



**NORTH WATT AVENUE and
FOLSOM CENTRAL BUSINESS DISTRICT**

SACRAMENTO COUNTY AND FOLSOM, CALIFORNIA

ULI ADVISORY SERVICES

NOV 13-18, 2022



OUR MISSION

Shape the future of the built environment for transformative impact in communities worldwide

Our Mission Commitments

- **CONNECT** active, passionate, diverse members through the foremost global network of interdisciplinary professionals
- **INSPIRE** best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing
- **LEAD** in solving community and real estate challenges through applied collective global experience and philanthropic engagement

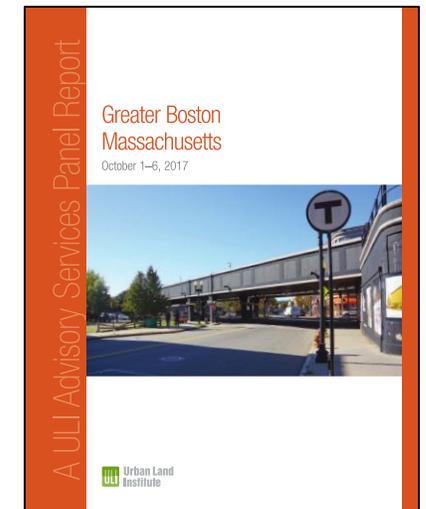
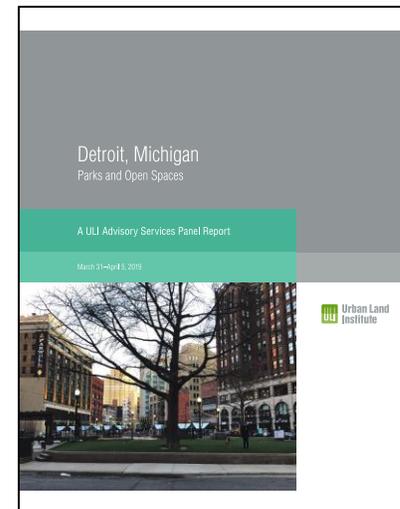
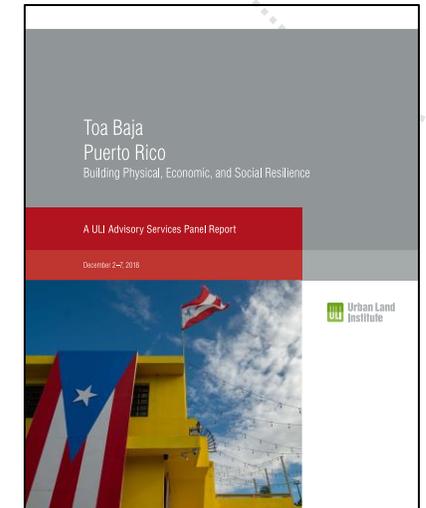
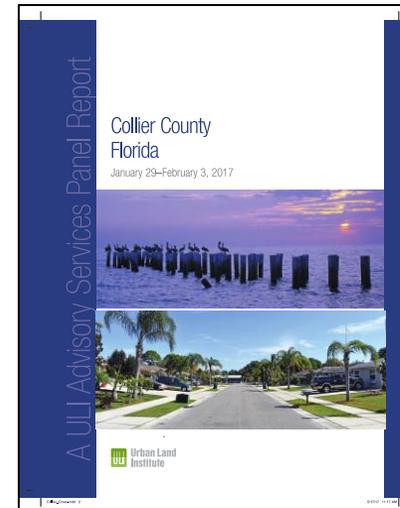
ULI Mission Priorities

- **DECARBONIZATION AND NET ZERO**
- **INCREASING HOUSING ATTAINABILITY**
- **EDUCATING THE NEXT GENERATION OF DIVERSE LEADERS**
- All three priorities will be underpinned by a commitment to diversity, equity, and inclusion (DEI), which recognizes that our communities can be successful and sustainable only if they work for everyone.



About the Urban Land Institute

- A multi-disciplinary membership organization with more than 45,000 members in private enterprise and public service
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of **best practices**
 - Writes, edits, and publishes **books** and **magazines**
 - Organizes and conducts **meetings**
 - Directs outreach programs
 - Conducts **Advisory Service Panels**



ADVISORY SERVICE PANELS

Since 1947, ULI's Advisory Services Program have helped more than 700 communities find independent, strategic, and practical solutions for the most challenging land use issues.

A Time-Tested Program

A five-day process

- Sponsor briefing of challenge or issue
- Site tour
- Stakeholder interviews
- Panel deliberation and recommendations
- Final presentation

Panelists are selected for their subject matter expertise to volunteer and their objectivity



Credit: Barbra Gustis

Thank you to our sponsors!



Sacramento Area Council of Governments (SACOG)
Green Means Go Program



GREEN
MEANS GO



**Urban Land
Institute**

Terwilliger Center for Housing

Thank you everyone else!

* Lt. Aaron Zelaya * Adrian Engel * Allen Folks * Amy Lapin * Amy Lerseth * Andrew Richmond *
* Ardie Zahedani * Bill Andrews * Former Mayor Bob Holderness * Brett Bollinger *
* Cameron Shew * Christina Lokke * Dan Dreher * David Zehnder * Desmond Parrington *
* Garrett Ballard-Rosa * Greg Chew * * Folsom High School Architecture/Engineering Class *
* Frank Myers * Gail Brosnan * Gary Eckhardt * Isabel Domeyko * James Corless * Jennifer Lee *
* Jessica Lee * Jeremy Dreher * Jim Heid * Joe Gagliardi * John Hodgson *
* Jose Bodipo-Memba * Judy Alexander * Justin Raithal * Kacey Lizon * Mayor Kerri Howell *
* Kim Untermost * Laura Fickle * Mark Rackovah * Mary Sater Clementi * Moe Hirani *
* Narinder Singh * Nathaniel Seebok * Pam Johns * Paris Dye * Robert Tadevich *
* Vice Mayor Rosario Rodriguez * Councilmember Sarah Aquino * Sarah Ropelato *
* Stephanie Henry * Stephen Haus * Steve Gall * Thomas Econome * Todd Smith * Todd Taylor *
* Tony Powers * Tyler Johnstone * William Econome * Councilmember YK Chalamcherla *

ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

Panel Chair

Philip S. Payne
Chairman
Lotus Campaign
Charlotte, NC

Panelists

Keith A. Baker
Executive Director
ReConnect Rondo
Saint Paul, MN

Jenna Hornstock

Deputy Director of Planning for Land Use
Southern California Association of
Governments
Los Angeles, CA

Andrew Jakabovics

Vice President, Policy Development
Enterprise Community Partners
Washington, DC

Lewis Knight

Urbanist
SERA
Oakland, CA

Rochelle Mills

President & CEO
Innovative Housing Opportunities, Inc.
Santa Ana, CA

Yvonne Yeung

CEO
SDG Strategies
Markham, ON
Canada

ULI Staff

Tom Eitler

Senior Vice President

Barbra Gustis

Director, Advisory Services and Key
Leaders

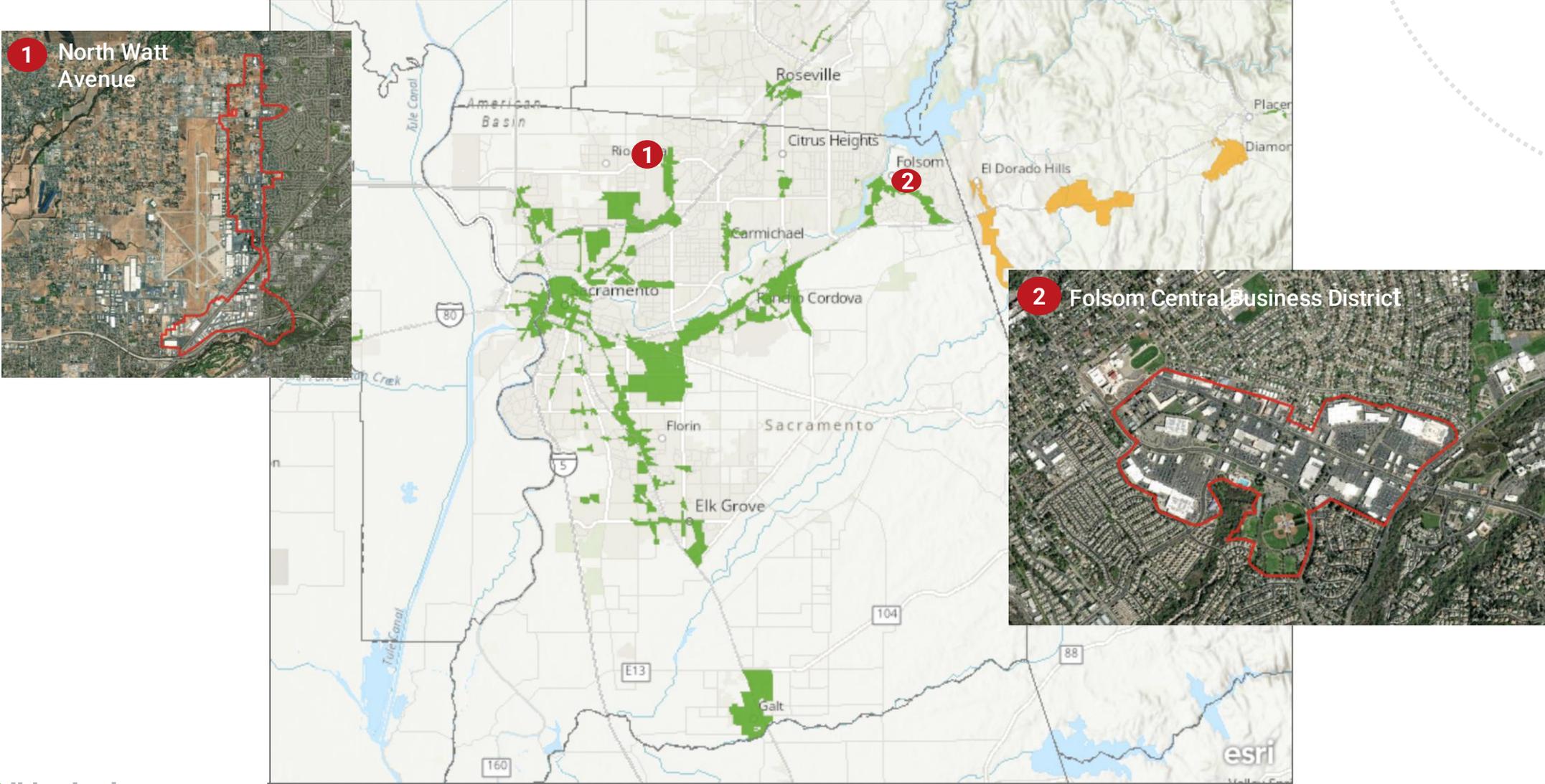
Deborah L. Myerson, AICP

Contractor/Project Manager
Myerson Consulting

Fabiola A. Yurcisin

Senior Associate
ULI Terwilliger Center for Housing

Corridor Locations within Sacramento County



Esri. Green Means Go-Green Zones. SACOG, created Nov. 17, 2022

Panel Assignment

The scope of work to the Advisory Services Panel:

Identify challenges and provide a suite of recommendations to facilitate and accelerate equitable residential and mixed-use infill development within locally-adopted Green Means Go Program, most of which are aging or outdated commercial corridors.



Credit: ULI Sacramento

Panel Assignment

Specific Questions to the Panel:

1. What kind of housing is feasible on each corridor with the current zoning standards and market conditions?
2. What investments – infrastructure, subsidies, zoning updates, etc. - are needed to realize the housing that the County and City wish to see on the two corridors?
3. What are the challenges to realizing housing that serves moderate income households, creates pathways to ownership, and does not rely on the traditional affordable housing financing models?
4. What policies, strategies, programs, and improvements can each jurisdiction implement to create a sense of place in each corridor, where people want to live, work, visit, and recreate?
5. Can you provide an action plan for each jurisdiction that will create a community vision and incentivize development in each of the corridors aligned with that vision?
6. How can this action plan address racial equity? How can the jurisdictions ensure that new development does not displace existing residents and businesses?

Vision & Leadership

Vision

Vibrant, walkable, intergenerational communities where residents live, work, and play

In general, both North Watt and the Folsom CBD share a vision for safe, human-scaled neighborhoods, and

- Homes that are affordable to a diversity of residents who can live, work, play, and build roots
- Connections to residences, commercial offerings, and other amenities within the communities as well as to transit options that connect to areas outside
- A place where locals (businesses and residents alike) are proud to belong, and where others are excited to visit
- Traffic calming, wayfinding, greenspace, and recreation for all ages
- A reason to stick around and enjoy yourself **there**



Infill Housing? *Yes if...*

Across Both Program Areas Only if:

- *It serves working and intergenerational households and enhances local businesses*
- *Infrastructure is in place to support the growth (i.e., sewer, lighting, sidewalks, accessibility, parking, etc.)*

Specifically in Folsom CBD, yes to infill housing if:

- Design is inspired, attractive
- Design masks density and massing
- Infill creates a unique “destination”
- “Someone else” picks up the tab or defrays “costs to implement”

Specifically in North Watt Avenue, yes to infill housing if:

- Housing promotes connectivity throughout the area (and beyond)
- Offers options for workforce households within McClellan Park and new families moving to the community



Leadership, Will, and Buy-In

Folsom CBD: Strengths and Challenges

Strengths

- Family-friendly, great nature trails
- Long-term residents, very engaged community,
- More buy-in than skepticism from interviewees,
- Generally supported by community, City Council, and Chamber of Commerce

Challenges

- No financial resources to support vision
- “No ability to create or implement a new vision”
- Businesses owners fear any change to parking and traffic
- Lack of understanding of process and how to prioritize



Courtesy of IHO

Leadership, Will, and Buy-In

North Watt Avenue: Strengths and Challenges

Strengths

- Lots of vacant land at low prices
- Light Rail Line
- Large employment base and potential partner (McClellan Park)
- \$550K Caltrans Planning Grant
- \$13.7MM complete streets project

Challenges

- Lack of cohesive social infrastructure
- McClellan Park is not engaged with the broader community
- Weak market for housing (today)
- County Planning department is short staffed and over-prioritized



Credit: Jenna Hornstock

Diversity, Equity and Inclusion

Centering Equity and Inclusion in the Recommendations

- Mixed Income Communities
- Building Social Infrastructure in both communities to deepen engagement
- **Folsom CBD:** High Opportunity Corridor
 - Bring more opportunities for mixed income housing
 - Support local businesses with more housing and access
- **North Watt Avenue:** Under-Resourced Corridor
 - Improvements to the urban environment to enhance mobility and economic opportunity for existing residents
 - Land acquisition to focus on affordable housing strategy to preserve permanent affordability
 - Capitalize on Environmental Justice Community status to leverage funding resources and build community capacity



Courtesy of IHO

Next Steps?

Build Consensus through Leadership and Social Infrastructure

Pop Ups and Simple Engagement Activities

- Activate underutilized parking lots with Pop Up events, street fairs, and performances
- Create Ciclavia-type and jogging trails around community corridors that connect to existing trails
- Engage artists and landscape designers to create Public Art placemaking opportunities
- County of Sacramento can target a Transformative Climate Communities (TCC) grant in Summer 2023 to build Watt Corridor Community capacity and infrastructure and leverage resources



Courtesy of IHO

Environment, Sustainability, & Resilience

Why Does It Matter?



Sustainability and the environment do not appear top of mind of in either of the local communities we toured and conducted interviews with.

Source: Climate Central

Why Infill Matters

It's good for your community and good for the planet

- 40% less water per household
 - 33% less miles travelled = significant personal health benefits
 - 45% fewer greenhouse gas emissions
 - Aged / un-regenerated sites are a drain on General Fund Revenues
 - Population (rooftops) drive retail spend
 - Costs to provide water, power and other utility services are up to 48% less
 - Costs for public services such as police are up to 33% less
 - Supports resilient multi-generational mixed-income communities
- AND**
- When done right, produces a wider diversity of homes . . . for retirees, new families, teachers, essential workers, college students and others who must otherwise live far from the community in which they work

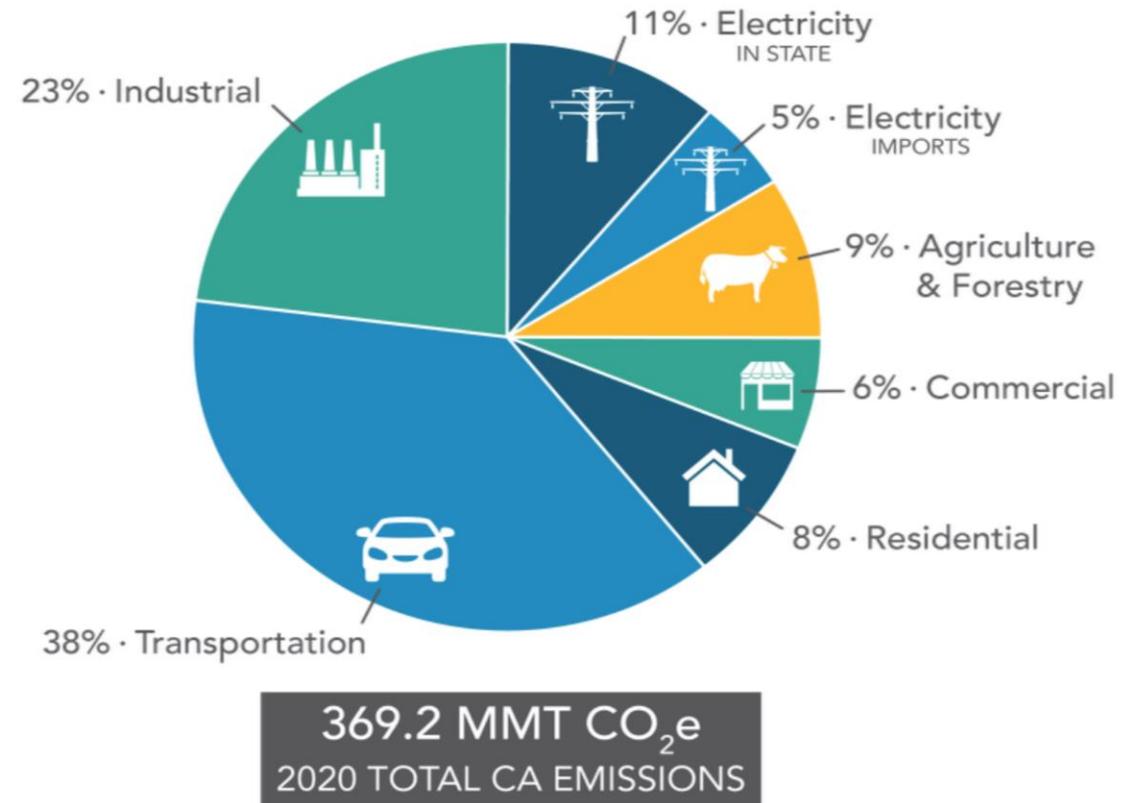


Courtesy of IHO

Future of Sacramento County

2018 UC Davis Climate Assessment of the Sacramento Valley

- Hotter
- Drier
- Flood
- Water Supply Challenges
- Agricultural Change
- Forests and Wildlands
- Energy Transition
- Transportation



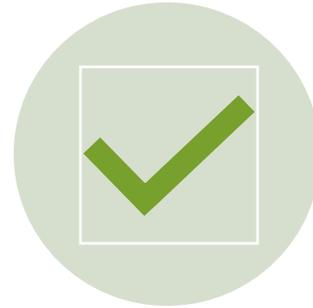
Graphic: California's greenhouse gas emissions in 2020 broken out by economic sector

Recommendations

Vision and Partnership



Shared recognition of issues that require vision and shared action



Mapping and analysis to clearly demonstrate need



Establishment of a shared financial target for early phase pilots



Designing in ability to scale programs subject to proven success

Recommendations

Localized, Demystified, and Achievable Goals

- Explain financial, community, and environmental benefits of infill development
- Clearly establishes simple goals by theme and program, including;
 - Water
 - Energy
 - Efficiency
 - Mobility
 - Environment
 - Livability or Quality of Life
- Support these with simplified approval processes for green projects, and,
- Create incentives for green programs such as bonus or abatement programs projects that meet and exceed these goals



Recommendations

New, Intentional, & Flexible Financing Models

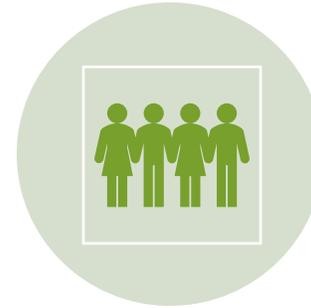
- Greater flexibility and availability of funds for pre-development, construction and permanent
- Extend bond sunset from 30-years to 99-years and establish maintenance and adaptation fund
- Tax abatements and synthetic TIF structures.
- Regional Transfer of Development Rights program (TDR)
- Appropriately price risk into real estate fees
- Simplify and reduce the impediments to infill and green development

Recommendations

Actionable and Scalable Pilot Programs



Start small and stay focused



Concentrate on making places for your community



Simple shared solutions



Invest in pilot projects to prove feasibility

15-Minute Walkable Communities

Create 15-min communities as settings for new housing

North Watt



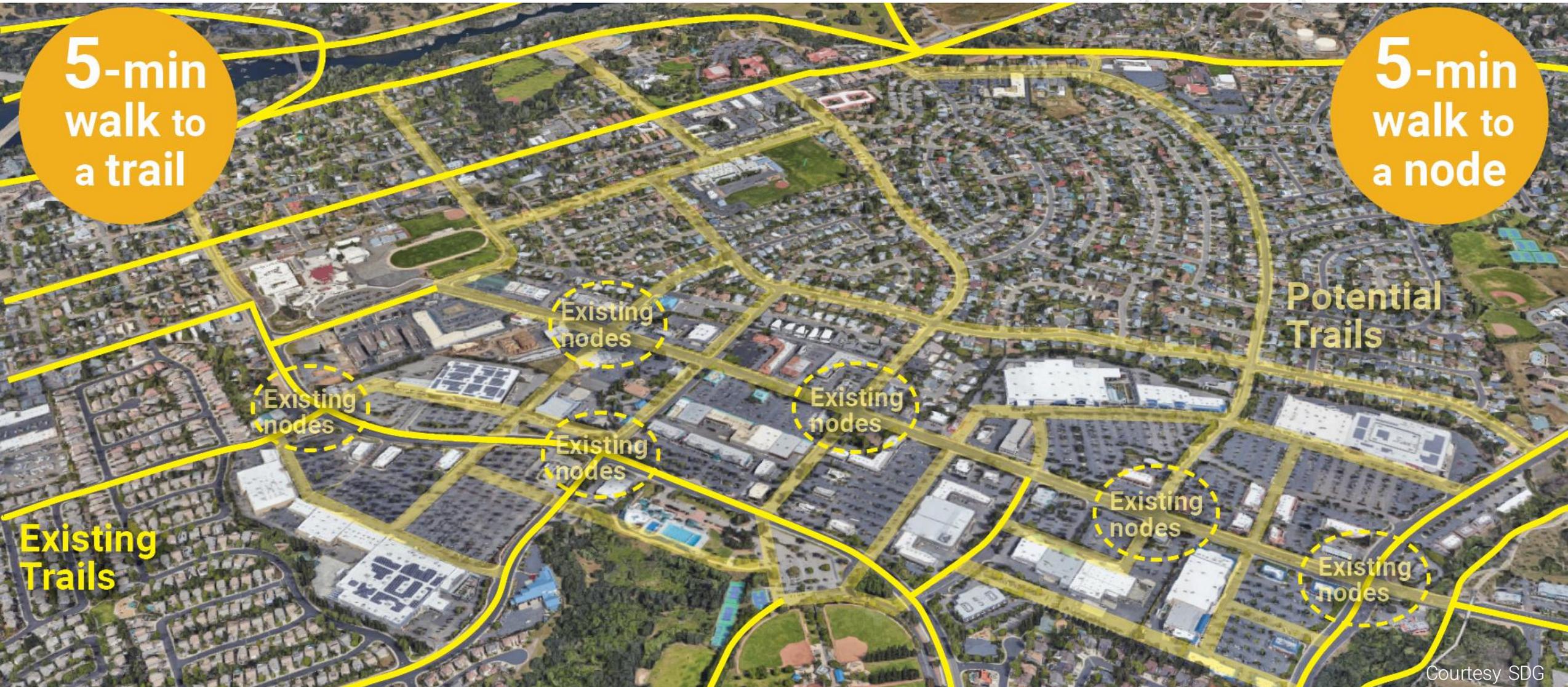
Create 15-minute communities as settings for new housing

- Walkable communities as new gateways
- Walkable access to public space, amenities, and daily needs
- All-age friendly, safe, walking, and cycling experience



Folsom CBD

1. Improve walkable access to trails and nodes

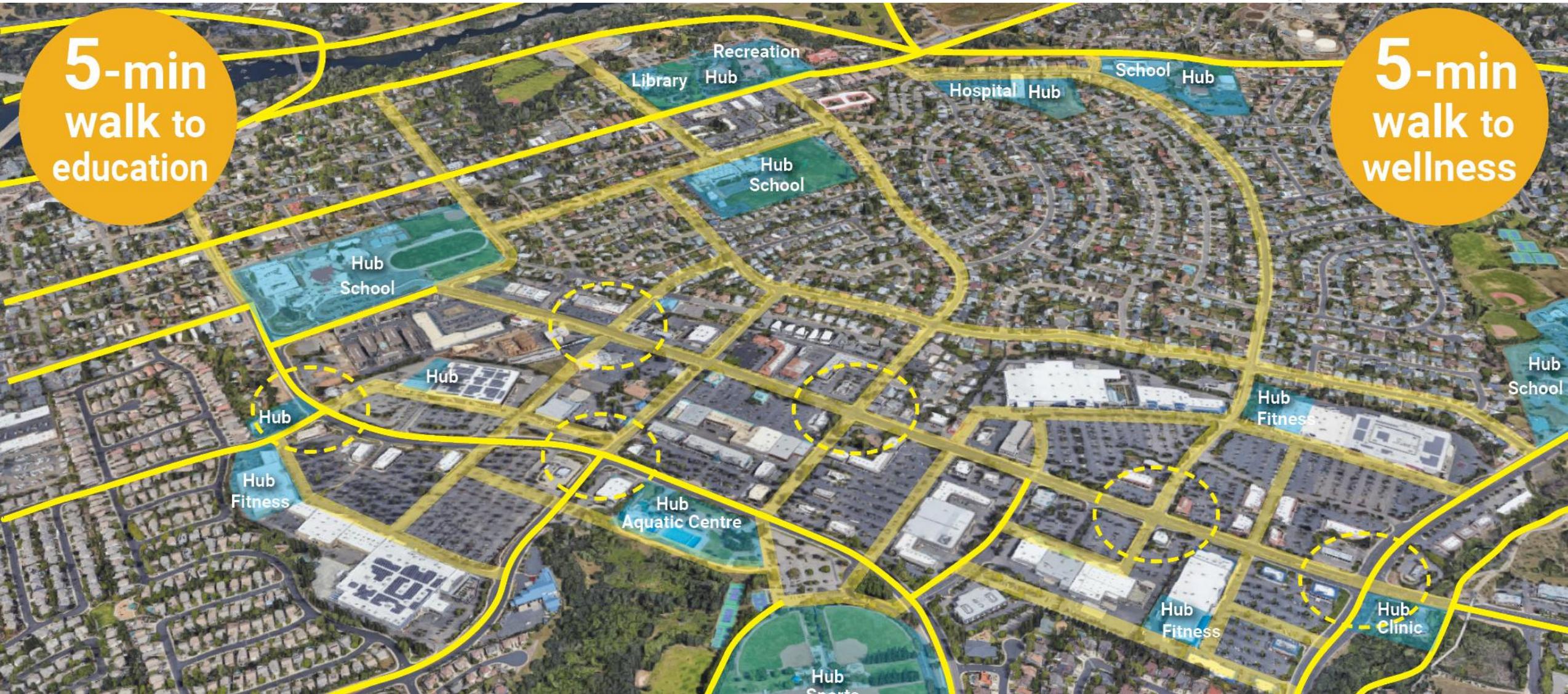


Courtesy SDG

Making walking and cycling top choices



2. Diversify uses within walkable hubs



Example of mixing uses in hubs



Health & Social Hub

- Health Clinics
- Agency Spaces
- Exhibition Venue
- Meeting Rooms

Library & Education Hub

- Elementary School
- Daycare
- Library
- Study Space

Recreation & Food Hub

- Community Kitchen
- Culinary & Pop-ups
- Gymnasium
- Dance Studios
- Lounge & Event

Arts, Culture & Design Hub

- Performance Space
- Exhibition Venue
- City Design Centre
- Cultural Workshop
- Agencies Showroom

Technology & Innovation Hub

- Lecture Hall & Event
- Co-work Space
- Start-ups and Accelerators
- Mentoring Space

Green & Ecology Hub

- Urban Agriculture
- Eco-learning Garden
- Outdoor fitness
- Green energy connections

3. Humanize the area with food and social space



Examples of outdoor market and outdoor dining



Existing Condition



Courtesy SDG

4. Re-imagine parking area with infill housing



Example of infill housing with easy access to amenities

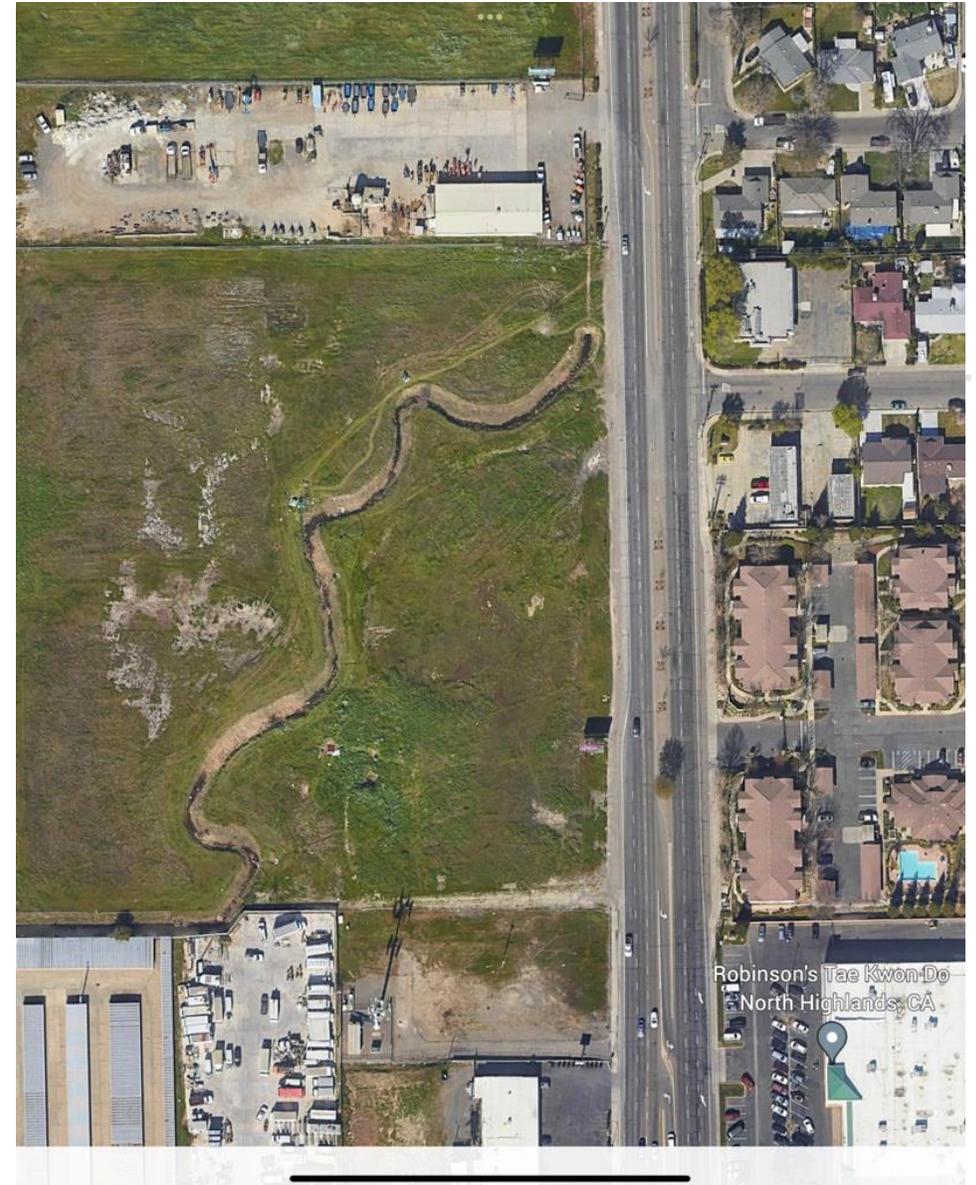


Infrastructure: Impediments and Opportunities

Infrastructure

Current Conditions

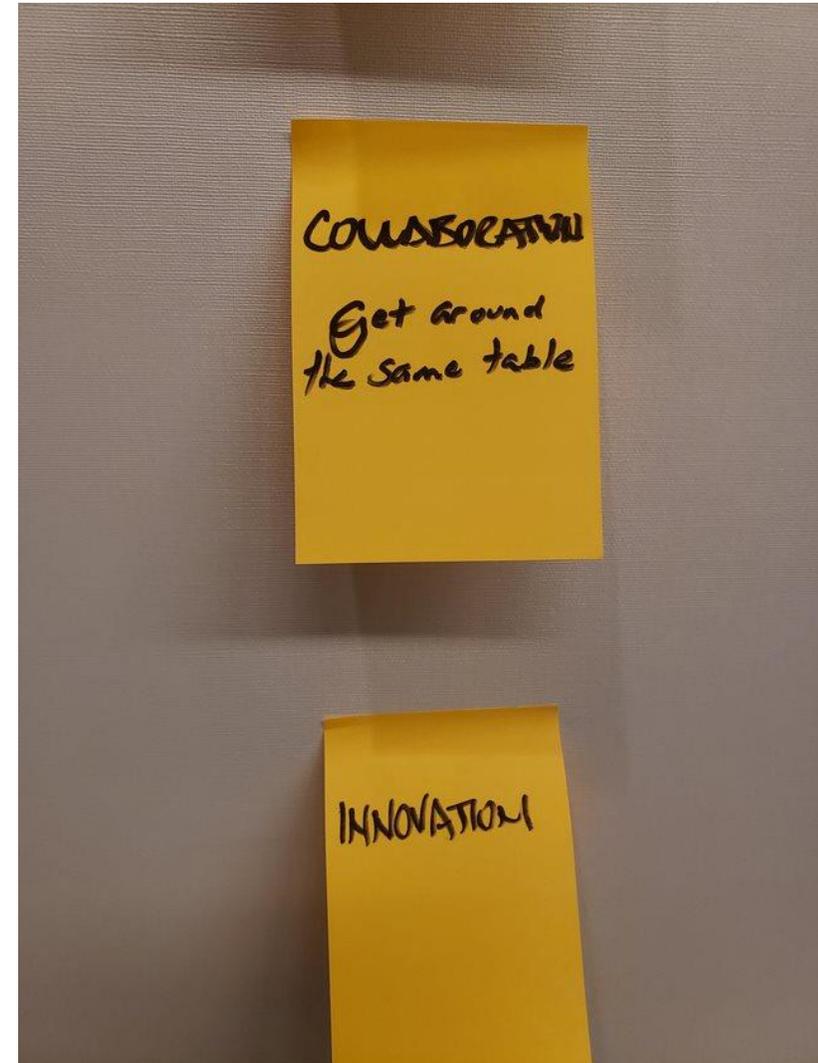
- Sewer and drainage are absolute impediments to housing development
- Little quantitative data provided about current conditions/capacity.
- Data collected from stakeholder interviews:
 - Both corridors lack sewer capacity to support new housing development
 - Estimated cost of \$10M for sewer investments on North Watt
 - North Watt corridor sites must address drainage and potentially Folsom CBD as well



Infrastructure

Current Conditions

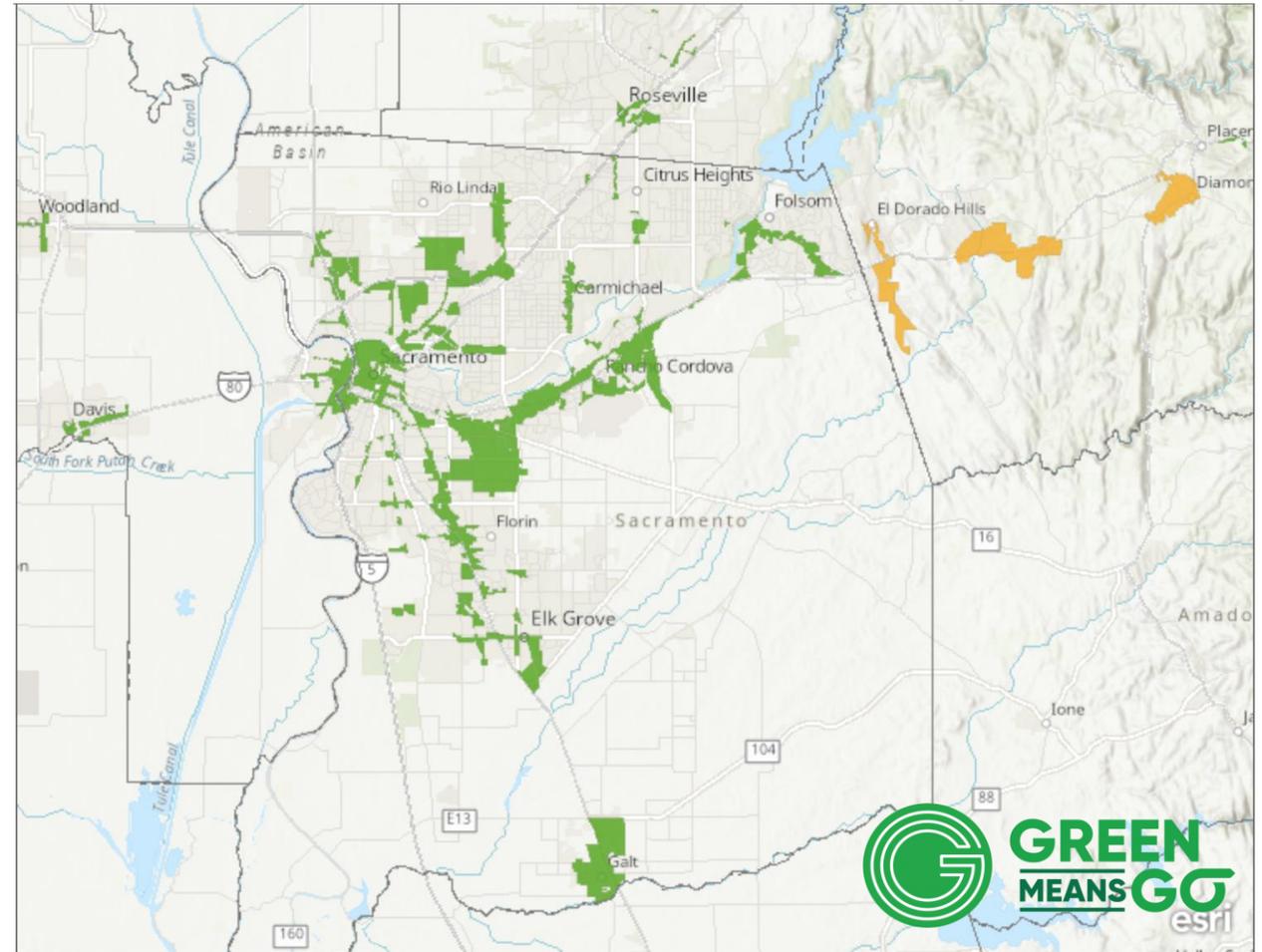
- Staff capacity is lacking at the County. For both corridors, there is a lack of coordination across departments to facilitate entitlements and project delivery
- Safety is a critical concern in the Folsom CBD, for businesses, shoppers, and students



Infrastructure

Regional Recommendations

- Prioritize investments in the utilities needed to delivery housing – use Green Means Go/REAP2 resources for this work
- Realize sustainability goals in utility investments; district designations
- Identify short term and multi-benefit outcomes
- Invest in staff capacity and case management services at the jurisdictional level



Esri. Green Means Go-Green Zones. SACOG, created Nov. 17, 2022

Infrastructure

North Watt Corridor Recommendations



Infrastructure

Folsom Central Business District Recommendations

Plan

Secure REAP2 funding to provide a sewer and drainage upgrade plan that will accommodate the desired housing development

- Include financing strategy
- Plan for housing at higher density than the current plan (up to 100 DU/acre)

Partner

- With local businesses to implement a short term pedestrian lighting program
- With Sutter Middle School and apply for a Safe Routes to School grant

Develop

Develop a cross departmental case management team

Transportation/Regional Context

Transportation

Current Conditions - Challenges



Both corridors are key connectors between suburban communities and downtown Sacramento; river crossing



North Watt:
53,000
vehicles/day



Folsom CBD:
20,000
vehicles/day



Sidewalks fronted by surface parking; retail set way back



Narrow sidewalks, with no shade

Transportation

Current Conditions - Challenges

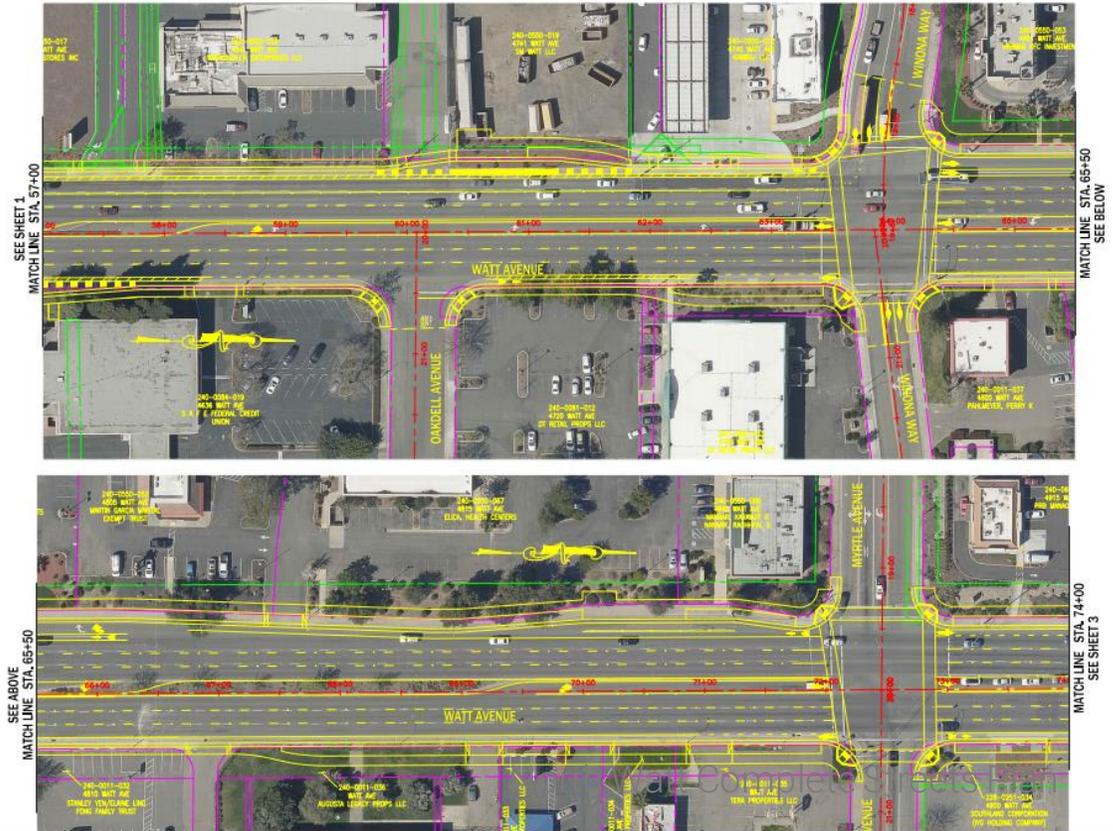
- No bike infrastructure
- Many curb cuts and driveways
- Lack of pedestrian lighting
- Zoning requires large setbacks and easements for anticipated car-centric improvements



Transportation

North Watt: Current Conditions & Opportunities

- BRT being considered through Caltrans Study - \$550,000
- \$13.7M Complete Streets project between Orange Grove and Roseville Road
- Light Rail station at the northern edge of the corridor
- Underutilized surface parking
- Possibility for establishing mobility hubs



Transportation

Folsom CBD: Current Conditions & Opportunities

2015 Complete
Streets Plan

Recently approved
Trails Plan

Sidewalk
connectivity project
on Riley; East Bidwell
to historic district

Sutter Middle School
could be an engaged
partner

Underutilized surface
parking

Compact corridor;
small changes will
have outsized
impacts

Possibility for
establishing mobility
hubs

Transportation

Regional Recommendations

Commit

- Commit to a corridor vision at the local level:
 - Elected Officials
 - Jurisdictional Staff
 - Stakeholders

Plan

- Plan for the vision
 - Build Your Leadership Team
 - Establish Critical Success Factors
 - Seek Partners and Ambassadors
 - Make a Plan and Execute

Seek

- Seek regional, State and Federal funds
 - REAP2
 - Reconnecting Communities
 - Safe Routes to School programs
 - Congestion Mitigation & Air Quality Improvement Grants
 - Local and Regional Project Assistance Grants (RAISE)

Transportation

North Watt Recommendations

Implement

- Implement the Complete Streets Project

Identify

- Identify alternate routes for bike infrastructure

Implement

- Implement the Caltrans Study with a focus on opportunities for BRT

Consider

- Consider Tactical Urbanism projects along the corridor

Partner

- Partner with local schools to identify Safe Routes to Schools grant opportunities

Pursue

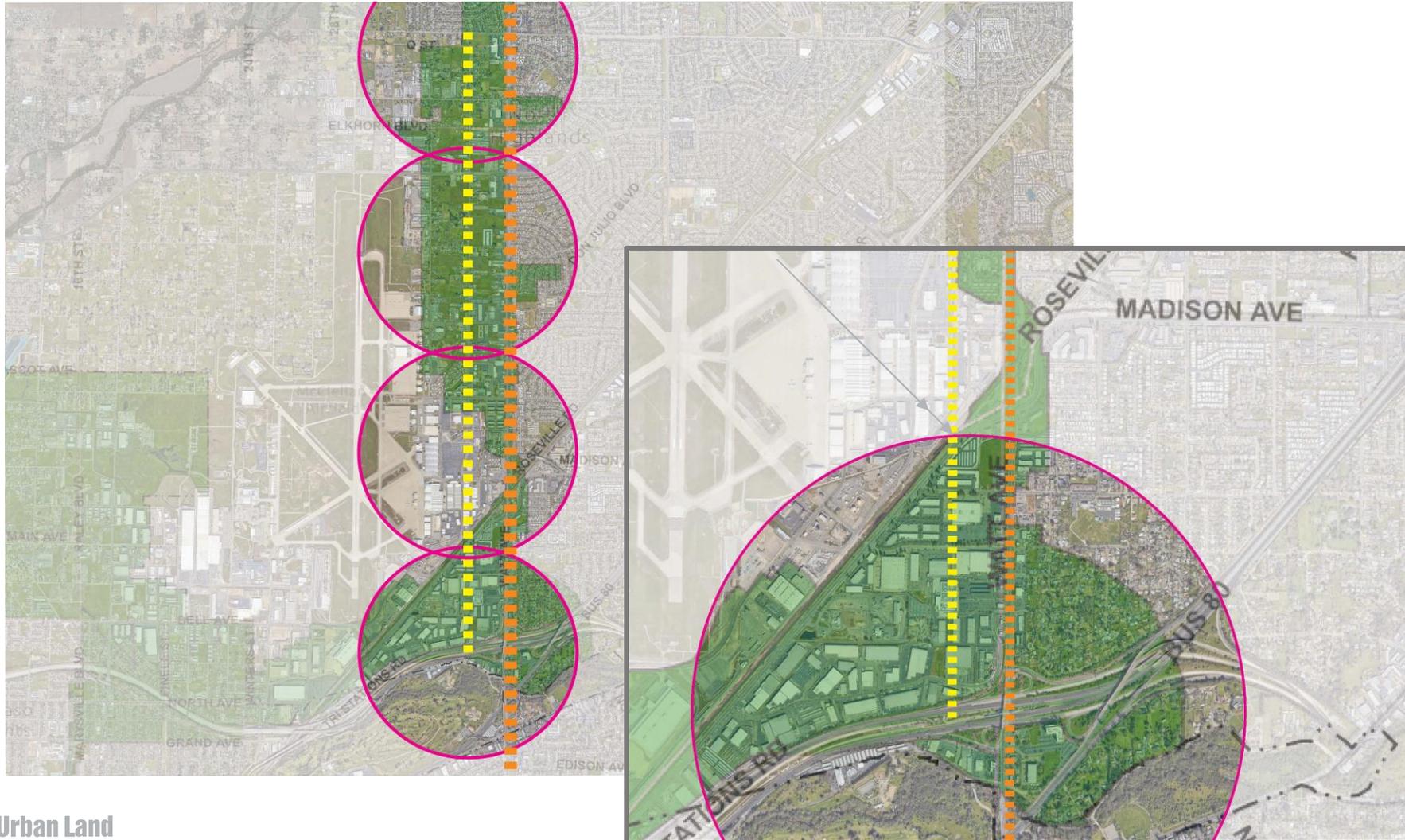
- Pursue IIJA funding to address the culvert and area under the UP railroad



Image Courtesy of SCAG: GoHuman program

Transportation

North Watt – Alternative Bike Lane Recommendation



Consider focusing bike infrastructure on less heavily trafficked road to the west – 34th Street

Transportation

Folsom CBD Recommendations

Revisit and update

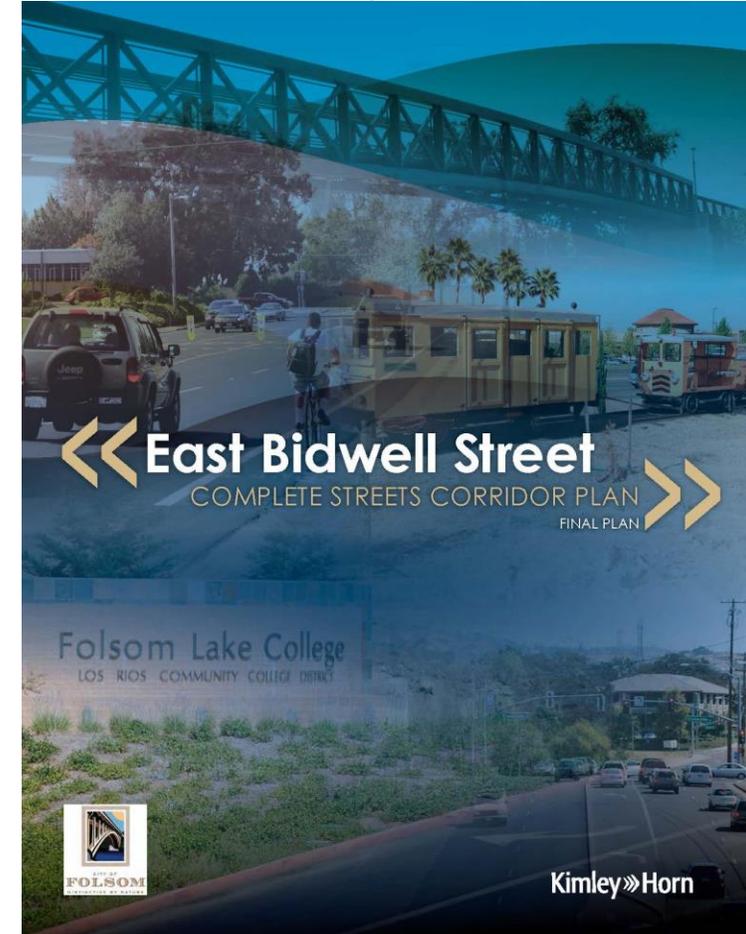
Revisit and update the 2015 Complete Streets Plan

Implement

Implement Tactical Urbanism projects along the corridor to generate support for complete streets vision

Partner

Partner with Sutter Middle School on a Safe Routes to Schools grant



Housing Strategy

Housing Strategy

Can the Corridors Support Housing?

- RHNA and Housing Elements have been recently adopted
- Current zoning on both corridors is about 20 DU/acre, about 1.5:1 FAR
- Zoning and parking requirements, lack of infrastructure, and the cost of construction make housing development uneconomic in current market climate



Credit: Chad Holder, courtesy of Enterprise Community Partners

Housing Strategy

Current Conditions – Recent Investments and Stakeholder Feedback

Project Roomkey and Homekey have been used for creating affordable housing

- North Watt: 92-unit conversion for permanent housing for the homeless with onsite mental health and recovery services
- Folsom CBD: 24-unit studio project (includes 1 manager unit); no on-site services

North Watt:

- No additional housing directly on corridor
- Some existing rental housing in historic core of McClellan Park
 - Additional planned residential (new and conversions) subject to lengthy approvals process
- Stakeholders expressed need for housing for local workers and also for younger families
- Stakeholders suggested that there is ample vacant land available at low prices

Folsom CBD:

- 3-story affordable housing development with live-work units and vacant first floor retail
 - Additional development on bank parcel under construction
- Stakeholders expressed that good design not seen as a priority, with existing housing deemed “uninspired”

Housing Strategy

Regional Recommendations

- Adopt higher density zoning in Green Means Go corridors
 - 60-100 units per acre depending on corridor width, consistent with AB2011
- Evaluate parking requirements at the corridor/ neighborhood level, not parcel
 - 15-minute communities require fewer cars
 - Mix of uses mean demand is generated at different times of day
 - Consider removal of parking minimums



Courtesy of Innovative Housing Opportunities

Housing Strategy

Regional Recommendations

- Shift to form-based codes to create flexibility while maintaining land use goals
- Streamline entitlement processing
- Provide design guidance to create attractive new construction
- Expand developer pool to bring in more creativity and alignment with the vision



Courtesy of Innovative Housing Opportunities

Housing Strategy

North Watt Recommendations

Revisit Corridor Plan

- Allow for greater densities, remove mixed use requirements, create more flexibility
- Consider form-based zoning

Prioritize Sites Near Light Rail for Development

- Create “innovation district” with zoning and codes to encourage new production strategies (modular, off-site, etc.)
- Establish a district-level blackwater treatment system



Source: Lewis Knight

Housing Strategy

North Watt – About 40 Acres of Vacant Land

Implement a Land Banking Strategy

- Acquire and hold vacant parcels for future development
- Site for affordable development to prevent displacement as corridor develops

Financing Tools

- Consider a transfer tax initiative to fund land acquisition and housing development covering extremely low to moderate income
- Study financing potential of an EIFD



Source: Lewis Knight

Housing Strategy

Folsom CBD Recommendations

- Revise parking requirements
- Prioritize development near school and aquatic center as a hub of activity
- Solicit developers with track record of high-quality construction and experience with multiple building typologies
- Produce design guidelines consistent with facilitating a walkable, connected corridor
- Catalyze development with innovative design, denser subsidized affordable housing
- Orient housing towards existing residential areas and amenities but with strong connections to retail



Source: Lewis Knight

Next Steps: Order of Operation

Order of Operations

Prioritize Actions for Optimal Success

Now – 2 years

Priority Items

1. Create a singular vision by reconciling and consolidating conflicting plans, reports
2. Plan for infrastructure improvements
3. Implement pop-up placemaking
Activate corridors and build community buy-in with activities: food trucks, lot festivals, bike events (Ciclavia), etc.
4. **Raise capital, RAISE CAPITAL**
Identify partners and public/private partnerships, real estate funds, grants, and other sources

Short-Term (2 – 5 years)

Dig Once

1. Begin infrastructure improvements
2. Install mobility hubs
3. Break ground on housing developments along Bidwell
4. Work with business owners to improve facades and parking areas
5. **Repeat**

Order of Operations

Prioritize for Optimal Success at the Agency and Public Level



Streamline/reform the approval process



Adopt form-based code; add by-right development within the commercial corridors



Create an RFP process to attract new developers and design teams



Dramatically increase density across project areas to achieve a net increase



Identify and assemble land for development (and partnerships, as needed)



Create a dedicated source for housing and improvements in the corridors and adjacent areas: e.g., float a bond or create a tax

Conclusion

Current Regional and Corridor Plans

REGIONAL PLANS

- Airport Planning
- Green Region Plan
- 2024 Blueprint (MTP/SCS)
- MTP/SCS Adopted 2020
- Rural-Urban Connections Strategy
- Regional Housing Needs Allocation (RHNA)
- Regional Prosperity Strategy
- Ready Set Trails
- 2004 Sacramento Regional Blueprint

NORTH WATT CORRIDOR

- North Watt Avenue Corridor Plan
- North Watt Avenue Corridor Plan EIR
- North Highlands Town Center Development Code
- Watt Avenue Complete Streets Improvement
- Watt Avenue at Roseville Road Pedestrian and Bicycle Access Feasibility Study

FOLSOM CENTRAL BUSINESS DISTRICT AND BIDWELL CORRIDOR

- East Bidwell Street Complete Streets Corridor Plan
- City of Folsom Active Transportation Plan
- Real Estate and Market Study
- Folsom General Plan
- Folsom Housing Element
- Zoning Map
- Land Use Map

“It always seems impossible until it's done.”

- Nelson Mandela

Q&A



Thank you!

<http://www.uli.org/advisoryservices>