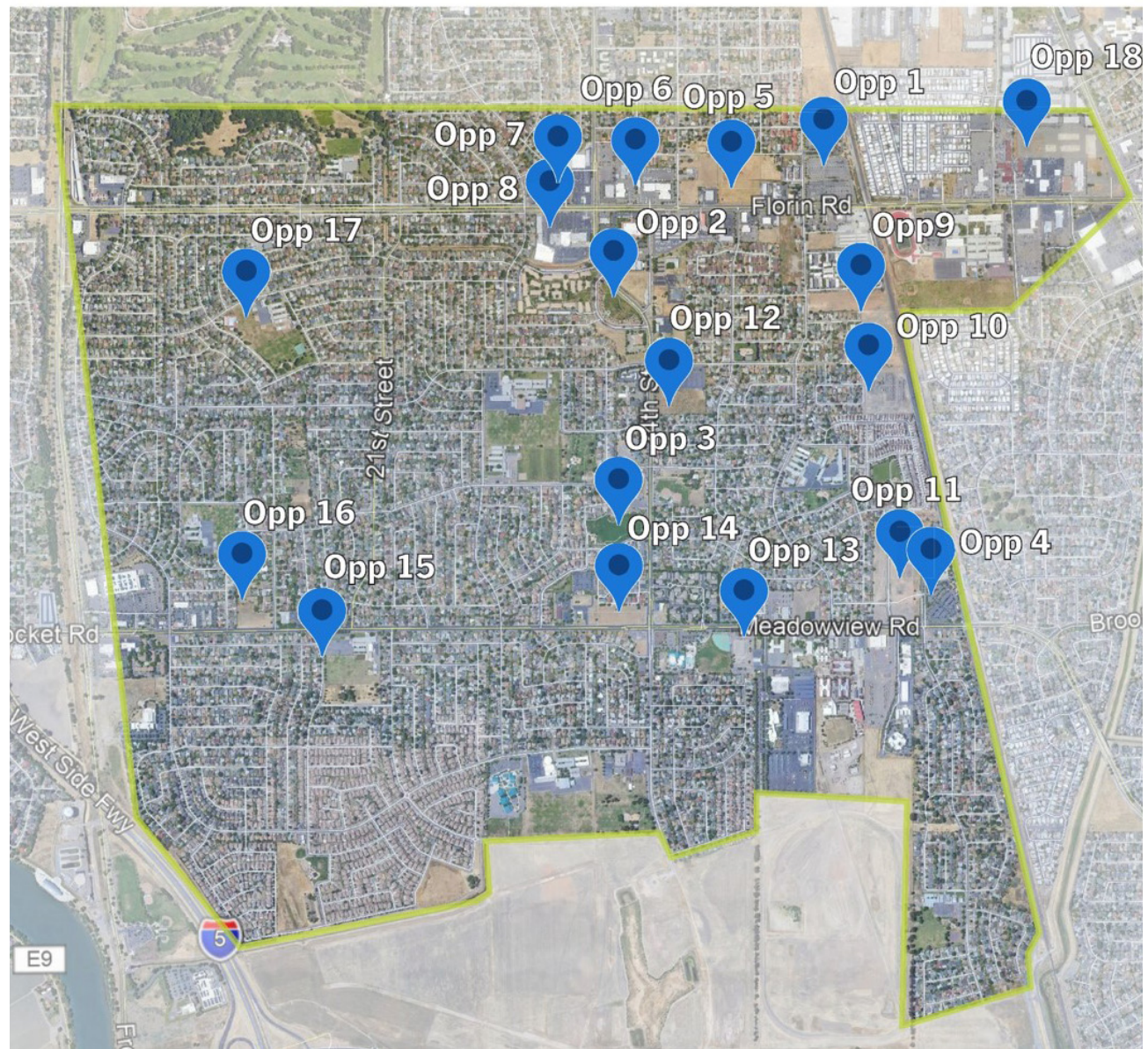


FIGURE 8: MEADOWVIEW STUDY AREA BOUNDARY AND OPPORTUNITY LOCATIONS





**FIGURE 9: DARK GREEN SHOWS LOCATION OF MOST VULNERABLE POPULATIONS IN SACRAMENTO REGION**

In the 2018 report *Charting a Course to the Sacramento Region's Future Economic Prosperity*, the Metropolitan Policy Program at Brookings noted that South Sacramento was among select regional neighborhoods with “concentrated distress” hindering access to opportunity because of design and spatial planning.

Once a thriving and fast-growing bedroom community adjacent to the city core, South Sacramento and Meadowview specifically have suffered from relative lack of regional development and investment that consistently triggered and exacerbated health equity issues.

Local champions, including Congresswoman Doris Matsui, Councilmember Larry Carr, Councilmember Jay Schenirer, and Supervisor Patrick Kennedy, have stepped up and advocated for improved infrastructure investment and set the table for ULI to make a more in-depth investment in equitable development of Meadowview and South Sacramento overall, beginning with the 2018 ULI Advisory Services panel for equitable TOD for South Sacramento.

The successful outcome of that panel and the subsequent report findings created the opportunity to take a focused look at Meadowview neighborhood disparities that were uncovered in the previous analysis.

The overwhelming concern from community members as the task force embarked on this process was that any proposed improvements would trigger gentrification that had been seen in other parts of Sacramento and throughout the United States. Too often community members associated improved transit-oriented development, activated public spaces, and new housing with higher home prices, rents, and overall displacement. How to balance generating healthier community outcomes without displacing current community member is a community concern that the task force seeks to address.

### MEADOWVIEW PEOPLE, PLACE, AND HISTORY

The ULI Sacramento Meadowview health and equity study area is bounded by Florin Road on the north and Richfield Way on the south, between Freeport Boulevard on the west and Franklin Boulevard and the Regional Transit Light Rail Line on the east in South Sacramento. The Meadowview neighborhood and study area in South Sacramento has a population of approximately 26,660 and is extremely diverse, a characteristic that residents and stakeholders see as the region’s greatest asset. With of 21.2 percent Asian, 23.3 percent Black/African American, 10.8 percent White/Caucasian, and 32.7 percent Hispanic/Latino (U.S. Census Bureau), Meadowview is one of the most ethnically diverse neighborhoods in Sacramento County. “I love the diversity,” said one community member in a task force community engagement session. “In Meadowview, sharing and learning about other cultures brings people together.”

This is a far cry from the Meadowview of the 1950s, a small suburb of approximately 5,300 residents, of which over 88 percent were White/Caucasian. It was your typical bedroom community, incurring steady growth as freeway development made suburbs more popular. Due to the lack of racial covenants in the neighborhood and expedited by the 1968 Fair Housing Act, Meadowview began to experience increased diversity in homeownership and occupancy at a faster rate than most of the region’s neighborhoods.

These factors combined with “white flight,” historic bias in the real estate industry (redlining), and poor land use planning and transportation planning practices caused by limited community engagement and cultural competencies, led to Meadowview’s simultaneous increased diversity and increased isolation from regional economic development efforts, with relatively little new development for decades in comparison with its regional partners. “Meadowview has been a dumping ground in recent years,” said one community member at a task force event. “Equity would make difference.” Over the last 40 years Meadowview has gone through major demographic changes as shown in the “Making Meadowview: Mapping a Changing Neighborhood” interactive map. Clearly the diversity that once signaled divestment from investors and institutions is actually an asset valued by community members and can now be leveraged as a strength and differentiator between Meadowview and other surrounding neighborhoods. A number of opportunity areas are identified in the figure that can be catalysts for community-focused economic development.

The relative economic development neglect over the past 40 years in comparison to more heavily invested new growth areas to the north resulted in environmental justice and safety concerns, leaving the neighborhood subject to many social and health-related inequities compared to the rest of the region. The compatibility of land uses in the area is problematic, leaving many residential locations placed in poor air quality pockets and adjacent to land uses that handle hazardous materials or solid waste, endanger water quality, impair pedestrian safety, and increase risk of toxic releases. The Meadowview area is currently located in one the highest-rated environmental health sensitivity areas in Sacramento, according to the Cal EnviroScreen environmental justice database. In addition, the asthma rates and air quality rates in the southern portion of the Meadowview neighborhood are in the 90th percentile according to the Sacramento Metropolitan Air Quality Management District and the State Disadvantaged Community Database scoring.

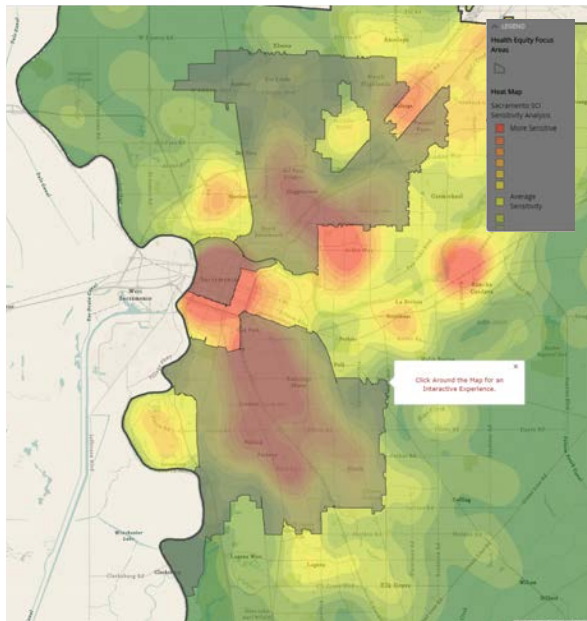


FIGURE 10: SACRAMENTO MUNICIPAL UTILITY DISTRICT SUSTAINABLE COMMUNITIES RESOURCE MAP

The community is located in health equity focus areas according to the Sierra Health Foundation as well. In addition, the Florin Road corridor is located within the county’s designated Medically Underserved Areas.

The biggest contributors to these conditions are the lack of historical environmental justice protection within the region; lack of access to affordable housing options; limited access to social institutions like adequate health care, education, and job training within the neighborhood; lack of safe open spaces; and limited mobility options within the neighborhood, particularly those that are environmentally friendly.

It is our belief that our toolkit and recommendations would help address some of the health and social equity concerns of the area, while applying a cultural context that meets the needs of one of the most diverse communities in Sacramento.

Through the successful execution of the task force goals and the toolkit processes, many disenfranchised groups within the Meadowview and South Sacramento neighborhood will benefit from improved equity, access, and engagement in land use and transportation processes.

Moreover, the effort will shine a bright light on neighborhoods that have often been ignored by the region and serve as a catalyst for increased community reinvestment on multiple levels. Despite some of the setbacks, a number of ongoing projects had been set to improve conditions in Meadowview and South Sacramento, including the new Tecoy Porter College Prep School. (Please see the table below.)

Ongoing City of Sacramento Projects in the Meadowview Neighborhood	
Transportation Projects	Residential Improvement Programs
24th Street Feasibility Study	Chain Link Fence Removal and Garden Conversion Program
Mack Road Congestion Relief and Safety Improvements	River-Friendly Landscaping
Meadowview Complete Street Design	Sacramento Tree Foundation – Sacramento Shade Tree Program
Meadowview Street Improvements	SMUD: No power shutoff and late fee forgiveness through first quarter 2021
Florin Road Vision Zero Safety Improvements	
Regional Transit SmaRT Ride Expansion	
Sacramento 2040 General Plan Update	
Ryde Free RT	



# COVID-19 AND ECONOMIC RECESSION

As previously mentioned, the economic downturn hit South Sacramento in 2007 and affected Meadowview in a disproportionately difficult way that stunted the area's ability to position itself for an effective and equitable recovery focused on improvements to the built environment. The effects of the recession lasted longer in Meadowview than in other parts of Sacramento. As economic recovery began to occur in 2014, Sacramento neighborhoods like Midtown and Natomas became hot markets for new residential, commercial, and retail, and major suburban markets such as Roseville, Elk Grove, and Folsom saw renewed residential, retail, and corporate investment, with added amenities like regional parks and open-air markets. Despite the regional gains, it was clear that South Sacramento and specifically Meadowview have been left out of much of the community reinvestment. Health and social equity challenges exist in South Sacramento that threaten the quality of life for current residents and the sustainability of our region.

Recently, three studies identified significant health and social equity gaps by race and by neighborhood within the Greater Sacramento region, in part due to the regional development trends.

The Valley Vision Regional Livability Index interviewed thousands of residents and found that access to affordable housing, parks, health care facilities, and education centers was perceived as lower for Black and Latino residents than for Whites. In fact, the Brookings 2018 report *Charting a Course for the Sacramento Region's Future Economic Prosperity* identified that the gap between the top 25 percent and bottom 25 percent economic performing neighborhoods has increased over the past 10 years and is expected to continue to do so without a regional sustainable development strategy.

The study found that the majority of the job opportunities in the region were concentrated in 14 "job hubs" in the core that have limited accessibility from the underserved communities identified as the "bottom 25 percent". More often than not, the more affordable communities are being developed far from the necessary social services (hospitals, schools, parks, etc.). In addition, SMUD, in conjunction with local hospitals (Sutter Health, UC Davis Medical, and Dignity Health) identified Health Equity Focus areas within the region and found a direct correlation between these areas and areas defined in the Brookings study. The lack of effective and affordable public transit, poor pedestrian and bicycle connectivity, and limited successful transit-oriented development opportunities in the region are key land use barriers to gaining true economic and health equity. Moreover, as SACOG has noted in its regional sustainability plan, the history of redlining and the lack of proactive environmental justice planning policies have put these communities at a disadvantage from a health risk perspective. The overdependence on vehicle use and the proximity of residential uses to incompatible land uses in these already underserved communities have triggered severe health disparities, usually tied to poor air quality and proximity to hazardous conditions.

The impact of COVID-19 has even further negatively affected the Meadowview community, as the neighborhood has among the highest number of COVID-19 cases in the region. Meadowview has been identified as a COVID-19 hot spot according to the Sacramento County public health dashboard, which identifies the 95832 and the adjacent 95823 zip codes as having among the highest number of COVID-19 cases in the entire county.

"[South Sacramento] has a high concentration of essential workers. Those people had to go to work during the stay at home order. They cannot telecommute. They don't have jobs that allow them to do that and are suffering significant exposure to the virus," said former councilmember Larry Carr.

The impacts created by the lack of safe public gathering spaces and current COVID-19-sensitive built environment have negatively affected the health and well-being of the citizens of South Sacramento.

Although a number of transportation projects are underway to address these concerns (figures 9 and 10), the level of true community engagement and ownership of these projects is waning, especially with COVID-19 further separating citizens from city processes.

This health and social equity task force effort is a perfect opportunity to pick up where this study left off and plumb the issues that are hindering this part of our region to achieve a more healthy and equitable community.

# COMMUNITY PRIORITIES

## PRE-COVID-19 PRIORITIES

The tremendous disparity facing Meadowview residents led to a number of groups trying to better understand the neighborhood priorities and assets from the perspective of neighborhood residents and business stakeholders. The goal of the ULI Sacramento Task Force for Health and Social Equity was not to reinvent the wheel but to leverage existing efforts to better understand the neighborhood priorities and determine what existing ongoing efforts were in place to address said concerns. Following are a few of the efforts that were researched when establishing the baseline conditions analysis for Meadowview:

- **District 8 Councilmember Larry Carr's community priorities meeting;**
- **South Sacramento ULI Advisory Services panel findings;**
- **Capital Public Radio *Making Meadowview* series;**
- **Sacramento Regional Transit Florin Station joint development meetings; and**
- **ULI Sacramento Task Force for Health and Social Equity community surveys.**

Councilmember Carr regularly held outreach meeting to gauge the priorities of the community. The priorities expressed at the February 2020 community meeting were as follows:

- **Jobs;**
- **Safety and Health;**
- **Summer and After-School Youth Programs;**
- **Business Development; and**
- **Education.**

The September 2018 Advisory Services panel also asked about neighborhood priorities, which are listed below:

- **Housing;**
- **Employment and Entrepreneurship;**
- **Mobility and Transportation;**
- **Racial Equity and Collaboration;**
- **Leadership and Organizational Collaboration;**
- **Youth and Education;**
- **Public Health and Safety; and**
- **Arts and Culture.**

Sacramento Regional Transit Florin Station meetings discussed the importance of multifamily housing, community gathering space, mixed-use development, and transit-oriented development.

Beginning in December 2019 and running through March 2020, the ULI Sacramento Task Force on Health and Social Equity distributed surveys in person and online to residents and constituents to verify the improvement priorities and the status of key neighborhood indicators within South Sacramento and Meadowview. Again, the survey results showed familiar themes, with education, housing, safety and crime, and job creation rising to the top of the priority list. New items such as homelessness and environmental quality also appeared on the revised survey results. When looking at assets within the community, it was clear that community spaces where people can gather and connect around diverse food, culture, recreation opportunities, and entertainment stood out to survey participants. The top vote getters were People and Community, Parks and Open Spaces, and Diversity and Culture. The surveys verified that the value of human and cultural capital is paramount in South Sacramento and Meadowview. When discussing opportunity areas, educational, vocational, job training, and job placement opportunities proved to be of highest interest to communities, further drawing the connection between economic outcomes and health disparities in South Sacramento.

Community members and stakeholders brought up similar themes and priorities at community events and listening sessions held by Capital Public Radio, hosts of the *Making Meadowview* multimedia series.

## COMMUNITY PRIORITIES FACTORING IN COVID-19

The formal ULI Sacramento Task Force for Health and Social Equity community engagement workshop series and site activation process was scheduled to begin in March 2020, with a highly anticipated community meeting at Rosa Parks Elementary School. Unfortunately, the public health crisis associated with the rapid spread of the COVID-19 virus put the study on hold and potentially shifted the overall priorities of the Meadowview residents. In March 2020, the COVID-19 pandemic officially hit California and had a heightened impact on Meadowview and South Sacramento due to the aforementioned health equity disparity. Issues like limited access to health care, lack of safe public spaces, and subpar education and job training options became apparent and served as differentiators for

community resilience. Additionally, the murder of George Floyd reignited issues of racism and safety within a community that was only beginning to recover from impact associated with the police-associated death of Stephon Clark in Meadowview in 2018 and the long history of racial tension.

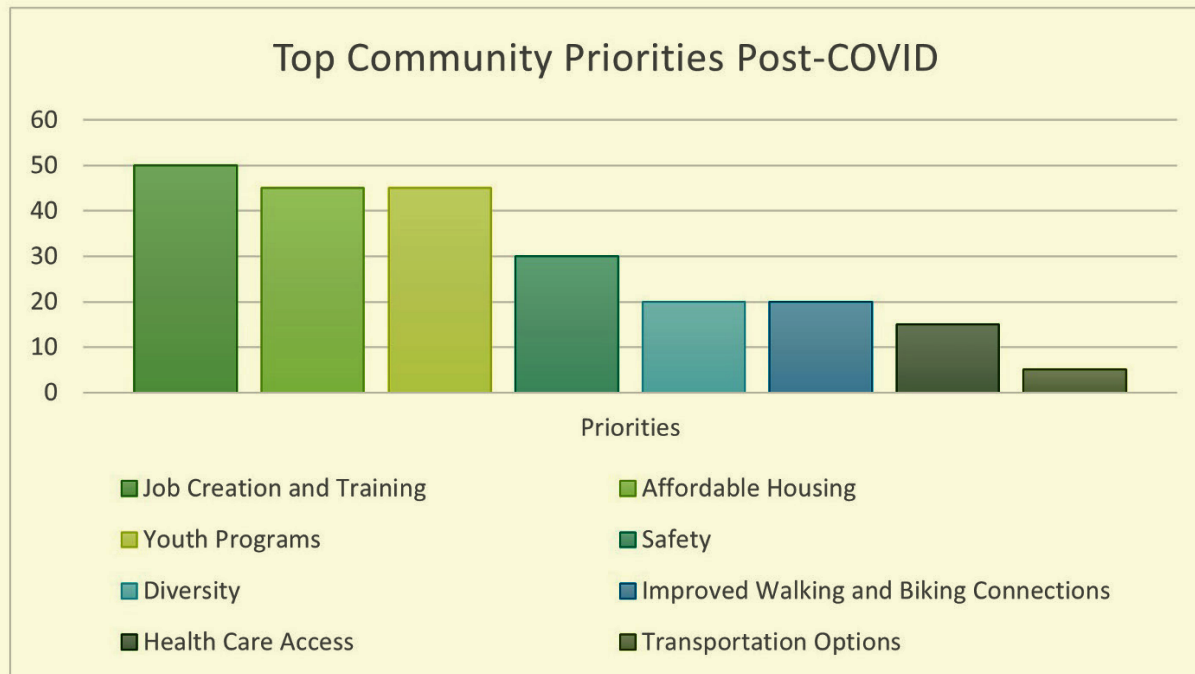
As a result of the shifting conditions that resulted in remote work, social distancing, food and supply shortages, disruption of the public transit system, health care system overload, and massive job loss by community members, the ULI Sacramento Task Force for Health and Social Equity elected to use online community workshops to gather community input and reassess priorities of residents and stakeholders. We shared the results of the initial study with community members and requested they join us for a Zoom meeting with live polling and interactive discussion about community assets, opportunity areas, and priorities under COVID-19 conditions.

The interactive polling further verified the findings of the pre-COVID survey. By an overwhelming margin, Diversity and Culture, along with the People/Community Feeling, were determined to be the greatest asset.

Participants also reviewed and verified the polling data from the health and equity task force survey distributed from December 2019 to March 2020 (pre-COVID-19). The results can be found on the prior page. “Interesting that the live poll and survey results parallel what we heard as a part of the Making Meadowview podcast listening sessions. Amazing consistency over time,” said jesikah maria ross, senior community engagement strategist for Capital Public Radio, during participation in one of the task force’s community engagement events.

### TOP COMMUNITY PRIORITIES POST-COVID-19 Meadowview Community Survey Feedback

- Job creation and training
- Affordable housing
- Youth programs and education
- Public safety



# COMMUNITY ENGAGEMENT ACTIVITIES

## FEEDBACK, VISIONING, AND DECISION-MAKING WITH AND BY SOUTH SACRAMENTO

The task force prioritized engagement with the South Sacramento community to contribute to a better regional understanding of the needs and priorities of residents as well as to facilitate pathways toward expanded community input and decision-making on land use and development opportunities.

The task force conducted a community survey and two community meetings (attended by about 80 stakeholders each) in which attendees identified 24th Street Park and the RT development site as two priority spaces for activation as well as a community-generated list of activation ideas.

Further, in response to community feedback that the process for implementing these activation ideas is unclear, the task force developed the toolkit included in this report as a first response.

The task force designed its approach to working with South Sacramento stakeholders to contribute to high-quality project findings and to reflect an equity focus in the project processes. Further, the task force believes the groundwork laid by this thoughtful process can continue to develop into stronger and sustained ULI-community collaborations.

Overall, the task force engaged with about 600 South Sacramento stakeholders, including participants in one-on-one interviews, 200 respondents to a ULI-led survey, 160 attendees of two community meetings, 20 students in an UrbanPlan workshop, and task force participation in four community external events.



FIGURE 11: MAKING MEADOWVIEW PODCAST PARTY, CAPITAL PUBLIC RADIO

## THE TASK FORCE'S COMMUNITY ENGAGEMENT APPROACH

The task force developed a community engagement approach that built on the existing work of ULI and other local organizations with the goals of advancing decision-making, supporting responsive follow-through activities, and not burdening residents with repetitive requests.

However, despite this high-profile technical assistance effort, ULI Sacramento understood that many members remained largely unfamiliar and unengaged with the neighborhood efforts and studies due to lack of sustained communication and understanding. The task force saw this as an opportunity to continue the community conversation with the goal of advancing the recommendations generated from community feedback and expert analysis.

Over the course of approximately 18 months, the task force implemented creative community outreach

strategies, some of which are new to ULI Sacramento, to engage with known community leaders as well as build new partnerships with local organizations and residents. The task force's community engagement methods included partnering with outside organizations to share data from previous community engagement efforts; participating in and meeting residents at established community events/centers; conducting original community surveys; leveraging social media outlets; posting neighborhood flyers; as well as convening in-person and shifting to virtual events in response to the COVID-19 pandemic.

The task force also partnered with ULI's established UrbanPlan program, which is an engaging, hands-on exercise in which participants—high school students, university students, or public officials—learn the fundamental forces that affect development. To establish new partnerships and to contribute a



WHAT THE COMMUNITY SAID IN PAST CONVERSATIONS

Read the question and topics below. In the comment box, type the numbers of your top three priorities. **MEADOWVIEW**  
SACRAMENTO, CALIFORNIA

ARE THE TOPICS LISTED BELOW STILL THE TOP COMMUNITY PRIORITIES IN MEADOWVIEW?

- 1 "We want better transportation options in our community."
- 2 "We want job creation/training, family sustaining jobs, and assistance for entrepreneurs."
- 3 "We want to see affordable housing types for people of all ages and backgrounds."
- 4 "We would like improved public health options ranging from physical/mental health support to healthy food options."
- 5 "We would like safer communities, with more walkable streets with additional lighting"
- 6 "We want more programs for our youth; such as job development, art programs, and education workshops."
- 7 "We want city support to upkeep our neighborhood; such as community beautification projects."
- 8 "We want to keep our community diverse"
- 9 "We want you to do projects with our community input, not without; we desire authentic engagement."
- 10 "We want equitable development and proof that the city (agencies and commissions) commits to racial equity."



Feel we missed something? Tell us in the chat box!

“The Task Force and ULI UrbanPlan collaborated to develop and deliver in South Sacramento the first-ever in ULI’s network a one-day UrbanPlan for Youth.”

—Mary Clementi, Task Force Member

unique community education opportunity, the task force and ULI UrbanPlan collaborated to develop and deliver the first UrbanPlan for Youth in South Sacramento.

While almost all the community engagement sessions were originally planned as in-person events, the task force adjusted project plans throughout 2020 in response to the coronavirus pandemic and associated economic recession. Although the meeting space changed, the task force continued to implement best practices in community event planning and facilitation and to innovate where needed. A key priority of the task force was centering the agendas and formats of community engagement sessions—whether surveys, meetings, or the UrbanPlan session—on hearing from and listening to South Sacramento residents.

WHAT DO YOU WANT MORE OF IN MEADOWVIEW?

Place a sticker on the top three features you want in your community.



**DIVERSE HOUSING TYPES**  
A AFFORDABLE HOUSING B SINGLE FAMILY HOMES C APARTMENTS D LIVE WORK HOUSING E SENIOR HOUSING

**GREEN SPACES**  
PLAYGROUNDS/PLACES TO PLAY COMMUNITY GARDENS COMMUNITY GATHERING SPACES TREE LINED STREETS

**SERVICES**  
DINING/RETAIL PARKING HEALTH SERVICES SHOPPING STORES COMMUNITY CENTER

**TRANSPORT OPTIONS**  
BUS STOP/MORE FREQUENCY SAFER WORK BIKE LANE TRAFFIC CALMING ON DEMAND RIDE SHARE SCOOTER/BIKE SHARE



Have more ideas? Chat with the station lead.

KEY FINDINGS FROM COMMUNITY ENGAGEMENT

The task force recorded two categories of takeaways from community outreach: the observations and recommendations shared by local stakeholders and internal lessons learned on the process of hosting these engagements. The key findings contributed by community members via the ULI survey, community meetings, the live polling and UrbanPlan event contribute to the broader effort to spur economic development and increase quality of life in South Sacramento for the current residents. In addition, they shaped the direction of the task force toolkit focus areas, as well as the findings and activation recommendations. The second set of key findings—the ULI task force’s reflection on this program of work—will inform ULI’s future convenings in South Sacramento and beyond.

## COMMUNITY OBSERVATIONS AND VISION FOR SOUTH SACRAMENTO

- **Diversity and community are Meadowview assets:** By an overwhelming margin in ULI's survey results, Diversity and Culture, along with the People/Community feeling were determined to be the greatest assets of the Meadowview neighborhood.
- **COVID-19 changed community priorities:** ULI's initial survey results with responses collected between December 2019 and the beginning of March 2020 show that education, housing, safety and crime, and job creation/training were top community priorities. In virtual events and electronic surveys after March 2020, the top concerns for community members were the same but in different order: job creation/training, affordable housing, youth programs/education, and safety.
- **Uncertainty about how to achieve multiple objectives:** The task force received feedback at the community meetings that prioritizing neighborhood projects—such as site activation and providing input on developments—is challenging, especially when job creation remains a significant and pressing need. Most saw more benefit in focusing on full-blown development of job opportunities and job centers. Drawing the connection between the potential co-benefits of the proposed site activation ideas in the short term and long-term development and investment proved to be difficult for some community participants.
- **Untapped community leadership:** Compared with other peer cities and neighborhoods, Meadowview has fewer instances of community-led activation of neighborhood sites. Community stakeholders have a wealth of short-term activation ideas for priority development sites that, if implemented,

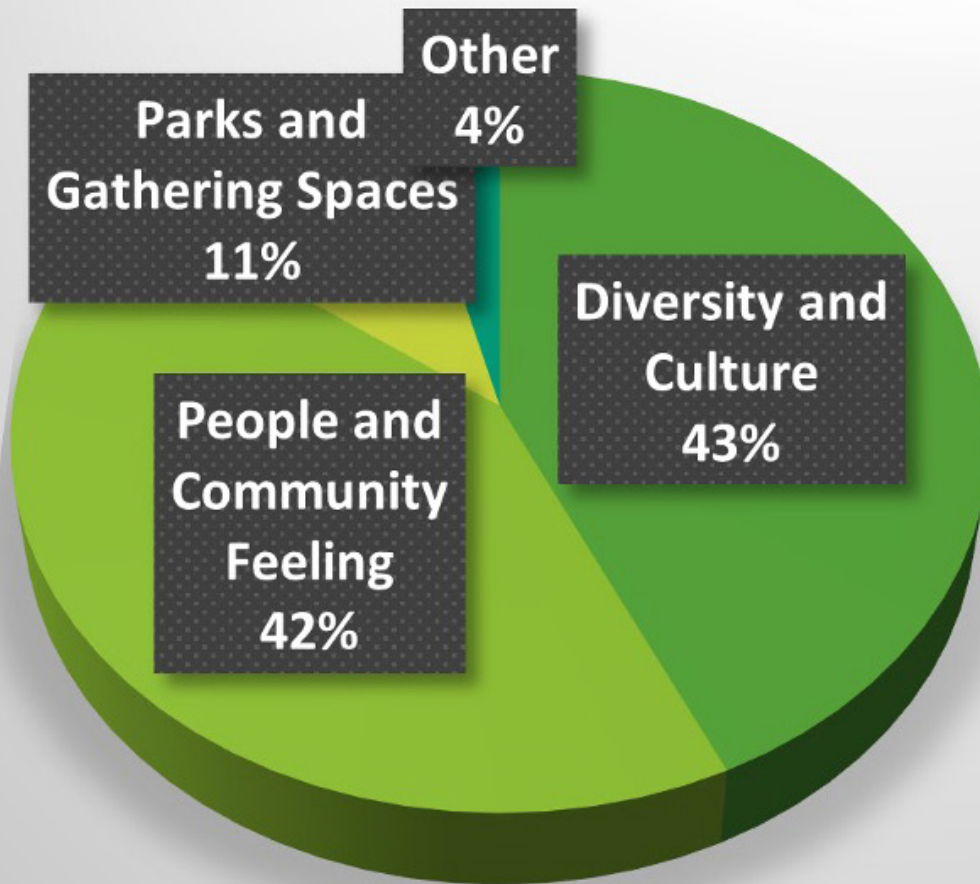
would be a significant collective action achievement and likely increase local quality of life. However, task force members observed that the meeting attendees identified few local project champions with resources needed to implement and sustain community ideas.

- **Gentrification:** Some participants and public commenters were skeptical that any proposed improvements could positively impact existing residents without triggering gentrification.

### ULI PROCESS LEARNINGS AND RECOMMENDATIONS

- **Teams with cross-functional expertise support project outcomes:** The cross-functional task force composed of members with different professional backgrounds helped ULI Sacramento expand its network and engage a larger group via introductions to South Sacramento community members. **Recommendation:** When convening working groups such as this task force, continue to form multidisciplinary teams.
- **Multiple engagement methods increase participation:** The task force was able to effectively engage with key business, real estate, political, and high-level community leaders through individual and/or small group meetings. However, this approach was not as successful with grassroots community leaders, in part because the task force was introduced to some of these stakeholders later in the project. (Note that in-person convenings were not permitted or advisable beginning in March 2020.) **Recommendation:** Continue to track the success of different community engagement methods and to incorporate multiple outreach pathways into grassroots-level projects.
- **Trust is necessary for productive dialogue:** Creating a space with openness and trust, although challenging, is key to successful community meetings. The task force experienced that skillful facilitation that balances participant speaking time helps create a respectful, trusting atmosphere. **Recommendation:** Continue to devote the time and resources to strategically preparing for community engagement sessions, including by considering partnering with experienced facilitators and/or well-respected community partners.
- **UrbanPlan future opportunities:** The UrbanPlan for Youth event was highly successful, with positive participant feedback and high participation. There is an opportunity to expand UrbanPlan by conducting session(s) with the Health Education Council, which had a representative on this task force and participated significantly in the UrbanPlan for Youth event, and/or by partnering with already existing after-school programs like Improve Your Tomorrow. **Recommendation:** ULI Sacramento, supported by task force members, to reach out to these partners to explore the possibility of future UrbanPlan events once gatherings are advisable given public health conditions.

## What Residents Love about Meadowview



### FEEDBACK FROM THE MEADOWVIEW COMMUNITY SURVEY

- Diversity and Culture
- People and Community Feeling
- Parks and Gathering Spaces
- Other

# VOICES OF MEADOWVIEW

“Anyone can make a difference; it is a myth that WE as a community cannot impact change. You can be our own advocate for the place that you live in.”

—Meadowview Community Member



“Opportunity to build a people-centered movement around equity, justice, and what we love about our community.”

—Chinua Rhodes



“We want more farmers markets, food trucks, pop-ups, and spaces for youth activities and culture festivals to celebrate our diversity.”

—Meadowview Community Member



“Our different cultures bring people together where we share and learn.”

—Meadowview Community Member



“More investment from philanthropic and government organizations needs to go into capacity building for nonprofit and youth organizations.”

—Community Member



“Change is possible. We as a Meadowview community are part of that change.”

—Meadowview Community Member



“The best thing about Meadowview is when something goes wrong the neighborhood comes together no matter how different we are.”

—Chinua Rhodes



“I know we can do better to breathe new life into our area. How can we remake Meadowview to be unique, organic, and attractive to outsiders, as well as bring variety to those of us who live here? Thank you for allowing me to contribute.”

—Community Member



“There needs to be a focus on workforce development and activation of local job centers in Meadowview.”

—Community Member

## WHAT WE HEARD

Attendees of the September 2020 convening contributed suggestions for how to activate the 24th Street Park and Florin RT parking area. Many of the suggestions would contribute to more vibrant placemaking and fill existing resource or infrastructure gaps. Stakeholder suggestions for site activation include:

- A playground and/or community meeting space, especially one where kids could play;
- Exercise equipment such as a mini workstation, outdoor equipment zones, or outdoor gym;
- A publicly accessible wi-fi station;
- Park space;
- Increased access to fresh produce, perhaps via a farmers market, food trucks, grocery store, and/or community gardens;
- Affordable mixed-use housing opportunities that are well designed to support the community and safety;
- Housing for multigenerational households;
- Improved connectivity and safety between transit sites and local schools;
- Safer travel routes for cyclists and pedestrians;
- Coffee shop;
- Mobile education, tutoring, and/or advising;
- Intergenerational activities that appeal to all ages;
- Support for existing local businesses/more local businesses instead of big-box stores;
- Additional health care resources or access; and
- Expanded retail and entertainment options, such as small concerts, sports, and/or a Culture Day Festival celebrating Meadowview's diversity.



“The level of engagement and the sophistication of the arguments made by the UrbanPlan student participants was top notch.”

—Jose Bodipo-Memba, Chair, ULI Sacramento

## WHAT IS URBANPLAN?

The Mission of UrbanPlan is to create a more sophisticated level of discourse among local stakeholders involved in land use decisions through education of tomorrow’s voters, neighbors, community leaders, public officials, and land use professionals so, together, we can create better communities.

Through UrbanPlan, students discover how the forces of our market economy clash and collaborate with the nonmarket forces of our representative democracy to create the built environment. This insight provides the essential foundation for any sophisticated land use discussion.

The UrbanPlan youth session was held at Rosa Parks Middle School because of its location in the heart of the study area and the partnership with school administration.

As a part of the UrbanPlan program, the task force conducted the following activities:

- Worked with Luther Burbank High School, including principal and teachers, beginning in August 2019 to define project and secure partnership;
- Created an innovative community flyer announcing the UrbanPlan session and posted it around the community;
- Conducted outreach to partner nonprofits that encouraged their student network to join;
- Developed and delivered ULI’s first UrbanPlan for Youth one-day workshop curriculum, which is likely to be replicated through other ULI District Councils;

- UrbanPlan event was at capacity of participating students; and
- Several adult community members attended just to observe the exercise.

## URBANPLAN LOGISTICS:

- Teacher champions were key to the occurrence and success of the program, including because they are the lead source of communication with students.
- Timing of the event (on a Saturday during the sports season) presented challenges for students who had athletic commitments.
- Transportation to/from the event was a barrier for students. Although the event was conducted across from a light-rail station, students incurred transit difficulties due to rainy weather.



# COMMUNITY EVENTS AND ACTIVITIES



Over the course of 18 months, the task force conducted four primary avenues of community engagement: in-person consultations and data exchange, a community survey, an UrbanPlan program, and virtual community gatherings. A summary of the event agendas, formats, and key outcomes is shown on the following pages.

# SUMMARY

Time frame	Engagement strategy	Focus area(s)	Format and process	Key outcomes
September 2019 to October 2019	Form data-sharing partnerships with external organizations	Study site review and information gathering	<p>In-person conversations with Councilmembers Larry Carr and Jay Schenirer</p> <p>In-person conversations with jesikah maria ross and Sarah Mizes Tan, Capital Public Radio (CapRadio), specifically with the leaders of the project <i>Making Meadowview</i></p> <p>Consultations with District 8 Council Representatives for 24th Street Park and Traci Canfield of Sacramento Regional Transit RT development site about participating in task force efforts as potential sites for community-led activation</p> <p>Exchange and review of existing data gathered by Councilmembers' community engagement, including demographic studies, findings from Councilmember Carr's Annual Meeting and Address, and findings of outreach regarding RT development site</p> <p>Exchange and review of Making Meadowview key findings, including of a CapRadio community survey and participation in the Podcast Party</p>	<p>Expanded participation of stakeholders, including local political leaders, journalists, and community members, in task force efforts</p> <p>Owners of 24th Street Park and RT Development buy-in to focusing on their sites at community meetings</p> <p>Expanded task force knowledge of prior neighborhood studies and ongoing community engagement efforts</p> <p>Expansion of task force network via introductions to key stakeholders involved in <i>Making Meadowview</i></p> <p>Ability of task force members to attend, learn from, and leverage community events hosted by partner organizations</p>

Time frame	Engagement strategy	Focus area(s)	Format and process	Key outcomes
December 2019–March 2020	Community survey	Build from data gathered to expand the baseline assessment of community needs and priorities	<p>Collected in-person/handwritten surveys at three community events organized by partner organizations</p> <p>Eight questions distributed electronically in District 8 newsletter</p> <p>Task force refined questions through multiple rounds of group review</p> <p>Questions designed to evaluate impact of recent economic development effort, which had not been comprehensively assessed at the time</p> <p>Questions also designed to fill a gap in previous studies by assessing community members' perspectives on health and safety and on favored development assets and sites</p>	About 200 respondents
March 2020	UrbanPlan for Youth	Education session about the real estate development process for local high school students	<p>Held the session at Rosa Parks Middle School due to its location in the heart of the study area and the partnership with school administration</p> <p>Worked with Luther Burbank High School, including principal and teachers, beginning in August 2019 to define project and secure partnership</p> <p>Created an innovative community flyer announcing the UrbanPlan session and posted it around the community</p> <p>Conducted outreach to partner nonprofits that encouraged their student network to join</p>	<p>Development and delivery of ULI's first UrbanPlan for Youth curriculum, which is likely to be replicated through other ULI District Councils</p> <p>UrbanPlan event was at capacity of participating students</p> <p>Several adult community members attended just to observe the exercise</p>



Time frame	Engagement strategy	Focus area(s)	Format and process	Key outcomes
July 2020 (originally scheduled for March 2020)	Community Meeting I: postponed and then conducted virtually due to COVID-19 outbreak	Review of initial survey results; assessment of the impact of COVID-19 on community priorities; asset planning prioritization	<p>Zoom meeting</p> <p>Feature speaker was a local resident who shared personal experiences with the power of community engagement</p> <p>Task force described ULI, this project, and why the focus on Meadowview</p> <p>Conducted Zoom polling questions regarding neighborhood priorities</p> <p>Facilitated breakout rooms regarding neighborhood priorities</p> <p>District Representatives provided an update on local projects since the councilmembers' surveys</p> <p>Breakout groups discussed 16 potential development sites (compiled by task force) and identified priority assets for short-term activation and future development</p>	<p>About 80 meeting attendees</p> <p>Gathered additional data about the influence of COVID-19 on community priorities</p> <p>Attendees identified 16 sites as priority assets for activation and development</p> <p>Leadership speaking role for a community resident</p> <p>Provided access to local political leaders and project updates for residents</p>
September 2020	Community Meeting II	Education and case study examples from national experts; discussion of how to activate priority sites identified at the previous meeting	<p>Presentation by Epic Health Solutions titled "How Meadowview can engage with and benefit from an equity-focused planning model for the built environment"</p> <p>Breakout groups to brainstorm ideas for possibilities for activating two priority sites</p> <p>Presentation by Chicago-based Go Green on Racine, including role and impact of community champions</p> <p>Breakout sessions to identify current community champions and brainstorm additional resources</p> <p>Large group feedback on community meeting experience</p>	<p>About 80 attendees</p> <p>Attendees listed recommendations for site activation, including original ideas and suggestions of resources to fill current gaps</p> <p>Identification of current community champions</p> <p>Sharing of best practice and inspiration from Go Green on Racine</p> <p>Community education session from nationally recognized land use and equity experts</p>



# Meadowview Community Toolkit



# EQUITY AND HEALTH TOOLKIT COMPONENTS

The focus of the engagement process was to gain a better understanding of the areas where community members could make the biggest and most positive impact on the health and equity of Meadowview from a land use, transportation, and policy perspective. Based on that feedback from community members, industry experts created toolkits and process maps to help community members and stakeholders navigate what are often complicated and noninclusive processes. The strategies outlined in this tool are intended to improve community self-determination and ensure better and more equitable outcomes. Below are the three toolkit components as guided by the public outreach and community engagement feedback.



## Site activation

- Programming or development for an unused or underutilized site
- Examples: Farmers Market, Food Truck, Art Installation



## Community budget

- Also known as participatory budgeting; process of community members identifying and voting on what projects a portion of a public agency budget should be spent on
- Examples: Chicago, New York City



## Planning and development engagement

- Proposed recommendations to improve public input on development process
- Examples: Boston, Seattle, Portland

# TOOLKIT PROCESS ONE: SITE ACTIVATION

In our community surveys and workshops, it was clear that people love the diversity and the spaces where residents could gather to celebrate that diversity: parks, community centers, markets. At engagement events, community members had numerous ideas for activating sites to address community priorities and near-term needs, particularly given the context of the COVID-19 pandemic. It was clear, however, from the community voices that a number of opportunity areas were underused and many space needs were not being met, especially during the 2020 and 2021 shelter in place. “We need more investment by developers and financial institutions,” stated one community member. “With that we could have more coffee shops, gathering spaces, healthy food access, and job creation opportunities.” “We want more farmers markets, food trucks, pop-ups, and spaces for youth activities and culture festivals to celebrate our diversity,” said another community member.

Many great activation ideas, ranging from farmers markets to urban forest design, from outdoor concert venues to drive-in movie locations, and from street soccer fields to community design competitions were discussed, but it was clear that many community members did not know the steps necessary to turn these placemaking ideas into reality. The stalling point for many of the ideas was the lack of understanding of how to embark on activation. The task force believes that the site activation process mapping toolkit can help leverage Meadowview’s greatest assets, its people and diversity, while catalyzing key opportunity areas through locally driven and community-led programming and events. This type of temporary placemaking can lead to permanent long-term investment in line with community needs and wants. Moreover, during the COVID-19 pandemic, the need for safe community gathering spaces is paramount. As we found in our community engagement efforts, a number of sites are ready for near-term activation.

In the following pages, we have provided a toolkit to assist individuals and community groups in starting a site activation project that can be as small as planting a tree to as large as forming a community marketplace. These key steps will facilitate the success of such efforts in Meadowview and throughout the Sacramento region.



“We want more farmers markets, food trucks, pop-ups, and spaces for youth activities and culture festivals to celebrate our diversity.”

—Meadowview Community Member

“Our different cultures bring people together where we share and learn.”

—Meadowview Community Member

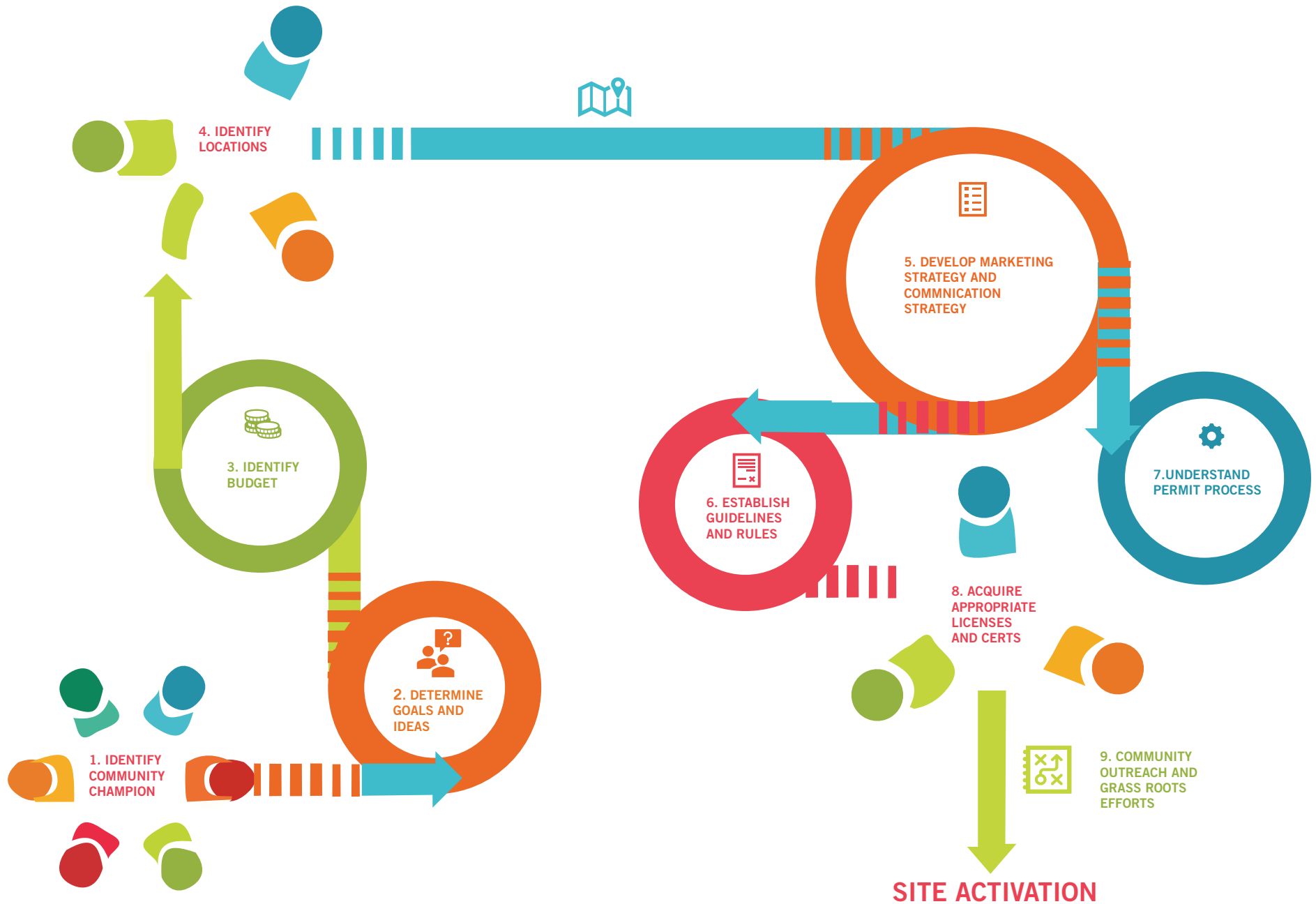
## WANT TO ACTIVATE A NEIGHBORHOOD SITE?

To improve neighborhood safety and well-being, the stakeholders of Meadowview identified the need to activate the area’s many vacant and underutilized spaces. This could include activities and installations such as music, art, special events, and farmers markets. But site activations do not happen on their own, they are typically coordinated community efforts and often require a permit.

## HERE’S WHERE YOU’LL WANT TO START:

- [Activate a local park](#)
- [Host a special event](#)
- [Add live entertainment](#)
- [Install public art or a mural](#)
- [Organize a neighborhood block party](#)
- [Use a school facility](#)
- [Start a farmers market](#)
- [Utilize a Sacramento RT property](#)

# SITE ACTIVATION PROCESS



## SITE ACTIVATION PROCESS

**1** YOUR PROJECT CHAMPION

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**2** YOUR PROJECT

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**3** YOUR PROJECT BUDGET

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**1. Project Champion:** For a site activation project to be successful, it needs a clear project champion. It is imperative that the project champion have the capacity to guide the process through fruition from both a stamina and fiscal viability perspective. The community champion can be an individual or a group—but should be a party that is in good legal and financial standing to facilitate smooth transition through the approval process. For the community champion to be effective in delivering on the outcomes of the greater community, a clear feedback loop and transparency between the champion and community stakeholders are necessary. Having a community champion who is a single point of contact with strong organizational standing will lend to the success of the proposed activation event.

**2. Project Goal:** Often people focus on the activation itself, which is very important. However, understanding the goal of the activation is just as important. There is a big difference between a farmers market that is focused on providing access to healthy food options (one goal) and a food truck market that is focused on bringing businesses from outside the area to the local neighborhood (a second goal). Determining the activation idea and the multiple prioritized goals will be key to getting buy-in from community members and project approval agencies. This will also help refine the project scope and potential project partners. Goal setting will also help establish success metrics for the project, as success is not always measured by financial review, but can be measured by project engagement, social media tags, event participation, and other metrics. Determining those metrics upfront is key to the success of an activation project.

**3. Project Budget:** Once the idea and goal have been determined, it is imperative to establish a project budget. Determining how much it costs to start, operate, and sustain the activation project is key to the sustainability of a project over the long run. It is important to establish budget range and to determine whether the funding to start the activation is coming from grants, vendors, ticket/event sales, the project champion group, or project investors. Have this all in place before formal site selection, because the budget can affect the site location.

**4. Site Selection:** Once the project idea, goals scope, and budget are in place, it is appropriate to formally start the site selection process. Having a clear goal in place makes determining site feasibility far easier to achieve. In addition, having all the previously mentioned processes will allow you to rank sites in alignment with the activation project priorities. Activation projects can leverage these data to establish a scoring system to rank sites. It is important to have multiple site alternatives to ensure some degree of leverage and flexibility.

**5. Marketing and Communications:** To promote your activation effort, a communication plan needs to be in place to get the word out. Given the diversity of Meadowview, it is important to establish cross-cultural communication strategy as well as a multilingual communications strategy to maximize participation and engagement. In addition, the marketing/communication plan needs to be multimedia to address digital and online platforms, as well as people who get their information from flyers, radio ads, and street signs. Understanding your target customer (see activation goals and ideas above) will help you determine where to put most of your communication efforts. Finally, determine a communication schedule that will give the team enough time to get the word out about the activation prior to start, as well as a coordination schedule for ongoing communication and marketing.



4 FEEDBACK PLAN

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5 LICENSE/PERMITS

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6 KICKOFF

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**6. Permits, Licenses, and Guidelines:** Different community activations require certain licensing. For example, a certified farmers market requires a certification fee of \$250 per year. Most activation activities also require a certificate of insurance. Things like alcohol distribution, amplified noise activities, and animal handling require varying levels of certifications before operation. When looking at site activation, it is important to understand who owns or is responsible for the site to determine the process for site activation. There are multiple ways to find out the owner of a property. The most common way is to use the County Assessor's Office and run a free property search. You can also go to the county recorder's office to find local property records. Sites like NETROnline also provide a consolidated portal with property owner information. Once the property ownership is established, it is important to understand the jurisdiction's guidelines for events. When beginning the permitting process, the following plans need to be in place:

- Parking Plan
- ADA Accessibility Plan
- Security Plan
- Alcohol Management Plan
- Medical Safety Plan
- Event Setup Plan (amount of stages, stations, structures, fencing, and vendors)
- Waste Management Plan and Restroom Setup

As previously mentioned, it is important to have a defined event organizer who is a clear point of contact for agency staff. It is also important to establish a single point of contact at the agency that can walk through the entire permitting process and ensure consistency.

**7. Community Outreach:** Once the activation is approved, it is important to begin marketing the proposed activation event in a manner consistent with the communication plan. It is important to receive formal approval from the determining agency before marketing an event because early marketing can often destroy an event before it starts. Leveraging community networks and grassroots partnerships can facilitate improved community participation and ultimate event success. Using online, print, signage, and radio marketing, as well cross-cultural marketing material will lead to inclusive activation and engagement. Examples of community activation projects are included in the report findings.

**8. Kickoff and Celebration:** Successful implementation of these eight steps will lead to a successful site activation, capped by an inclusive project kickoff. This project kickoff should be tied to some form of celebration that provides an opportunity for community ownership of the event and collaborative partnerships to be highlighted. No event is easy to pull off, so taking time to honor the success of completion and recognizing the many people who help make the activation work is a great best practice. Afterward there is an opportunity to provide community evaluation of the project through surveys and email. This will create a constant feedback loop with the community stakeholders and ensure continued alignment with the event/project goals.

# OUR COMMUNITY ACTIVATION PLAN

WHAT ARE MY GOALS AND ACTIVATION IDEAS?

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WHAT ARE SOME FUNDING SOURCES?

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POSSIBLE LOCATIONS FOR ACTIVATION?

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MY MARKETING PLAN:

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GUIDELINES AND RULES:

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HOW DOES THE PERMIT PROCESS WORK?

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REQUIRED LICENSES/CERTIFICATIONS:

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OUTREACH AND PROMOTION IDEAS?

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SITE ACTIVATION AND KICKOFF DATE:

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## I HAVE AN ACTIVATION IDEA; HOW DO I MAKE IT REAL?



## BELOW IS A LIST OF LINKS TO PERMITS THAT WOULD ENABLE COMMUNITY IDEAS DESCRIBED DURING THE PUBLIC OUTREACH PROCESS:

- City of Sacramento Special Events permits, <https://www.cityofsacramento.org/ParksandRec/Permits>, <https://www.cityofsacramento.org/-/media/Corporate/Files/ParksandRec/Permits/SpecialEventsForm9-17.pdf?la=en>
- City of Sacramento Entertainment Venue Permit, <https://www.cityofsacramento.org/-/media/Corporate/Files/CDD/Code-Compliance/Business/Entertainment/FINAL-FY15-Entertainment-Permit---Part-A-Applicant-Information-07-11-2014.pdf?la=en>
- Art in Public Places, <https://arts.cityofsacramento.org/Programs/Public-Art>
- Neighborhood Block Party Application, <https://www.cityofsacramento.org/-/media/Corporate/Files/ParksandRec/NS/block-parties/neighborhood-block-party-application.pdf?la=en>
- Sacramento City Unified School District Community Facility Permits, <https://www.scusd.edu/community-facility-use>
- Sacramento County Certified Farmers Market Permit, <https://agcomm.sacounty.net/Programs/Pages/Certified-Farmers-Markets.aspx>
- Sacramento RT Permit, [http://www.sacrt.com/realestate/Real%20Estate%20Docs/2019\\_Application-for-Permit.pdf](http://www.sacrt.com/realestate/Real%20Estate%20Docs/2019_Application-for-Permit.pdf)
- State Capitol Events, <https://capitolpermits.chp.ca.gov/Event/Application>

# TOOLKIT PROCESS TWO: COMMUNITY BUDGETING

## COMMUNITY BUDGETING

The most recent community polling found that the top priorities were job creation, affordable housing, and youth programs. Throughout the many community meetings, surveys, interviews, and online workshops, the question of how to fund these programs always came up. Community leader Chinua Rhodes was optimistic, encouraging community members to be, “Engaged, involved, and empowered. Anyone can make a difference...you can be your own advocate for the place you live.” Community members felt like the best way to advocate was to have more community control over the project prioritization, particularly for those projects generated by public funds.

In discussing these ideas with community members and doing research on successful models throughout the world, our task force believes that adopting a community budgeting/participatory budgeting arm to a portion of the District’s infrastructure, education, or events budget could gain support of projects and increase community engagement and accountability.

During the community meeting Site Activation discussions, a number of opportunity areas and projects primed for revitalization, improvement and/or development were identified. The biggest barrier stopping these projects from moving forward is funding and limited connection to community priorities at a deep project level. Community members had numerous ideas for projects to address community priorities, but despite active engagement from elected officials, there still appeared to be a lack of alignment between the city government priorities and the day-to-day needs of the residents and businesses of Meadowview, many of which have been heightened given the context of the COVID-19 pandemic.

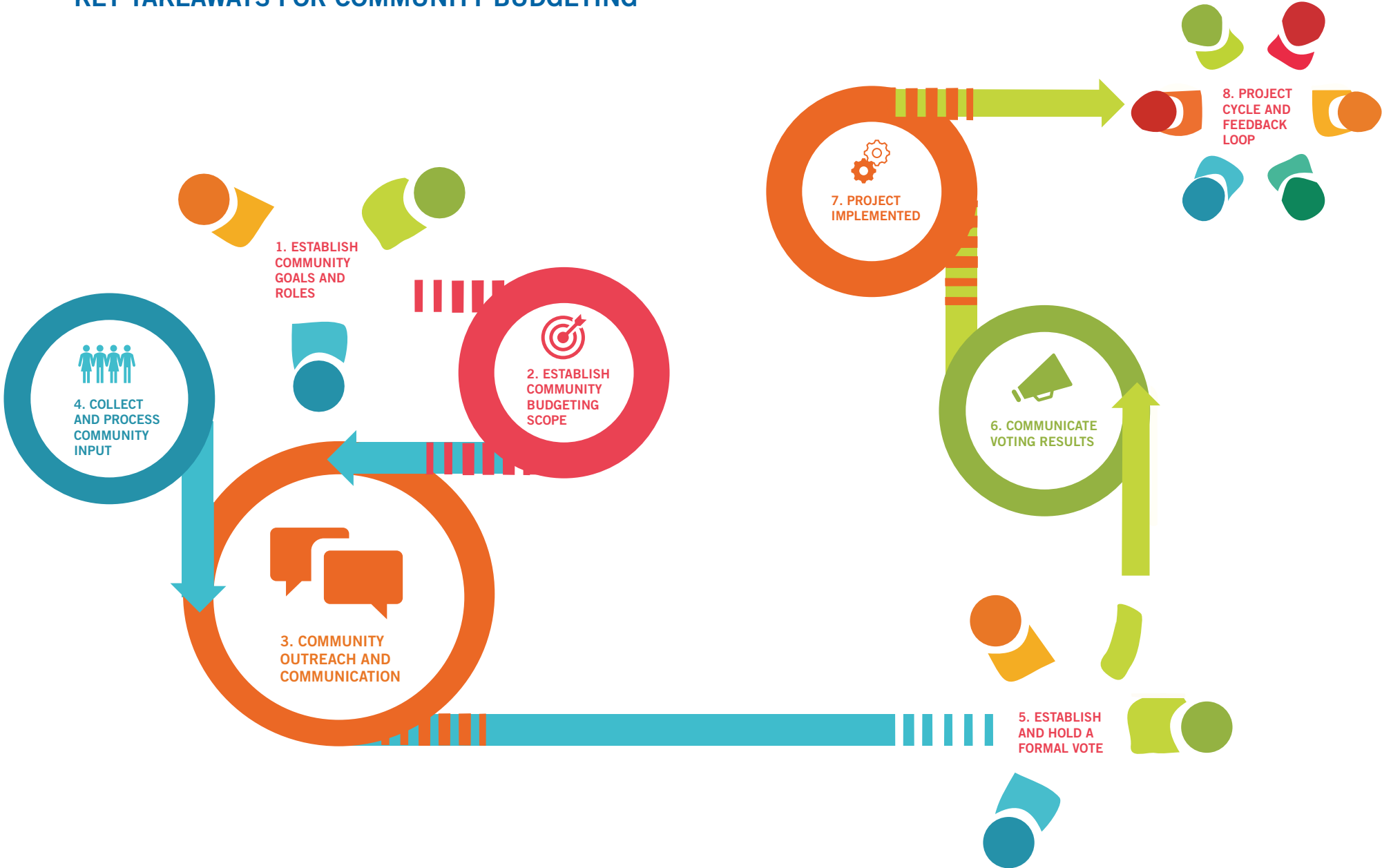
Below we have provided a toolkit that incorporates participatory budgeting principles that have been used effectively in over 3,000 jurisdictions across the world, including New York City. The toolkit will assist individuals and community groups in establishing a community budgeting process that can be effective for small budget line items as well as potentially categories as large as \$35 million dollars, as done in New York City. The steps listed below will help increase community ownership of public projects.

## LIST OF LINKS TO EXAMPLES OF COMMUNITY PARTICIPATORY BUDGETING

- New York City, <https://council.nyc.gov/pb/>
- Chicago, <http://www.pbchicago.org/about.html>
- Durham, <https://durhamnc.gov/3747/Participatory-Budgeting>



# KEY TAKEAWAYS FOR COMMUNITY BUDGETING



## KEY TAKEAWAYS FOR COMMUNITY BUDGETING

1 WHAT'S THE BUDGETING TARGET GOAL?

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2 WHAT'S YOUR BUDGET CATEGORY?

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3 WHAT'S THE COMMUNICATIONS STRATEGY?

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1. When establishing a community budgeting process it is important to establish the target goal of the effort. Given the range of services provided within the Meadowview neighborhood, narrowing the focus or goal to a certain aspect of the City Budget would be wise, because it would allow stakeholders to come to agreement on some commonly understood community priorities. Leveraging the ULI Sacramento Task Force on Health and Social Equity survey findings could assist in the prioritization process. Determining and aligning the budgeting focus area and the multiple prioritized goals will be key to getting buy-in from community members and the associated project approval agencies. This will also help refine the project scope and help establish success metrics for the budget process. Finally it is important to understand the role of the community budgeting process from a jurisdictional perspective. Knowing upfront whether the community budgeting process has true approval authority or just advisory power is essential. It is important to note that while many communities do not have a formal participatory budgeting statute, the participatory budgeting process can still work informally by leveraging the publicly available budget data and creating a shadow budget to be considered during the public hearing.
2. When launching a community budgeting/participatory budgeting process, it is important to have a specific focus area. Deciding on a budget category that aligns with the needs of community members is extremely important. Survey and polling feedback indicate that having a participatory budget focused on topics such as workforce development, housing, site activation for youth programs, and safety would be in alignment community priorities. Once the budget category is established, it is important to establish budget range and to determine whether the citizenry would be selecting from among project options or generating their own budget line items.
3. To ensure that the community budgeting process is truly inclusive and without bias, a multipronged communication plan needs to be in place to get the word out. Given the diversity of Meadowview, it is important to establish a cross-cultural communication strategy that clearly states the goals and expectations of the efforts. This plan should communicate the project scope and timeline in multiple languages and multiple mediums. The communication strategy needs to provide stakeholders with enough time and context to educate and ensure buy-in on the proposed process outcomes. This communication strategy should identify existing local community champions to ensure that all cultural groups are included in the effort and to maximize on participation and engagement. In addition, the marketing/communication plan needs to be multimedia to address digital and online platforms, as well as people who get their information from flyers, radio ads, and street signs. Finally, determine a communication schedule that will give the community enough time to get the word out about the process.

**4** WHAT'S THE COMMUNITY FEEDBACK PLAN?

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**5** HOW DO YOU DETERMINE SPENDING?

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**6** WHAT'S THE IMPLEMENTATION TIMELINE?

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4. The community budgeting process needs to be inclusive. To do that effectively, there has to be a mechanism to collect community feedback and ideas related to the community's priorities and needs. There are a number of ways this can be accomplished including the following:

- Surveys;
- Community Forums;
- Email Idea Box; and
- Formal Budget Idea Presentations and Dot Voting.

Whatever the input process is, it must be transparent and align with the budget category being evaluated. The community input component should help facilitate community prioritization and identify top projects for a final vote.

5. A formal voting process should be established in partnership with the city to determine the budget spending on the selected categories. The process for voting can range from typical election voting style to online voting/poll voting. To be successful, one must ensure that the process is driven by community members/stakeholders and that the methodology is transparent. The voting can occur on one day or over a period of time. For example, New York City has a weeklong "participatory budgeting voting week" conducted online. To engender trust in the community, the results of the voting need to be communicated quickly and clearly to stakeholders, agency staff, and elected officials.

6. Once a project has been identified as a result of the community budget effort, it is important to establish a clear implementation timeline to stakeholders. We found that a lot of trust between community members and government agencies was lost because of the long delays and/or lack of follow-through on "promised projects" or ballot measures. While there are often legitimate delays, the need for consistent communication is important to rebuild that trust. Regular communication and connection to the community budgeting vote will increase buy-in by stakeholders. To increase engagement, an inclusive project kickoff event for the community should be planned. In addition, providing opportunities for video story telling of the project will increase engagement and community ownership. Finally, provide an opportunity for community oversight/regular engagement through a project task force or review board. This can be both formal and informal and provides an opportunity for ongoing community evaluation of project, as well as the sharing of best practices.

**ADDITIONAL RESOURCES TO LEARN ABOUT COMMUNITY BUDGETING**

- NYC, <https://council.nyc.gov/pb/>
- Chicago, <http://www.pbchicago.org/about.html>
- Durham, <https://durhamnc.gov/3747/Participatory-Budgeting>

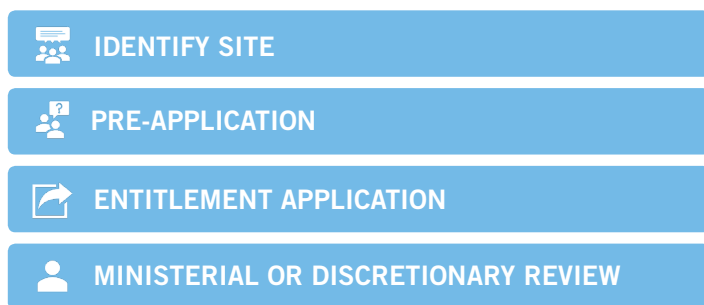
# TOOLKIT PROCESS THREE: PROJECT APPROVAL

## MAPPING INCLUSIVE PROJECT APPROVAL

Building off the work done by the task force for the ULI Advisory Services panel, the community consensus was providing training to community members on how to better engage the city in the planning process is imperative to improving the health outcomes of the built environment from land use and transportation perspectives. Unfortunately, the current planning and project approval process provides some barriers to community engagement for institutions and individuals who lack availability to participate in board hearings and approval meetings due to geographic, language, and socioeconomic challenges. In addition, the city's streamlined approval process could unintentionally exacerbate this potential lack of community engagement in the project review process by reducing the number of projects heard in public at council and/or planning commission. By the time community members are made aware of a project, the city has likely completed the approval process and little can be done to ensure a collaborative win for the developer and the community.

The task force has created a development approval process engagement map and UrbanPlan for communities training to better empower community members to voice their needs during the planning and entitlement process. Programs like UrbanPlan can contribute by educating community members about what is necessary to make a project work financially from the perspective of the developer and the approval body. The development approval toolkit will serve as a road map to guide community engagement and design review opportunities. This will result in better and community-supported projects owing to early engagement and increased accountability.

The development and entitlement process is complicated for even the most advanced developer, planner, and land use attorney. Trying to navigate the process from the perspective of an average citizen is even more daunting, with ever-changing permitting processes, public engagement rules, multiple decision-making bodies, and streamlining efforts that fast-track projects with less public transparency. We have developed a toolkit process that identifies current process steps while providing community members clear points of entry and engagement to ensure that projects incorporate community perspectives.



## KEY TAKEAWAYS FOR INCLUSIVE PROJECT APPROVAL IN MEADOWVIEW

### DURING SITE IDENTIFICATION

CURRENT PROCESS	PROPOSED COMMUNITY ENGAGEMENT OPPORTUNITY
Developer/landowner identifies site and project idea	<p>Community members identify project ideas within the community. Projects under consideration are located in city project portal for developer consideration.</p> <p>What would be needed: Idea Portal development by city or community group</p>
City provides zoning and planning map online	<p>City to provide inventory and opportunity maps to community members and developers to provide more transparent feasibility information; these maps could include absentee landowner information and infrastructure information.</p> <p>What would be needed: Development of opportunity map for public use by city residents or outside agency</p>

### DURING PRE-APPLICATION

CURRENT PROCESS	PROPOSED COMMUNITY ENGAGEMENT OPPORTUNITY
Developer provides conceptual ideas, financial feasibility, and meets with city departments and establishes the project description	<p>Establish Meadowview community pre-application review committee consisting of existing neighborhood representatives to provide preliminary review of community projects.</p> <p>What would be needed: Approval of Pre-application Review Committee by City Council</p>



## DURING ENTITLEMENT APPLICATION

CURRENT PROCESS	PROPOSED COMMUNITY ENGAGEMENT OPPORTUNITY
<p>Staff review of completed project description</p> <p>Posted online on Development Track <a href="http://www.cityofsacramento.org/community-development/development-tracker">http://www.cityofsacramento.org/community-development/development-tracker</a></p> <p>No formal distribution list currently; projects within 500 feet notification for homeowners</p> <p>Developer determines level of engagement with requirement to meet with community associations, PBIDs, Chambers, or community organizations</p>	<p>City to provide development tracker information and training to community groups in Meadowview.</p> <p>Establish a formal distribution list of stakeholders to use for projects in historically underserved communities. Ensure distribution list is well publicized and ways to sign up are transparent and easily accessible.</p> <p>Expand 500-foot noticing to residents/occupants, in addition to homeowners.</p> <p>Establish minimum coordination thresholds requiring developers to coordinate with representative of community groups represented on the pre-application review committee.</p> <p>What would be needed: Approval of recommended measures by City Council</p>
<p>Staff-level review for most projects with no defined timeline</p> <p>Staff report prep and distribution to the development team, newsletter</p>	<p>Publish staff review timeline to allow for public input on staff-reviewed projects not headed for public hearing.</p> <p>Publish a link to the staff reports to the different community organization pages or the council district newsletters.</p> <p>Leverage Neighborhood Development action team to communicate directly with community groups.</p> <p>What would be needed: Staff approval of recommendations</p>

## DURING MINISTERIAL OR DISCRETIONARY REVIEW

CURRENT PROCESS	PROPOSED COMMUNITY ENGAGEMENT OPPORTUNITY
<p>Ministerial review= Director-level approval that requires no formal hearing</p> <p>Community appeal is possible (cost is \$300)</p> <p>If appeal is successful; it goes to planning commission</p>	<p>Provide UrbanPlan for Communities for Meadowview residents and community planning academy to explain the process of engagement.</p> <p>Provide formal notification when a project is subject to Director-level review with information on appeal process.</p> <p>What would be needed: Approval of process by City Council</p>
<p>Discretionary hearing opportunity for public comments at either Planning Commission or City Council</p> <p>Participation in hearing can influence decision</p> <p>Community appeal is possible (cost is \$300)</p> <p>If appeal at Planning Commission is successful, it goes to City Council</p>	<p>Provide UrbanPlan for Communities for Meadowview residents and community planning academy to explain the process of engagement.</p> <p>Provide formal notification when a project is subject to public hearing review with information on appeal process.</p> <p>Publish a review timeline to allow for public input on projects headed for public hearing.</p> <p>Publish a link to the staff reports to the different community organization pages or the council district newsletters.</p> <p>What would be needed: Approval of process by City Council</p>

# FINDINGS AND IMPLEMENTATION

The timing of this study and analysis proved to be fortuitous. One could not think of a more important time to address issues of land use and transportation impacts on health and equity than in 2020. In addition, the study showed the resilience of the Meadowview community, who chose to lean in and engage, despite the unpredictability caused by COVID-19 and the pandemic's disproportionate impact on the community. The ULI Sacramento Task Force on Health and Social Equity and its community partners effectively delivered on its three goals and addressed community priorities as shown below:

## COMPLETED EFFORTS: DEVELOPMENT OF USABLE COMMUNITY TOOLKIT PROCESS MAPPING

Three community toolkit process maps are included in this report.

Toolkit Process Map 1: Guide to Site Activation

Toolkit Process Map 2: Guide to Community Budgeting

Toolkit Process Map 3: Community Planning Process

## NEXT STEPS: FACILITATION OF A YOUTH-LED URBANPLAN FOR COMMUNITIES SESSION

The UrbanPlan for Communities workshop held in March 2020 for 25 youth was the first of its kind in the world. The youth were successfully engaged, informed, and energized for site activation. We are taking the lessons learned and launching a second UrbanPlan program for community members of all ages. Due to COVID-19 protocol, the trainings will be held online. The next UrbanPlan session is scheduled for March 2021.

## REPORT SHARING AND PRESENTATION OF FINDINGS AND RECOMMENDATIONS TO RESIDENTS, CITY STAFF, AND CITY OFFICIALS

In spring 2021, the Task Force will provide a presentation of the report findings and recommendations to City staff, Councilmembers Mai Vang and Jay Schenirer, and community residents and stakeholders. In those meetings we will focus on the toolkit processes and finding recommendations.

## ONGOING EFFORTS: DEVELOPMENT OF A COMMUNITY-LED SITE ACTIVATION PROJECT

At our second community meeting, community members identified two locations for the proposed site activation: 24th Street Bypass Park and the Florin Road Regional Transit Park Lot. The Task Force is scheduled to present the activation concepts for 24th Street Park for City Council Member Mai Vang's review in the first quarter of 2021. Additionally, the Task Force is scheduled to meet with Regional Transit staff to revisit the potential activation opportunities at the Florin station location.



FIGURE 12: BUFORD HIGHWAY IN ATLANTA



FIGURE 13: WEST END STATION ATLANTA



FIGURE 14: ACADEMY OF MUSIC NORTHAMPTON, MA

# RECOMMENDATIONS

## RESIDENT RECOMMENDATIONS FOR NEIGHBORHOOD ACTIVATIONS

- A playground and/or community meeting space, especially one where kids could play
- Exercise equipment such as a mini workstation, outdoor equipment zones, or outdoor gym
- A publicly accessible wi-fi station
- Park space
- Urban tree canopy
- Increased access to fresh produce, perhaps via a farmers market, food trucks, grocery store, and/or community gardens
- Affordable housing opportunities with a mixed use that are designed well to support the community and safety
- Housing for multigenerational households
- Improved connectivity and safety between transit sites and local schools
- Safer travel routes for cyclists and pedestrians
- Coffee shop
- Mobile education, tutoring, and/or advising
- Intergenerational activities that appeal to all ages
- Support for existing local businesses/more local businesses instead of big-box stores
- Additional health care resources or access
- Expanded retail and entertainment options, such as small concerts, sports, and/or a Culture Day Festival celebrating Meadowview's diversity

## TASK FORCE RECOMMENDATIONS

- **Engage with residents and businesses on their plane.** The projects being considered are in specific neighborhoods, so it is imperative to provide engagement that offers a level of comfort and cultural understanding. This may require:
  - › **Language translation:** Meadowview has the most languages spoken of any neighborhood in the city. Providing messaging and document formats aligned to the community's languages is imperative.
  - › **Cultural translation:** To be successful, engaging partners who have credibility and cultural understanding is important to bring historically disenfranchised groups to the forefront.
- **Train and empower residents to become community advocates.** Agencies should provide community training for multiple age levels on how to engage in processes that affect how their cities are designed and planned. These trainings need to happen within their neighborhoods and leverage the numerous technology options available to engage many people. Having local advocates for training improves local planning results and collaboration.
- **Communicate and follow through.** When the task force started gathering community information, we were told repeatedly that community members were tired of studies and surveys. What we came to discover was the concern was more about studies without follow-through or not communicating the progress of the work. Creating authentic feedback loops and drawing clear connections between the community outreach effort and the end development project is important to build and maintain trust.
- **Delegate a portion of the city budget for participatory budget purposes.** The participatory budgeting process has proven to be successful when applied to the appropriate community context. We recommend that the city of Sacramento coordinate with accredited organizations like the National League of Cities on best practices associated with participatory budgeting and leverage the toolkit provided in this report to identify a portion of the budget that could be beta tested on this concept.
- **Authentically engage the youth in community planning.** The contribution and technical acumen displayed by the youth who participated in the UrbanPlan process was truly impressive. They understand their neighborhood at a high level and will be most impacted by decisions made by decision-making bodies. Incorporating a youth seat in the Planning Commission or providing the Youth Commission with formal input on planned projects would add value to the project development process.
- **Partner with community groups authentically and equitably.** The outreach process for the city and county has historically been a one-size-fits-all approach that disproportionately affects low-income communities that do not have access to meetings and access points. The development of the city's NDAT is a step in the right direction toward improved engagement. Agencies should leverage technology to provide new access points for feedback and input. In addition, evaluating the format of community meetings and project approval processes should be considered to maximize participation and engagement.

## LEARNINGS AND RECOMMENDATIONS FOR FUTURE ULI TASK FORCES

- **Partner with ULI and community groups.** ULI has been an engaged partner with the city on a number of projects and plan areas. We would like to further that relationship to enhance the community planning capacity through programs like UrbanPlan and Technical Advisory Panels. These programs provide expertise and create bridges to local community champions vested in the success of Meadowview and other areas. Leveraging technical experts and local experts can provide added value and limit bias to project concepts.
- **Pursue diversity, equity, and inclusion.** Provide diversity, equity, and inclusion metrics to the planning and design process that are transparent and measurable.
- **Establish a project idea portal.** Encourage community engagement and creativity by establishing a project idea portal where community members can share their vision of their community. This can create better alignment between developer ideas and community needs, while providing community members with more ownership of projects.
- **Provide art installation opportunities.** Pride in the diversity and cultures that make up Meadowview is truly an asset that needs to be celebrated and on display. Establishing community art installations (temporary and permanent) on underused sites will provide opportunities to leverage the natural assets and create new community gathering spaces.
- **Celebrate.** Celebrate community success with design competitions and capstone events.
- **Teams with Cross-Functional Expertise Support**  
**Project Outcomes:** The cross-functional task force composed of members with different professional backgrounds helped ULI Sacramento expand its network and engage a larger group through introductions to South Sacramento community members.  
**Recommendation:** When convening working groups such as this task force, continue to form multidisciplinary teams.
- **Multiple Engagement Methods Increase Participation:** The task force was able to effectively engage with key business, real estate, political, and high-level community leaders through individual and/or small group meetings. However, this approach was not as successful with grassroots community leaders, in part because the task force was introduced to some of these stakeholders later in the project. (Note that in-person convenings were not permitted or advisable beginning in March 2020.)  
**Recommendation:** Continue to track the success of different community engagement methods and to incorporate multiple outreach pathways into grassroots-level projects.
- **Trust Is Necessary for Productive Dialogue:** Creating a space with openness and trust, although challenging, is key to successful community meetings. The task force experienced that skillful facilitation that balances participant speaking time helps create a respectful, trusting atmosphere.  
**Recommendation:** Continue to devote the time and resources to strategically preparing for community engagement sessions, including by considering partnering with experienced facilitators and/or well-respected community partners.
- **UrbanPlan Future Opportunities:** The UrbanPlan for Youth event was highly successful, with positive participant feedback and high participation. There is an opportunity to expand UrbanPlan by conducting session(s) with the Health Education Council, which had a representative on this task force and participated significantly in the UrbanPlan for Youth event, and/or by partnering with already existing after-school programs like Improve Your Tomorrow.  
**Recommendation:** ULI Sacramento, supported by task force members, to reach out to these partners to explore the possibility of future UrbanPlan events once gatherings are advisable given public health conditions.



# “Design with, not at us!”

—Meadowview Community

## SUMMARY

The ULI Sacramento Task Force on Health and Social Equity has been honored to work on this project alongside community members, business owners, and government officials who see the value in partnership when looking to improve the built environment. The impact of that environment on overall community health and wellness, as well as the interconnectedness of community priorities (affordable housing, jobs, education, open space, youth programs, improved transportation options, and retail options) with public health outcomes is important in historically under-resourced communities like Meadowview. The task force focused on community empowerment and leveraging strategies that engender real and authentic engagement. The impact of implementing even a portion of the recommendations included in this report would provide a shift in the equity of built-environment impacts in Meadowview and elsewhere.

Solving health and equity challenges does not fall solely on those who live or work in the community. Public agencies have both the ability and responsibility to promote opportunity for all through inclusive policies and processes. The city of Sacramento and partners throughout the region are increasingly prioritizing the health of those in the communities they serve. This includes the Sacramento Metropolitan Air Quality Management District, the Community Air Protection Steering Committee, and SMUD, all of which have adopted environmental justice statutes.

While these are positive steps toward promoting community health and opportunity for all, true progress will only be made when agencies and communities work together and tailor solutions to the needs of those whom they intend to serve. In this case, agencies must prioritize the specific needs and cultural context of the Meadowview community to maximize positive impact.



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