

## LAND PARK COMMUNITY ASSOCIATION

### Monthly Meeting Minutes

Eskaton Monroe Lodge, 3225 Freeport Blvd

January 20, 2016

Meeting started at 6:30 pm with call to order and introductions.

#### **Members present:**

Steve Winlock (President), Sydney Young (Treasurer), John Schade, Beth Sherman (Secretary), Don Sronce, Art Taylor, Craig Rutledge, Pinki Cockrell, Lisa Riley, Stephanie Duncan, Barry Hogan, and Michelle Smira Brattmiller.

#### **Treasurer's Report:**

Sydney provided the Treasurer's Report. Total assets are \$56,920.06.

#### **President's Report:**

Steve highlighted the following:

- Thank you to Noah's Bagels and Goodie Tuchews for the refreshments provided.
- Possible LPCA Sponsorship/Hosting of Mayoral Candidates Forum

#### **Upcoming Events:**

- March 16, 2016: LPCA meeting and annual election; 9 seats are up for election, 8 for two year terms and 1 for the final year of a two year term, per Bylaw 7.5(e)
- LPCA's Spring Egg Hunt Event; date TBA
- May 22, 2016; Taste of Land Park

#### **Feature Presentations:**

Presentation by City Utilities Department: Utilities Department Director Bill Busath gave a side show presentation regarding the City's infrastructure and the proposed rate adjustment.

(Contact person Justina Janas, at Crocker & Crocker (916) 941-3161, justina@crockercrocker.com.)

There was not a presentation by the City Park Department Re. William Land Park, as on the Agenda. This will be followed up on.

#### **Other Informational Presentations:**

#### **Report from Consuelo Hernandez, District Director of Councilmember Steve Hansen's office:**

Consuelo reported that the city has been working on the challenges of homelessness. There will be a public meeting on February 29 at City Hall regarding this issue and others. The city is working on the 2016-2017 budget. Work Ready will be working with residents of the Upper Land Park housing projects to help residents find employment.

Pony Express Marathon, organized by Rotary Club of Sacramento, scheduled for May 1, 2016:  
Robert Daly, (916) 397-9598, spoke about the upcoming marathon. Additional information can be found at [www.ponyexpressmarathon.com](http://www.ponyexpressmarathon.com).

**Committee Reports:**

Taste of Land Park Planning: Steve reported on behalf of Bob Schaevitz that Dana Copeland is working on the event as the event planner. John Schade has obtained permission from all 26 neighbors of 12<sup>th</sup> Avenue to have the event on their blocks.

**Ad Hoc Committee (Re. Private security patrols):**

Stephanie Duncan has been in communication with Emily Hannon who has reported that a security patrol will be set up for residents between 11<sup>th</sup> Avenue and 13<sup>th</sup> Avenue and Land Park Drive and Freeport Boulevard. They will be using Paladin for security at a cost of \$250/year per household.

Art Taylor reported that the annual Easter Egg Hunt will be held on either March 19 or March 20, the date is to be determined.

**New Business:**

A motion was made and approved to set a cap of \$1,000.00 for the upcoming board retreat, scheduled for February 20, 2016.

A motion was made and approved to spend \$75/month for website management for the LPCA website and \$11.88 annually for website privacy settings to allow the webmaster information to be hidden.

Neighbor/audience member spoke about the Caring Neighborhoods Program. An informational flier is attached.

Cal Middle School will have their Spring Thing March 5 at 6:30 PM. For more information, go to [www.calspringthing.com](http://www.calspringthing.com).

**LPCA Strategic Planning:**

- CNI Planning Initiative Re. Upper Land Park/Broadway: See attachment.

Meeting adjourned at 8:17 pm.

Next Meetings: February 17, 2016 and March 16, 2016

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# CARING NEIGHBORHOODS

Strengthening neighborhood connections and providing community support to a growing elderly population.



Sacramento is a city of neighborhoods. Many residents of these neighborhoods are growing older and are facing the challenges of living independently and of staying connected to their community. *Caring Neighborhoods* aims to:

- build awareness about the issues of aging in the community
- provide support to those who want to help their elder neighbors
- identify ways for elders to remain integrated in their neighborhoods

We offer support in forming small, informal neighborhood groups to provide help with various tasks and friendly visits. Many older Sacramento residents could use a hand from their neighbors but are reluctant to ask for help. On the other hand, more active residents are often concerned about their neighbors but may be hesitant to get involved out of respect for their privacy. We can help you set up a group that shares small tasks such as mowing a lawn or fixing a sprinkler, taking garbage cans to the curb, or friendly visits and phone calls.

In addition to assisting with the formation of neighborhood groups, the *Caring Neighborhoods* awareness campaign promotes understanding about the challenges of aging in the community through its website and outreach activities.

Through this collaboration of caring, neighbors get to know each other, elders feel more connected to the neighborhood and are able to maintain a safe, healthy and productive life in their own home. Let *Caring Neighborhoods* be the link that you and your neighbors need in order to support Sacramento's elder residents.

For more information about forming a *Caring Neighborhoods* group or about our aging awareness campaign, please contact:

### Caring Neighborhoods

Program Coordinator, Martha Paterson-Cohen

Contact: (916) 842-7782 or [mpcohen@cityofsacramento.org](mailto:mpcohen@cityofsacramento.org)

<http://portal.cityofsacramento.org/caringneighborhoods>

City of  
**SACRAMENTO**  
Parks and Recreation  
OLDER ADULT SERVICES

# Your Utilities. Your Community.

## WATER & WASTEWATER FACT SHEET



### SAFETY • RELIABILITY • FAIRNESS

#### Overview

The pipelines and facilities in your community's drinking water, wastewater and storm drainage systems are aging and need repair. Many of Sacramento's water and wastewater systems have been improved thanks to the rate adjustments Utilities implemented four years ago, but there's still more to do. Your Utilities department invests significant amounts of your resources each year for improvements and emergency repairs that keep these systems running as effectively as possible. We want your community to have safe and reliable water and wastewater systems.

#### How Your Rates are Spent

Your Utilities department is working toward the goal of replacing aging pipelines every 100 years. With rate adjustments in 2012-15, Utilities came closer to achieving this goal. Customer rates were invested to upgrade the pipelines in your community to improve public safety and reliability.

#### Rate Adjustments Needed to Protect Your Community

Making sure the community's water and wastewater pipelines and facilities are safe and reliable is a top priority. Our primary goal is to supply the highest quality water in a safe and reliable manner. To continue necessary improvements, Utilities is proposing water and wastewater rate adjustments for the four-year period from 2017 to 2020. **The proposed four-year rate adjustment is 10 percent per year for water and 9 percent per year for wastewater.**

#### Water

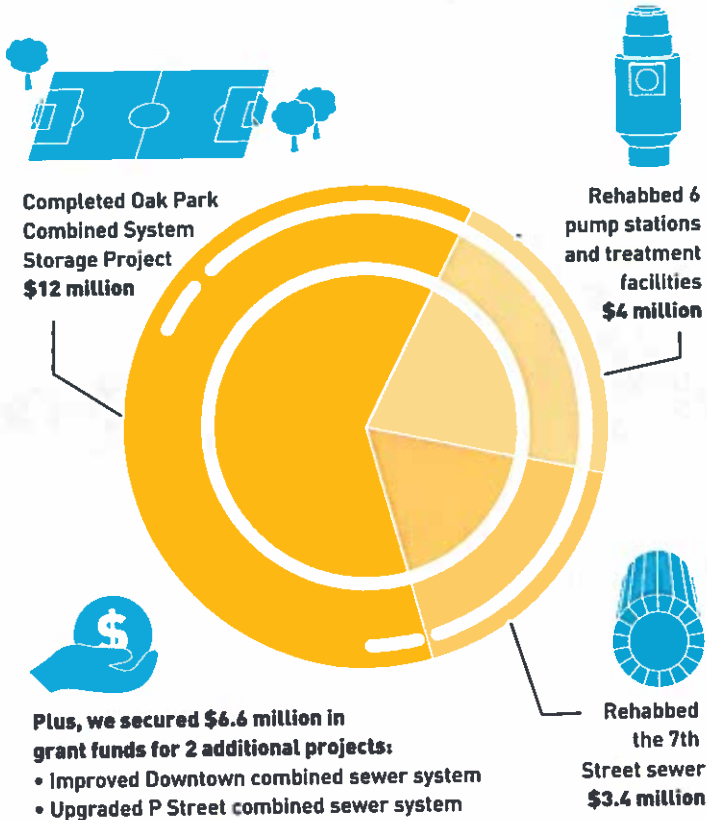
The proposed **water** rate adjustments will fund a program to complete the water metering program in five years instead of nine. Due to the extraordinary drought, the city is fast-tracking its metering program and will complete all installations by the end of 2020 instead of the state's mandated deadline of January 2025.

### Maintenance Means \$\$ Savings, Reliability, Safety



From 2012 to 2015, Utilities has improved its water pipeline replacement cycle from an average of every 400 years to an average of every 280 years and its wastewater pipeline replacement cycle from an average of every 650 years to an average of every 406 years. Best practices for pipeline replacement is every 100 years.

## We Delivered on our Promise: How We Spent Your Wastewater \$\$ (2012-15)



As of fall 2015, our city's water system is 56 percent metered. We have come a long way toward getting everyone in our city on water meters and metered billing.

This will improve water conservation, establish a more fair and equitable billing system for all city residents and ensure our water quality meets all state and federal regulations. With the rate adjustments, Utilities will also address critical water pipeline and facility repairs.

### Wastewater

The proposed **wastewater** rate adjustments will fund the improvement, rehabilitation and replacement of the combined sewer system pipelines, a large underground combined wastewater storage facility in the McKinley Park area and significant upgrades to customer service and billing programs. These improvements will make sure the city can continue necessary system repairs and upgrades and increase reliability of the system's pipelines and facilities.

Water and wastewater rate adjustments can be approved by the City Council, unless there is a protest by more than 50 percent of the customers at a rate hearing held by the Utilities Rate Advisory Commission. If approved by City Council, rate adjustments for water and wastewater will be effective July 1, 2016.

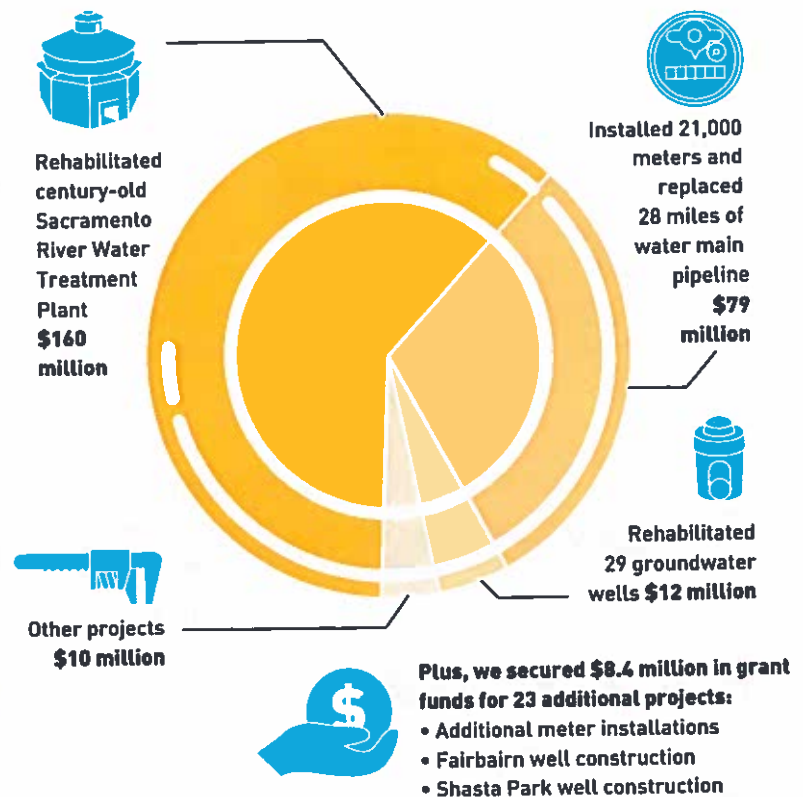
### About Utilities

Utilities serves more than 480,000 city of Sacramento residents with water, wastewater and storm drainage services. Utilities manages the city's water supply system, more than two-thirds of the wastewater system and the storm drainage system. These systems have more than 3,300 miles of pipelines as well as many treatment plants, storage reservoirs, pump stations and other facilities.

### Find Out More Here!

We are well on our way to having more reliable systems but there's more work to be done. We need your help. Find out how at [YourUtilitiesYourCommunity.com](http://YourUtilitiesYourCommunity.com).

## We Delivered on our Promise: How We Spent Your Water \$\$ (2012-15)



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UPPER  
LAND

November 22, 2015

PARK  
BROADWAY

*CHOICE  
NEIGHBORHOODS  
TRANSFORMATION PLAN*

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# Acknowledgements

## *The Partners*

**Mayor Kevin Johnson**, City of Sacramento

**Steve Hansen**, District 4 Councilperson

**La Shelle Dozier**, Executive Director, Sacramento Housing and Redevelopment Agency (SHRA)

**Bill Witte**, President, The Related Companies of California

**Douglas Shoemaker**, President, Mercy Housing California

## *Community Advisory Committee*

**Eric Chapman**, Principal, Leataata Floyd Elementary

**Montea Donson**, Marina Vista Resident

**Michael Edwards**, Southside Park Neighborhood Association

**Dan Hood**, Upper Land Park Neighbors

**Carl Huppert**, Upper Land Park Neighbors

**Jon Jensen**, Land Park Community Association

**Cy Lugo**, Alder Grove Resident

**Kathy Madrigal**, Alder Grove Resident

**Scott Maxwell**, Greater Broadway Partnership

**Shawn McGee**, Marina Vista Resident

**Ken Mennemeier**, Land Park Community Association

**Gary Saccani**, Greater Broadway Partnership

**Kevin Smith**, Northwest Land Park, LLC

## *Neighborhood Task Force*

**Scot Mende**, City Community Development Department

**Greg Sandlund**, City Community Development Department

**Jeff Damon**, Sacramento Regional Transit

**Mary deBeauvieres**, City Parks & Recreation Department

**Tina Glover**, Sacramento Area Council of Government

**Sparky Harris**, City Department of Public Works

**Consuelo Hernandez**, City Council Office District 4

**Chris Holm**, WalkSacramento

**Trish Kelly**, Valley Vision, Greater Broadway Partnership

**Mark Meeks**, City Church Sacramento

**Captain Dave Paletta**, Sacramento Police Department

**Dean Peckham**, City Department of Economic Development

**Teresa Rocha**, Greater Broadway District (PBID) Executive Director

**Kevin Smith**, Northwest Land Park, LLC

**Luree Stetson**, Upper Land Park Neighbors

**Celia Yniguez**, SHRA

## *Housing Task Force*

**Art May**, The Related Companies of California

**Mark Abrahams**, Land Park Community Association

**Cristal Bogard**, Marina Vista Resident

**Bill Burg**, Sacramento Old City Association

**Cathy Creswell**, Land Park Resident

**Ken Cross**, Habitat for Humanity

**Cherysse Davis**, Alder Grove Resident

**Desiree Dossman**, Alder Grove Resident

**Lisa Guitierrez**, U.S. Bank

**Bill Harrell**, Greater Broadway Partnership

**Scot Mende**, City Community Development Department

**Michael Rios**, Professor UC-Davis

**Darryl Rutherford**, Sacramento Housing Alliance

**Kevin Smith**, Northwest Land Park, LLC

**Luree Stetson**, Upper Land Park Neighbors

**Maureen Virgil**, Marina Vista Resident

**Christine Weichert**, SHRA

## ***People Task Force***

**Erik Krengel**, Mercy Housing California  
**Rozina Baldwin**, Sacramento Employment Training Agency-Head Start-Alder Grove  
**Michelle Blanton**, Leataata Floyd Elementary  
**Ashley Brand**, Dignity Health  
**Eric Chapman**, Leataata Floyd Elementary  
**Linda Delgadillo**, Los Rios Community College Workforce Development  
**Walter DiMantova**, California Community College  
**Dauida Douglas**, Alchemist CDC  
**Kenneth Duncan**, Greater Sacramento Boys and Girls Club  
**Ron Dwyer-Voss**, Pacific Community Solutions  
**Dana Fields-Johnson**, Health Education Council  
**Consuelo Hernandez**, City Council Office District 4  
**Ashlei Hurst**, UC Davis School of Community Development  
**Marla Johnson**, Arthur A. Benjamin Health Professions High School  
**Trish Kelly**, Valley Vision, Greater Broadway Partnership  
**Denise Lee**, Sacramento Employment Training Agency-Head Start  
**Kathy Madrigal**, Alder Grove Resident  
**Christy Marks**, Upper Land Park Resident  
**Shawn McGee**, Marina Vista Resident  
**Shannon McPhedran**, Greater Sacramento Boys and Girls Club  
**Jasmine Murphy**, California State University Sacramento

**Kim Ngo**, Marina Vista Resident  
**Dean Peckham**, City Economic Development Department  
**Cliff Roberts**, City Church of Sacramento  
**Margarita Rodriguez**, Marina Vista Resident  
**Nai Saechao**, Asian Resources  
**Afiya Simpson**, Sacramento Employment Training Agency-Head Start-Marina Vista  
**Nilda Valmores**, My Sister's House  
**Katie Valenzuela Garcia**, Breath Sacramento  
**Maureen Virgil**, Alder Grove Resident  
**William Walker**, Sacramento Employment Training Agency  
**Rachel Webb**, Leataata Floyd Elementary School  
**Amy Williamson**, United Way

## ***Resident Ambassadors***

**Gilbert Hernandez**, Mercy Housing Resident Services Coordinator  
**Tamara Hudson**, Resident Ambassador  
**Kathy Madrigal**, Resident Ambassador  
**Shawn McGee**, Resident Ambassador  
**Kim Ngo**, Resident Ambassador  
**Farrol Rivera**, Resident Ambassador  
**Stasia Jo Sinenci-Rogers**, Resident Ambassador  
**Sheng Vue**, Mercy Housing Resident Services Coordinator  
**Kevin Wiley**, Resident Ambassador

## ***SHRA Staff***

**Judy Castillo**, Site Manager  
**Kyle Flood**, Program Manager  
**Linda Luers**, GIS Specialist  
**MaryLiz Paulson**, Assistant Director  
**Yolanda Self**, Site Manager  
**Bozica Stanisavlevich**, Site Manager  
**Karen Wallace**, Regional Manager  
**Tyrone R. Williams**, Development Director  
**Celia Yniguez**, Senior Management Analyst

## ***Planning Team***

Sacramento Housing and Redevelopment Agency  
The Related Companies of California  
Mercy Housing California  
Riverview Capital  
Regis Homes  
City Community Development Department  
Van Meter Williams Pollack LLP  
Mogavero Notestine Associates  
Institute for Social Research- California State University, Sacramento  
EJP Consulting Group LLC



# Contents

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- 1 Executive Summary**
- 2 Neighborhood Context**
- 3 Community Engagement**
- 4 Vision and Principles**
- 5 Transformation Plan Strategies**
- 6 Conceptual Housing Master Plan**
- 7 Implementation Plan**

# executive summary

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*Rendering of new housing fronting onto mid-block pedestrian paths*

The Upper Land Park-Broadway Transformation Plan, sweeping in scope and ambitious in its outcomes, is the result of a two-year long planning process led by the Sacramento Housing and Redevelopment Agency (SHRA) on behalf of the Housing Authority of the City of Sacramento (HACS) that involved the input and participation of hundreds of residents, business and property owners, local organizations, City departments, and other community stakeholders.

*Upper Land Park-Broadway will be one of the premier in-town neighborhoods in Sacramento where residents from all walks of life can come together and live in a dynamic and safe environment characterized by excellent schools, beautiful green spaces, walkable streets, high-quality homes, and a vibrant business district that offers a range of goods and services reflective of the diversity of its residents.*

With a goal of changing the physical and social landscape in Upper Land Park-Broadway (ULP-Broadway) from housing, education, and public services, to commercial and retail growth, the implementation of the activities in this Plan will have a transformative impact on the current and future residents of this community.

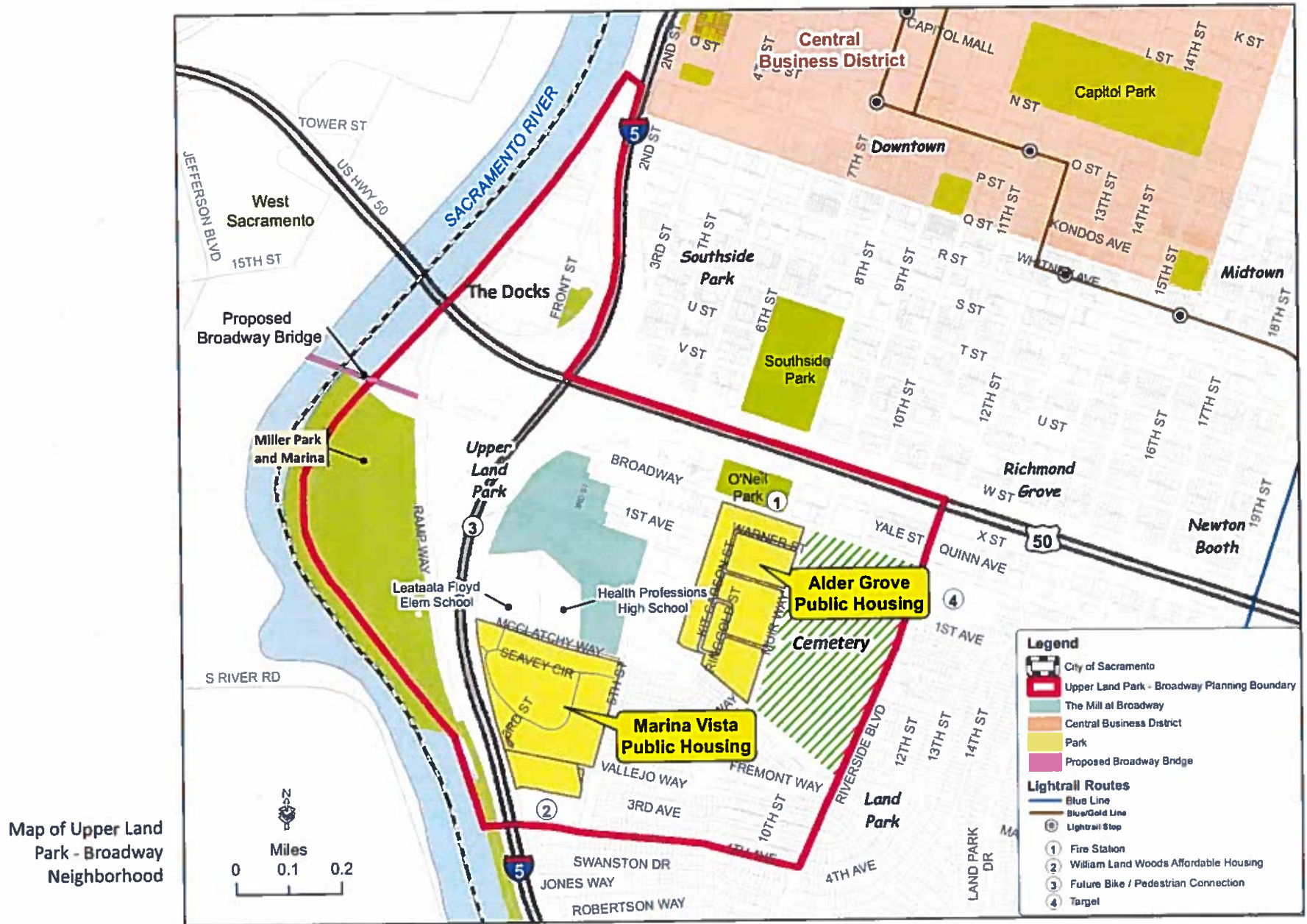
Located just one mile south of the State Capitol, ULP-Broadway encompasses 576 acres and nearly 3,000 residents. The neighborhood has been the focus of increasing public and private interest and investment since the City of Sacramento committed itself to growing in a more sustainable manner to become “the most livable city in America.” ULP-Broadway boasts a number of assets. It is located directly adjacent to one of the most desirable neighborhoods in the City (Land Park), and has easy access to the Capital City Freeway that connects residents to major destinations to the east (Lake Tahoe) and west (San Francisco) and the future Broadway Bridge connecting the area to West Sacramento.

However, one of the long-standing barriers to future growth of ULP-Broadway are the Marina Vista and Alder Grove public housing communities. With a combined 751 public housing units spread across 68 acres, the properties, constructed pre- and post-WWII, are severely distressed and no longer adequately serve the needs of their residents.

#### Community Engagement

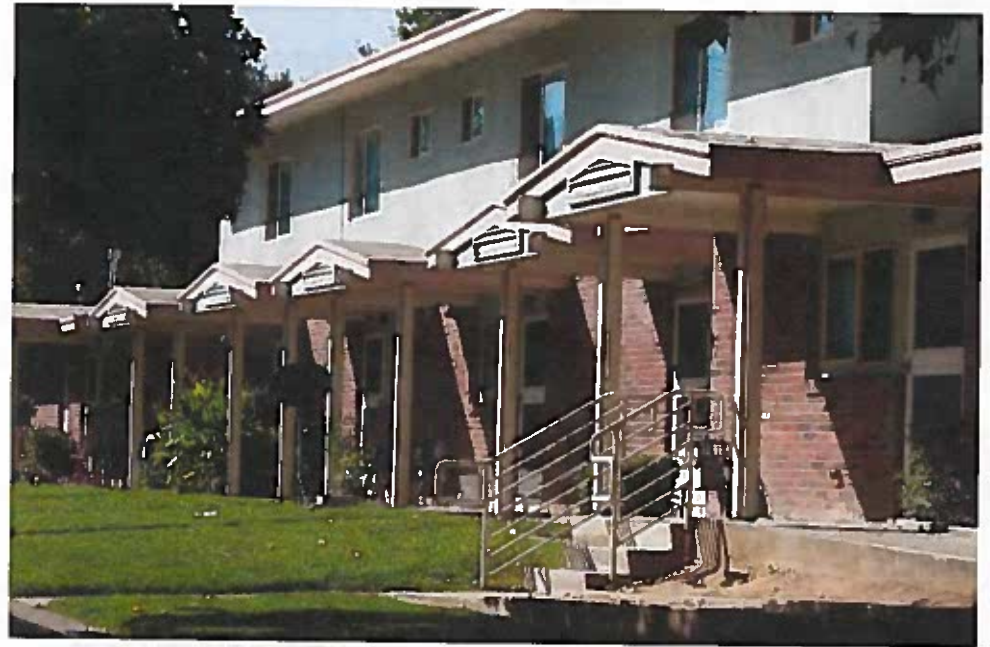
- 9 community-wide public meetings
- 4 public housing resident-specific meetings
- 12 Community Advisory Committee meetings
- 9 Neighborhood Task Force meetings
- 13 Housing Task Force meetings
- 26 People Task Force meetings
- 2 Field Trips to Other Mixed-Income Communities
- 25 Youth Project Voice Meetings
- 488 completed Resident Needs Assessments
- 90 Completed Neighborhood Needs Assessment

# 1 executive summary





*Existing building at Alder Grove*



*Existing building at Marina Vista*



*Leataata Floyd Elementary School*



*View down Broadway at 5th Street looking west towards Miller Park/The Docks*

## Highlights of the ULP-Broadway Transformation Plan

- End the geographic and economic isolation of the public housing communities and redevelop them into a new 1,200 to 1,500 unit mixed-income, mixed-use community with a diversity of housing types and a variety of open spaces;
- Knit the community back together through the creation of new circulation patterns and streets that emphasize pedestrian and bicycle safety and slow vehicle traffic;
- Invest in people and establish an effective and results-oriented support network that meets residents where they are, and addresses their physical, mental, socio-emotional and educational needs from birth to adulthood and beyond;
- Increase access to services and economic opportunities locally and throughout the City;
- Build a community where neighbors - regardless of age, sex, race, ability, income or tenure - come together and work together to create their community of choice; and
- Foster the continued growth of Broadway into a destination for shopping, dining, working, and playing while providing access to day-to-day services and goods.

To redevelop the public housing sites and improve the services and amenities available, HACS along with its partners - Related Companies of California and Mercy Housing California - pursued and were awarded a 2013 Choice Neighborhood Initiatives (CNI) Planning Grant from the U.S. Department of Housing and Urban Development (HUD). This grant, combined with additional funds from SHRA, supported the planning effort and the resulting Transformation Plan, along with thousands of volunteer hours contributed by the larger community (residents, partner organizations, public entities).

Over the course of nine community-wide meetings, four public housing resident-specific meetings, numerous task force meetings (Neighborhood, Housing and People), meetings of the Community Advisory Committee (CAC), the youth-targeted Project Voice initiative, and hundreds of completed resident surveys, the ULP-Broadway Transformation Plan serves as a guide to future redevelopment and how to address priority community needs in the neighborhood.

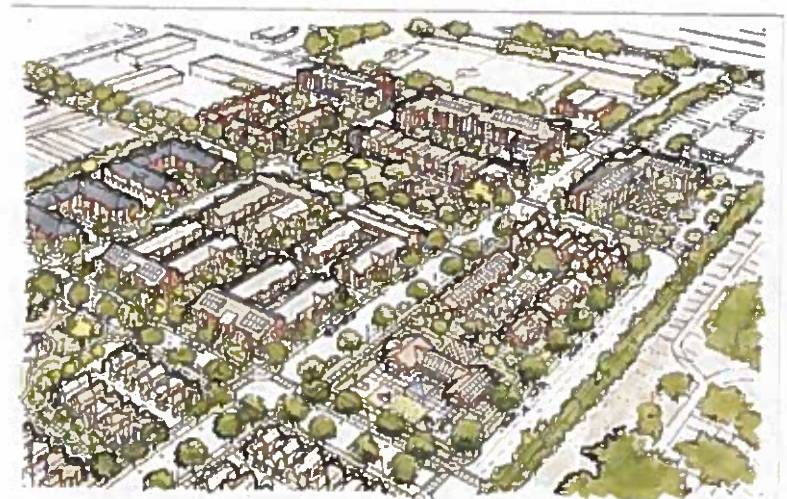
Through a series of community visioning meetings, participants agreed upon three guiding principles to inform the direction and priorities of the Plan:

- **Safe Streets, Safe Homes, Safe Community** - *Feelings of personal and community safety are fundamental for Upper Land Park-Broadway to become a well-functioning neighborhood.*
- **Dynamic and Livable Neighborhoods** - *The transformation of Upper Land Park-Broadway should be inclusive of residents across a range of incomes, ages and abilities with a focus on sustainability, quality amenities and services, and community-building.*
- **Excellence in Learning and Opportunities for Personal Growth** - *Not only sticks and bricks, transforming Upper Land Park-Broadway also means transforming lives and providing residents the resources and opportunities to assist them with maximizing their potential.*

These guiding principles serve as the organizational framework for the goals and strategies showcased in this Plan. The goals and strategies cross-cut all three main subject areas of CNI, and together, will help to realize a brighter tomorrow for existing and future residents of ULP-Broadway.



Preferred community site plan



Aerial view of Alder Grove looking northwest toward Broadway



Aerial view of Marina Vista looking northwest toward Leataata Floyd

## **Transformation Plan Goals:**

### **Safe Streets, Safe Homes, Safe Community**

1. Neighborhood streets will integrate physical features to make them safe for all users.
2. Residents, law enforcement, and community stakeholders will work together to address community safety issues.
3. The new community at Marina Vista and Alder Grove will incorporate design principles that promote safety.

### **Dynamic and Livable Neighborhoods**

1. The new development at Marina Vista and Alder Grove will offer a ladder of housing opportunity for a diverse range of households.
2. The new buildings and homes at Marina Vista and Alder Grove will be physically and visually integrated with the surrounding neighborhoods in a sustainable manner.
3. Residents will have improved access to fresh food, health services, fitness programs, and employment opportunities.
4. Environmentally-friendly open spaces will provide recreational and social opportunities for residents.
5. The Broadway Corridor will emerge as a regional destination.

### **Excellence in Learning and Opportunities for Personal Growth**

1. Youth programs will focus on the whole child from socio-emotional to educational supports.
2. Adults will have access to an array of workforce and business development programs to support the achievement of their personal goals.
3. All residents will be able to obtain the services necessary to address their physical and/or emotional health needs.



The collective excitement and commitment to realize this future is evident in the momentum for change already underway in the neighborhood. As a result of this planning process:

- Over 130 new slots for summer youth programs have been created for neighborhood youth from Kindergarten to 6th grade.
- Paid summer internships for students involved in the Project Voice youth engagement activity were created to continue cultivating their leadership skills working with Bayside Midtown Church mentors.
- School 2 Home, a new innovative program funded by the California Emerging Technology Fund and the Children's Partnership, started in the 2015-16 school year at Leataata Floyd to improve the educational performance of students through the infusion of technology into the curriculum and homework.
- The groundwork to establish a Student Services Center at Leataata Floyd Elementary to turn the school into a full-service community school that integrates academics with youth development, family support, health and social services, and community development is under way. Mercy Housing hired a Resident Services Manager to work on-site at Leataata Floyd, and strategic alignment of services has already begun.
- A teen-focused Community Center at Leataata Floyd is also under development to offer additional academic and enrichment programs to those already being offered such as tutoring, photography and dance. Also, provided will be programs that promote healing for the effects of trauma.
- Parent Leadership Pathways started in October 2015 at Leataata Floyd Elementary. Parents participate in a series of ten workshops with topics such as positive communication, building resilience, social and emotional learning and the importance of attendance.
- Work is underway to establish an on-site health clinic at Alder Grove.

# 1 executive summary

It will take many years to realize the vision for ULP-Broadway and the investment of time and funding from a multitude of public and private partners as well as public housing and neighborhood residents. In addition to the activities already started, the City of Sacramento is committed to continued investment in streets, commercial corridors, and necessary infrastructure to support the proposed development initiatives. SHRA is committed to redeveloping the severely distressed Marina Vista and Alder Grove public housing communities and supporting those residents in achieving their educational, occupational, economic and personal goals<sup>1</sup>.

As implementation proceeds, the City and SHRA will continue to seek additional partners to support the extensive revitalization efforts across ULP-Broadway. In total, the Transformation Plan calls for the potential investment of over \$387 million into ULP-Broadway over 15 years. This investment will leverage other private sector revitalization and investment currently underway.

INVESTMENT AREA	Potential Investment
<b>REDEVELOPMENT OF MARINA VISTA AND ALDER GROVE</b>	\$270 to \$370 million
<b>NEIGHBORHOOD / COMMERCIAL CORRIDOR IMPROVEMENTS</b>	\$10 to \$11 million
<b>SERVICE COORDINATION AND PROGRAMMING</b>	\$4.78 million
<b>EDUCATIONAL SUPPORTS AND IMPROVEMENT</b>	\$1.6 million
<b>TOTAL COMMUNITY INVESTMENT POTENTIAL</b>	<b>\$286.38 to \$387.38 million</b>

<sup>1</sup> SHRA is a Joint Powers Agency created by the Sacramento City Council and Sacramento County Board of Supervisors to represent both jurisdictions for affordable housing and community development needs. The members of the Joint Powers Agency are City of Sacramento, County of Sacramento, Successor Agency for the Redevelopment Agency of the City of Sacramento, Successor Agency for the Redevelopment Agency of the County of Sacramento, Housing Authority of the City of Sacramento, and Housing Authority of the County of Sacramento.

The following chapters discuss:

- **Chapter 2 - Neighborhood Context** - this chapter sets the stage for the Transformation Plan by describing ULP-Broadway past and present, why this community is important, and the existing neighborhood realities using primary and secondary data sources.
- **Chapter 3 - Community Engagement** - this chapter summarizes the extensive community engagement process and highlights the youth-focused engagement activity, Project Voice.
- **Chapter 4 - Vision and Principles** - this chapter highlights the community's vision and guiding principles for the Transformation Plan.
- **Chapter 5 - Transformation Plan Strategies** - this chapter delves into the goals and strategies to realize the vision for the ULP-Broadway neighborhood and identifies key partners for each.
- **Chapter 6 - Conceptual Housing Master Plan** - this chapter provides an overview of the redevelopment program for Marina Vista and Alder Grove that will transform these sites into a vibrant mixed-income and mixed-use community.
- **Chapter 7 - Implementation Plan** - this chapter lays out the implementation framework for the Transformation Plan including action steps, potential partners, and timeframes.



Rendering of new community park at Marina Vista

# 2 neighborhood context

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*Existing building at Marina Vista*



*View of Sacramento River from Miller Park*

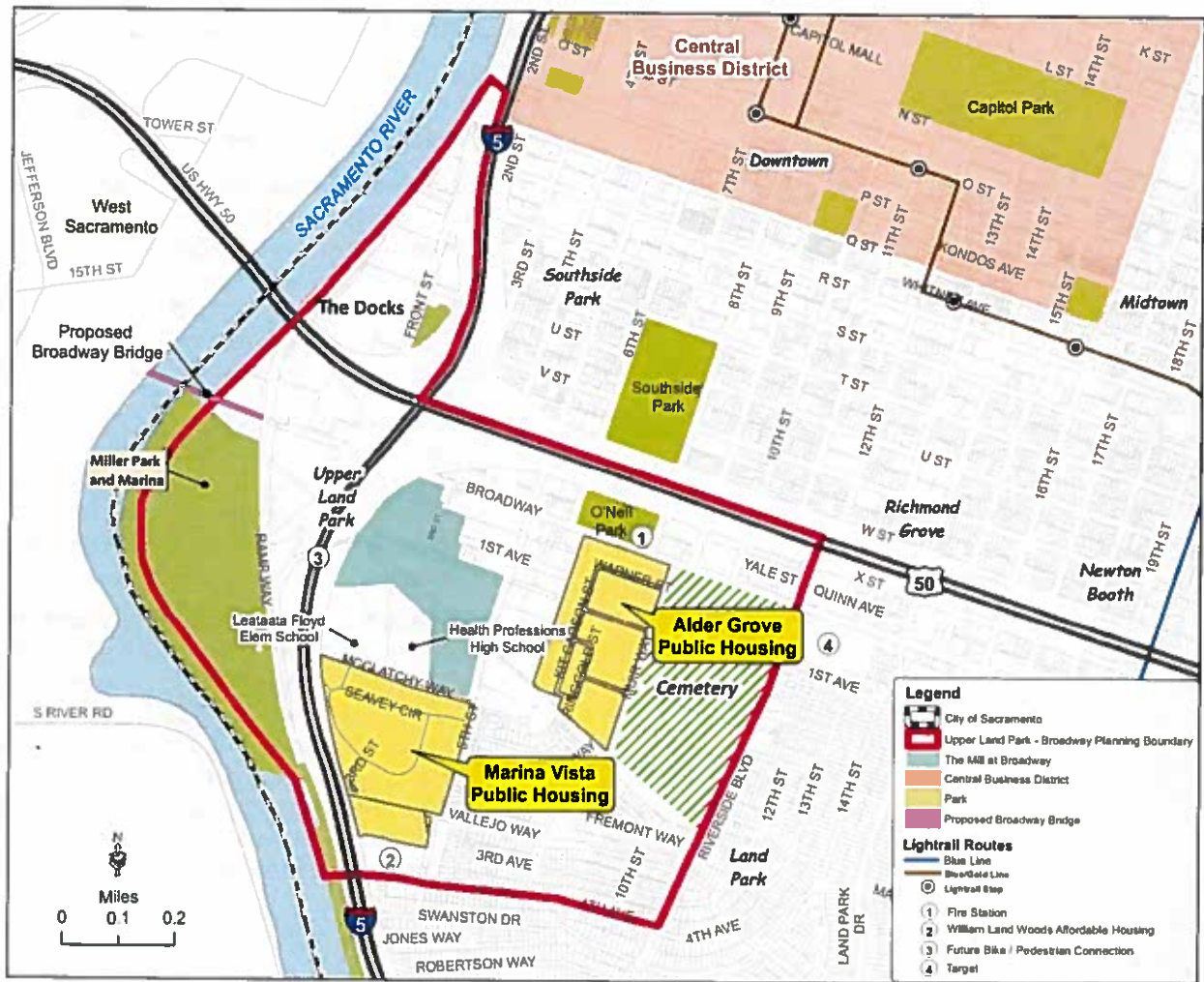


*Existing retail along Broadway*

# neighborhood context 2

Situated just south of Downtown Sacramento, the ULP-Broadway neighborhood is comprised of three distinct areas and uses – Upper Land Park (residential), Broadway (commercial), and the Riverfront (industrial and recreational). Over the last decade, this community has been the focus of increased interest by public and private entities. With declining industrial uses and interest in selling this land by long-time owners, along with a City-wide commitment to balance growth with environmental and sustainability considerations, in-town neighborhoods that have the assets needed to attract additional investment have been targeted for focused priority investment and in-fill development by the City. ULP-Broadway is one of these neighborhoods.

The development of the new Golden I Center in the Central Business District, Mayor Kevin Johnson's Downtown Initiative to build 10,000 new housing units in downtown Sacramento, and the redevelopment along the West Sacramento riverfront (from industrial to mixed-use in-fill) are providing additional opportunities and market support for the transformation of ULP-Broadway and increased connectivity in Downtown.



Map of Upper Land Park-Broadway neighborhood

## 2 neighborhood context

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### Why Upper Land Park-Broadway?

Growing smarter. Living lightly. Developing a sustainable future. These are three major themes in the City's 2035 General Plan. ULP-Broadway possesses several key characteristics that make it a high-priority area for redevelopment.

- **Proximity to physical and social assets** – in addition to being located just south of downtown - one mile south of the State Capitol, the Sacramento River forms the western boundary of ULP-Broadway, where the Sacramento Marina and Miller Park, both regional recreational draws, are located. ULP-Broadway is also directly adjacent to one of the most desirable neighborhoods in the City- Land Park. Including the Sacramento Zoo, William Land Park and Sacramento City College, Land Park features a variety homes- Period Revival, Modernist style, Spanish Colonial, and Tudor to name a few- on tree-lined streets and is home to many notable Sacramentans.
- **Regional access** – with easy access to the Capital City Freeway (aka W-X Freeway) that connects to Lake Tahoe to the east or to Interstate 5 (airport to the north or Stockton to the south) or Interstate 80 (Davis and the greater San Francisco metropolitan area) on the west, residents and commuters can conveniently travel to many regional destinations. The western end of Broadway is also being considered for the second bridge crossing over the Sacramento River to West Sacramento.
- **Opportunity to transition underutilized land** – the decline of the domestic lumber industry and the shift away from freight shipment via water left a legacy of underutilized land along the Sacramento River that has tremendous potential for redevelopment. The movement to repurpose former industrial land began with the sale of the Setzer Forest Woods Product site to a private developer for the construction of The Mill at Broadway, an 825-unit for-sale community. Currently under construction, The Mill at Broadway demonstrates the desirability for more in-town living opportunities and the market potential that could be harnessed in the area. The 2035 General Plan designated these industrial areas to support the transitioning of these properties over time.

- **Continued growth of the commercial corridor** – one of the City’s original boulevards, Broadway was once a bustling Main Street. As a major east-west connector from the Sacramento River to US-99, the City is engaged in a concerted effort to reinvigorate the corridor as the “next” area for revitalization while preserving and enhancing the existing eclectic vibe. The City is currently working on the Broadway Street Improvement Project. This project will identify the changes necessary to make this historic corridor a more inviting and safe place for all users. Momentum to revitalize Broadway was amplified by the recent announcement that The Kitchen, one of Sacramento’s best restaurants, is relocating to 915 Broadway with an expected opening in late 2016. This project will include the renovation of the existing building and space for another restaurant and office uses.
- **Potential for large-scale residential development** – in addition to The Mill at Broadway, the Marina Vista and Alder Grove developments, with a combined 751 housing units across 68 acres, were identified as priority redevelopment sites by HACS due to their physical obsolescence and significant capital needs. The revitalization of these developments into a new mixed-income, mixed-use, energy-efficient community would achieve HACS’ goal of providing better quality living environments for the families they serve as well as align with the City’s goal of building towards a sustainable future. The addition of more population will also provide the opportunity to support increased businesses and services on Broadway that can benefit ULP-Broadway residents.

ULP-Broadway holds much promise to significantly increase the vibrancy of the City, expanding the number of in-town living options, while at the same time meeting the core values that the City envisions for its future. To achieve its full potential, a number of challenges must be addressed ranging from public safety and transportation to education. This chapter reviews the major challenges to be addressed and subsequent chapters discuss the strategies to address them<sup>1</sup>.

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<sup>1</sup> For a comprehensive overview of the City and the Upper Land Park-Broadway neighborhood, please see Appendix A: Upper Land Park/Broadway Study Area – Background Report and Community Needs Assessment, prepared by the City of Sacramento Community Development Department, August 2014.

## 2 neighborhood context

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**"Every neighborhood will be a desirable place to live because of its walkable streets, extensive tree canopy, range of housing choices, mixed use neighborhood centers, great schools, parks and recreation facilities, and easy access to Downtown and jobs."**

**- 2035 Sacramento General Plan**

### **Brief Overview of the City**

The City of Sacramento was incorporated in 1850 at the confluence of the Sacramento and American Rivers, and became the capital of California in 1854. During the California Gold Rush, Sacramento was a major distribution point, a commercial and agricultural center, and a terminus for wagon trains, stagecoaches, riverboats, the telegraph, the Pony Express, and the First Transcontinental Railroad. The rivers played a key role in transportation and commerce, as well as economic success of the City.

Originally spanning 4.5 square miles, through annexation, the City now covers a total area of approximately 99 square miles and is home to nearly 500,000 residents. One of America's most racially diverse and integrated cities, Sacramento is the cultural and economic center for the six-country metro region<sup>2</sup>. The City is expected to experience steady growth, expanding to nearly 800,000 by 2030<sup>3</sup>. To accommodate this anticipated growth, the City embarked in 2004 upon the first comprehensive revision of the General Plan in over 20 years. The 2030 General Plan, adopted on March 3, 2009, identifies the goals and policies that the City will use to guide future land use, development, and environmental protection decisions. An update (Sacramento 2035 General Plan) was adopted on March 3, 2015. With a vision to make Sacramento the most livable city in America, the General Plan is grounded in six themes:

- Making great places
- Growing smarter
- Maintaining a vibrant economy
- Creating a healthy city
- Living lightly-reducing our "carbon footprint"
- Developing a sustainable future

Key to achieving this vision was a clear policy shift in the 2030 General Plan toward prioritizing infill development and creating sustainable and complete neighborhoods as opposed to greenfield development. Growth is directed toward key "opportunity areas" in the City - areas that are located near jobs, transit and other urban amenities. With more than 24,000 new housing units needed to accommodate future growth, the City needs to balance this need with improving and maintaining the existing housing stock, including affordable housing<sup>4</sup>. ULP-Broadway provides an opportunity to address these housing needs through the redevelopment of the Marina Vista and Alder Grove public housing developments and the surrounding neighborhood.

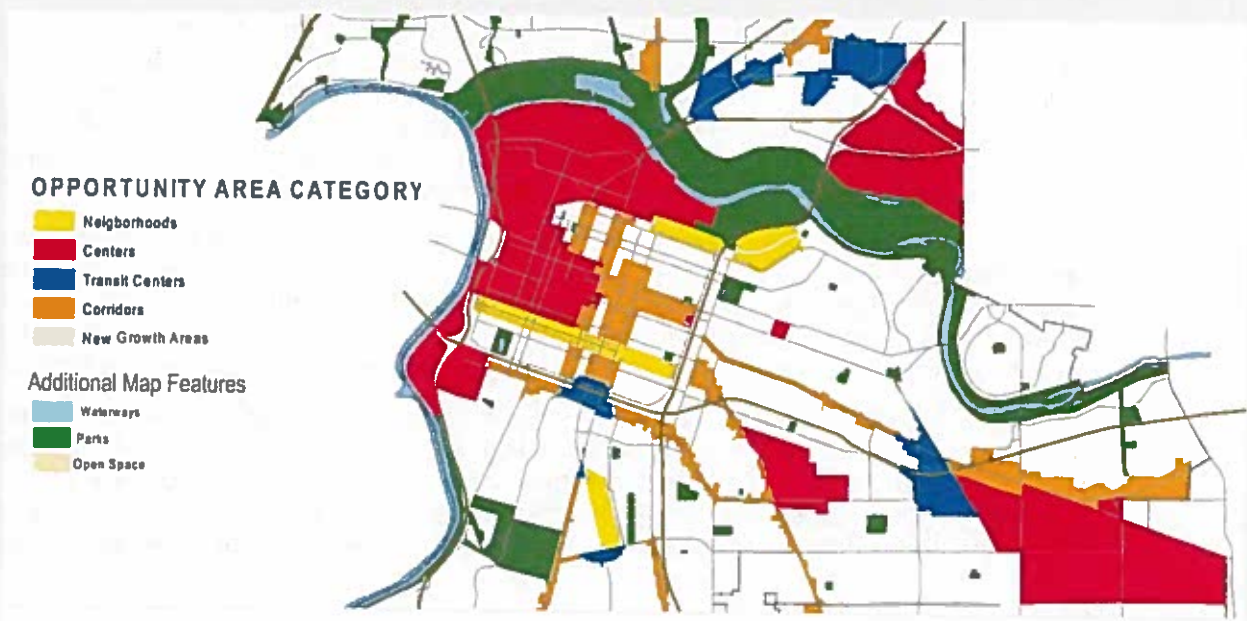
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2 Stodghill, Ron and Amanda Bower. "Welcome to America's Most Diverse City," Time, August 25, 2002.

3 "Choice Neighborhoods Initiative: Commercial and Residential Market Analysis," prepared by Economic & Planning Systems, Inc. for the Housing Authority of the County of Sacramento, September 18, 2012.

4 City of Sacramento 2013-2021 Housing Element.





**Opportunity Area Category**

- **Neighborhoods:** These areas are expected to contain a diversity of housing types, as well as complementary community supportive uses.
- **Centers:** These areas are expected to develop for commercial and employment uses (without housing) and/or mixed-use projects that integrate housing with retail, office, community facilities and other uses.
- **Transit Centers:** Similar to Centers with a focus on transit, these areas may include any combination of employment, services, retail and/or entertainment and housing centered on a transit station.
- **Corridors:** These areas will provide connections between centers, districts and neighborhoods and are expected to contain a mix of uses, including housing, retail and office development that support surrounding neighborhoods.
- **New Growth Areas:** These areas are generally vacant land located on the outer edges of the City and are expected to see greenfield development, requiring new infrastructure and services.

*Source: Sacramento 2035 General Plan, p. 2-5*

## 2 neighborhood context

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### History of Upper Land Park-Broadway

Located along the Sacramento River, ULP-Broadway grew in response to the growth of riverfront commerce in the Docks area. A landing for schooners, sloops, and barges, the Docks became a specialized area for the lumber trade by the 1860s. Lumber yards and millworks sprung up given their proximity to both the railroad and the riverfront wharves. Stacked lumber and factories dominated the area from the 1850s to the 1930s. At the southern end, tankers transferred fuel oil into tank farms near private company docks on the riverfront at Broadway in the early 1900s.

Development south of Y Street (now Broadway) began after 1923 when the Y Street levee was relocated and, as a result, improved flood protection to the formerly swampy area now known as Land Park. These included Setzer Forest Products and the Land Park residential community. The Alder Grove public housing community was constructed in 1942 as part of the war mobilization effort. Post-WWII, Alder Grove was expanded and the Marina Vista public housing community was constructed.

Sacramento's waterfront began changing during the 1950s. The increased reliance on automotive transport made travel by water less economical and, with declining revenues, commercial docks gradually fell into disrepair and were dismantled. A deep water port was developed in West Sacramento. When it opened in 1963, it effectively ended freight shipment to the Sacramento waterfront. By the 1980s, the river warehouses and wharves had largely been removed or demolished.



*Aerial view of Setzer Forest Products located on 3rd Street south of Broadway circa 1965*

### Upper Land Park-Broadway Previous and Current Planning Efforts

Decline in the lumber industry, the City's focus on smart growth, the State's push for sustainable communities, and the opportunities and assets present in the neighborhood spurred interest in ULP-Broadway. Starting in 2003, a number of different plans and projects have been undertaken or are underway that will dramatically impact the community:

- Docks Specific Plan** – as one of the largest underutilized riverfront properties remaining along the Sacramento River, the City adopted the Docks Specific Plan and Docks Urban Design Guidelines in December 2009. Together, these two documents provide a comprehensive vision for the Docks Area, along with goals, policies and development standards to guide future public and private actions necessary to build a compact, mixed-use community with distinctive riverfront parks. Due to a lack of dedicated funding and environmental issues, progress on this redevelopment effort has been halted. If restarted, the full transformation of the Docks Area is anticipated to take 20-30 years to complete.
- The Mill at Broadway** – in August 2011, the Northwest Land Park Planned Unit Development (32 acres), now called The Mill at Broadway, was approved for up to 825 new for-sale dwelling units on the Setzer Forest Wood Products site. This medium-density residential community includes a diverse mix of housing types focused around an open space framework that consists of a central park, greenway corridor, and a network of continuous park lands and pathways. Some existing structures will be adaptively reused for a community facility and open air market. The conversion of an existing rail tunnel into a pedestrian and bicycle access, which would provide a connection to Miller Park, is also proposed if the necessary approvals can be secured. Located immediately north of Marina Vista, infrastructure construction began in May 2014. The entirety of this development has been incorporated into the ULP-Broadway Transformation Plan.



Northwest Land Park Planned Unit Development Schematic Plan approved 2011

## 2 neighborhood context



Proposed Streetcar Route

- **Broadway Bridge** – for over a decade, the need for another Sacramento River crossing has been identified to address mobility, economic development, air quality, safety, and security concerns. The Sacramento River Crossings Alternatives Study, completed in February 2011, found that not one but two crossings were needed, and recommended that one of the crossings should serve the “south market” in the vicinity of Broadway. In December 2013, the City of West Sacramento was awarded a grant to complete the Broadway Bridge Feasibility Study and preliminary engineering to identify scope, alternatives, schedule, costs and funding options. In September 2014, a \$1.5 million TIGER VI Discretionary Grant was awarded to West Sacramento to complete the environmental study for a new Broadway Bridge crossing. Even though the realization of this project may be upwards of 10 years away, the impact of a potential new bridge crossing on Broadway and the surrounding neighborhood is being taken into consideration in the ULP-Broadway Transformation Plan.
- **Broadway Vision Plan and Broadway Street Improvements** - In late 2012, the Urban Land Institute (ULI) and the Greater Broadway Partnership (GBP)-- a property and business improvement district focused on Broadway -- completed the Broadway Vision Plan. This Plan provides a guide for improvements with the goal of helping Broadway realize its potential as a successful mixed-use business district, public gathering place, and essential link between surrounding neighborhoods. Building on the ULI/GBP effort, a Caltrans grant will refine the vision for the corridor and how to make it more pedestrian and bike-friendly, safe and green; develop block level cost estimates for improvements for all modes of travel; perform traffic analysis to quantify the benefits of the plan; and prepare photo-realistic simulation of the most promising alternative to clearly demonstrate its benefits and trade-offs. The Broadway effort is currently underway and the ULP-Broadway Transformation Plan will incorporate its outcomes.
- **Streetcar Planning Study**- On February 28, 2012, the Sacramento City Council adopted the Sacramento Streetcar Planning Study and endorsed the study process and conclusions. A route along Broadway was included in the plan. The route would make a connection between Downtown Sacramento’s Multimodal Transit Station and an existing light rail station at 19th and Broadway. The streetcar would likely travel in the curbside travel lanes along Broadway. This route was not selected to be the proposed starter line and timing for implementation is unknown, but could in a part of later phases.

## Existing Neighborhood Conditions

Taken as a whole, the ULP-Broadway community is comprised of disparate parts – ranging from residential and commercial to industrial and open space. The neighborhood overall is stable, well-located, and does not exhibit many of the characteristics frequently found across the country where large public housing communities are located. Vacancy is low, home values are strong, and the incidence of crime is not significantly higher than the City.

However, upon closer inspection, ULP-Broadway is a tale of two communities. There are significant and meaningful differences between Marina Vista and Alder Grove in comparison to the surrounding residential community – not only with respect to socio-economic status of the residents, but physical and social separations. Physically, there are limited through connections between the two areas due to the industrial uses and cemetery with limited streets.

Only one public bus route runs through the public housing sites. The other two public bus routes can only be accessed on Broadway. While convenient for Alder Grove residents, the bus stops on Broadway are over one-half mile away from Marina Vista residents. None of the bus routes operate 24 hours a day/7 days a week. With the nearest light rail station over one mile away, transportation is a major barrier for residents to access services, shopping, programs, and employment.

Socially, the catchment area for the neighborhood elementary school – Leataata Floyd – only includes Marina Vista, Alder Grove and an adjacent tax-credit development. Leataata Floyd is the lowest performing school in the district and its student body is almost 100% low-income. The attendance area for the rest of Upper Land Park is Crocker/Riverside located in Land Park, which is one of the highest performing schools in the district and only 11% of the student body qualifies for a free or reduced-price lunch.

Whether unintentionally or by design, the segregation of the public housing community from the rest of the neighborhood has contributed to concerns by neighborhood residents about redevelopment of the public housing sites and how they will be impacted, as well as feelings of real and perceived isolation of the public housing residents from the rest of the community.

This section reviews existing conditions in ULP-Broadway with respect to social and physical characteristics. The data was collected using both primary and secondary data sources. Primary sources include a walk audit, asset mapping, resident needs assessment and neighborhood needs assessment.

# 2 neighborhood context

## People

### Age, Race and Ethnicity<sup>5</sup>

Nearly 3,000 residents live in ULP-Broadway, of which over half reside in Marina Vista or Alder Grove. The prevalence of public housing families impacts the overall demographics of the neighborhood. As shown in the table, exclusive of Marina Vista/Alder Grove, the rest of ULP-Broadway generally mirrors the City's demographics as whole.

There are a number of stark differences between Marina Vista/Alder Grove and neighborhood residents. The public housing population is significantly younger with 44% of the population under the age of 18; only 11% are elderly or near elderly. Racially, Marina Vista/Alder Grove is the reverse of the surrounding neighborhood with respect to the white and black/African-American residents. Households are larger at Marina Vista/Alder Grove - the average household size is 2.7 persons and 13% of households have 5 or more persons.

Resident and Household Composition

INDICATOR	ULP-BROADWAY			City of Sacramento
	Overall	Marina Vista/ Alder Grove	Rest of Neighborhood	
<b>TOTAL POPULATION</b>	<b>2,981</b>	<b>1,755</b>	<b>1,226</b>	<b>466,488</b>
<b>AGE</b>				
Under 5	12%	14%	9%	8%
5 to 17	25%	30%	18%	17%
18 to 24	10%	12%	7%	11%
25 to 54	38%	34%	43%	43%
55 to 61	6%	4%	8%	8%
62 and Older	10%	7%	15%	13%
<b>RACE/ETHNICITY</b>				
White	28%	14%	48%	45%
Black/African-American	35%	47%	18%	15%
American Indian/Alaska Native	2%	2%	3%	1%
Asian	16%	15%	17%	18%
Native Hawaiian/ Pacific Islander	2%	2%	2%	1%
Other	7%	8%	6%	12%
Two or More Races	10%	12%	6%	7%
Hispanic/Latino Ethnicity	20%	21%	20%	27%
<b>TOTAL HOUSEHOLDS</b>	<b>1,191</b>	<b>657</b>	<b>534</b>	<b>174,624</b>
Average Household Size	2.5	2.7	2.3	2.7
<b>HOUSEHOLD SIZE</b>				
1-person	29%	26%	33%	31%
2-persons	32%	29%	34%	30%
3-persons	18%	19%	16%	15%
4-persons	11%	12%	10%	12%
5 or more persons	11%	13%	7%	13%

<sup>5</sup> Data in this section comes from the U.S. 2010 Decennial Census down to the block level.

**Income, Poverty and Public Assistance<sup>6</sup>**

The median household income for the neighborhood is less than half that of the City. The rate of female-headed family households with no husband present is nearly double that of the City. Over 42% of households in ULP-Broadway have incomes below the poverty level, and the rate is higher for families with children, especially for single female-headed households with children. Correspondingly, receipt of public assistance and benefits is high.

With over 50% of households in ULP-Broadway residing at Marina Vista or Alder Grove, there are stark socio-economic differences between those who live at Marina Vista/Alder Grove and the rest of the neighborhood that are not evident when looking at the neighborhood as a whole. For example, according to the Resident Needs Assessment of Marina Vista and Alder Grove households, 73% receive food stamps, and 78% of family households are headed by a single-parent. Therefore, for the neighborhood as a whole, most of the households that receive food stamps and/or are headed by a single-parent live at Marina Vista/Alder Grove.

**One out of every two families with children live below the poverty level in the neighborhood.**

**Household Income, Poverty, and Public Assistance**

INDICATOR	ULP-Broadway	City of Sacramento
<b>MEDIAN HOUSEHOLD INCOME</b>	<b>\$22,798*</b>	<b>\$49,753</b>
<b>FAMILY HOUSEHOLDS**</b>	<b>65%</b>	<b>59%</b>
Male-Headed Family Households – No Wife	7%	6%
Female-Headed Family Households – No Husband	31%	16%
<b>HOUSEHOLD BELOW POVERTY LEVEL</b>	<b>42%</b>	<b>17%</b>
Family Households with Children Below Poverty Level	52%	26%
Female-Headed Households with Children Below Poverty Level – No Husband	72%	41%
<b>HOUSEHOLDS RECEIVING SUPPLEMENTAL SECURITY INCOME (SSI)</b>	<b>19%</b>	<b>9%</b>
<b>HOUSEHOLDS RECEIVING FOOD STAMPS</b>	<b>38%</b>	<b>13%</b>
<b>HOUSEHOLDS RECEIVING CASH PUBLIC ASSISTANCE</b>	<b>22%</b>	<b>7%</b>

\*average median household income

\*\*Family consists of two or more people (one of whom is the householder) related by birth, marriage, or adoption residing in the same housing unit.

<sup>6</sup> Data in this section comes from the U.S. Census American Community Survey 2009-2013 down to the block group level.

## 2 neighborhood context

### Employment Profile<sup>7</sup>

Several factors contribute to the lower median income in ULP-Broadway, including a low labor force participation rate and high unemployment rate<sup>8</sup>. The unemployment rate among working age adults at Marina Vista/Alder Grove is nearly 33%. The two most popular occupations are office and administrative support and management.

**Labor Force Participation and Occupational Type**

INDICATOR	ULP-Broadway	City of Sacramento
<b>POPULATION 16 AND OLDER</b>	<b>2,183</b>	<b>369,218</b>
Not in the Labor Force	45%	36%
Unemployment Rate	14%	9%
<b>OCCUPATIONS</b>		
Office and administrative support	18%	17%
Management occupations	16%	9%
Business and financial operations	9%	7%
Production	8%	4%
Food preparation and serving related	6%	6%
Arts, design, entertainment, sports, and media	5%	2%
Personal care and service	5%	5%
Sales	5%	10%
Building and grounds cleaning and maintenance	4%	4%
Health technologists and technicians	3%	1%
Construction and extraction	3%	4%
Education, training, and library	2%	5%
Health diagnosing and treating practitioners	2%	3%

<sup>7</sup> Data in this section comes from the U.S. Census American Community Survey 2009-2013 down to the block group level.

<sup>8</sup> Individuals may not be in the labor force for a number of reasons including being retired, disabled, in school, stay-at-home parent, or being too discouraged to look for work. Receipt of Supplemental Security Income (SSI) is used as a proxy for households with a person with a disability.



The close proximity of the neighborhood to jobs in the central city area is reflected in the shorter commute times to work than the City-wide average. Of those employed, 44% have a commute of less than 15 minutes to their place of employment, as opposed to 26% City-wide. A significantly higher percentage of residents in ULP-Broadway commute via bicycle, but few use public transportation. This conforms with concerns raised by residents that the current transit system is not a viable option to get to places of employment, education or services.

**Commute to Work**

INDICATOR	ULP-Broadway	City of Sacramento
<b>COMMUTING TIME TO WORK</b>		
Less than 10 minutes	13%	10%
10 to 14 minutes	31%	16%
15 to 19 minutes	14%	20%
20 to 29 minutes	20%	25%
30 to 44 minutes	17%	19%
More than 45 minutes	6%	11%
<b>MODE OF TRANSPORTATION TO WORK</b>		
Drove alone	70%	72%
Carpooled	10%	13%
Public transportation	2%	4%
Bicycle	10%	2%
Walked	4%	3%

**Location, location, location. Proximity to downtown means that over 40% of workers take less than 15 minutes to get to work....many of whom ride their bicycles.**

## 2 neighborhood context

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### Resident Needs Assessment

A resident needs assessment (RNA) of Marina Vista and Alder Grove families was conducted between February and August 2014. This detailed needs assessment asked residents about their household and service needs and preferences as they pertain to housing, transportation, security, youth and adult services and education, health care and employment. In total, 488 surveys were completed for a response rate of 69%. Data from the RNA was used to identify the needs and challenges to be addressed by the ULP-Broadway Transformation Plan.

The biggest challenge residents have is access - whether to services, education, employment, or shopping opportunities. Lack of adequate transportation was the most cited barrier to and participation in programs for their children, receipt of health care, and employability, and was particularly acute among resident who do not own a personal vehicle and must rely upon public transportation.

Other key highlights from the RNA are:

- Over half of the residents (56%) expressed a desire to return to Marina Vista/Alder Grove after the sites are redeveloped, 36% needed more information before they could make a decision, and only 8% said they did not want to return.
- In the new development, residents wanted larger apartments that had private front and back yards, and better access to parking. The new units should also have accessible features to accommodate families with disabilities, whether mobility, visual or hearing.

- In the neighborhood, residents wanted more indoor opportunities to exercise, the ability to shop for the basics for their families more easily (supermarket and clothing stores), better access to resources like a public library or book store, and a nearby health center.
- Residents were interested in services that improved their physical health or employability, and expanded access to transportation. Few residents currently use the services that are available, apparently due to a lack of awareness of what is available.
- Personal safety, especially at night, was a major issue. Many residents report observing drug abuse, domestic violence and gang violence with some regularity. Parents were also concerned about the safety of their children traveling to and from school.
- While 50% of Marina Vista/Alder Grove children participate in afterschool or summer programs, the range of programs they participate in are limited (i.e. arts or sports) due to lack of transportation.
- Residents suffer from high rates of asthma, high blood pressure, and/or depression/anxiety, but only half report that they are actively being treated.
- Barriers to employment cited by residents include lack of job experience, limited education and training, and the ability to read. Residents are most interested in job readiness training, vocational education, computer training, and instruction on how to start/run a small business.

For the entire Resident Needs Assessment report, please see Appendix B.

**Education**

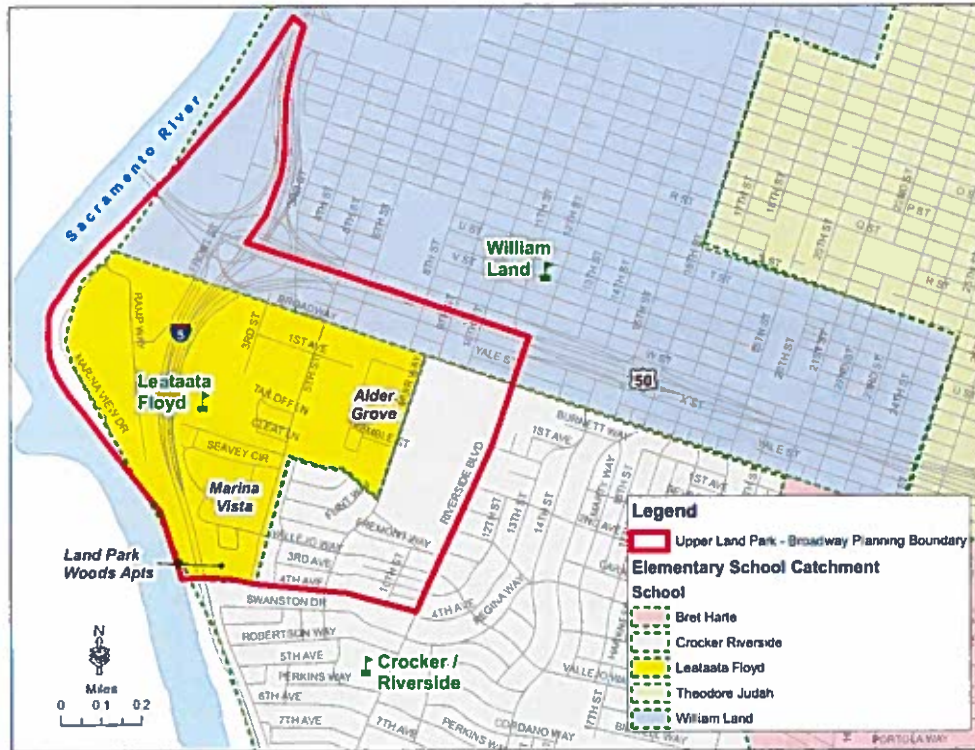
In Sacramento, elementary, middle, and high school students are assigned to a school based on where the student lives, as long as the school offers the services the student needs. Each neighborhood school has a defined geographic boundary, i.e. catchment, and is intended to serve the students who live within that geographic boundary. Families may apply for an intra-district permit to have their child attend a school other than their neighborhood school but approval is based on space availability.

**Neighborhood Public School Enrollment and Capacity**

SCHOOL	Grades Served	Enrollment	Capacity
Leataata Floyd Elementary School	K-6	318	709
Crocker/Riverside Elementary School	K-6	641	N/A
California Middle School	7-8	705	1,133
C.K. McClatchy High School	9-12	2,285	2,775
Arthur A. Benjamin Health Professions High School	9-12	263	700

Source: Jim Dobson, Director of Planning, Construction & Operations, Sacramento City Unified School District

## 2 neighborhood context



Sacramento City Unified School District's Elementary School Catchment Areas 2014/15

### Elementary Schools

Based upon catchment information from the Sacramento City Unified School District (SCUSD), there are two elementary schools that serve ULP-Broadway – Leataata Floyd and Crocker/Riverside<sup>9</sup>. Leataata Floyd is located within ULP-Broadway between the Marina Vista and Alder Grove public housing communities, and Crocker/Riverside is located in the adjacent Land Park community. Leataata Floyd was constructed in 1952 to serve the Marina Vista and Alder Grove public housing communities and 60 years later, the vast majority of elementary school-aged students from these two developments attend the school. Per the current SCUSD assignment area map, students from Marina Vista and Alder Grove plus the Land Park Woods affordable housing development are assigned to Leataata Floyd, while the rest of the neighborhood is assigned to Crocker/Riverside.

The contrast between the two elementary schools that serve ULP-Broadway is stark – according to the most recent Academic Performance Index (API), Leataata Floyd (579) was the lowest performing elementary school in the SCUSD school system while Crocker/Riverside (911) was the second highest performing elementary school<sup>10</sup>. With respect to demographics, 99% of Leataata Floyd's students are socioeconomically disadvantaged in comparison to only 19% at Crocker/Riverside<sup>11</sup>. There are similar contrasts with respect to racial composition, English learners and students with disabilities.

<sup>9</sup> The elementary school for the portion of the ULP-Broadway neighborhood north of Broadway is William Land located in Southside Park. According to the 2010 Census, only four (4) elementary school-aged children lived in the 30 homes located in this part of the neighborhood. Because of the small number of children and limited number of housing units, a discussion of William Land Elementary is not included.

<sup>10</sup> <http://data1.cde.ca.gov/dataquest/Acct2014/apiavgDst.aspx?allcids=3467439&c=R> – accessed May 29, 2015

<sup>11</sup> 2013-14 School Accountability Report Cards for Leataata Floyd and Crocker/Riverside.

Elementary School Performance and Demographics

INDICATOR	Leataata Floyd	Crocker/Riverside	SCUSD
<b>STUDENT ENROLLMENT</b>	<b>320</b>	<b>843</b>	<b>47,031</b>
<b>API SCORE</b>	<b>579</b>	<b>911</b>	<b>760</b>
<b>STUDENTS SCORING PROFICIENT OR ADVANCED</b>			
English/Language Arts (ELA)	16%	80%	48%
Math	23%	81%	47%
<b>STUDENT DEMOGRAPHICS</b>			
Socioeconomically Disadvantaged	99%	19%	64%
Black/African-American	56.9%	1.7%	17.3%
White	0.9%	60.8%	18.1%
English Learners	11.3%	1.1%	21.5%
Students with Disabilities	19.4%	11.2%	12.9%
<b>SUSPENSION RATE</b>	<b>13.8%</b>	<b>1.4%</b>	<b>4.9%</b>

Leataata Floyd Elementary is the lowest performing school in the entire District. In contrast, less than 1/2 mile away, Crocker/Riverside Elementary is one of the District's highest performing elementary schools.

Leataata Floyd has been in corrective action since 2003, and was designated as one of six "Priority" schools by SCUSD in 2010 to accelerate the rate of student learning in low-performing high-poverty schools. As a Priority school, the teachers are given training to use research-tested strategies for improving student learning, and an extra administrator and full-time curriculum coordinator/teacher trainer are on staff. Other areas targeted included family and community engagement. The impact of being a Priority school on student achievement thus far is not clear. Between the 2010-11 and 2012-13 school years, the percentage of students scoring at proficient or advanced level on the Standardized Testing and Reporting (STAR) Program in ELA and Math declined each year.

Residents are concerned about the performance of Leataata Floyd, and have identified better performing schools as a priority. In October 2014, a group of concerned parents at Crocker/Riverside founded the Land Park Schools Foundation. The foundation raises funds to support Land Park schools, including Crocker/Riverside, Leataata Floyd, California Middle, C.K. McClatchy High and Tiny Tots Preschool.

# 2 neighborhood context

## 2013-14 CAASPP Results by Student Group

STUDENT GROUP	% Students Scoring Proficient or Advanced Science (grade 8)
<b>District Average</b>	<b>54</b>
<b>California Middle</b>	<b>67</b>
White	80
Black or African-American	62
Asian	67
Hispanic or Latino	59
Socioeconomically Disadvantaged	56
English Learners	22

Source: 2013-14 School Accountability Report Card for California Middle School

## 2013-14 CAASPP Results by Student Group

STUDENT GROUP	% Students Scoring Proficient or Advanced Science (grade 10)
<b>District Average</b>	<b>54</b>
<b>C.K. McClatchy High</b>	<b>54</b>
White	69
Black or African-American	31
Asian	65
Hispanic or Latino	42
Socioeconomically Disadvantaged	40
English Learners	9
Students with Disabilities	16

Source: 2013-14 School Accountability Report Card for C.K. McClatchy High School

## Middle School

California Middle (7-8), located in Land Park, is the feeder middle school for seven elementary schools including Leataata Floyd and Crocker/Riverside<sup>12</sup>. The school is racially diverse and outperforms the District and State on the percentage of students scoring proficient or advanced on STAR and California Assessment of Student Performance and Progress (CAASPP), and is the third highest performing middle school in the District out of eight middle schools. However, academic achievement is not equal across demographic categories, with English learners, black/African-American, Hispanic/Latino and socioeconomically disadvantaged students performing less well.

## High Schools

C.K. McClatchy High is the neighborhood public high school and serves the same catchment as California Middle plus all of the central city neighborhoods. Located in Land Park with a student body of 2,285, McClatchy is home to four Small Learning Communities (SLC) created through the SCUSD's system-wide redesign of its high schools in 2002. These SLCs create opportunities for core teachers to team, plan curriculum and build closer relationships with students. The Humanities and International Studies Program (HISP) magnet "school within" is noted by colleges and universities as an outstanding university preparation program.

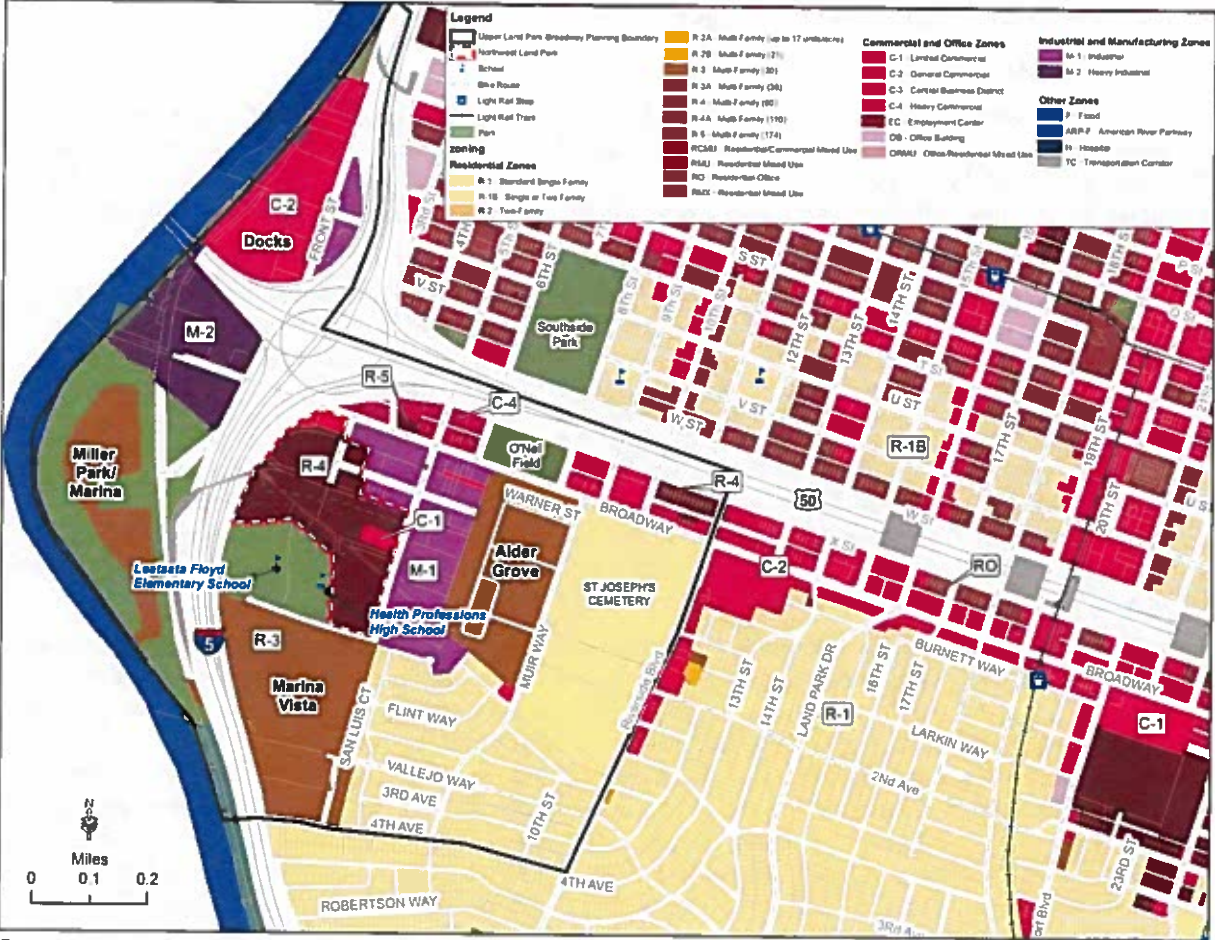
The school is racially diverse and performs on par with the District on all subjects with the exception of math where performance is significantly lower. In 2012-13, 87% of the graduating senior class met the high school graduating requirements, which was higher than the District and State. Academic achievement, however, is not equal across demographic categories, with students with disabilities, English learners, black/African-American, Hispanic/Latino and socioeconomically disadvantaged students performing less well.

In addition to McClatchy, Arthur A. Benjamin Health Professions High School (HPS) is a small high school located in ULP-Broadway adjacent to Leataata Floyd Elementary. Opened in 2005, HPS was established to prepare students for careers in health care. HPS is open to all students across the City regardless of previous academic performance. In the 2014-15 school year, there were 263 students, of which only 12 live in the adjacent public housing communities. An average academically performing school, residents feel that HPS is an underutilized asset in the community, and that there is good opportunity to expand its involvement with and attendance by students from the neighborhood. For example, HPS hosts afterschool programming that is currently undersubscribed, which could possibly directly address the need for afterschool programs for teenagers.

<sup>12</sup> Similar to the elementary attendance map, the portion of the ULP-Broadway neighborhood north of Broadway is served by Sutter Middle. According to the 2010 Census, only one (1) middle school-aged child lived in the 30 homes located in this part of the neighborhood. Because of the small number of children and limited number of housing units, a discussion of Sutter Middle is not included.

**Land Use**

Encompassing 576 acres, land use in ULP-Broadway is a mixture of residential, commercial, industrial park, and institutional uses.



Current zoning map

**Land Use by Acreage**

LAND USE	Acreage
Residential	160
Commercial (Broadway/Docks)	44
Industrial	52
Park	58
Institutional/Other (Schools, Cemetery, Church)	71
Freeways/Rights of Way	191
<b>Total</b>	<b>576</b>

# 2 neighborhood context

## Number of Establishments on Broadway in the Marina District

TYPE OF BUSINESS	Number of Establishments
Food/Dining	6
Auto Related	5
Specialty Retail	3
Building/Landscaping/Storage/Home-Related	6
Fitness/Health	2
Service Providers	3
Industrial	1
Production/Wholesale	3

Source: Greater Broadway District Business Directory



Tower Theatre and Tower Cafe

### Residential

In addition to the Marina Vista and Alder Grove public housing communities and The Mill at Broadway, the residential areas also include the single-family community located north of 4<sup>th</sup> Avenue, the 75-unit Land Park Woods affordable housing development south of Marina Vista, and a small pocket of 30 homes north of Broadway between 10<sup>th</sup> and 11<sup>th</sup> Streets.

### Commercial (Broadway)

The Broadway Commercial Corridor extends 2.25 miles from the Sacramento River on the west to Alhambra Boulevard on the east. Once a thriving Main Street anchored by the historic Tower Theater, the construction of the W-X freeway (US-50) in 1968 linking Interstate 5 to Highway 99 created a barrier between the Broadway District and the rest of the central city. As a result, the corridor stagnated.

The Greater Broadway Partnership (GBP), started in 1999, grew out of nearly two decades of collaboration between neighborhood associations, property owners, residents, and business owners within the Broadway Corridor. With a focus on fostering new businesses and retaining existing businesses, the GBP established a Property and Business Improvement District (PBID) in 2007, a special assessment district to carry out activities consistent with the priorities of the paying property owners.

In late 2012, the Sacramento Urban Land Institute and the GBP completed the Broadway Vision Plan. The Plan provides a guide for improvements with the goal of helping Broadway realize its potential as a successful mixed-use business district, public gathering place, and essential link between surrounding neighborhoods. The City designated ULP-Broadway as a Regional Priority Area in its current Consolidated Plan (2013-2017), with the intent of funding larger improvement projects in priority areas to have a more visible impact and maximize private leverage.

Broadway between I-5 to Riverside Boulevard is characterized as the “Marina District” in the Broadway Vision Plan. Some challenges identified in this section of Broadway include architectural styles and land uses that lack unity and identity and are pocketed with vacant and blighted lots and buildings; parking areas and driveways that disrupt sidewalk connectivity; a lack of street tree continuity; fast vehicle speeds and difficult pedestrian crossings; a lack of visual interest/pedestrian or pedestrian amenities; and poor night lighting. There are few neighborhood-oriented businesses on this section of Broadway, most of which are independently-owned, that include some small food establishments, auto-related businesses, and social services, with vacant lots interspersed in between. Sacramento’s largest broadcast facility KXTV (Channel 10 – an ABC affiliate) is also located on this section of Broadway.

A commercial market analysis identified a limited market for new retail in the neighborhood due to limited population and household income growth. It is estimated that the neighborhood could support approximately 17,000 square feet in the near term (2020) and another 50,000 by 2035. The regional demand for office space is also weak due to the existing surplus.



### **Industrial**

Spread across approximately 30 acres immediately south of Broadway, the industrial areas contains mostly commercial and light industrial uses such as contractor and wrecking yards and auto repair shops that are not conducive to a pedestrian environment. Other businesses in this area include California Shellfish Co., Pacific Standard Print/American Lithographers; Lincoln Welding & Machine; Pacific Pallet Exchange, Valet Boat Storage; County Human Assistance Department, American Refrigeration Supply, U.S. Foods Industrial Park, a school district warehouse, and the Saccani Distribution facility.

While the industrial uses are consistent with the zoning, the 2035 General Plan designated the area as “Urban Neighborhood – Medium Density.” Currently there are no plans to actively transition the area to a mixed-use neighborhood, rather that market forces will cause this change to happen over time.



*Founded in 1933, Saccani Distributing Company serves 21 Central and Northern California counties as the main distributor for Pabst Brewing Co. brands, numerous craft breweries, other domestic and imported beers, and a wide variety of non-alcoholic waters, juices and soft drinks.*



*Industrial area east of 5th Street looking eastward. Area is characterized by no sidewalk, chain link fences, industrial storage yards, and lack of landscaping. Although this is a legal use in the M-1 zone and consistent with pre-existing code, this site does not meet current planning and development standards for the M-1 zone.*

## 2 neighborhood context

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### *Riverfront*

Once a major driver of commerce and industry in the region, the Sacramento River today is now primarily a recreational and tourist destination. The City has worked to capitalize upon this major asset with a goal of creating high-quality riverfront public space surrounded by vibrant urban neighborhoods. One major project is the construction of the Riverfront Promenade connecting Old Sacramento to Miller Park. The Promenade offers public access to the waterfront, providing a space for recreation as well as promoting the river's ecological value. The most recent section was completed in 2011 – terminating at the northern end of the Docks area. The stretch of the Promenade through the Docks has yet to be constructed.



*Riverfront Promenade at R Street*

Within ULP-Broadway are the Docks, a tank farm, and Miller Park and Sacramento Marina. In 2009, the City adopted the Docks Specific Plan to guide redevelopment of this former industrial site. Focused on transforming one of the remaining underutilized riverfront properties into a mixed-use community with riverfront access and open space, development of the Docks has stalled due to funding and environmental issues left behind as a legacy of its former use. Further complicating redevelopment is the location of the Pioneer Reservoir – an overflow receptacle for the City's combined sewer system – in the center of the Docks, which would either need to be relocated or reconstructed and capped with a park built on top. Additionally, the elimination of redevelopment in the State of California in 2012 resulted in the loss of tax increment funds, a critical funding source. It remains uncertain when development will proceed, but is anticipated that it will take 20-30 years to complete.

Immediately south of the Docks are active petroleum tank farms operated by Conoco Phillips and Chevron. There have been discussions regarding the relocation of these facilities to consolidate all of the tank farms on both sides of the Sacramento River at the port of West Sacramento, which would open up the area for redevelopment. Currently, there is no active movement on this initiative, and it is considered a long-term goal for the area.



*View of the Tank Farm from Broadway*

## Open Space

South of the tank farms along the Sacramento River, the regional park, Miller Park and the Sacramento Marina, spans 58 acres and offers picnic areas, restrooms, river access, snack shop, boat-trailer parking, boat ramp and docks, and bike trails connecting to the Sacramento River Parkway and Delta Trail. La Raza Galleria Posada within the park hosts art, music, lectures, movies and workshops. The Marina has 475 covered boat slips and a dock store. Miller Park is an important recreational asset for the region's boaters and boating public, and is easily accessible via vehicle using the major highways. However, the Park is not well utilized by adjacent neighborhoods due to poor pedestrian and bicycle access. There is only one access point to Miller Park via land (Broadway), and this access way lacks sidewalks and bicycle lanes. As a part of The Mill on Broadway, a rail tunnel is proposed to add another, more pedestrian/ bicycle-friendly access point to the Park.

The other significant open space in the neighborhood is O'Neil Field on the north side of Broadway. This 4.85 acre park hosts a full-sized soccer field and two softball fields. While a bustling location for soccer games in the evenings and on the weekends, the park is little used by the neighborhood due to the lack of other facilities such as a playground. On the other hand, Southside Park north of the Freeway is seen as a tremendous asset with a swimming pool, jogging trail, clubhouse, lake with fishing piers, accessible playground, community garden amphitheater and picnic areas. Unfortunately, this park is not frequently accessed by ULP-Broadway residents due to its location north of the Freeway, difficulty crossing Broadway, W and X Streets, and uninviting pedestrian- and bicycle-friendly pathways to get to the park. Additionally, the City's Department of Parks and Recreation does not currently offer any additional afterschool or summer programming at Southside.

The eastern side of ULP-Broadway is dominated by 53 acres of cemeteries (Old City Cemetery including a Historic Rose Garden, Masonic Lawn Cemetery, and Odd Fellows Lawn Cemetery and Mausoleum). Open to the public with peaceful tree-lined winding paths through the grave markers, the only access points to the cemeteries are from Broadway and Riverside Boulevard.

Other limited access open space in the neighborhood include two green spaces within Marina Vista and Alder Grove communities, and open space associated with Leataata Floyd Elementary and the Health Professions High School.

Overall, the Central City Community Plan Area and the Land Park Community Plan Area are underserved relative to the City standard of 5 acres per 1,000 population. Additional park space is proposed within The Mill at Broadway (Northwest Land Park- 4.3 acres) that also includes the creation of a community garden at Leataata Floyd Elementary (2.5 acres), and at the Docks if the Pioneer Reservoir is covered (8.18 acres).

**Park Acreage by Plan Area**

PLAN AREA	Existing Acres	Additional Acres Needed
<b>CENTRAL CITY</b>		
Neighborhood Park	49.6	33.1
Community Park	70.9	11.8
Other		Baseball field
<b>LAND PARK</b>		
Neighborhood Park	33.4	45.1
Community Park	57.7	20.8
Other		Volleyball courts, Playgrounds

Source: Sacramento Department of Parks and Recreation

## 2 neighborhood context

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### Community Assets

Three community centers are located in ULP-Broadway, all of which are found within the Marina Vista or Alder Grove developments. The Marina Vista Community Room, Alder Grove Community Room and Roberts Family Development Center all offer after school and summer programs. The Southside Clubhouse located in Southside Park offers afterschool and teen programs operated by a non-profit. A new neighborhood center will be included in The Mill at Broadway next to the park for community events and educational programming.

There are no public libraries, post offices, or medical facilities within ULP-Broadway. The closest public library to ULP-Broadway is 1.3 miles away in Downtown Sacramento; post office, 1.2 miles away; and hospital, over 1 mile away. Several banks are located within ½ mile of the neighborhood. One food market, Muir Market, is located in the neighborhood but is not considered a high quality grocery store by residents. There is a weekly farmer's market just north under the W/X Freeway at 8<sup>th</sup> Street, and a Target store at the corner of Riverside and Broadway that carries groceries. The Boys and Girls Club operates a program out of Leataata Floyd. A number of churches are located around the target neighborhood but only two are actually found within ULP-Broadway- Riverside United Methodist (Vallejo and Muir Ways) and City Church (HPHS).

Residents cite the need for more neighborhood-retail and services that are easily accessible from the neighborhood due to transportation barriers.

*Muir Way Market, located at the corner of Muir and McClatchy Ways, is the only grocery store in ULP-Broadway*



**Early Childhood Facilities**

There are 130 children ages 18 months to 3 years of age and 209 children ages 3 to 5 living in Marina Vista and Alder Grove<sup>13</sup>. Within ULP-Broadway, there are three full-day Early Head Start programs with 24 slots, three full-day Head Start programs offering 66 slots, and three half-day Head Start Programs offering 60 slots. To be eligible to enroll a child in a full day program, the parent must be employed or in a training program. According to the Resident Needs Assessment (RNA), 50% of the respondents have their young children enrolled in a Head Start program.

PROGRAMS	Total Spaces	Marina Vista/Alder Grove Residents	Other Residents
<b>MARINA VISTA</b>			
2 Full Day Programs (3-5 years)	44	34	10
1 Half Day Program (3-5 years)	20	18	2
1 Full Day Program (18 months-3 years)	8	4	4
<b>ALDER GROVE</b>			
2 Half Day Programs (3-5 years)	40	38	2
2 Full Day Programs (18 months-3 years)	16	6	10
<b>COLLEGE BOUND BABIES</b>			
1 Half Day Program (3-5 years)	20*	20	0
<b>LEATAATA FLOYD</b>			
1 Full Day Program (3-5 years)	22	22	0

\*As of June 2015, the College Bound Babies Program at Roberts Family Development Center is no longer being funded by the Sacramento Employment and Training Agency (SETA) and has ceased operations.

## 2 neighborhood context

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### Transportation and Circulation

#### *Public Transportation*

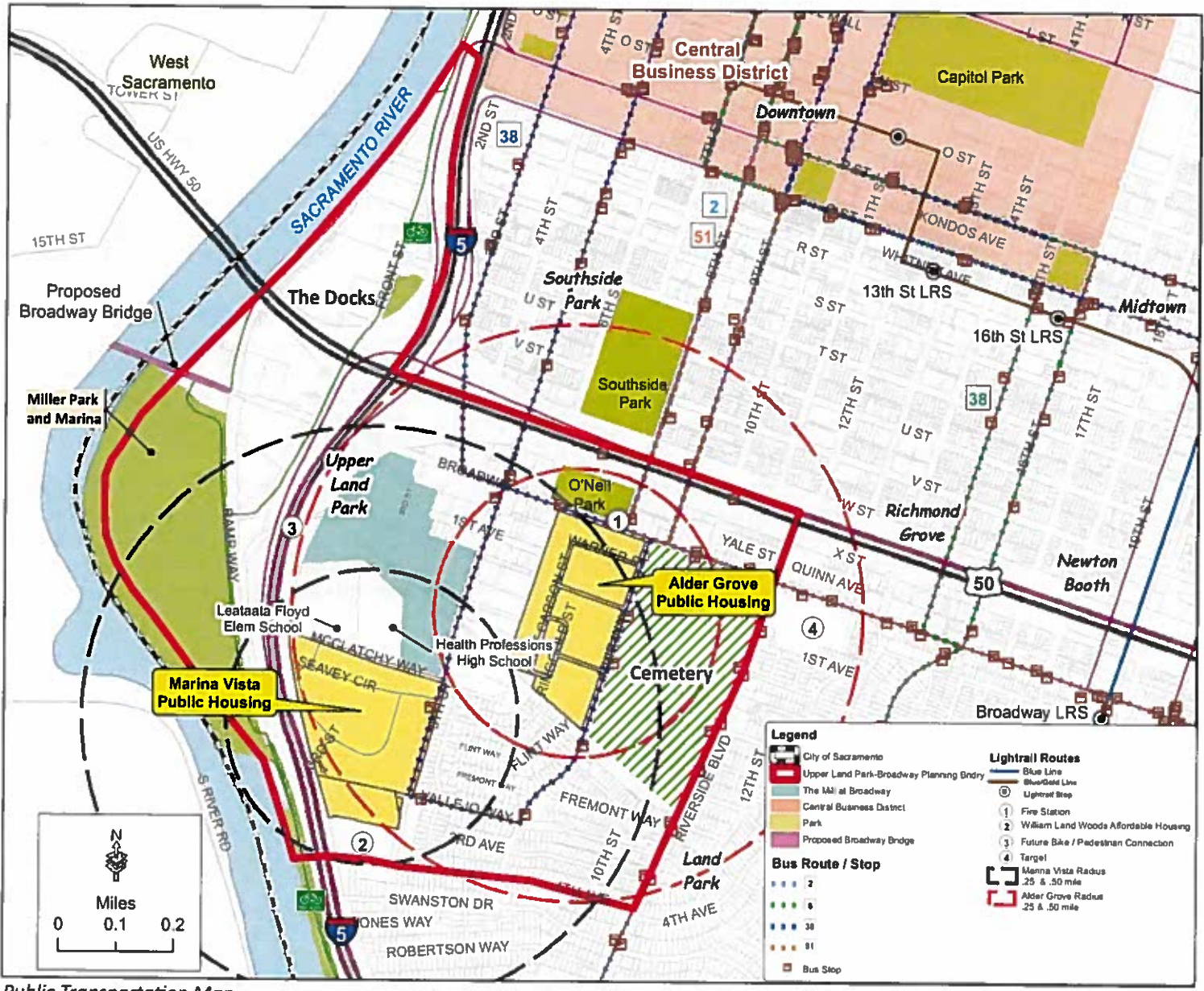
The public transportation system is operated by Sacramento Regional Transit (RT) and includes bus service and light rail. As shown below, while public transportation is available and ULP-Broadway is located close to the central city, residents in the community still suffer from a lack of access to services, programs, shopping and employment opportunities due to the current configuration and schedule of the public transit system. In the RNA, transportation was often cited as the main barrier to participation in or utilization of various programs as only 35% of residents report owning a vehicle.

There are three regular bus routes that serve ULP-Broadway:

- Bus Route #2 (Riverside): Connection @ Riverside/Broadway – runs north to downtown and south to Land Park Zoo and into the Pocket community to the south. Service Monday – Friday from 5:30 am to 6:30 pm. Service is provided hourly. No weekend service.
- Bus Route #38 (P/Q): Connection @ 5th/Broadway- provides services to the central city and various light rail stations, downtown plaza, Mercy General Hospital shuttle, Sutter Medical Center shuttle, UC Davis Medical Center, and California State University. Service is hourly 6 am to 8 pm Monday through Friday, and weekends from 8am to 5pm on an hourly basis.
- Bus Route #51 (Broadway/Stockton): Connection @ Riverside/Broadway – runs north to downtown or east to Florin Towne Center daily, 7 days a week, from about 5:30 am to 10 pm. Service is provided every 15 minutes during peak hours (6:00 am to 7:15 pm); otherwise every 30 minutes.

Only the #38 traverses through the neighborhood with stops along Muir Way, Vallejo Way, and 5<sup>th</sup> Street. The #2 can only be accessed at Broadway and Muir Way and the #51 at Broadway and Riverside. These stops are up to 3/4 mile away for residents living in the southern portion of Marina Vista. The distances to the bus stops are long if one is traveling with small children, and the walk at night time does not feel safe.

The existing light rail system is designed as a hub system and provides transit services into and out of the central city from 5am to 11pm daily. The light rail system provides transit to employment and services located outside of the city center, and RT plans to continue to expand the system to eventually access the Sacramento Airport, and the American River and Consumnes River Community Colleges. The nearest light rail stations are approximately one mile to the north of ULP-Broadway at 8<sup>th</sup> & O, and one mile to the east at 19th & Broadway. The #51 provides access from 9th & Broadway to the light rail station on 19th. The #38 also provide access to various light rail stations, but it is utilized infrequently, if at all, by neighborhood residents for this purpose.



Public Transportation Map

## 2 neighborhood context

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### *Circulation*

Generally, the ULP-Broadway neighborhood is well-located with good regional access via I-5 and Highway 50. Locally, there is limited street connectivity to the portion of the neighborhood located south of Broadway with only three streets that provide a complete connection from north to south: 5<sup>th</sup> Avenue, Muir Way, and Riverside Blvd. East-west connectivity is even more limited, especially east of 5<sup>th</sup> and north of Vallejo Way, where there are no east-west connections.

While there are ample north-south bikeway connections via bike lanes or sharrows from the neighborhood into Downtown, connections to the bikeways on the west side of I-5 are limited. There are several marked on-street bike lanes that traverse the neighborhood, but do not form a complete connected system.

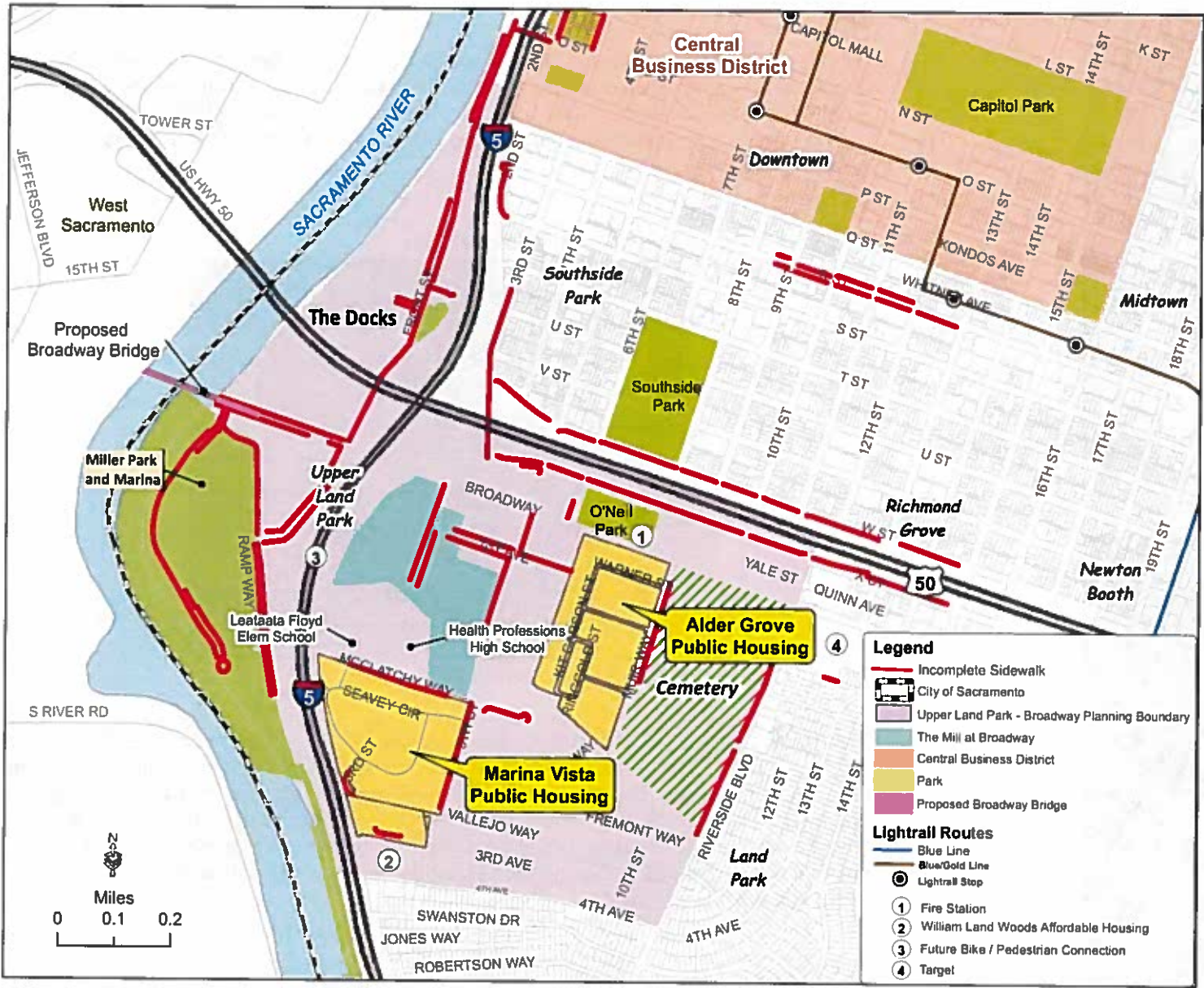
The pedestrian network in the neighborhood is incomplete, making for uncomfortable walking routes and fewer walking trips than could be possible. A Walk Audit of the neighborhood documented that sidewalks are missing on certain street segments, and street conditions are not conducive to walking to nearby destinations<sup>14</sup>. High-speed traffic, limited sight lines, and poor crossing facilities across major thoroughfares detract from the pedestrian experience. Lack of activity on streets with long blocks like the cemetery, television station, and vacant parcels can make it feel unsafe at night.

The Broadway Street Improvements Project will include recommendations to the pedestrian facilities and experience along Broadway. The speed of traffic and the use of the neighborhood as a cut-through by vehicles are major safety concerns for residents. For any new street segments that may be provided as a part of redevelopment effort to improve connectivity in the neighborhood, residents have voiced their desire to see safeguards put into place that will help to minimize any negative impacts.

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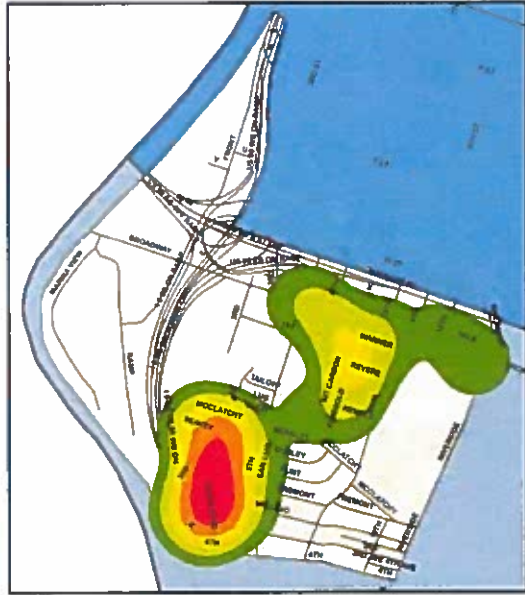
<sup>14</sup> The Walk Audit was conducted on May 10, 2014 by the American Planning Association – Sacramento Valley Section's mentor program with participation from ULP residents and WalkSacramento.



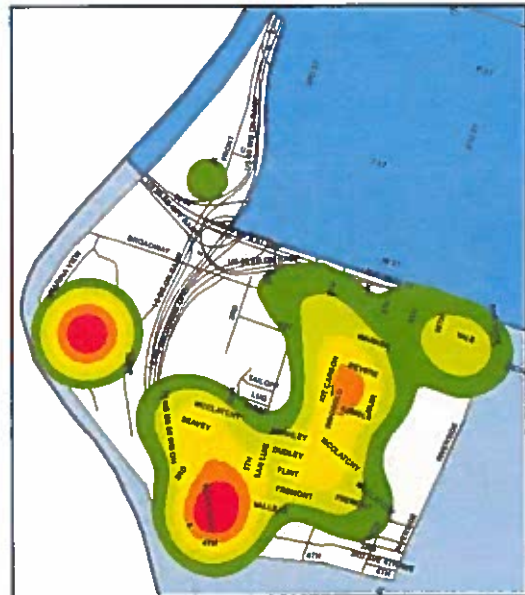


Pedestrian Infrastructure Deficiencies Map

# 2 neighborhood context



*Violent Crime Density Map, 2014*



*Property Crime Density Map, 2014*

## Crime

Overall, the violent crime rate in ULP-Broadway is about 1.5 times higher than the City as a whole. The incidence of property crimes decreased significantly in the last year and is only slightly higher than the City-wide rate. Most of the crime that does occur in the neighborhood, both violent and property, is concentrated within the Marina Vista and Alder Grove communities.

### Crime Rate Per 1,000 Residents

YEAR	ULP-Broadway	City of Sacramento
<b>VIOLENT CRIME RATE PER 1,000 RESIDENTS</b>		
2009	13.8	8.9
2010	15.1	8.8
2011	12.4	7.2
2012	11.4	7.6
2013	11.1	6.7
2014	9.1	6.1
<b>PROPERTY CRIME RATE PER 1,000 RESIDENTS</b>		
2012	56.3	50.4
2013	54.3	45.3
2014	32.2	31.2

Source: Sacramento Police Department

Even though the incidence of crime is relatively low, safety is a significant issue for residents. The feeling of safety is not limited to concerns about being a victim of crime but also pedestrian safety. Behavior that is considered threatening, poorly lit areas, “hanging out” by youth, and unfamiliarity with one’s neighbors all contribute to feeling unsafe. This can be addressed through better property management, improvements to the built environment, expanded youth and teen activities, and opportunities to engage with and get to know one’s neighbors.

## Housing Profile

The residential landscape in ULP-Broadway is dominated by the Marina Vista and Alder Grove public housing communities. With a total of 751 units spread across 68 acres, these developments were constructed between 1942 and 1953 with a design and layout reflective of the barracks-style public housing constructed during that time. With small unit sizes, obsolete systems and building envelopes, and antiquated infrastructure, Marina Vista and Alder Grove have reached the end of their useful life and do not adequately serve the needs of today's families. The buildings were also not constructed with the appropriate safeguards in place in case of a seismic event. The estimated cost to address immediate needs at both developments is in excess of \$100 million<sup>15</sup>.

Most of the remaining housing stock are single-family homes constructed post-WWII. These homes are reasonably well-maintained with minimal code violations. There is a 75-unit affordable multi-family development – William Land Park Woods – located at the southern end of neighborhood immediate to the south of Marina Vista. Constructed in 1969 and renovated in 1994, the current owners have financially restructured of the development to preserve affordability and will complete substantial physical rehabilitation of the garden style apartments by the end of 2016.

The homeownership rate is low (26%), but is skewed by the presence of Marina Vista and Alder Grove. If these two rental communities are removed, the homeownership rate increases to 53%, which is on par with the City-wide homeownership rate of 49%. The average median housing value for owner-occupied homes is \$317,350, which is higher than the City's (\$225,900)<sup>16</sup>. Regardless of tenure, the overall vacancy rate is very low at 7%, which is slightly lower than the City-wide rate (9%)<sup>17</sup>.

Unlike many other communities across the country where large public housing communities have had a depressing effect on the surrounding neighborhood, in ULP-Broadway, the immediate neighborhood adjacent to Marina Vista and Alder Grove is very stable, well-maintained, and has retained its value.



*Existing Alder Grove Public Housing*



*Land Park Woods*



*Existing neighborhood housing in Upper Land Park*

15 Letter to Nick Chhotu, Housing Authority of the County of Sacramento from EMG Corporation re: Alder Grove and Marina Vista Sites, May 22, 2013. 2013 CNI Planning Grant Application for Upper Land Park-Broadway, Attachment 9.

16 American Community Survey 2009-2013.

17 U.S. Decennial Census 2010.

## 2 neighborhood context

When completed, the density of housing units at The Mill at Broadway will be twice as high as compared to the surrounding neighborhood.

The development of The Mill at Broadway will be the first substantial new construction in the community in 40+ years. Approved via the Northwest Land Park Planned Unit Development (PUD), The Mill at Broadway will offer for-sale units in a living environment that is significantly denser than the surrounding community (26 DUs/acre) and features public parks, open space, a neighborhood resource center, and a physical layout that promotes walking to services, biking and transit use.

The Alder Grove and Marina Vista housing sites are identified as “Traditional Neighborhood – High Density” in the 2035 General Plan, which provides for single-use multifamily housing and predominately residential mixed-use development (between 18-36 DUs/acre) in areas served by major transportation routes and facilities and near shopping areas. The existing zoning, R-3, allows for a maximum density of 30 DUs/acre with a potential for a 25% density bonus (up to 36 DUs/acre).

Neighborhood residents have expressed concern over the number of residential units that could be developed on the Marina Vista and Alder Grove sites given the allowable density under the current zoning and the 2035 General Plan. There is also a concern about the overall income mix of the redevelopment and how much housing will be income-restricted versus market-rate housing. Additionally, if more housing units are constructed than what currently exists, residents worry about the impact it will have on traffic and safety.

### Current Residential Density

SUB AREA	Acres	Existing Dwelling Units	Density (dwelling units/acre)
Alder Grove/Marina Vista	68	751	11.0
Land Park Woods	6	75	12.5
Other Residential	55	479	8.7
The Mill at Broadway	32	825	25.8

A residential market study identified an unmet demand for affordable housing in the market area (West Sacramento, Sacramento’s Downtown, Midtown, East Sacramento, Land Park, Curtis Park and Oak Park neighborhoods), which is consistent with the unmet regional need for affordable housing. Specific to the ULP–Broadway neighborhood, there is demand for additional affordable housing units, including family and senior housing.

The analysis examined the potential for market-rate housing in the neighborhood and projected that there was demand, even after accounting for the 825 planned units underway at The Mill at Broadway. The demand is approximately 1,000 residential units between 2016 and 2035, an estimated 50 units annually. In the short term, the demand is homeownership, while market-rate rental may have demand in the longer term (2026-2035)<sup>18</sup>.

18 A copy of the residential and commercial market study can be found in Appendix C.

### Neighborhood Needs Assessment

In addition to the RNA, a neighborhood needs assessment (NNA) was conducted with the resident population in ULP-Broadway that did not reside at Marina Vista or Alder Grove. The goal of this survey was to capture community residents' thoughts and attitudes about the neighborhood, including strengths and weaknesses, key challenges, current needs and priorities. Over a five-week period during August and September 2014, neighborhood residents were able to complete the survey whether on-line or via hardcopy upon request. A total of 90 surveys were completed for an 18% response rate.

Respondents valued most the mature trees, historic architecture, and location of the neighborhood. The sense of community and good neighbors underscored why they liked living in ULP-Broadway. However, they are concerned about increasing traffic, especially speeding vehicles, as well as crime. Respondents felt that crime was increasing in the neighborhood (few were victims of crime themselves), particularly burglary and theft, and many attributed the crimes that happened to the public housing residents. Many spoke negatively about the public housing and the residents that lived there, and made broad negative generalizations. Despite these concerns around crime, most still consider ULP-Broadway a safe place to work and live, and do not personally feel unsafe.

Similar to Marina Vista and Alder Grove residents, adult recreation programs, youth programs, medical facilities and personal safety support were cited as the most needed neighborhood resources. Residents would like to see more restaurants, grocery stores, and commercial uses. Finally, when planning for the future, the most important considerations were walkability, bicycle friendliness, parks with a variety of amenities, high quality schools, open space, and new construction of comparable scale and architectural-style to the surrounding area.

For the entire Neighborhood Needs Assessment report, please see Appendix D.

## 2 neighborhood context

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*Sacramento Fire Station #5 located corner of 8th & Broadway adjacent to O'Neil Park*



*Iconic 300-foot tall weather tower at KXTV broadcast facility*



*Covered boat slips at the Sacramento Marina in Miller Park*



*Weeping willow iron gate at Old City Cemetery*

# 3 community engagement

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*Public housing and neighborhood residents reviewing site plan alternatives during the community meeting on January 24, 2015*

The ULP-Broadway community is comprised of many different constituencies, all of which have a vested interest in the redevelopment of the area. From the public housing residents to the adjacent middle-class neighborhood, business owners along the Broadway corridor, and property owners in the transitioning industrial area, community engagement was emphasized from the beginning of the planning process.

To formalize the engagement of stakeholders, a Community Advisory Committee (CAC) and three Task Forces (Neighborhood, People and Housing) were formed to guide and inform the planning process as well as the content of the ULP-Broadway Transformation Plan. These committees were established in March 2014 and met regularly throughout the planning process.

Involvement of the broader neighborhood was encouraged through a number of community meetings, public housing resident meetings, tours of other redeveloped mixed-income community, and youth-specific engagement activities.

Events were well publicized with a goal of keeping the community engaged, getting as many voices involved as possible, and maintaining a transparent process.



*Community Advisory Committee meeting on March 27, 2014*



# 3 community engagement

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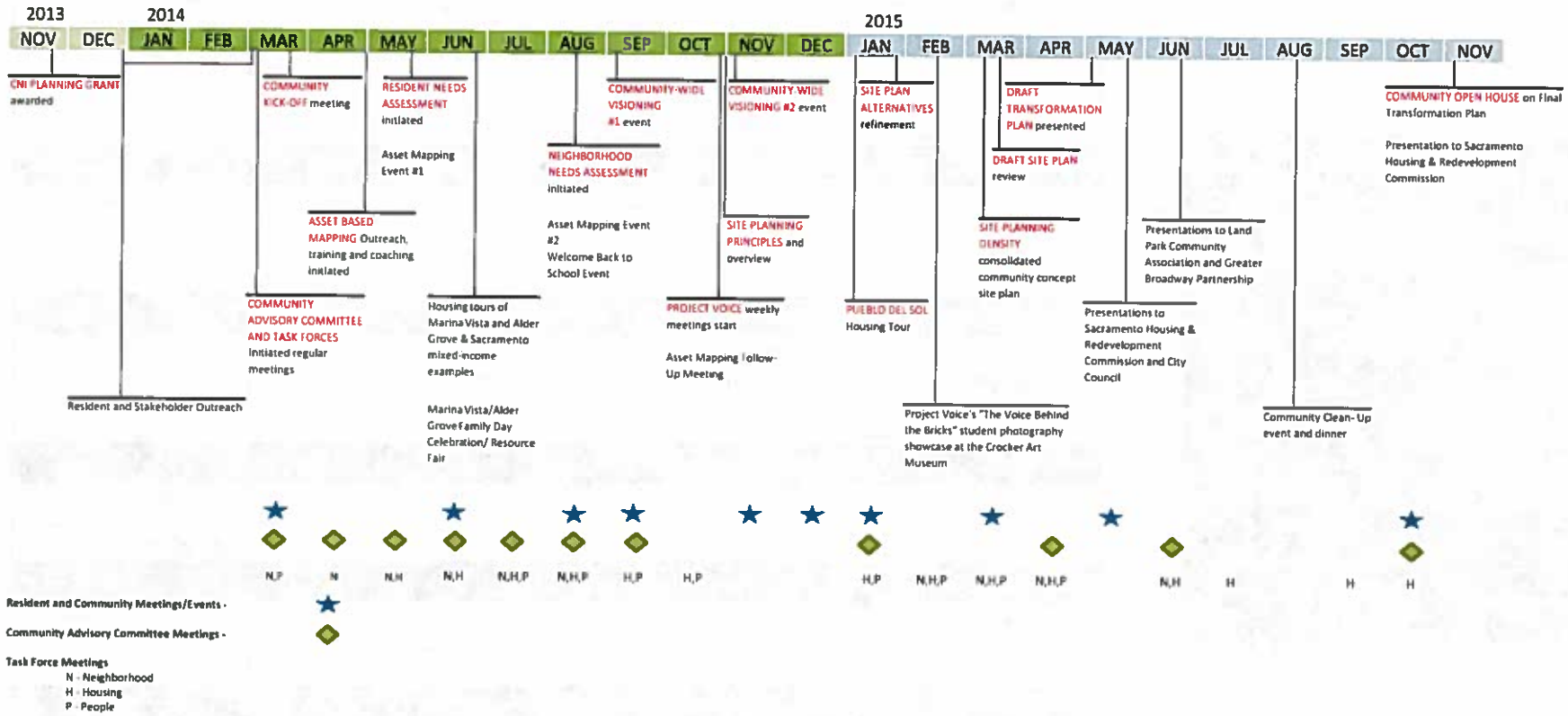
## Community Advisory Committee and Task Forces

- **Community Advisory Committee (CAC)**- comprised of representatives from the Marina Vista and Alder Grove public housing communities, Upper Land Park Neighbors, Land Park Community Association, Southside Park, Greater Broadway Partnership and Leataata Floyd Elementary School. The CAC has provided input on the overall process and plan, and will continue to provide input until the final Transformation Plan is complete.
- **Neighborhood Task Force**- led by the City of Sacramento Community Development Department, this task force was responsible for identifying the current base zoning and planning conditions, key assets and deficiencies as they related to the amenities in the neighborhood, as well as neighborhood activities and investments to tackle these challenges.
- **People Task Force**- led by Mercy Housing California, this task force focused on identifying resources and unmet needs of area residents, and planning for the provision of programs and services to address these needs now and into the future. Three sub-committees within the People Task Force were formed to specifically address education, health, and economic development in greater depth.
- **Housing Task Force**- led by the Related Companies of California, this task force addressed the redevelopment of the two public housing sites, taking into account the need to replace all of the public housing units either on-site, within the planning area, or outside the neighborhood subject to HUD guidelines. They also worked with the People and Neighborhood Task Forces to ensure the resulting housing plan addressed neighborhood-wide needs and priorities.



*Introductory Community Meeting on March 24, 2014*

### Upper Land Park-Broadway Community Engagement Timeline



# 3 community engagement

## Community and Resident Meetings



*Introductory Community Meeting on March 24, 2014*

<b>MARCH 24, 2014 - INTRODUCTORY COMMUNITY MEETING</b>	
<ul style="list-style-type: none"> <li>• Overview of the Choice Neighborhoods Initiative and introduction of the Choice Neighborhoods Planning Team.</li> <li>• "What I like about my neighborhood" and "What I dislike about my neighborhood" exercise in small groups.</li> <li>• Outreach to local organizations that serve the community (churches, school, Head Start centers) after the meeting to help identify resident leaders within the community.</li> </ul>	Arthur A. Benjamin Health Professions High School Multi-Purpose Room
<b>AUGUST 7 AND 9, 2014 - MARINA VISTA AND ALDER GROVE RESIDENT MEETINGS</b>	
<ul style="list-style-type: none"> <li>• Presentations to residents about the Choice Neighborhoods Initiatives and the impact the program could potentially have for them.</li> <li>• Question and answer sessions following the presentation to address residents' concerns regarding relocation, displacement, and right to return.</li> </ul>	Marina Vista Community Room and Alder Grove Community Room
<b>SEPTEMBER 3, 2014 - COMMUNITY-WIDE VISIONING EVENT #1</b>	
<ul style="list-style-type: none"> <li>• Focus on the potential of Marina Vista and Alder Grove</li> <li>• Small group work to brainstorm a vision for the community on broad topical areas such as access to open space, social services, transportation, neighborhood connectivity, safety, housing types, mixed-income communities, and sustainability.</li> </ul>	Marina Vista Community Room
<b>NOVEMBER 1, 2014 - COMMUNITY-WIDE VISIONING EVENT #2</b>	
<ul style="list-style-type: none"> <li>• Presentation of draft Guiding Principles based upon input from the first visioning session.</li> <li>• Refinement and prioritization of the draft Guiding Principles in small groups.</li> </ul>	Arthur A. Benjamin Health Professions High School Multi-Purpose Room
<b>DECEMBER 6, 2014 - SITE PLANNING PRINCIPALS AND OVERVIEW</b>	
<ul style="list-style-type: none"> <li>• Three refined Guiding Principles shared based on work from second visioning session.</li> <li>• Small group work to prepare a site plan for the neighborhood with low, medium and high density housing; retail; parks; and pedestrian, bicycle and automobile connections.</li> </ul>	Leataata Floyd Elementary School Multi-purpose Room
<b>JANUARY 24, 2015 - SITE PLAN ALTERNATIVES REFINEMENT</b>	
<ul style="list-style-type: none"> <li>• Overview of site visit by neighborhood and public housing residents to Pueblo Del Sol, a mixed-income HOPE VI development.</li> <li>• Three alternative site plans were presented based upon the site plans prepared by participants at the previous community meeting.</li> <li>• Working in small groups, participants identified pros and cons of each option, developed solutions to concerns raised by the group, and selected one alternative as the group's preferred option.</li> </ul>	Leataata Floyd Elementary School Multi-purpose Room

<b>MARCH 4, 2015 - SITE PLANNING DENSITY</b>	
<ul style="list-style-type: none"> <li>Review of density terminology and case studies of different redevelopments from around Northern California</li> <li>Presentation of consolidated community site plan based on work from previous meeting</li> </ul>	Marina Vista Community Room
<b>MARCH 11 AND 12, 2015 - MARINA VISTA AND ALDER GROVE RESIDENT MEETINGS</b>	
<ul style="list-style-type: none"> <li>Forum for residents to ask questions and comment on the consolidated site plan</li> <li>Review of Resident Needs Assessment findings</li> <li>Summary of Pueblo del Sol tour</li> <li>Presentation on density and terminology used</li> </ul>	Marina Vista Community Room and Alder Grove Community Room
<b>MARCH 21, 2015 - FIRST DRAFT SITE PLAN REVIEW</b>	
<ul style="list-style-type: none"> <li>Overview presentation of first draft of the conceptual site plan for redevelopment of the neighborhood</li> <li>Using open house format, participants moved among different tables to learn more about the master plan, traffic circulation and replacement housing types</li> </ul>	Marina Vista Community Room
<b>MAY 4, 2015 - OVERVIEW OF DRAFT NEIGHBORHOOD TRANSFORMATION PLAN</b>	
<ul style="list-style-type: none"> <li>Brief review of planning process undertaken to identify needs and assets, and subsequent strategies developed</li> <li>Overview of conceptual site plan, historic preservation, and project schedule</li> <li>Using open house format, participants circulated to different tables to review in detail, discuss and comment on the Goals and Strategies associated with each of the three Guiding Principles and the conceptual site plan</li> </ul>	Marina Vista Community Room
<b>NOVEMBER 5, 2015 - COMMUNITY CELEBRATION - OVERVIEW OF FINAL UPPER LAND PARK-BROADWAY TRANSFORMATION PLAN</b>	
<ul style="list-style-type: none"> <li>Presentation of final Transformation Plan including activities currently underway as a result of the planning effort</li> <li>Discussion about next steps in implementing the Transformation Plan and timeframe</li> </ul>	Marina Vista Community Room



*Resident meeting at Marina Vista on August 7, 2014*

# 3 community engagement

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*Small group work to prepare neighborhood site plan and subsequent report out by participants during December 6, 2014 meeting*



*Small group work to review and comment on three consolidated site plan options presented at January 24, 2015 meeting*



*Presentation of Resident Needs Assessment findings to Marina Vista residents on March 12, 2015*



*Councilperson Steven Hansen with residents and planning team members at May 4, 2015 meeting*

# 3 community engagement

## Asset Based Mapping

In April 2014, Pacific Community Solutions, Inc. (PCS) began working with Mercy Housing to make Asset Based Community Development (ABCD) training and coaching available to build the capacity of public housing and neighborhood residents to engage thoughtfully and meaningfully in the Choice Neighborhoods planning effort for ULP-Broadway.

In May 2014, PCS and Mercy conducted six meetings with resident leaders, school staff, and local church volunteers to discuss the potential of an ABCD approach for the area and to identify connector-leaders for an Asset Mapping Event. On May 8th, approximately 35 residents and 15 local agency representatives participated in an Asset Mapping Event at Health Professions High School.

While the event resulted in an inventory of assets and an appreciation of the neighborhood's qualities, it also revealed two other critical issues:

- Residents wondered what SHRA and development partners were going to do to improve the neighborhood as well as prevent displacement.
- Residents were skeptical of the CNI effort, especially the risk of displacement.

Residents gathered for a follow up meeting and defined questions that they needed answers to before moving ahead with any ABCD projects. PCS and Mercy met with resident leaders to answer questions and concerns, and to discuss the importance of residents using their assets and power to create the community they wanted as the plan for the neighborhood was being developed. The concept of "Doing while Planning" was presented as not only a way to identify immediate improvements, but also build resident capacity to influence the Transformation Plan and future investment in the area.

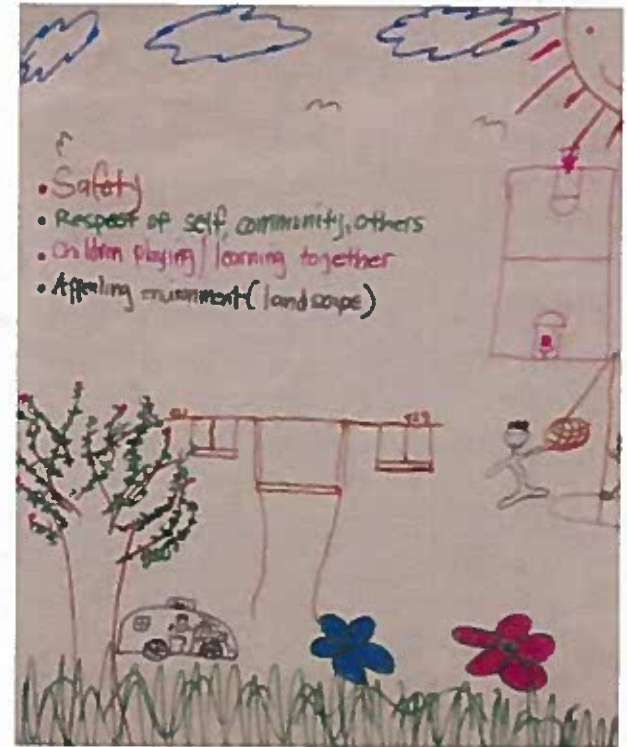


*Assets identified by residents during Asset Based Mapping event on May 8, 2014*

A second Asset Based Mapping event was held on August 27, 2014. Approximately 50 public housing residents participated. The asset inventory created during the first meeting was updated and several community visions were developed.

Residents prioritized the visions and established four working groups that began developing action plans: Youth Development, Educationally Sound Schools, Clean Up Days and Community Growth. Since the formation of the working groups, residents planned a registration day for summer youth programming and kindergarten sign-ups. A Clean-Up Day involving residents and community organizations took place in August 2015. Also, the formation of a Community Advisory Committee that would be led by residents and stakeholders was identified. They will support and advocate for services and resident initiatives in the neighborhood. This is a direct result of the residents that participated in the Asset Mapping events working with the community stakeholders. There are also plans for a Parent Leadership Academy that would build capacity for parents of Leataata Floyd to be more involved in their student's educational path. It would also prepare them for participation on the School Site Council and Community Advisory Committee.

Based upon this ABCD effort, it is clear that there are many assets in the neighborhood, and residents have powerful visions for their community and a clear idea of what they want to create. The ULP-Broadway Transformation Plan incorporates these resident strengths and visions. In addition to conducting formal committee work from an asset based framework, these actions can lead to successes that will frame out new businesses and residents view the area. They will also help residents develop their own voice and sense of power, and increase the likelihood that Choice Neighborhoods will be able to support the positive development of the area for existing and future residents.



*Visual visioning by residents during second Asset Based Mapping event on August 27, 2014*



# 3 community engagement

## Project Voice

Mercy started Project Voice in October 2014 to encourage youth participation and give them a voice in the Choice Neighborhoods planning process. By intentionally inviting young people to actively participate in the planning process, Project Voice aims to:

- Develop youth leaders and community-change agents
- Encourage student voice and action- give students an opportunity to tackle issues that matter to them
- Promote active participation in the Choice Neighborhoods Initiative
- Cultivate problem-solving, passion, creativity, and ingenuity
- Provide fun activities and events for Alder Grove and Marina Vista youths
- Help youths better understand their community past and present

At the start, 21 young people attended Project Voice's weekly meetings. By March 2015, 14 of the 21 original youths remained. Of the 14 youths, only six missed two Project Voice events. Most of the youths lived in Marina Vista- only 2 lived in Alder Grove. The youth ranged in age from 12-17, and were predominately African American females. They attend four different schools- three high schools and one middle school.

Over a span of five months, the youths participated in 20 Project Voice meetings that focused on Choice Neighborhoods, youth leadership, public speaking, and the student's Photo Voice Project. During the Photo Voice Project, participants were taught basic photography skills, and used video and photos to capture aspects of their environment and experiences. The photos allowed youths to record and reflect on their experiences and their communities' conditions, both positive and negative. The photos, coupled with narratives written by the students, were used to bring the realities of the photographers' lives home to the public.

The culmination of their efforts was The Voices Behind the Bricks Student Photography Showcase at the Crocker Art Museum on February 14 and 15, 2015. The youth's pop-up art exhibit was viewed by close to 300 hundred people over the Valentine's Day weekend, and their work received positive media attention as well. The youths were highlighted in the Sacramento Bee, The Observer, Sacramento Cultural Hub, and featured in CBS' local broadcast, Good Day Sacramento. Councilmember Steve Hansen invited the youths to show their photography at the Sacramento City Council Meeting on May 26, 2015.

The photography project highlighted the youths' concerns about the lack of youth programs and services in the community. Many expressed a need for a community center that would meet the various social, emotional, physical and spiritual needs of the young people living in the community. The youths confessed that they were struggling academically and wanted a safe-place where they could get academic help. All the students wanted to attend college; however, they do not feel like they are getting the support needed to achieve their goals. In addition to the lack of youth services, the students were concerned about the safety of the neighborhood. Specifically, they were concerned about drama leading to resident conflict, bullying, violence (recent shootings) and the overt use of drugs and alcohol in the neighborhood.

Despite their negative feelings, the students unanimously wanted to continue to participate in Project Voice and Choice Neighborhoods. They want to be a part of the positive changes that are happening in their community. The students reported that they learned valuable leadership, communication, public speaking, and writing skills. The students expressed that their participation in Project Voice made them feel like "they could do anything." They felt empowered, confident, happy, and less stressed. Furthermore, the students expressed that their participation allowed them to meet new friends and caring adults, and to see the positive aspects of their community.



*The youths of Project Voice*



*The Voices Behind the Bricks Student Photography Showcase at the Crocker Art Museum on February 14 and 15, 2015.*



*Youths at one of Project Voice's weekly meetings*

# 3 community engagement

## Pueblo del Sol and Other Mixed-Income Developments Housing Tours

The Planning Team arranged for Housing Task Force and CAC members, and interested residents and neighbors to experience for themselves:

1. Marina Vista and Alder Grove units,
2. Developments in Sacramento with varying housing types and affordability levels; and
3. Successful HOPE VI development in Los Angeles.

The goal was to provide participants with a common language as well as useful ideas and examples as the Choice Neighborhoods planning process unfolded.

The most meaningful of these three activities with the greatest impact on participants was the tour of Pueblo del Sol in Los Angeles to see first-hand what a mixed income community looks like 10 years after it was developed. Members of the Housing Task Force and CAC, residents, neighbors, and service providers, along with Councilmember Steve Hansen went on the tour of this HOPE VI funded community. This was especially important for the neighbors living in the historically middle class neighborhood next to Marina Vista and Alder Grove given that many expressed strong skepticism about the planning process and the impact it would have on the community.

The group of 25 people toured Pueblo del Sol, which has multi-family affordable rental housing and single family homes, and saw for themselves a successful mixed-income community. Pueblo del Sol also has an array of site design features that were in stark contrast to the low-density Marina Vista and Alder Grove. After a walking tour, the group shared their likes with one another. For the public housing residents, they liked how the architectural variation and landscaping used created small villages throughout the 377-unit development. Neighborhood residents came away with an understanding that the public housing can look as good as, or better than, market-rate single-family homes. Another outcome was the establishment of relationships between public housing residents and neighbors. The tour and lessons learned were shared with the community during subsequent public meetings.



*Participants in the Pueblo del Sol housing tour*



*Homes at Pueblo del Sol*

## Neighborhood Concerns

Several concerns were raised by the adjacent neighbors and other interested parties during the planning process. The planning team has worked and will continue to work to address these concerns that are identified below as the master plan is refined.

- Replacing some of the existing public housing units off-site to deconcentrate poverty and spread units across the City and into the County. The identification of eligible off-site locations has been challenging due to availability of sites that meet HUD site and neighborhood standards, high land costs, and community concerns where the replacement public housing would be located. The planning team has been working on identifying eligible off-site locations as discussed further in Chapter 6.
- Increasing the number and density of housing units in the neighborhood could result in increased traffic and crime. Strategies to address these concerns through design, physical improvements, and programs are included in the Transformation Plan.
- Listing of Alder Grove recently on the National Register of Historic Places as a Historic District. The effort to list Alder Grove was led by the Upper Land Park Neighbors with support from Preservation Sacramento. One of the three rationales for its listing is the cultural significance of local attorney, Nathaniel S. Colley, who provided legal expertise to fight not only public housing segregation in Sacramento and later other cities in Northern California and the western states, but also to successfully challenge and eliminate segregation in private developments. Several community members have called for a significant commemoration of Mr. Colley's legacy in the design of the new development, and several possible options are included in the Transformation Plan.

A summary of the public comments received and the response to those comments are provided in Appendix E.

# 4 vision and principles

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*Participants working on site plan alternatives during the January 24, 2015 community meeting*

***Vision for Upper Land Park-Broadway:***

*Upper Land Park-Broadway will be one of the premier in-town neighborhoods in Sacramento where residents from all walks of life can come together and live in a **dynamic and safe** environment characterized by **excellent schools, beautiful green spaces, walkable streets, high-quality homes, and a vibrant business district** that offers a range of goods and services reflective of the **diversity** of its residents.*

# 4 vision and principles

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Involving hundreds of residents and stakeholders, the vision and guiding principles for the transformation of the ULP-Broadway community evolved through an iterative process across three public meetings - drawing from the thoughts, comments, concerns and dreams of the community on broad topics ranging from transportation to open space, and safety to sustainability. This input was consolidated into six draft principles that were then prioritized by participants. In the end, the six draft principles were narrowed down to three guiding principles that serve as a guide for the development of the Transformation Plan and the associated goals and strategies.



*Participants at the second community-wide visioning event on November 1, 2014.*

## Guiding Principle #1: Safe Streets, Safe Homes, Safe Community

*Feelings of personal and community safety are fundamental for Upper Land Park-Broadway to become a well-functioning neighborhood.*

- Streets should be **safe for all users** whether by foot, bike or car.
- The new community should have **well-defined public and private spaces**.
- Residents should actively participate individually and in collaboration with others to foster a **safe environment**.
- The neighborhood should offer strong but **safe connections and linkages** both within the neighborhood and to other areas of the City.

Elements for consideration:

- pedestrian- and bicycle-friendly streets
- traffic calming measures
- minimize non-neighborhood traffic
- channel traffic to major thoroughfares (Broadway) and off of secondary roads (Muir Way, 5th Street, etc.)
- clearly defined and secure private spaces
- location of parking for residential units
- community watches
- lighting levels for sidewalks and streets
- working partnership with law enforcement with open lines of communication
- inclusion of crime-prevention through environmental design (CPTED) principles
- safe routes to school
- enhance the public transportation system (bus stops, headways, and routes) to decrease automobile usage



# 4 vision and principles

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## Guiding Principle #2: Dynamic and Livable Neighborhoods

*The transformation of Upper Land Park-Broadway should be inclusive of residents across a range of incomes, ages and abilities with a focus on sustainability, quality amenities and services, and community-building.*

- The new buildings and homes should **physically and visually integrate** seamlessly with the surrounding neighborhoods and offer high-quality design, with energy-conservation features included, in a **variety of architectural styles and housing typologies**.
- The new community should offer both **rental and homeownership** opportunities that span the affordability spectrum and accommodate households across a range of types and abilities.
- Residents should have **improved access** to fresh food, health services, fitness programs, and nutrition classes.
- The new community should incorporate thoughtful and environmentally-friendly **open space** for the benefit of individual use and neighborhood gatherings, and should provide ample **opportunities for formal and informal gatherings** and interactions between neighbors.

Elements for consideration:

- respect for historic architectural vernacular
- different levels of housing density appropriately located
- high quality construction including energy-conservation features
- provide a ladder of housing opportunity from rental to homeownership
- integrate public housing with other housing affordability levels
- no additional public housing units in neighborhood other than what currently exists on-site
- seek opportunities for development of replacement public housing units outside of the planning area
- availability of neighborhood-serving retail
- open spaces with passive and active recreational options – options may include gathering spots, community garden, dog park, and retention of heritage trees
- indoor recreational options
- create opportunities for neighbors to know one another
- engage faith-based community in improving neighborhood

### **Guiding Principle #3: Excellence in Learning and Opportunities for Personal Growth**

*Not only sticks and bricks, transforming Upper Land Park-Broadway also means transforming lives and providing residents the resources and opportunities that assist them with maximizing their potential.*

- From early childhood to elementary and high school, college and beyond, residents should have **access to a range of quality educational opportunities** and programs, both in and out of school.
- Whether career-making or career-changing, adults should have a comprehensive compendium of **workforce and business development programs** to support the achievement of their personal goals.
- Indoor and outdoor **recreational facilities** should offer a wealth of classes and programs that physically and mentally engage all residents, from the youngest to the oldest.

Element for consideration:

- increase access to quality early childhood learning programs
- improve public schools serving the community
- enhance access to health services and personal wellness programs
- widen the availability of out-of-school time programs
- increase parental involvement in their child's educational life course
- bridge the high school to college attendance gap
- explore the possibility of a public library facility closer to or within the neighborhood
- offer enhanced case management services to families with the greatest challenges
- provide channels to workforce development options in growing employment sectors

# 5 transformation plan strategies

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*View of bike path along the Sacramento River*

## **Overview**

The vision and guiding principles for the transformation of the ULP-Broadway neighborhood, while informing the Transformation Plan's recommendations, were also used as the organizational framework for the goals and strategies showcased in the Plan. The goals and strategies identified are aligned with the guiding principles, and cross-cut the three main subject areas of Choice Neighborhoods-Neighborhood, Housing and People.

The goals of the ULP-Broadway Transformation Plan are:

### **Safe Streets, Safe Homes, Safe Communities**

- A-1. Neighborhood streets will integrate physical features to make them safe for all users.
- A-2. Residents, law enforcement, and community stakeholders will work together to address community safety issues.
- A-3. The new community at Marina Vista and Alder Grove will incorporate design principles that promote safety.

### **Dynamic and Livable Neighborhood**

- B-1. The new development at Marina Vista and Alder Grove will offer a ladder of housing opportunity for a diverse range of households.
- B-2. The new buildings and homes at Marina Vista and Alder Grove will be physically and visually integrated with the surrounding neighborhoods in a sustainable manner.
- B-3. Residents will have improved access to fresh food, health services, fitness programs, and nutrition classes.
- B-4. Environmentally-friendly open spaces will provide recreational and social opportunities for residents.
- B-5. The Broadway Corridor will emerge as a regional destination.

### **Excellence in Learning and Opportunities for Personal Growth**

- C-1. Youth programs will focus on the whole child from socio-emotional to educational supports.
- C-2. Adults will have access to an array of workforce and business development programs to support the achievement of their personal goals.
- C-3. All residents will be able to obtain the services necessary to address their physical and/or emotional health needs.

# 5 transformation plan strategies

## Doing While Planning - Identification, Knowledge, Action

During the planning process, residents and stakeholders learned not only about the challenges confronting their community and what needed to be changed to make the neighborhood a better place to live, but that they also had the power to be the agents of that change and make a difference in their community. As a result, several initiatives are already underway, with community members leading the charge to address specific needs.

### Community Clean-Up Day/Kick-Off to Summer

During the Asset Based Mapping Events, residents were asked to come up with action plans. An Alder Grove resident who participated on the CAC and the People Task Force suggested a Community Clean-Up Day and the idea was supported by many others. The first Community Clean-Up Day will be held in August 2015. The goal is to continue these clean-up events on a bi-monthly basis to create a positive presence in community. The hope is that this will be the beginning of collective efforts to implement additional resident action plans related to safety issues and parental engagement. Other planned activities include a back-to-school event and potentially a National Night Out event.

### Expansion of Summer 2015 Youth Programs

A critical need identified in the Resident Needs Assessment was more youth programs that were easily accessible to families as transportation is a significant barrier to participation. To address this gap, Leataata Floyd, Greater Sacramento Boys and Girls Club, Roberts Family Development Center, and Bayside Midtown Church banded together to expand the number of youth programs and spots available for summer 2015. Between the new Breakaway Academy, Freedom School, Summer Quest, and Vision 2000 programs, over 130 new spots were created for neighborhood youth in Kindergarten through 6th grade. The goal is to continue the collaboration and coordination throughout the school year.

### Summer Internships for Project Voice Participants

The Project Voice participants called out the need for employment opportunities and job training for youth. In response, a summer internship program embedded in the Breakaway Academy was created. This 6-week program is designed to cultivate youth leaders who are passionate about caring for their community. Student interns work directly with Bayside Midtown Church mentors and use their gifts and talents while serving as leaders at the summer Breakaway Academy. There will be four to six paid internship opportunities for Marina Vista and Alder Grove youth.



*Project Voice youth on an aquarium trip*

### **Leataata Floyd Student Service Center (LFSSC)**

With recent information coming out from SCUSD that Leataata Floyd is the lowest performing elementary school in the district, concerned stakeholders knew that they had to start doing something now to address the barriers to learning experienced by students and their families. The LFSSC is the first step in building a full service community school- i.e. “communities in school” model- that focuses on partnerships between a school and its community, and integrates together academics, youth development, family support, health and social services, and community development.

The establishment of the LFSSC is a unique partnership between Leataata Floyd, SCUSD and Mercy. In this model, Leataata Floyd and Mercy will jointly hire a School Site Coordinator to lead the LFSSC. This will allow the staff of the LFSSC to utilize the current resources at Leataata Floyd, the resources of the SCUSD and the service coordination and community partnerships of Mercy. The primary responsibilities of the School Site Coordinator will be to plan, organize, and coordinate the development, implementation, enhancement, and improvement of learning support services for the students and families of Leataata Floyd. The Coordinator will especially focus on supporting students with academic, behavior, attendance and/or social/emotional concerns.

Mercy Housing was able to hire a School Site Coordinator to start at the beginning of the 2015-16 school year. The School Site Coordinator has already begun planning and organizing efforts at Leataata Floyd. This fall the School Site Coordinator organized the first series of Family Teacher Academic Team meetings in which parents set goals for students and commit to helping with learning at home. This year 160 parents attended the FTAT meetings which was a 130% increase from last year.

### **Leataata Floyd Community Center**

In addition to addressing the needs of youth for academic and enrichment out-of-school time programs, residents cited the dearth of programs and activities geared towards teens, including safe places for them to go and build the skills and knowledge they need as they transition into adulthood. The creation of the Leataata Floyd Community Center is an outgrowth of the youth Project Voice efforts and builds upon the partnership between Leataata Floyd, SCUSD and Mercy for the LFSSC. The Community Center would specifically target teens and offer academic and enrichment programs such as tutoring, photography and dance. The School Site Coordinator for the Student Center would assist with the coordination and operation of the Community Center with other partners. As fundraising progresses for the School Site Coordinator position by Mercy and SCUSD, the goal is to have the Community Center open its doors during the 2015-16 school year.

### **School 2 Home**

A new innovative program funded by the California Emerging Technology Fund and the Children’s Partnership designed to close the Achievement Gap and the Digital Divide will start in the 2015-16 school year at Leataata Floyd. The program infuses technology into every aspect of student learning and touches every student, administrator, teacher and family in the school community. With a goal of improving the educational performance of students through the infusion of technology into the curriculum and homework, School 2 Home is being coordinated by Valley Vision with community, City and County partners.

# Safe Streets, Safe Homes, Safe Communities

Safety was the number one issue for residents in ULP-Broadway. Whether real or perceived, feeling unsafe when walking around the neighborhood, engaging in daily activities or within one's home erodes neighborhood confidence and inhibits investment.

Addressing safety concerns cannot be solved solely by increasing police presence or installing security systems in homes. Rather, the solutions must be multi-faceted and integrated with one another, and include physical and social improvements along with resident involvement to take back their community.

## Goal A-1: Neighborhood streets will integrate physical features to make them accessible and safe for all users.

Improving the streets within the neighborhood as well as connections to the north towards downtown will provide much needed access to employment, recreational, social, and educational opportunities.

As redevelopment of Marina Vista and Alder Grove proceeds, the following strategies will be incorporated for any new streets constructed. For other existing streets, the City and SHRA will proactively identify funding opportunities to make improvements focused on pedestrian and bicycle safety.

- *Design new and existing streets to include adequate pedestrian and bicycle facilities, lighting and measures to minimize traffic, including:*
  - Clearly marked crosswalks, obstruction-free sidewalks, and pedestrian-friendly street lighting
  - Designated bike lanes
  - Street improvements designed concurrently with the new housing to improve effectiveness and aesthetics
  - Traffic calming (stop signs, traffic circles, bump outs, etc.) as appropriate to minimize potential traffic impacts to the new development and the Upper Land Park neighborhood.
- *Establish projects in the City's Transportation Programming Guide - including 5th Street, and Muir Way - to provide pedestrian and bicycle facilities*
  - Pursue funding opportunities for complete streets
- *Improve pedestrian and bicycle access along and across Broadway as a part of the Broadway Street Improvements project*
- *Support bicycle and pedestrian improvements across W and X Streets from 3rd to 12th Streets*
- *Provide enhanced car, pedestrian and bicycle access as part of the Downtown Grid 2.0 study*
- *Support one-way and two-way conversions which improve access and protect pedestrians and bicyclists*
- *Work with property owners to create new east-west connections to Alder Grove as development occurs*

### Key Partners:

- City of Sacramento Public Works Department
- Greater Broadway Partnership
- SCUSD
- Property owners



# 5 transformation plan strategies

## Key Partners:

- Sacramento Police Department
- Private Security
- City of Sacramento Community and Economic Development
- Asian Resources
- Greater Sacramento Boys & Girls Club
- Leataata Floyd Elementary

## Key Partners:

- City of Sacramento
- SHRA
- Development Team

### Goal A-2: Residents, law enforcement, and community stakeholders will work together to address community safety issues.

Regular communication among the community and law enforcement has improved safety in other Sacramento neighborhoods. It establishes relationships which become essential to address new and ongoing neighborhood problems. Proactive activities with residents, especially youth, are a priority.

- *Establish regular working group of law enforcement, residents, property managers, and school officials to address public safety issues in real-time.*
- *Empower residents to proactively address safety concerns (community watch, safe reporting channels, etc.).*
- *Provide ongoing education to residents on reporting crime through ways that protect their identity while providing sufficient information to be effective.*
- *Activate the industrial area through facilitating and supporting adaptive reuse of existing commercial buildings as appropriate.*
- *Expand availability of and participation in evidence-based out-of-school time and summer programs by youths aged 12-18.*
- *Provide access to summer work experiences for teens via Asian Resources, Boys and Girls Club, and Leataata Floyd summer tutoring programs.*
- *Utilize the newly created Student Services Center at Leataata Floyd to connect students and families affected by trauma to mental health services.*

### Goal A-3: The new community at Marina Vista and Alder Grove will incorporate design principles that promote safety.

- *Incorporate Crime Prevention Through Environmental Design (CPTED) principles in the design of the new buildings and open spaces at Marina Vista and Alder Grove, including:*
  - Individual unit entries
  - Homes with front doors and windows facing the street or opening onto private courtyards
  - Living spaces, kitchens and balconies overlooking the streets and open spaces
  - Clearly demarcated public and private spaces to create a sense of privacy/ownership
  - Appropriate lighting along streets and sidewalks
- *Orient buildings on Broadway to engage with pedestrian activity.*
- *Reconnect the street grid to integrate the new housing development into the surrounding community.*

# Dynamic and Livable Neighborhood

A thriving neighborhood is characterized by many things both tangible and intangible, but some fundamental characteristics are that it is convenient and accessible- a destination for entertainment, transportation and business - and a vibrant sense of community. People want to live in a place where it is easy to get to work, get children to school, access green space and cultural amenities, shop and access services for daily needs, and spend time with family and friends.

# 5 transformation plan strategies

## Key Partners:

- SHRA
- Development Team

### **Goal B-1: The new development at Marina Vista and Alder Grove will offer a ladder of housing opportunity for a diverse range of households.**

The redeveloped Marina Vista and Alder Grove communities will include between 1,200 to 1,500 new homes for a range of incomes with high-quality design that will include affordable and market-rate units indistinguishable from one another.

- *Provide a mix of units across affordability levels, including public housing, affordable, and market-rate.*
  - At a minimum, all 751 existing public housing units will be replaced. A portion of the 751 public housing units may be developed off-site elsewhere in the City of Sacramento depending upon whether suitable locations can be found. Of the 751 public housing units, approximately 671 will be family units ranging in size from one-to four-bedrooms. About 80 will be senior housing in a new facility proposed on Broadway.
  - The remaining homes will be a mix of (1) affordable multi-family units for families earning up to 60% of the Area Median Income (AMI), (2) possibly market-rate rental, (3) affordable and market-rate single-family homeownership, and (4) possibly townhome, for-sale ownership units.
  - All rental units, regardless of affordability, will be integrated together in each phase.
- *Accessible and adaptable features will be available in a portion of the redeveloped units to accommodate those with mobility, visual, and hearing disabilities.*
- *Visitability design principles - inclusion of housing features where by it can be lived in or visited by people with mobility challenges or physical disabilities - will be incorporated when feasible across the entire development.*
- *Marketing and advertising for the new units will follow an Affirmatively Furthering Fair Housing marketing plan to reach out to those that are least likely to apply to make them aware of the new housing opportunities.*

**Goal B-2: The new buildings and homes at Marina Vista and Alder Grove will be physically and visually integrated with the surrounding neighborhoods in a sustainable manner.**

The character of the existing area is varied, which creates challenges for interpreting the past as well as its future. There are many industrial sites, which calls out for a contemporary industrial character as the area transitions from industry to more retail mixed use residential. However the residential neighborhood of Upper Land Park calls for small simple, almost “cottage-like” styles with simple forms and modest ornamentation.

- *Incorporate a variety of architectural style and typologies that transition from Broadway to Upper Land Park both in terms of style and density.*
  - Nearer the Broadway corridor, provide for higher density housing with a character that takes on more of the flavor of the area’s industrial past and/or midtown, which balance contemporary design and traditional patterns. This is a beneficial strategy as it will create more activity on the corridor and population to support increased services for residents.
  - Moving southward, transition from higher density to medium density and then to single-family homes, with the character transitioning from contemporary to more traditional homes
  - Utilize building materials that are reflective of the immediate environment - brick veneer on the northern half of the neighborhood reminiscent of the original brick veneer homes at Alder Grove and surrounding industrial buildings, stucco/plaster on the southern half to blend with the traditions of Marina Vista and the facades at The Mill at Broadway
- *Consider historic preservation opportunities*
  - Assess the historical significance of the New Helvetia historic district including evaluating character defining features and analyzing their significance
  - Evaluate preservation strategies and a variety of opportunities to commemorate historic features and characteristics
  - Initiate the local/state/federal historic review process for the New Helvetia historic district
- *Reconnect the street grid and connections to the surrounding neighborhood.*
  - Line up streets with the surrounding street grid and incorporate multiple access points and connections
  - New streets will include trees and pedestrian scaled lighting with separated sidewalks and bike paths or sharrows on primary streets
- *Include sustainable building practices and site design into the new community.*
  - Pursue Stage 1 certification under LEED-Neighborhood Development for the master plan
  - Follow CALGREEN standards for new construction

**Key Partners:**

- City of Sacramento
- SHRA
- Development Team

# 5 transformation plan strategies

## Goal B-3: Residents will have improved access to fresh food, health services, fitness programs, and employment opportunities.

Transportation barriers limit daily activities as few services and amenities are located within or near to the neighborhood. The approach is two-fold: (1) to reduce transportation barriers and (2) improve opportunities within the neighborhood.

- *Improve and expand the public transit system and number of alternative transportation options.*
  - Work with Sacramento Regional Transit District (RT) to increase bus service on lines #38, #51 and #2 (frequency, start and end times, days of operation).
  - Increase the number of alternative transportation options for residents:
    - Bike share: Work with SACOG to establish a program targeted to Marina Vista and Alder Grove residents
    - Car Share: The Sacramento Air Quality Management District, Zipcar, the City of Sacramento, Sacramento Municipal Utility District, SHRA, and Sacramento Mutual Housing received funding for the Targeted Car Sharing and Mobility Option in Disadvantaged Communities Pilot Project (Pilot Project). The Pilot Project will provide two battery-electric vehicles at Alder Grove and provide financial assistance for application, membership, and basic usage for income qualified residents. Start up is anticipated in summer/fall 2016.
- *Address transportation/access barriers to services and programs.*
  - Educate RT users on how to effectively use the transit system. RT has smart phone applications to improve connections between modes of transit, and will be implementing the Connect Transit Card, an electronic transit fare payment system.
  - Improve bus stops to include seating, shelter and lighting.
  - Increase the number of pedestrian-scale street lights on Muir Way, 5th Street, Broadway and other neighborhood streets as appropriate.

- *Inform community leaders and residents of nearby recreational programming on a regular basis.*
- *Increase use of and expand existing programs that improve resident access to local fruits and vegetables.*
  - Increase outreach effort for CalFresh: Connecting Families to Farmers
  - Increase availability of market match program funds for low-income residents
  - Increase cooking/nutrition and other educational opportunities for residents
- *Work with the owners of the Muir Market to increase the quality and variety of healthy food options, which will increase the patronage by neighborhood residents.*
  - Provide training and technical support to store management regarding best practices for produce.
- *Support the development of a full service grocery store as the population of the community grows.*
  - Assist with identification of appropriate sites and facilitate development.
- *Provide retail opportunities along Broadway.*

### Key Partners:

- Sacramento Regional Transit
- Greater Broadway Partnership
- City of Sacramento
- The Alchemist CDC
- Sacramento Air Quality Management District
- SACOG

**Goal B-4: Environmentally-friendly open spaces will provide recreational and social opportunities for residents.**

Both Marina Vista and Alder Grove have open space and recreational facilities, but they have limited usability. There are several wonderful assets nearby, such as Miller Park and Southside Park, but they can be difficult to access due to the street network.

- *Support the creation of a direct link to Miller Park from the neighborhood via the Mill at Broadway by working with Northwest Land Park, State of California Parks and the City to execute agreements, design improvements, and secure funding.*
- *Provide multiple open spaces for active and passive recreation.*
  - Incorporate a mixture of public and semi-private open spaces into the new development at Marina Vista and Alder Grove
  - Provide for larger public areas near new community centers
- *Identify opportunities to improve existing open space, parks, and school facilities including Miller Park, Southside Park, O'Neil Park, Leataata Floyd, and HPHS. Engage partners and residents to determine needs and opportunities to improve existing assets.*
- *Participate in Northwest Land Park's efforts to develop new recreational facilities at The Mill on Broadway and improve existing facilities at Leataata Floyd.*
  - A new neighborhood park with a community center in the refurbished produce building
  - Development of Floyd Farms, a farm, educational and community garden at Leataata Floyd
  - Educational and recreational improvements at Leataata Floyd that are related to daytime use by the public
  - Execution of joint use agreements for physical improvements with the SCUSD and the City of Sacramento and Northwest Land Park

**Key Partners:**

- **City of Sacramento Community Development, Economic Development, Parks & Recreation**
- **Leataata Floyd Elementary**
- **Northwest Land Park**
- **State of California Parks**
- **SCUSD**

# 5 transformation plan strategies

## Goal B-5: The Broadway Corridor will emerge as a regional destination.

For many years, the Broadway Corridor (Sacramento River to Highway 99) has had a variety of wonderful and diverse restaurants and is home of the iconic Tower Theater. In Spring 2015, Broadway became the focus of a lot of attention as the result of the construction of model homes at The Mill at Broadway, The Kitchen announcing its relocation to Broadway, and the City initiating the Broadway Street Improvements planning effort. It has emerged as an opportunity for infill development as downtown and midtown Sacramento sites are purchased.

### Key Partners:

- City of Sacramento Community Development ,Economic Development
- SACOG
- Valley Vision
- Greater Broadway Partnership
- Northwest Land Park
- Private property owners/ businesses

- *Support the Greater Broadway Partnership's efforts to transform Broadway into a regional retail and dining destination.*
  - Support the redevelopment and marketing of Broadway as a home/destination for small-scale entrepreneurs who want to live and work within the area.
  - Link entrepreneurial residents to local resources to start and/or grow their business
  - Support and partner with the owners of 915 Broadway to redevelop the site into a vibrant development anchored by the Kitchen Restaurant.
- *Encourage redevelopment of underutilized, vacant, and industrial properties into residential and commercial uses appropriate for the Corridor.*
  - Work with area property owners and developers to provide referrals and assistance to retain existing businesses in the City and relocation to more suitable area
  - Promote the adaptive reuse or construction of residential buildings in the industrial district through incentives
  - Collaborate with property owners, interested organizations and businesses to create an entrepreneurial training center to help grow and diversify the Sacramento economy
  - Work with SACOG, Valley Vision, entrepreneurs, and property owners to develop opportunities for local food processing in the industrial area
- *Collaborate with telecommunication companies, property owners and nonprofits to develop a 21st century broadband infrastructure which will serve all residents and support the growth of Broadway as a regional employment center*

# Excellence in Learning and Opportunities for Personal Growth

Redevelopment of Marina Vista and Alder Grove provide for the opportunity to comprehensively address the personal, physical, social, educational, and economic challenges the public housing residents, both youths and adults, face in a coordinated and supportive system.

Through the planning process, residents have actively collaborated with service providers and stakeholders to identify current assets and current deficits in the neighborhood, and develop strategies to address these gaps and improve outcomes. The strategies identified are based on the needs as outlined in the Resident Needs Assessment (RNA).



# 5 transformation plan strategies

## Goal C-1: Youth programs will focus on the whole children from social-emotional to educational supports for pre-school, school-aged, and transition-aged youth.

The youth of Marina Vista and Alder Grove are confronted with many challenges academically and socially, and many times what happens outside of the classroom directly impacts their ability to learn and engage at school. The following integrated strategies are designed to prepare children to succeed in school by giving them the supports and tools needed to help them continue on an upward path educationally and into adulthood. They also address the specific challenges identified by residents, and together provide a holistic approach to improving educational and future outcomes.

### Pre-School Age Children (birth to 5)

While children age 0-5 make great progress once they are enrolled in the Sacramento Education and Training Agency's (SETA) Head Start programs, they still are not at the appropriate academic and social emotional development levels needed for kindergarten.

- *Increase the number of slots and enrollment in high quality early childhood education programs.*
  - Increase the number of existing pre-K programs- from birth to K- participating in programs such as the Race to the Top-Early Learning Challenge (e.g., Early Head Start, Head Start). Race to the Top-Early Learning Challenge uses a quality rating and improvement system to assess child development and school readiness, improve teacher effectiveness and improve the quality and safety of learning environments for participating pre-k programs. After initial assessment, the program offers on-site consultation and support and participants become a part of a learning community that provides continuous support and resources.
  - Through the construction of new housing, create facilities to expand the number of spaces for Early Head Start and Head Start serving youth ages 0-5. Current aging facilities would also be brought up to the current standards of safety and function.
- *Increase family participation in home visits by Head Start teachers and family service workers for assessment and service provision.*
  - SETA Head Start will increase the amount of Early Head Start Home Visitation Programs for infants to age 3 and their families that focus on improving the development of language, literacy, math, motor and social-emotional skills in children by enhancing the parent-child-relationship and ensuring children have their health needs meet such as physical, dental, and nutritional. River Oak Center for Children is a potential provider for these services. In addition, existing Early Head Start and Head Start programs that serve youth ages 0-5 will increase their number of home visits.

#### Key Partners:

- SETA Head Start
- Councilmember Steve Hansen
- Roberts Family Development Center
- River Oak Center for Children
- SCUSD Office of Family and Community Engagement
- SCUSD Student Support and Health Services
- Bayside Midtown Church
- City Church of Sacramento

- *Increase the availability of Social Emotional Learning programs to pre-school age children.*
  - Increase Social and Emotional programming and training based on the curriculum and programs from the Center for Social and Emotional Learning (CFSEL) training for teachers and parents. Some training and curriculum is currently happening with some youth from Marina Vista and Alder Grove. There is an opportunity for all on-site providers to participate in more training and then implement the Social and Emotional Program. Research has clearly shown that children's emotional and behavioral adjustment is important for their chances of early school success, yet the emphasis on cognitive and academic preparedness often overshadows the importance of children's social-emotional development (Raver, 2002).
- *Share SETA Head Start health-related resources (dental and vision) across neighborhood pre-K centers.*
  - Children's health is a critical factor in being school ready. Head Start ensures that all enrolled children have timely immunizations and screenings for cognitive development, basic health, speech and language, hearing, vision, and dental health. In coordination with the LFSSC, Leataata Floyd Head Start and/or a potential Marina Vista/Alder Grove on-site health clinic, SETA Head Start has agreed to share their resources to bring basic health, hearing, vision and dental health resources to the site. The strategies include the Leataata Floyd Student Service Center hosting an annual back-to-school health fair where residents would have access to these resources. A long-term strategy would be to imbed these services at a potential on-site health clinic.

## **Social-emotional development -**

**The developing capacity of a child from birth through 5 years of age to form close and secure adult and peer relationships; experience, regulate, and express emotions in socially and culturally appropriate ways; and explore the environment and learn—all in the context of family, community, and culture**

**- Center on Social Emotional Foundations for Early Learning**

**60% of children enter school with the cognitive skills needed to be successful, but only 40% have the social-emotional skills needed to succeed in kindergarten.**

**- National Academy of Sciences**

# 5 transformation plan strategies

## Key Partners:

- Leataata Floyd Elementary
- Mercy Housing California
- SCUSD Office of Family and Community Engagement
- SCUSD Support and Health Services
- River Oak Center for Children
- Greater Sacramento Boys and Girls Club
- Roberts Family Development Center
- CitiYear
- Bayside Midtown Church
- City Church of Sacramento
- Trinity Cathedral Church of Sacramento
- Valley Vision
- Sacramento State University
- Youth Development Network
- Sacramento Chinese Community Center

## School Age Children (5-12)

Stakeholders and the service providers serving Marina Vista and Alder Grove students strongly agree that there is a need for more mental health supports for the students. Safety concerns also have an impact on the student's ability to focus on academic achievement.

Parental engagement in their child's school is low. Both residents and service providers agree that this is due in large part to parent's lack of positive personal experiences as a child and/or as a parent with education- parents have not experienced success in their own educational path and do not see schools as a welcoming place for them; and/or their interactions with the school only revolved around discipline issues with their children. Parental engagement is seen as so important by residents that they asked for help with strategies for increasing parent involvement in student's educational paths.

- *Establish a Student Services Center at Leataata Floyd focused on supporting students with academic, behavior, attendance and/or social/emotional concerns.*
  - In a unique partnership between Leataata Floyd, SCUSD and Mercy Housing, a Student Services Center will be established at the school that is led by a School Site Coordinator funded jointly by SCUSD and Mercy. The Center's primary mission is to provide academic and mental health supports for students with academic, behavior and attendance and/or social/emotional concerns. Other Center staff include the current School Social Worker and Social Work interns from Sacramento State University.
- *Expand out-of-school time activities offering academic, arts and/or youth development programming.*
  - Through a collaboration between Leataata Floyd, Greater Sacramento Boys and Girls Club, Sacramento Chinese Community Center, Roberts Family Development Center, Bayside Midtown Church, City Church of Sacramento and Trinity Cathedral, a variety of out-of-school time academic supports and enrichment programs have been developed in the past year. One example is a weekly out-of-school arts/nutrition program at Leataata Floyd provided by City Church in collaboration with the Sacramento Arts Commission and Leataata Floyd. Over 130 new spots for academic and enrichment programming were created for the summer of 2015. Through the efforts of the School Site Coordinator, this collaboration and coordination will continue into the fall of 2015. More targeted efforts to improve students' academic and socioemotional outcomes have begun in the fall of 2015. will be the goal for these collaborations and the responsibility of the School Site Coordinator to manage. Afterschool program providers are beginning to share resources and plan for targeted outcomes as a result of the coordination of the Mercy Housing Resident Services Manager.

- *Increase student exposure to college/career awareness activities starting in elementary school.*
  - Create a graduate profile for students starting in the 3rd grade to begin to chart a path so they will graduate from high school ready for college and career. The SCUSD Graduate Profile outlines the knowledge, dispositions, and skills students must obtain and demonstrate to be prepared to pursue an array of post-secondary opportunities. Partnerships will be created with the middle and high schools that students attend to establish the long-term goal of tracking the academic progress of the Marina Vista and Alder Grove students from K-12.
  - Establish a week-long Strengths-Based Youth Leadership Camp In partnership with the Youth Development Network. The camp is designed to support social, emotional and physical well-being of young people, increase student academic success, and integrate neighborhood leadership opportunities. It includes planning for their path to be college and career ready.
- *Increase supports so by the end of 3rd grade, students are reading at or above grade level.*
  - Increase the number of summer academic opportunities for Marina Vista and Alder Grove youth to prevent summer learning loss. This summer over 130 spots in academic and enrichment programs for students in grades K-6 were created, of which 45 spots are in The Breakaway Academy. This is a literacy program sponsored by Midtown Bayside Church for students attending Leataata Floyd. The Academy provides 6-weeks of focused instruction to students who are reading below grade level and offers students the support they need to build a strong foundation in literacy. Through a fun and holistic learning environment coupled with bi-weekly field trips, the program aims to reduce summer learning loss, increase reading skills, and promote academic success.
  - Student Service Center will help to identify students most at-risk and provide the supports necessary to increase their reading levels. This includes but is not limited to mental health supports, academic supports and an Individual Learning Plan to chart the necessary supports. Mitigating the effects of trauma due to violence in the neighborhood will also directly impact the student's ability to achieve academically.
  - Improve after-school and summer programming through collaboration with Leataata Floyd school administration, School Site Coordinator and third party providers such as Boys and Girls Club, CitiYear, Sacramento Chinese Community Center and Roberts Family Development Center. This collaboration has started but will be formalized with the support of the School Site Coordinator. The long-term goal is to share data on student attendance, academic and socio-emotional indicators.

# 5 transformation plan strategies

## Leataata Floyd Student Service Center (LFSSC) - 3 Year Work Plan

Year 1
Establish Student Service Center that will provide learning support services for school students with academic, behavior, attendance, and/or social/emotional concerns.
Develop a referral system for teachers and 3 <sup>rd</sup> party providers to refer students to Student Service Center to provide mental health supports.
Coordinate Trauma Training for all school staff and some third party partners.
Develop a system of individual educational plans for students referred to the LFSSC.
Develop a strategy for third party partners and their service at the school. Establish regular coordination meetings with 3 <sup>rd</sup> party partners such as Boys and Girls Club, CitiYear and potential new partners. Regular coordination meetings began in October 2015.
Strategize on how to bring mental health services on-site or nearby.
Bring yearly dental, medical and vision services for students and families of Leataata Floyd starting in 2015. This year, 120 community members received medical, vision and tattoo removal services that were coordinated by the School Site Coordinator.
Work with Mercy Philanthropy Department and SCUSD to fundraise for programs and services of the Student Service Center and Leataata Floyd Community Center.
Parent engagement through Family Teacher Academic Team (FTAT) meetings that will be coordinated by Site Coordinator. This year, 160 parents participated in the FTAT meetings that aim to make parents co-educators of their students.
Work with Mercy and SCUSD staff to begin development of teen academic tutoring and enrichment programs. Starting in November 2015, teen academic tutoring will begin in partnership with California State University Sacramento.
Work with Mercy and Leataata Floyd staff to begin development of Community Advisory Committee that would support/oversee the implementation of Student Services Center, Leataata Floyd Community Center and other elements of the Transformation Plan starting in Spring 2016.
Work with Mercy and Leataata Floyd staff to create an evaluation system for activities of the Student Service Center and third party partners. This will include measurement of points of service and outcomes starting in Fall 2015.

# transformation plan strategies 5

Work with Leataata Floyd staff to coordinate school events such as Project Based Learning Showcases, community events, etc.

Review strategies and outcomes for planning for year 2 with community input.

Empower parents to become co-educators with teachers and school administration through a ten-week course called Parent Leadership Pathway starting in October 2015.

## Year 2

Develop a system to integrate Sacramento State Social Work interns into the work of the Student Service Center.

Coordinate with on-site health clinic to bring health services to students and families.

Develop training for understanding of Tier 1,2,3 classification of students by staff and 3<sup>rd</sup> party providers by second half of the year.

Establish system to bring mental health services on-site or nearby to Leataata Floyd to serve students and families.

Implement community safety strategies.

Plan for the goal that all students will be at reading proficiency by the end of the 3<sup>rd</sup> grade. Seek grant funding and/or coordination of existing or new and existing partners.

Establish volunteer core to assist with academic tutoring program, social and emotional learning supports and school-wide events.

Coordinate Social and Emotional Learning (SEL) for classroom use with teachers, school administration and consultant. Coordinate training for CitiYear staff to implement SEL curriculum in classrooms.

## Year 3

Integrate services of on-site health clinic with the work of the Student Service Center.

Implement academic tutoring program to meet the school-wide goal of all students at 3<sup>rd</sup> grade reading level at Leataata Floyd.

Implement a graduate profile tracking system for students leaving Leataata Floyd.

# 5 transformation plan strategies

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- *Address barriers to parent engagement and involvement in schools.*
  - Increase opportunities for parents to participate in school activities that highlight their children's successes, such as Project Based Learning showcases where students present their findings on their projects to parents, stakeholders and other students, and enrichment activities such as a school play that Trinity Cathedral Church is helping to facilitate. Parents begin to see the impact of education on their children and are also entering the school site for a positive reason.
  - Encourage parent participation in the decision-making process and the life of the school. SCUSD offers a ten-week Parent Leadership Academy that engages parents to have them become partners in their student's education. Some of the components are understanding the curriculum and report cards; learning better ways to communicate with teachers and administrators, becoming partners in school efforts for bullying prevention; and learning about the social and emotional practices at school and how they can be practiced at home. Another important component is the developing leader's program. Parents are prepared to participate in School Site Council, Parent Teacher Organizations (PTO) or Neighborhood Organizations. Students directly benefit as their parents become empowered with the necessary knowledge to support and understand them in their journey towards higher education.
  - Create a Community Advisory Committee (CAC) that will essentially function as the PTO with a focus on the life of the schools in the ULP-Broadway neighborhood and also for the purpose of advocacy for Marina Vista and Alder Grove residents. Another role for the CAC will be to monitor the work of the school and third party partners that serve the school and the neighborhood. Empowering residents to better understand the educational system and be a part of the decision-making process will increase parent engagement.
- *Bring School 2 Home to Leataata Floyd.*
  - Valley Vision is working to bring this innovate program to the school that is designed to help close the Achievement Gap and the Digital Divide by integrating the use of technology into teaching and learning at low-performing middle schools throughout California. It is sponsored by the California Emerging Technology Fund and The Children's Partnership. The program is committed to improving the educational performance for all students and ensuring they have the essential skills to succeed in a digital economy. The program infuses technology into every aspect of student learning and touches every student, administrator, teacher, and family in the school community. Teacher, administrators, parents and students are all trained on how to better integrate technology into their curriculum and homework. The goal is to provide each student in the 5th and 6th grades with a laptop for use at school and home.

## **Transition Age Youth (12-18)**

With over 225 teens in the neighborhood, there is a need for safe supportive environments that are near their homes. Project Voice participants have asked for “real” tutoring that “involve tutors that care about us and actually help us with our work.”

- *Provide access to summer work experiences for teens via Asian Resources, Boys and Girls Club, and Leataata Floyd summer tutoring programs.*
  - Teen students will be trained as academic tutors for the summer Breakaway Academy.
  - Connect students to existing work experience programs such as Asian Resources Summer YEAH program that provides valuable, training and mentorship for youths ages 16-21. Asian Resources also has a year round work experience program that targets at-risk youth that are currently not attending school or a GED program. The program provides work experience while also connecting the youth to educational supports. Greater Sacramento Boys and Girls Club also provides a summer youth work experience training program.
- *Expand availability of and participation in evidence-based out-of-school time and summer programs by youths 12-18.*
  - The successful ACE Mentoring Program provides mentoring, tutoring and educational exposure opportunities to youth ages 12 – 18, with a primary focus on reaching males, residing in Marina Vista and Alder Grove. Currently run by volunteers, efforts to hire tutors to expand its current capacity to provide academic tutoring will be pursued. A long-term goal is to hire staff to expand and coordinate its mentoring programs.
  - The School Site Coordinator will work with Mercy to create the Leataata Floyd Community Center that will host teen academic tutoring and enrichment programs.
- *Establish a teen designated space in the new development offering academic tutoring, enrichment programming, and mental health supports.*
  - Project Voice participants are working on designs and programming plans for a teen designated space in the summer of 2015 that would offer key programming such as academic tutoring, youth leadership, and recreation and enrichment opportunities.
  - Provide mental health programming for teens provided by partners that would focus on Stress and Anger Management, Communication, Families and Forgiveness, Healthy Bodies & Healthy Relationships.

### **Key Partners:**

- **Arthur A. Benjamin Health Professions High School**
- **SCUSD**
- **Sacramento Food Bank and Family Services**
- **SHRA**
- **Asian Resources**
- **Greater Sacramento Boys and Girls Club**
- **ACE Mentoring**
- **Healing Grace Counseling Center**



# 5 transformation plan strategies

- Increase the number of Marina Vista and Alder Grove students attending Health Professions High School.
  - With smaller class sizes and more academic supports, HPHS ranks second in the district in college attendance by graduates (71%). Also, there are more than 125 spots for Out of School Time academic tutoring open to the school's students. Currently, only a small number of HPHS's 200 students are from Marina Vista and Alder Grove. To educate students and their families about the benefits of attending this school, some strategies that to be pursued include holding yearly open houses that specifically target Marina Vista and Alder Grove students, and having HPHS provide health screenings at community events such as the monthly food bank giveaway.

## Leataata Floyd Community Center - 3 Year Work Plan

### Year 1

Establish Leataata Floyd Community Center. In first year, community center would serve as a space for academic tutoring, arts center and enrichment for teens.

Work with Mercy staff to train and coordinate Federal Work Study students to assist with Teen Academic tutoring program.

Develop a teen academic tutoring pilot for year 2.

Plan for the expansion of enrichment programs at Leataata Floyd Community Center with community input.

Develop a strategy, with community input, for a Parent University that would include GED, ESL and Workforce Development opportunities.

Provide a variety of youth development programs that reduce stress, increase self-esteem and foster confidence. Programs such as Fitness Programs; Leadership Programs; Peer Mentor Programs, Job Readiness and Internship Opportunities; and Arts & Enrichment.

Provide support groups and group therapy for youth. Utilizing mental health partner, students will be assessed and referred to appropriate support services and activities.

### Year 2

Plan for expansion of teen academic and enrichment programs at Leataata Floyd Community Center.

Establish a volunteer core to assist with academic tutoring program.

Implement expansion of teen enrichment programs at Community Center.

Through one-on-one workshops, team building and guest speakers, work with students to develop financial capabilities, character education, and social skills building and conflict resolution.

### Year 3

Implement strategies for Parent University at Leataata Floyd Community Center including but not limited to GED, ESL and workforce development supports.

Expand volunteer core to assist with academic tutoring program.

Implement expansion of teen academic tutoring pilot and expanded enrichment programs.

## **Goal C-2: Adults will have access to an array of workforce and business development programs to support the achievement of their personal goals.**

There is a high need for workforce development supports, and interest in small business training. Five integrated strategies provide a holistic approach to reducing unemployment.

- *Establish a Parent University at Leataata Floyd Elementary.*
  - The School Site Coordinator with Mercy will work to establish a Parent University at the Leataata Floyd Community Center to provide educational opportunities as well as workforce development courses for parents and other Marina Vista and Alder Grove residents. On-site workforce development would be provided with assistance from SETA. The Parent University would provide GED courses, ESL classes and technology literacy courses to address basic reading and math skills deficits. This would also encourage parent engagement at the elementary school.
- *Link entrepreneurial residents to local resources to start and/or grow their businesses.*
  - Connect residents to entrepreneurship programs offering educational workshops, one-on-one assistance, online learning, and connection with local resources to help them to start and grow their businesses. Partners, such as California Capital (CC), provide workshops close to the neighborhood that successfully prepare adults to start small businesses. CC can also provide start-up financing and coaching for new business owners. CC is a registered Small Business Administration Women's Center that is able to provide additional supports to women who are starting small businesses.
- *Coordinate job training with available and growing employment opportunities.*
  - Due to transportation issues to access employment centers, a partnership with local employers will be created to train and prepare Marina Vista and Alder Grove residents for local employment opportunities. SETA has committed to providing training for residents in the employment area that is accessible and desired by residents, and members of the Greater Broadway Business Association have also committed to helping. In the short term, services will be provided at the Leataata Floyd Community Center, with a long term goal of adding the Mercy Resident Services staff and case managers. A new SETA program started in February 2014 that is a good fit for this initiative is the Customized Training/Expanded Subsidized Employment (CT/ESE) program. CT/ESE incorporates occupational skills training for in-demand occupations followed by placement in subsidized employment with industry training-related on-the-job employment opportunities. To date, of the 120 enrolled participants, 40% have completed training and have transitioned into or are on target to obtain placement in ESE opportunities.

### **Key Partners:**

- Leataata Floyd Elementary
- SCUSD
- SETA
- Asian Resources
- Midtown Bayside Church
- Goodwill Industries
- Valley Vision
- Los Rios Community College
- California Capital
- Greater Broadway Business District
- United Way
- City Church of Sacramento
- Department of Human Assistance (DHA)
- Sacramento Chinese Community Center

# 5 transformation plan strategies

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## Top Barriers to Employment

- Transportation
  - Disability
  - Child care costs
  - Lack of job experience
  - No high school diploma or GED
  - No professional training
  - No job opportunities
- Resident Needs Assessment p. 75

## Top Employment Interests

- Clerical/administrative
  - Child care
  - Restaurant/food service
  - Retail
  - Healthcare
  - Maintenance/janitorial
  - Education
  - Hospitality
- Resident Needs Assessment p. 78

- *Offer financial literacy and coaching courses.*
  - Work with partners to help residents take charge of their personal finances through the provision of tools and support for tracking expenses, budgeting, understanding credit reports, examining and changing financial habits, and reaching financial goals. This would be accomplished through one-on-one financial coaching as well as financial literacy courses and seminars. The content would be resident led. For example, if residents request assistance with credit repair, those resources would be brought to the residents. In the short term, these services would be provided by partners on-site at Marina Vista and Alder Grove or the Leataata Floyd Community Center. In the long term, services would be provided in partnership with partners and Mercy Resident Services staff and case managers.
- *Connect residents to job training and job coaching centers.*
  - In the short-term, Marina Vista and Alder Grove residents will receive workforce development supports from SETA Head Start family service workers or be connected to SETA's Mark Sander's full service Job Center. Workshops and programs designed to assist residents with the skills needed to obtain employment are offered at the Job Center. Topics include resume development, interviewing skills, record expungement, financial literacy, soft skills training and job search strategies. Residents will also have access to on-the-job training programs that allow for paid employment/training.
  - In the long-term, some of the services offered at the Job Center- such as intake, assessments, referrals, resume preparation and coaching- would be provided on-site at the Parent University at Leataata Floyd. Over time, other additional services would be added on-site. Mercy Resident Services staff and case management would assist with these services.
- *Provide comprehensive youth and adult workforce development programs such as the Jobs Plus Workforce Development.*
  - SHRA submitted an application for funding for Jobs Plus Employment that is meant to develop locally-based approaches to increasing earnings and advancing employment outcomes for public housing residents.
- *Connect youth and transition age youth to employment opportunities.*
  - Partners are exploring funding opportunities to bring in on-site youth employment programming to Marina Vista and Alder Grove. Funding from the Workforce Investment and Opportunity Act is available and will be pursued by multiple partners serving Marina Vista and Alder Grove.

## **Goal C-3: All residents will be able to obtain the services necessary to address their physical and/or emotional health needs.**

Nearly two-thirds of Marina Vista and Alder Grove households have at least one family member who suffers from one or more chronic health conditions, many of which go untreated. Five integrated strategies will be employed to address existing health conditions and promote a healthy lifestyle that includes exercise programs and access to healthy foods.

- *Connect residents to health services both inside and outside the neighborhood*
  - Hold an annual health fair in greater community that would provide vision, dental and medical supports
  - SETA Head Start will offer its vision, medical and dental services to the greater community. In the short-term, annual opportunities for vision, medical and dental services will be provided through the Student Service Center.
  - Increase Breathe Sacramento's program of asthma education in Head Starts and schools. Over time, support and sustain their program that teaches parents to manage their children's asthma symptoms.
  - In long-term, residents would participate in Chronic Disease Self-Management Program facilitated by the Mercy Health Care Coordinator.
- *Provide training on mental health and trauma recognition*
  - The River Oak Center for Children and Families will provide introductory courses on children and trauma open to all staff of organizations serving Marina Vista and Alder Grove youth. Over time, more in-depth training would be provided on a regular basis.
  - At the Leataata Floyd Student Service Center, trauma recognition training for teachers and other providers at the school is being developed, as well as training on how to address the behaviors that result from trauma. Mental health supports and a system for referrals to offsite supports will also be provided at the Center.

### Key Partners:

- Dignity Health
- Los Rios Community College Workforce Development Department
- SETA
- Breathe Sacramento
- Health Education Council
- River Oak Center for Children and Families
- Wellspace Health
- Bayside Midtown Church
- SHRA
- City Church of Sacramento

### Most Common Medical Conditions

- Asthma
- High Blood Pressure
- Depression
- Extreme Stress/Anxiety

### Most Common Untreated Medical Conditions

- Obesity
- Depression
- Extreme Stress/Anxiety

- Resident Needs Assessment p. 60 and 67

# 5 transformation plan strategies

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- *Establish a health clinic in the community offering medical and mental health services*
  - Funding was allocated to retrofit 752 Revere Street in Alder Grove to serve as a health clinic in the neighborhood. In October, SHRA released a request for qualifications for an organization to establish and administer a health and wellness clinic. A provider will be selected and will work with SHRA staff to develop renovations specifications, assist in the selection of the contractor and manage the rehabilitation process. The clinic anticipated opening is fall of 2016.
  - Initiate a Health Peer Leaders program that would employ residents to promote the work of the Health Clinic and other health-related community programs and guide future programming and implementation. These Leaders would be residents from the community who possess natural leadership skills, have established credibility among community members, are able relate information in a culturally appropriate way, and act as role models for positive healthy behaviors. Health Peer Leaders undergo training in professional development, leadership, services navigation, health education, and counseling basics. This program is based on a successful model currently led by Mercy in the Visitacion Valley neighborhood of San Francisco.
  - Co-locate mental health services and Health Navigation Services at the Health Clinic. Health Navigation Services would provide enrollment counseling and presentations, outreach services and educational workshops about the changes in healthcare.
  - In the long-term, support and sustain at the Clinic the Fruit and Veggie RX program that provides prescriptions for healthy foods provided by The Alchemist CDC.
- *Increase use of and expand existing programs that improve resident access to local fruits and vegetables and opportunities for exercise*
  - In the short-term:
    - educate residents about recreational activities outside of Marina Vista and Alder Grove
    - support the efforts to develop Floyd Farms as a farm, educational and community garden
    - conduct outreach and education at monthly Sacramento Food Bank food-giveaway to residents about Calfresh/EBT use at weekly Farmer's Market
  - In the long-term:
    - provide improved recreational areas for residents
    - provide safer access to weekly farmer's market
    - support and sustain Healthy Market Makeover program at Muir Market
    - support and sustain Market Match program that provides additional money for purchase of fruits and vegetables at the Farmer's Market.
    - incorporate community gardens into the new development
    - Coordinate outreach and education for Calfresh/EBT use at weekly Farmer's Market.

## Measurable Outcomes

To assess progress towards achieving the vision and goals for the ULP-Broadway community, the following metrics will be tracked over time.

DESIRED OUTCOME	METRICS	POTENTIAL DATA SOURCE
<b>Safe Streets, Safe Homes, Safe Communities</b>		
Residents and visitors feel safe in ULP-Broadway	Change in Part 1 violent and property crimes per 1,000 residents Change in patterns of criminal activity over the course of 6 months period of time Change in the number of vehicle-vehicle/bicycle/pedestrian accidents Change in the number of neighborhood watch groups	Sacramento Police Department
	Change in the number of bicycle lanes/sharrows Change in the number of pedestrian-scaled street lights Change in traffic counts on roadways	City of Sacramento Public Works
	Change in the number of slots of out-of-school and summer time programs available to youth aged 12-18	
	Change in resident perceptions of safety	Periodic resident survey
<b>Dynamic and Livable Neighborhoods</b>		
ULP-Broadway is home to a diverse range of families and offers convenient access to quality retail, service, employment and recreations amenities.	Change in the number of public housing rental units Change in the number of workforce rental housing units Change in the number of market-rate rental housing units Change in the number of affordable homeownership units Change in the number of market-rate homeownership units Change in the number of accessible/adaptable units Change in the number of visitable units	Development Team
	Change in the socio-economic demographics of residents	U.S. Census Bureau
	Change in utilization of public transportation	Sacramento Regional Transit
	Change in modes of transportation utilized by residents Change in participation in out-of-school summer time programs by youth	Periodic resident survey
	Change in the number of fresh food sources within 1-mile	City of Sacramento Economic Development
	Change in the number of acres of park/open space	City of Sacramento Parks and Recreation Department
	Change in the number and types of businesses on Broadway Change in the number of employees working on Broadway	Greater Broadway Partnership
	Change in land use by acreage	City of Sacramento Planning and Zoning

# 5 transformation plan strategies

DESIRED OUTCOME	METRICS	POTENTIAL DATA SOURCE
<b>Excellence in Learning and Opportunities for Personal Growth</b>		
From birth to school, to college, career and beyond, residents have easy access to quality programs and services that support the achievement of their own personal goals.	Change in annual student performance on standardized tests at Leataata Floyd Change in level of parental involvement at Leataata Floyd Change in number of afterschool slots and participation at Leataata Floyd Change in truancy and lateness rates at Leataata Floyd Change in number of students entering kindergarten ready to learn at Leataata Floyd Change in the number of students reading at or above grade level at the end of 3rd grade Change in performance of Leataata Floyd relative to other elementary schools in the City	Sacramento Unified School District Leataata Floyd
	Change in number of students attending Health Professions High School from Marina Vista and Alder Grove Change in participation in afterschool programs at Health Professions High Schools by Marina Vista and Alder Grove youth	Sacramento Unified School District Health Professions High School
	Change in percentage of Marina Vista and Alder Grove students graduating from high school Change in percentage of Marina Vista and Alder Grove students attending a higher educational institution	Sacramento Unified School District
	Change in participation in a high quality early learning program by youth 0-5 from Marina Vista and Alder Grove Change in the number of high quality early learning program slots available	Sacramento Employment and Training Agency
	Change in full-time and part-time employment rates Change in household income Change in sources of household income	Housing Authority of City of Sacramento
	Change in chronic health conditions not being addressed Change in participation/knowledge of workforce development programs Change in number of residents starting their own business Change in the frequency of eating fruits and vegetables by Marina Vista and Alder Grove families Change in the frequency of engaging in physical fitness activities by Marina Vista and Alder Grove residents	Periodic resident survey

# 6 conceptual housing master plan

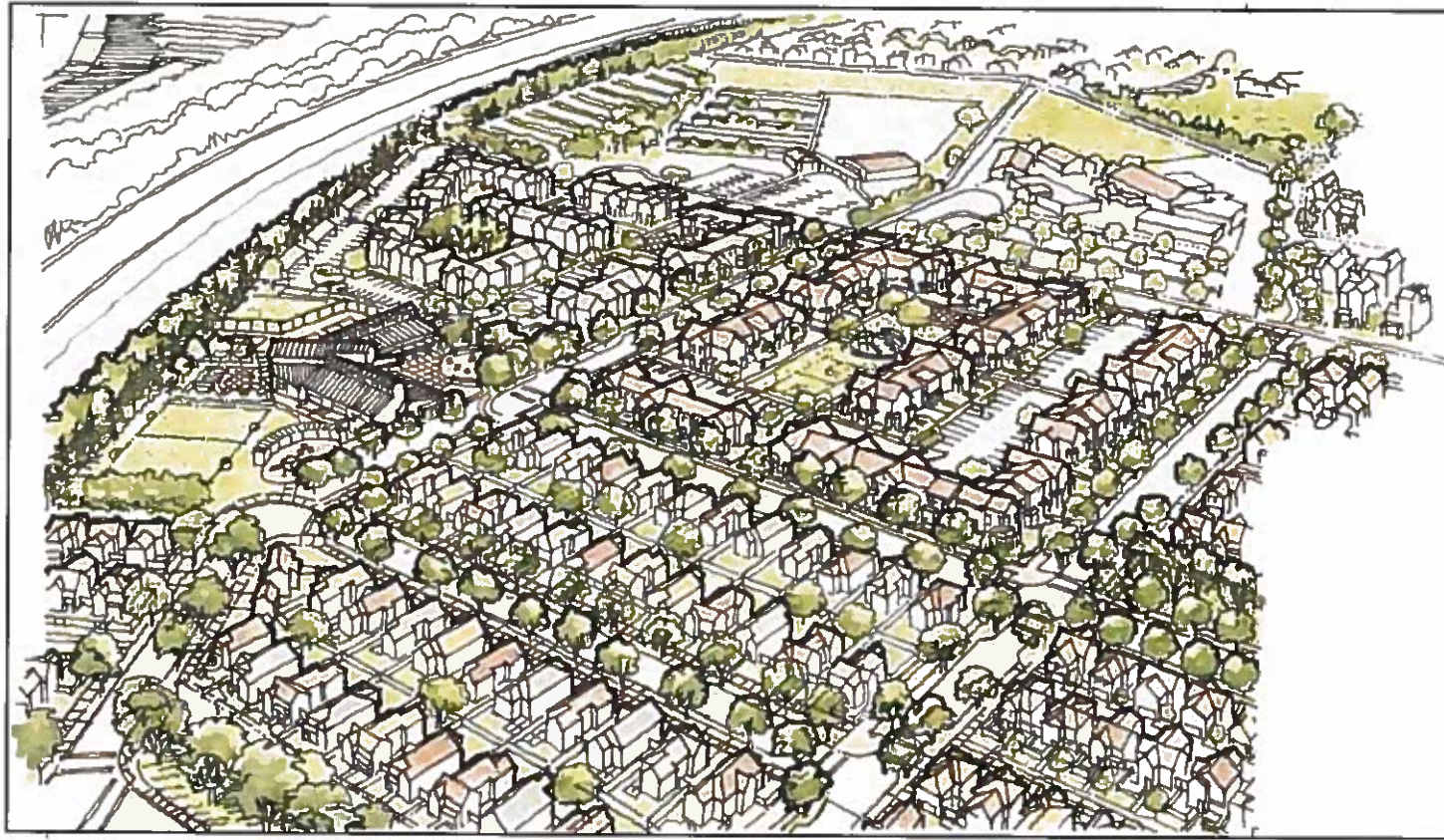
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*Mixed-use buildings and senior housing will be located adjacent to transit on the Broadway corridor*



The redevelopment of the Marina Vista and Alder Grove public housing communities located in ULP-Broadway is part of an effort by SHRA to revitalize their most distressed public housing sites into new mixed-income communities while improving the lives of the public housing residents and positively impacting the surrounding neighborhood. This chapter presents the conceptual master plan for the redevelopment of Marina Vista and Alder Grove that was developed over the course of numerous community and Housing Task Force meetings that involved hundreds of public housing and neighborhood residents along with Broadway area business and property owners, representatives from City agencies, and other interested stakeholders.



*Aerial view rendering of  
Marina Vista looking northwest*

# 6 conceptual housing master plan

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## Conceptual Master Plan Overview

The vision for the redevelopment of Marina Vista and Alder Grove is of a thriving integrated neighborhood with a mix of incomes and housing types, and a variety of open spaces for the residents and the surrounding neighborhoods. It will connect to the larger Broadway corridor, with a variety of shops and services extending the vitality of Broadway, as well as serve as a transition from the higher-density commercial mixed-use corridor along Broadway to the lower density Upper Land Park neighborhood. The new development will replace separation with integration and build on the surrounding community assets. The plan leverages the surrounding parks and neighborhood services, the City-wide recreational programs, and shopping opportunities along Broadway- integrating itself with the wider community.

The proposed redevelopment effort will address all 751 existing public housing units and include additional affordable and market-rate homes. The new plan will incorporate amenities such as open space, community centers, and neighborhood retail outlets, and achieve the following goals:

- Establish new street connections (to the extent possible) to blend the new development into the surrounding community.
- Provide higher density and retail opportunities along Broadway to assist in the revitalization of the Broadway corridor and bring more retail services closer to the community.
- Combine public housing units with other affordable rental units and market-rate for-sale homes.

The redevelopment of Marina Vista and Alder Grove will occur in phases with residents relocated within the properties to allow for the demolition and rebuilding of portions of the site to the extent possible. The project will be built to Leadership in Energy and Environmental Design for Neighborhood Development (LEED-ND) standards and will incorporate green building features and Crime Prevention through Environment Design (CPTED) principles.

## Housing-Specific Guiding Principles

In addition to the overall guiding principles for the redevelopment of the ULP-Broadway, the Housing Task Force identified several housing-specific principles to help steer major design decisions geared toward improving the physical environment, families, individuals, and the broader community. The housing plan should:

1. Use land efficiently by allowing for a mix of densities and uses while incorporating high-quality usable open spaces.
2. Provide for greater safety, connectivity, and accessibility (physical and social) between the new community and the surrounding neighborhood and broader region. This will enhance the community's connection to jobs, businesses, goods and services.
3. Create a diverse and inclusive community that will create a more stable community that is stronger economically and socially.
4. Provide individuals and families with an increased sense of dignity, ownership and empowerment.
5. Improve public transit, be more walkable and bike-able, and have effective traffic flow.

# 6 conceptual housing master plan

## Community Site Plan Priorities

As part of the planning process, six community and resident workshops were held to better understand the neighborhood's priorities and concerns. The significant highlights from these workshops were:

- **Density** – There were a variety of opinions about density, including those not wanting any increase in density and others suggesting a density that is lower than the approved The Mill at Broadway development. However, the majority felt that higher density buildings should be placed on or close to Broadway. There was also general consensus that the density be lower nearest the existing Upper Land Park single-family homes. The community also noted that medium density was okay near the schools as well as backing up to the existing industrial area behind Alder Grove.
- **Connection** – There was a strong desire from the community to connect the new housing to the neighborhood by allowing through streets for better pedestrian, bike and vehicle access and connections. Residents also expressed a desire to better connect the two developments, if not now, at some point in the future. Improved connections were also desired to create a safe route to the schools.
- **Parks & Open Space** – The existing open spaces are not well utilized, and there was a desire to incorporate open spaces in the new development, while insuring that they are active. Suggestions included spaces for children play areas, young adult activities like basketball, and family picnicing areas. It was also noted that there should be parking available near the open spaces. Community members who toured Pueblo del Sol in Los Angeles noted that they preferred multiple smaller open spaces over a single larger open space.
- **Traffic** – Existing traffic concerns include speeding along Muir Way and 5<sup>th</sup> Street and vehicles using Vallejo Way to bypass traffic on Broadway. Thus suggestions revolved around strategies to slow down traffic, diffuse the traffic, and focus new traffic north toward Broadway versus through Upper Land Park.
- **Off-Site Replacement** – A vocal contingent within the neighborhood has placed a high priority on decreasing the number of new on-site public housing units by moving up to 50% of the existing public housing units off-site. Among existing residents, 56% indicated that they preferred to move into a new unit on-site at Marina Vista and Alder Grove, and 36% noted that they wanted more information before stating their preference to move out or into a new on-site unit.
- **Historic Designation** – There are some vocal members in the community that have expressed strong opinions about historical preservation. Some would like the Alder Grove historic district saved and incorporated into the new neighborhood. They noted that the buildings could be renovated and brought up to code and additions could be added to incorporate more functionality.
- **Community Facilities** – There was minimal feedback concerning the community facilities. Community members who toured Pueblo del Sol in Los Angeles expressed a desire to have similar facilities in the new development.
- **Retail** – Similar to community facilities, there was a moderate amount of feedback regarding the incorporation of retail uses.

# conceptual housing master plan 6



Participants at the December 6, 2014 site planning principles and overview community meeting working in small groups to plan the neighborhood.

Preferred community site plan

# 6 conceptual housing master plan

## Community Structure, Connections and Circulation

The creation of new circulation patterns and connections throughout the Marina Vista and Alder Grove communities are critical to address shortcomings in the existing neighborhood. The master plan incorporates a hierarchy of streets to provide circulation throughout the neighborhoods and the connections are critical for the neighborhood's success.

At Alder Grove, connections to 5th Street from 1st Avenue and other connections at Warner and near McClatchy Way will make walking to Leataata Floyd more direct and safe, as well as allow traffic to use both Muir Way and 5th Street to get to Broadway, downtown, and the local freeways. The connections will emphasize pedestrian and bicycle safety as well as calm traffic speeds. The realignment of Muir Way to create an intersection at 8th Street and Muir Way will improve circulation and the ability to cross Broadway to O'Neil Park. Kit Carson, 1st Avenue, and Muir Way are planned as wider streets with bike lanes or sharrows, street parking, separated sidewalks, street trees and new lighting. The new street alignments also create a unique central plaza open space, which reinforces the mixed-use higher density core along Broadway. Planned and future connections through the existing industrial area between Alder Grove and traffic calming and the safe crossing design at 5th Street at McClatchy Way would improve safety and access to schools for both pedestrians and bike riders.

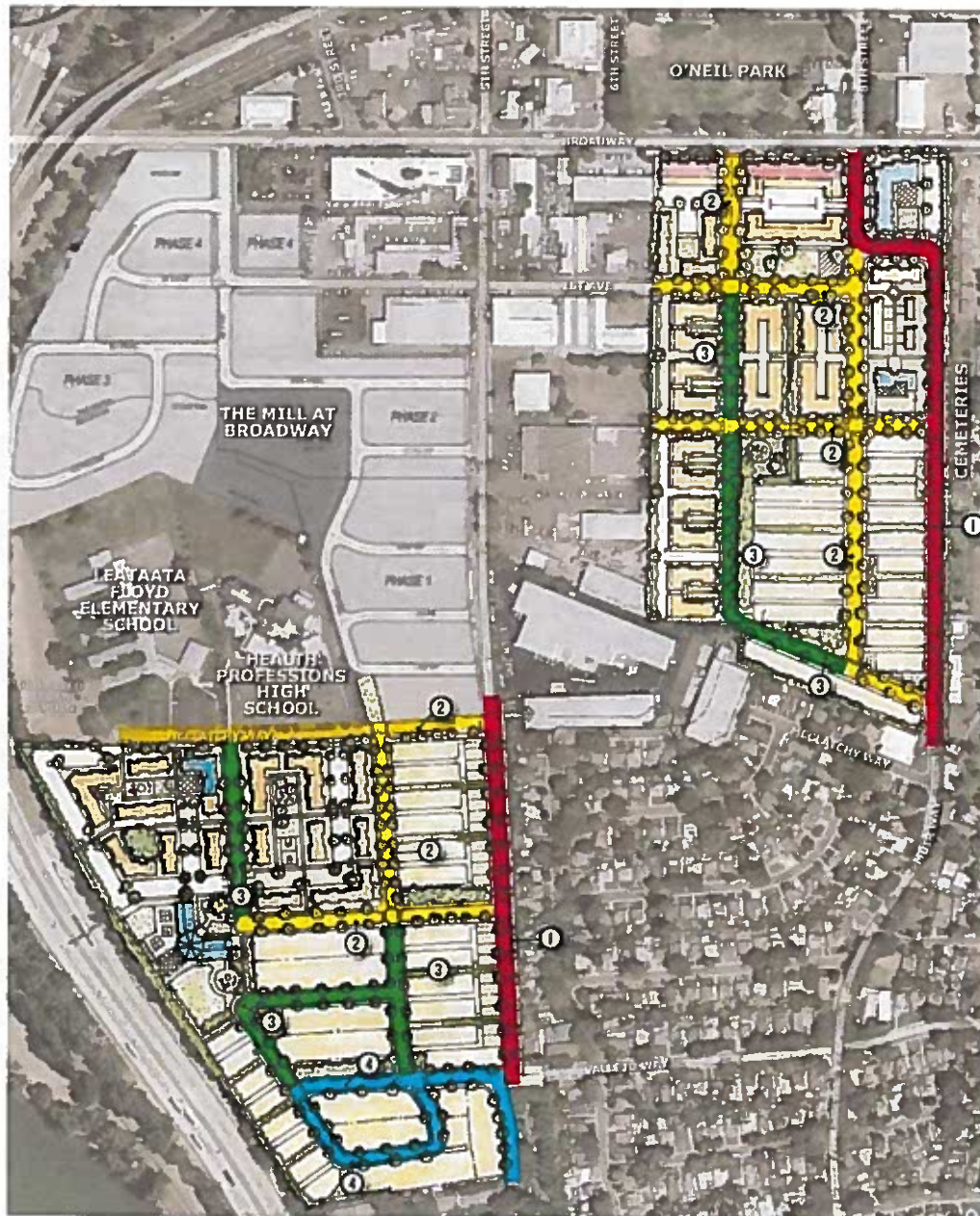
Marina Vista will have a slightly more "organic" street and circulation pattern while still emphasizing strong connections to The Mill at Broadway open space and bike path systems as well as the routes to schools, 5th Street, and Vallejo Way. The primary streets, which run along the proposed park and community center, will be of similar designs to the primary streets within Alder Grove with separated sidewalks, street trees, pedestrian-scaled lighting and on street parking. Sharrows on internal streets and bike lanes on McClatchy Way and 5th Street will provide strong and safe connections to schools, community centers and through the neighborhood. 5th Street is also the primary connection between Upper Land Park, The Mill at Broadway and the Marina Vista communities. Discouraging additional traffic on Vallejo Way is also desired by the Upper Land Park community.

The proposed street designs closely align with City standards. Prior to City approval of the streets, a traffic analysis will be required.



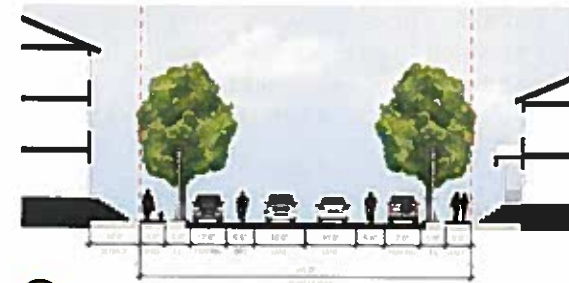
*The proposed street design will reinforce a sense of place and increase safety for pedestrians and cyclists.*

# conceptual housing master plan 6

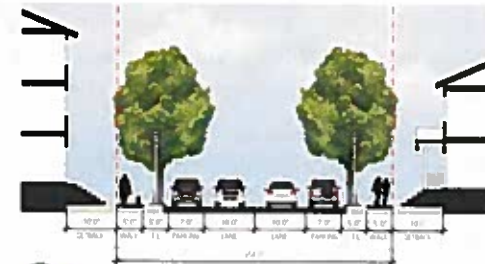


**1** **MUIR WAY & 5TH STREET**  
SACRAMENTO LOCAL COMMERCIAL STREET TYPE WITH BICYCLE FACILITIES

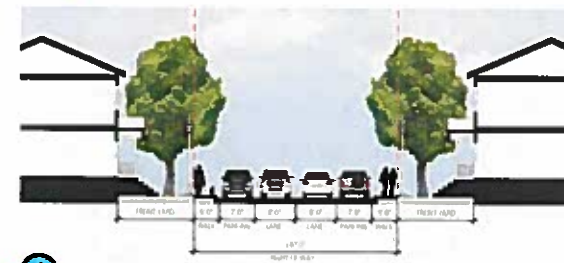
OR MULTI-PURPOSE PATH OPTION



**2** **LOCAL STREET**  
SIMILAR TO SACRAMENTO 'MINOR COLLECTOR'



**3** **NEIGHBORHOOD STREET**  
SACRAMENTO RESIDENTIAL STREET TYPE



**4** **RESIDENTIAL LANE**  
SIMILAR TO SACRAMENTO 'LOCAL RESIDENTIAL STREET'

# 6 conceptual housing master plan

## Land Uses and Densities

The master plan for Alder Grove focuses higher density mixed-use housing along Broadway. The Broadway streetscape may be able to accommodate alternative layouts such as parallel or diagonal parking or a median between the through and local traffic and parking as a multi-way boulevard with wide sidewalks for pedestrians and street-side seating. The ground floor uses will be a variety of retail, services, and/or live-work spaces. On Broadway, these taller mixed-use buildings frame a community plaza and park designed for gathering and play. The park plaza streets, Kit Carson and 8th Streets, extend back into Alder Grove, providing a tree-lined street with sidewalks. The buildings transition from taller mixed use buildings to three story apartments and townhomes to smaller two-story single family homes as streets connect to Muir Way just before McClatchy Way.

The master plan for Marina Vista locates medium-density residential apartments along McClatchy Way providing convenient walks to and from school for children. A tree-lined street with bicycle facilities is aligned with The Mill at Broadway linear bikeway to connect the neighborhood with the open space and Community Center located in The Mill at Broadway. Marina Vista's central park and community center are located between the multifamily and single-family residences, and can be easily accessed from 5th Street, McClatchy Way, or from Vallejo Way. The goal is to provide a place for safe play and supportive services for children and parents.

Medium density apartments will be 3-stories in height in a combination of flats and townhome walkup apartments. They will be sited to create smaller courtyards with play areas for children that are easily viewed from their homes, porches or seating areas. A few open spaces allow for existing trees to be retained, providing large shaded areas for residents to enjoy. Parking will be provided in small lots and drives close to residents' apartments, and along the freeway, creating a buffer from noise and particulates. In some places, garages or carports will provide cover and security. Tree-lined streets connect homes, apartments and schools as well as the community center, providing parking for guests as well as bike paths/routes.

The apartments quickly transition to townhomes or small lot single-family homes with mews walkways and alley-accessed garages. Single-family homes will front onto 5th Street. The street will be designed to slow traffic, provide parking, and pedestrian crossings. Vallejo Way will extend into

Marina Vista, accenting a linear open space that preserves the existing stand of trees. Homes will face out onto the open space with a meandering walk and activity areas. Each residential block allows for easy access through the neighborhood, with street and walking connections through the buildings providing safe paths for residents and visitors.

Land Use for 1,200 and 1,500 Unit Options

LAND USE	1,200 Unit Option	1,500 Unit Option
<b>ALDER GROVE - 35.2 acres total</b>		
Senior Building	60-80 apartments Up to 16,000 sq ft community, retail and/or services	80-100 apartments Up to 16,000 sq ft community, retail and/or services Up to 6,000 sq ft commercial
Multi-Family Mixed Use	160-185 apartments Up to 12,000 sq ft community, retail, live/work and/or services	270 apartments Up to 18,000 sq ft community retail, live/work and/or services
Multi-Family Apartments	200-235 apartments (includes historic homes)	300-310 apartments (no historic homes retained)
<b>Subtotal Multi-Family</b>	<b>420-500 apartments</b>	<b>650-680 apartments</b>
Townhome or Single Family	130-150 homes	150 homes
<b>Total Residential</b>	<b>550-650 residential units</b>	<b>800-830 residential units</b>
<b>Recreation Center</b>	<b>6,000 sq ft (existing building)</b>	<b>6,000 sq ft (existing building)</b>
<b>Community and Parks</b>	<b>2 to 3 acres</b>	<b>2 acres</b>
<b>MARINA VISTA - 38.8 acres total</b>		
Multi-Family Apartments	300-360 apartments	500-515 apartments
Townhome or Single Family	200-240 homes	150-165 homes
<b>Total Residential</b>	<b>500-600 residential units</b>	<b>650-680 residential units</b>
<b>Community Center</b>	<b>7,500 to 12,500 sq ft</b>	<b>7,500 to 12,500 sq ft</b>
<b>Community and Parks</b>	<b>2.5-3.5 acres</b>	<b>2 acres</b>



conceptual housing master plan **6**



Marina Vista / Alder Grove - 1200 Unit Option



Marina Vista / Alder Grove - 1500 Unit Option

# 6 conceptual housing master plan

## Housing

The new mixed-income community will include affordable and market-rate buildings with the quality of design indistinguishable between the two. While the development team continues to evaluate potential off-site locations for some replacement housing, the plan accommodates all 751 public housing units being replaced on-site. Approximately 671 of these units will be incorporated in one-to four-bedroom units that are right sized for existing families. About 80 will be seniors in a new senior housing facility on Broadway. The senior housing facility will be close to public transit and incorporate a variety of senior oriented services and amenities.

Workforce rental units will serve higher income individuals and families earning up to 60% of the Area Median Income (AMI) and who qualify under the Low-Income Housing Tax Credit (LIHTC) program. Each affordable building will contain a mix of public housing residents and LIHTC residents. Up to 30 affordable single-family homeownership units will be built. Parcels will also be sold to a for-profit single-family developer who will build market-rate single-family and possibly townhome for-sale ownership units. Pending market improvements and feasibility, one or two of the mixed-use buildings on Broadway may be positioned for market-rate rental housing.

**Summary of Housing Concept Plan Options**

HOUSING TYPES	Marina Vista/Alder Grove		
	Existing	1,200 Unit Scenario	1,500 Unit Scenario
<b>Public Housing</b>	<b>751</b>	<b>751</b>	<b>751</b>
<b>Workforce Rental</b>	<b>0</b>	<b>102</b>	<b>451</b>
<b>Workforce Homeownership</b>	<b>0</b>	<b>30</b>	<b>30</b>
<b>Market Rate Homeownership</b>	<b>0</b>	<b>334</b>	<b>285</b>
<b>Market Rate Rental</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL (INCLUDES PARKS, STREETS)</b>	<b>751 11 DU/acre</b>	<b>1,200 17 DU/acre</b>	<b>1,500 21 DU/acre</b>

## Off-Site Replacement Housing Plan

The replacement housing plan calls for a variety of unit types, including semi-detached, row house, walkup and elevator (in the case of the senior building) units. In keeping with the Community Site Plan Priorities, higher density buildings will be placed on or close to Broadway and medium density buildings near Floyd Elementary. The lowest density units (both replacement and non-replacement) will be nearest the existing Upper Land Park single-family homes to better connect the development into the surrounding community.

In furtherance of Guiding Principle #3 (Excellence in Learning and Opportunities for Personal Growth), the development team is reviewing opportunities to potentially replace a portion of the public housing off-site in locations that would lead to the best outcomes for the residents,

To that end, the development team has identified and begun to research over 50 potential off-site opportunities, despite the challenges in developing off-site replacement housing, including:

- First, HUD requires that the replacement units be located in low poverty and low minority concentration areas within 25 miles of the target public housing site(s).
- Second, the existing public housing units are in the inventory of the Housing Authority of the City of Sacramento, so potential sites were limited to areas within the jurisdiction of the Housing Authority (i.e. within the City limits of Sacramento).
- Third, based on current project status (i.e. pre-entitlements), securing privately-owned sites is not feasible now due to the absence of an approved plan and financing options.
- Finally, project-based Section 8 vouchers could be utilized to assist with off-site replacement feasibility; however, due to the limited pool of vouchers available, project based Section 8 vouchers cannot be assumed to be available for the development of off-site replacement units.

With these requirements in mind, the development team has been focused primarily on sites controlled by a public agency or sites where a public agency has considerable influence including locations controlled by the school district, transit agency, redevelopment agency, and utilities district. Some private sites have been considered as well, but the ability to move on those sites at this time is very limited given that the overall vision has yet to be finalized.

With guidance from the Housing Task Force, the team created criteria to evaluate the various sites, which included items such as parcel size, poverty level, minority concentration, site amenities scoring (based on the State's tax credit allocation agency's system), location within the Promise Zone, proximity to regulated housing, and other factors. Based on these criteria, 14 sites have risen as options for further evaluation—in particular, several sites owned by the transit agency, which have the potential to be redeveloped into mixed-use and mixed-income transit-oriented development, and sites in the Docks area under the control of the successor agency to the redevelopment agency.

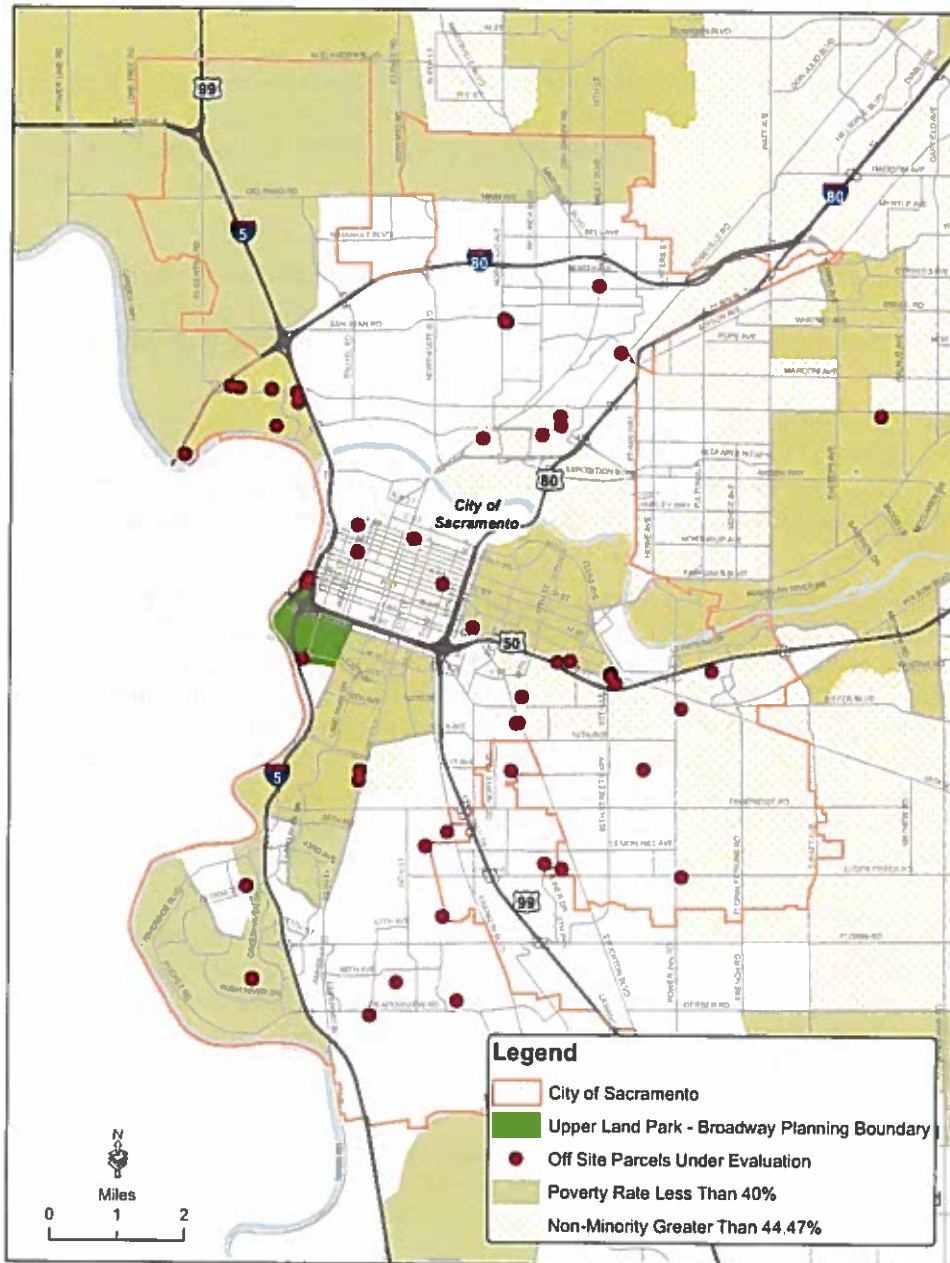
# 6 conceptual housing master plan

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While the development team and SHRA have met with some of these agencies, at this point, the sites have not been underwritten and there have been no discussions rendered. Therefore, the Final Transformation Plan can accommodate all 751 replacement units on-site.

The development team, SHRA and the City will continue to evaluate these and other possible sites with the goal of securing a component of off-site replacement units. Towards that effort, the team will do the following:

- Initiate the underwriting for the top tier potential sites to evaluate the feasibility and narrow down the qualified sites.
- Continue or initiate discussions with the agencies that control the top sites and discuss acquisition options, pricing and process.
- Evaluate the opportunity to use project-based Section 8 vouchers and incorporate items that relieve SHRA's operational concerns.
- Continue to work with the Housing Task Force to help identify and review the off-site replacement opportunity sites.



*The Planning Team has been working to identify potential off-site replacement housing sites, with the first criteria being those locations that meet HUD's Site and Neighborhood Standards with respect to poverty and non-minority impacted areas.*

# 6 conceptual housing master plan

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## Commercial and Community Uses

Up to 40,000 square feet of ground floor neighborhood serving retail, service, live-work (i.e. flex space) will be developed along Broadway. Some of this area will incorporate administrative and service functions for the residents living above the ground floor (such as a senior center); however, space will be available for a mix of active street uses.

## Open Space

The concept for the open space builds off of the circulation network and reflects the community's desire for small, safe, open spaces while still having active places to play. As such, a variety of open spaces are planned in both communities and new connections are created to existing open spaces in the broader neighborhood.

In lieu of large parks within the developments, the strategy is to coordinate a shared use program with the neighborhood school, Leataata Floyd, which has a multi-purpose gym as well as large play fields. Many of the children attend this neighborhood school and the families feel attached to the facilities, which through coordinated activities and programs could have better use as well as support to maintain the school grounds and play fields.

Adjacent to Leataata Floyd Elementary School is a planned Floyd Farm that will extend along the freeway. This could serve as an educational use as well as provide supplemental nutrition for the community focused on healthy living. The neighborhoods are also very close to O'Neil Park (just across Broadway between 6th and 8th Streets), which is one of the most active soccer play fields in Sacramento. Better connection to the wider recreational opportunities in the City is important as it will better connect the residents to the extended neighborhood of Upper Land Park, Land Park and Midtown, rather than isolate their recreational opportunities to on-site resources. By leveraging the many recreational resources in the nearby communities and better connecting residents to City-sponsored and other programs, the children and their families will be more integrated into the wider community.

Alder Grove's open space system extends from a mixed use plaza/park through a linear mews open space that is framed by parking court apartments. It continues on to an open space along Kit Carson, which includes a linear stand of existing shade trees. An extension of Marsh Street anticipates extending from 5th Street to Muir Way, connecting the mews walk to the linear park and extending to the revitalized community center at Muir Way.

## conceptual housing master plan 6

Courtyard apartments have small, semi-private courtyards, which are shared by the small cluster of apartments. The townhouses and single-family homes are each organized around a series of alleys and mews (mid-block pedestrian walk fronted by houses), which connect pedestrian paths to the streets and linear park open spaces. These intimate mews walks provide the scale and character of the small courtyard housing developments which were visited by residents and neighbors on field trips within midtown Sacramento early in the community design process, and were welcome by the community as models of development.

Each smaller cluster of housing has a small open space, courtyard or mews, which it can identify as its own and feel attached to and in some ways responsible for. These spaces can be utilized for smaller gatherings. Larger open spaces are adjacent to the community centers and will provide an array of active and passive recreation opportunities and will include play fields, basketball courts, and large shaded picnicking areas. A variety of tot lots are also scattered throughout the multifamily and single-family areas. The open space plan also incorporates saving many existing large shade trees and incorporating these into tree-lined linear parks.



*Community parks will provide space for interaction and recreation.*

# 6 conceptual housing master plan

## Historic Elements

On April 4, 2014, New Helvetia Historic District was listed in the National Register of Historic Places, which encompasses a substantial portion of the existing Alder Grove public housing community. A key component of the master plan has been evaluating alternatives and the feasibility of retaining enough of the existing buildings to maintain the historic district character. Four alternatives were studied from saving all structures to demolishing all. The pros and cons were assessed based on the community's guiding principles, project goals, and financial feasibility. In the end, the conclusion was made that retaining the buildings would neither provide the impetus for change desired by the residents, SHRA, or City.

To memorialize the district and celebrate the history of the place, people, and events in the City that are linked to the development, one proposed concept was to retain the community building along Muir Way, plus potentially a cluster of three residential buildings adjacent to the community center. This would provide an example of the buildings, pattern of the complex, and through historic informational displays, tell the stories of the New Helvetia housing development (subsequently renamed Alder Grove). The opportunities for displays and memory elements can be integrated into the entire community through a variety of different elements and features including landscape information panels as part of the central plaza, photo displays in the lobby of the senior building and community center, and story boards telling the history of the place.



*Existing community center at Alder Grove*



*Nathaniel S. Colley in his law office circa 1952*

## A Pioneer in the Fight Against Discrimination

Nathaniel S. Colley, the first African American attorney in Sacramento, was instrumental in both local and national efforts to implement fair housing practices and end segregation in public housing. Colley instituted the first formal legal effort to end racial segregation in Sacramento, beginning with the Sacramento Housing Authority's New Helvetia (now Alder Grove) defense/public housing even though he did not reside there.

Colley gained national recognition as one of the leaders in the struggle to end segregation in public housing for African-Americans. Expanding on his success and experience in Sacramento, Colley took the segregation fight to other California and western cities, working with branches of the National Association for the Advancement of Colored People (NAACP) in California and other western states. Colley then used this experience to fight racial discrimination against African-Americans who tried to purchase private residences in Sacramento and eventually nationwide. He became a recognized national leader in the effort to end racial segregation and discrimination and was a highly regarded attorney who fought for equality for African-Americans.

*Source: New Helvetia Historic District Registration Form for National Register of Historic Places*



## Infrastructure Improvements

The redevelopment of ULP-Broadway requires substantial infrastructure improvements to make the sites more efficient and livable, and to reconnect the sites back into the City's grid. The majority of the sites will be demolished in phases, which include existing roads, utilities, and other infrastructure systems. New underground utilities (storm and sanitary, water, electrical, phone, cable and gas) will be constructed in phases along with new streets, sidewalks, and street lights.

## Sustainability

Creating a sustainable community is a goal of the development team. The conceptual plan has been designed to be eligible to secure Stage 1 Conditional Approval for LEED for Neighborhood Development (LEED-ND)<sup>1</sup>.

The redevelopment of Marina Vista and Alder Grove will contain a number of sustainability measures. Replacement housing and affordable units will be constructed to exceed the 2008 Title 24 code by 15% and the project will meet or exceed CALGreen Code standards as well as provide for low maintenance and durability. Some of the features that will be incorporated include 100% use of energy star appliances and low Volatile Organic Compound (VOC) paints and stains. Furthermore, the project will utilize a variety of plant and tree species that require low water use and maintenance. The irrigation systems will feature sustainable measures including low evaporative drip irrigation systems.

## Safe Designs

One of the project goals is to improve safety. This will be accomplished by providing a combination of services and incorporation of CPTED principles into the design of the buildings and open spaces. The buildings will have individual unit entries with many homes having front doors facing the street or opening onto private interior courtyards. Living spaces, kitchens and balconies will overlook streets and open spaces and foster a sense of ownership. Open spaces will be adjacent and visible to community gathering areas.

When an application is submitted for a planning entitlement, the plans are shared with various city departments and agencies, including the Police Department. The police sergeant, who is educated in CPTED, discusses the project during an initial interdepartmental meeting. Any necessary plan revisions are incorporated and conditions of approval are added to the final record of decision. Comments from the Police Department often are in regard to lighting (quality and location), video surveillance, landscaping and building design/orientation.



*The design will foster a sense of ownership for open spaces and community facilities*

<sup>1</sup> Draft LEED-ND Scorecard is provided in Appendix F.

# 6 conceptual housing master plan

## Adaptability, Visitability, and Accessibility

All public areas, including outdoor play areas, will be fully handicap accessible. All apartments in elevator buildings and all ground floor units in non-elevator buildings with four or more units will be designed to be easily adaptable for accessibility. Adaptable units (which will also be visitable) will be on an accessible route from the exterior of the building; they will be constructed to allow kitchen counters, sinks, and cabinetry to be raised or lowered; doors will have a minimum of 32 inches clear opening; kitchens and bathrooms will have wheelchair maneuvering space; and bathroom walls will be reinforced to allow for installation of grab bars.

A minimum of 5% of the new units will be fully adapted to accommodate persons with mobility impairments and a minimum of 2% of the new units will be fully adapted for persons with visual/hearing impairments. The number of fully adapted units offered in each bedroom size will be roughly proportional to the total number of units available in that bedroom size in the development.

## Community Character

The character of the existing area is varied, which creates challenges for interpreting the past and its future. There are many industrial sites, which call for a contemporary industrial character as the area transitions from industry to more retail mixed-use residential. The residential neighborhood of Land Park calls for small simple, "cottage-like" styles with simple forms and modest ornamentation. The translation of these opposing characters is challenging and provides a rich opportunity for variety, which is also prevalent in the surrounding area. Nearer the Broadway corridor, the character may take on more of the flavor of its industrial past, which balance contemporary design and traditional patterns. As the buildings transition from higher density to medium density and single-family homes, the character may transition from the contemporary character to simple and subtle homes.

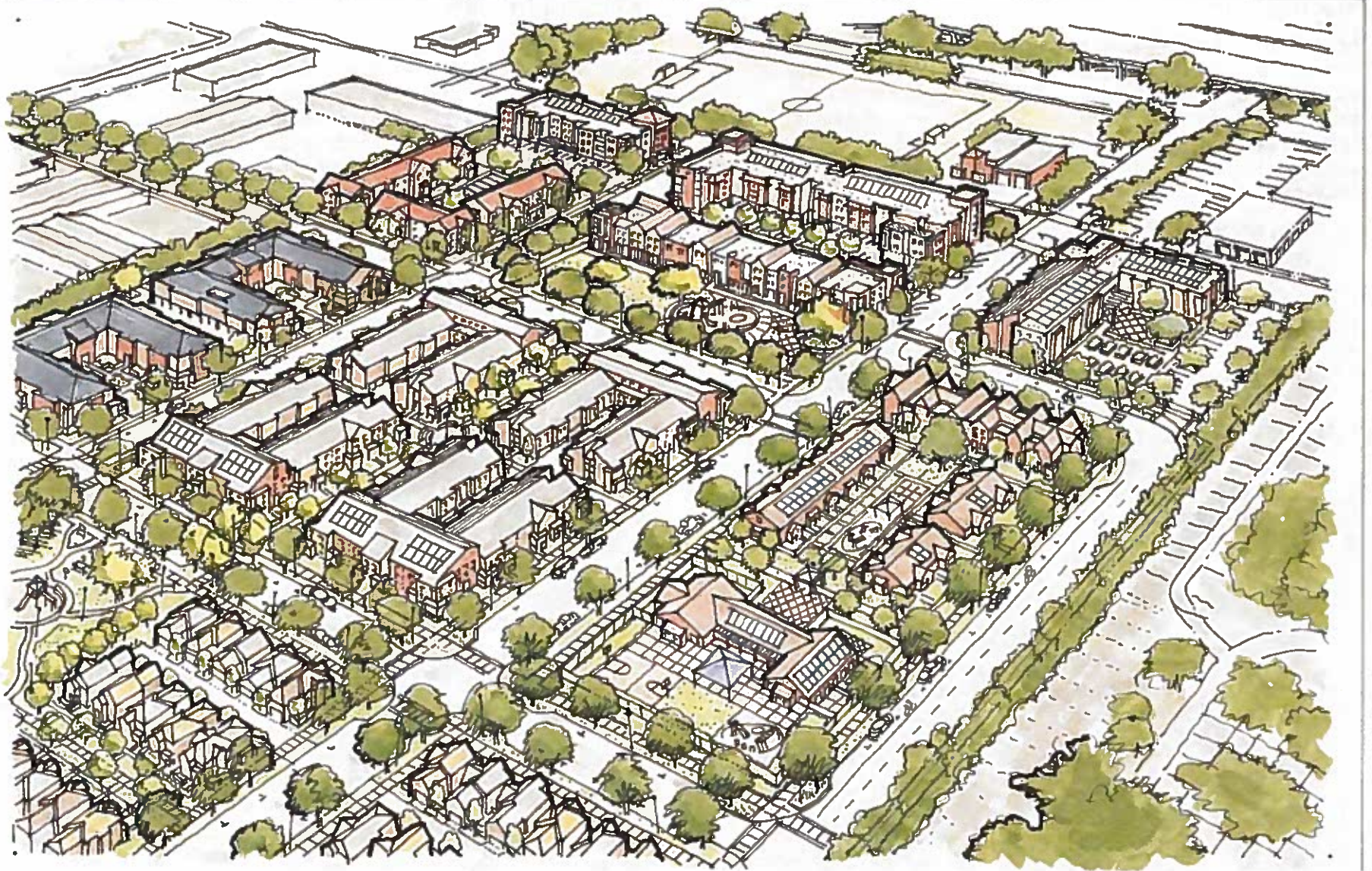
The character may be less about the architectural style and more about the community design features within the new neighborhood, such as:

- Tree-lined streets and pedestrian-scaled lighting with separated sidewalks and bike paths or sharrows on primary streets.
- The way mixed-use buildings create an active streetscape and residences "address" the street, with prominent entries, stoops or porches, that provide a transition from public to private.
- A building's simple form and modest way it refrains from calling attention to itself to any great extent, and how it frames outdoor space, parks, plazas and smaller courtyards and paseos.

Use of brick veneer may be appropriate within Alder Grove, harkening back to the original brick veneer homes, and surrounding industrial buildings, while stucco/plaster may be more prevalent and blend with the traditions of Marina Vista and facades at The Mill at Broadway.



*Porches and stoops will be used to activate the sidewalk and buildings will be articulated to break down scale.*



*Aerial rendering of Alder Grove looking northwest*

# 6 conceptual housing master plan

## Phasing Plan

The redevelopment of Alder Grove and Marina Vista will be accomplished in multiple phases. The phasing plan was developed with several considerations: construction starts where the storm and sanitary infrastructure begins and progresses to its end point; constraints of the existing water utility infrastructure; insuring fire access utilizing existing and new streets; limits on annual financing availability; and desire to minimize off-site resident relocations.



Possible phasing plan for 1,200 unit development scenario

## Relocation Plan

The current occupancy level is approximately 97% and about 16% of the residents vacate the properties each year. Prior to construction start, residents in the targeted area will be moved to a vacant on-site unit, or receive a temporary relocation voucher to move elsewhere during the construction period. The new housing units will be filled with existing residents as each phase is completed.

Every resident in good standing at the start and during the relocation phase, will have the right to return to a new unit.

The creation of the Relocation Plan will occur about nine months prior to actual relocation. The relocation planning process will include an Advisory Committee comprised of residents, Related, Mercy, SHRA, a relocation consultant, and third-party facilitator. The Advisory Committee will convene six to eight times and will conduct outreach to other residents to provide information about the proposed plan and address questions. The final relocation plan will be sent to all residents and a full resident meeting will be held to review the plan specifics. Comments will be accepted during a comment period and the Relocation Plan will be finalized based on the comments received and resident meeting.

## Fair Housing and Affirmative Marketing

The redevelopment of Marina Vista and Alder Grove will further the objectives of Fair Housing by fostering better housing choice for low-income families, creating a mixed-income community, and improving the quality of life for public housing residents.

The new units will be marketed and leased pursuant to an Affirmative Fair Housing Marketing Plan that meets all Federal, State, and City Fair Housing laws and regulations, and SHRA's Admissions and Continued Occupancy Policy. Employees involved in the marketing, lease-up, and management of the project will be appropriately oriented and trained in Fair Housing regulations and guidelines prior to the start of marketing and leasing.

All marketing material including, but not limited to, ads, brochures, signs, and leaflets will display the "Accessibility" and "Fair Housing and Equal Opportunity" logos.



*Housing will front onto mid-block pedestrian paths.*

# 7 implementation plan



*Youth participants in Project Voice*

Implementing the community's vision for ULP-Broadway will be realized over the long-term given the total number of units. The housing and neighborhood program outlined will take many years to achieve, influenced by changes in market conditions, environmental review and other regulatory approvals and processes, and the commitment of numerous public and private partners, including public housing and neighborhood residents and local property and business owners. As evidenced by the "doing while planning" activities, the desire to see positive change in this community is present and growing.

The Transformation Plan is focused on the public housing and services for residents, given the relatively healthy nature of the surrounding neighborhood. It is also about facilitating short- and mid-range strategies that address key educational, health and workforce development challenges while waiting for the resources over time that will drive key neighborhood improvements, such as improvements to Broadway and the development of new parks and recreational facilities.

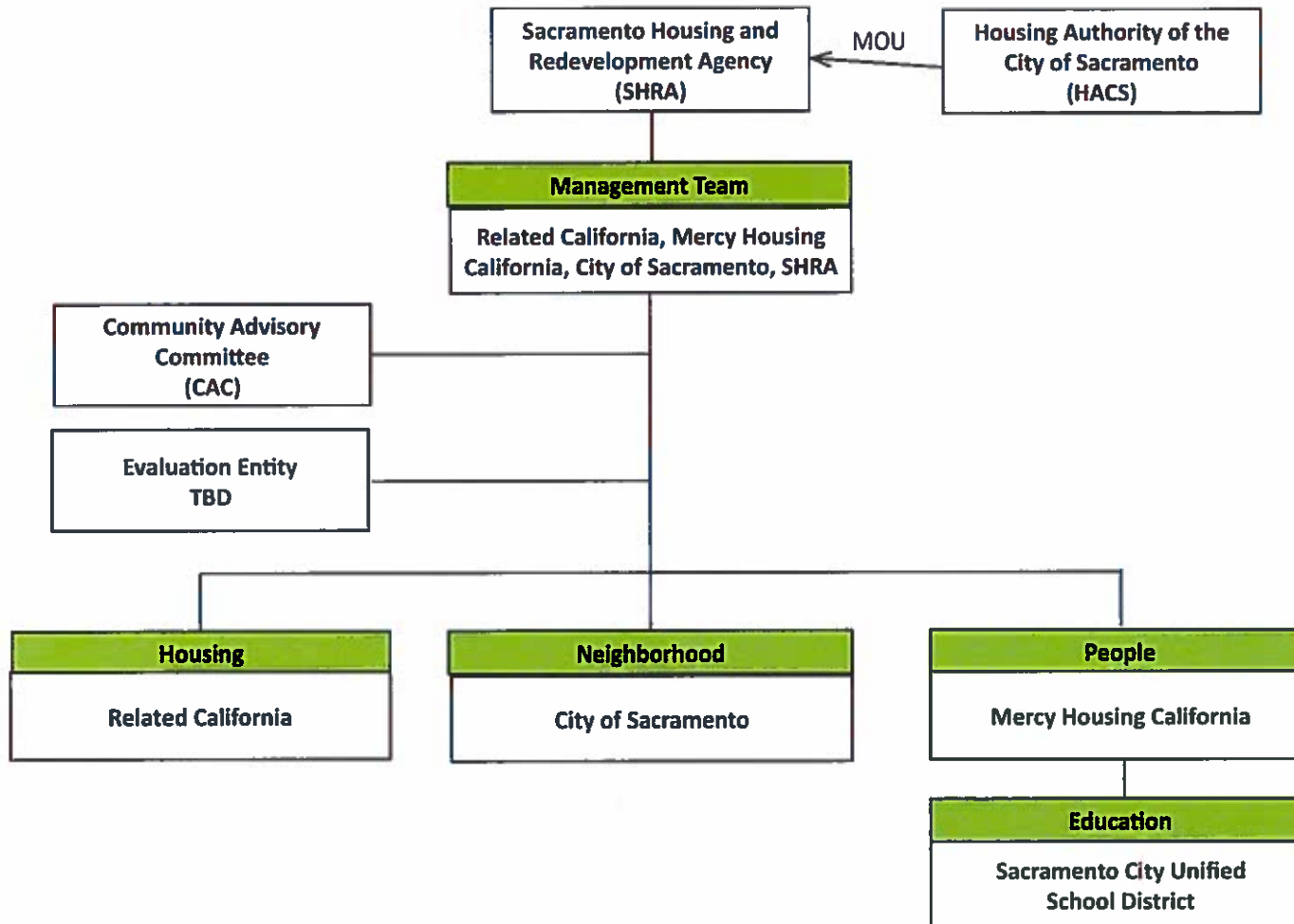
### **Implementation Structure and Staffing**

SHRA will serve as the lead organization charged with implementation of the elements of the Transformation Plan for ULP-Broadway. SHRA will work with the lead entities for the neighborhood, housing, and people components (i.e. Management Team). The City will be responsible for coordinating its efforts and other local agencies to carry out the economic development aspects of the neighborhood plan as well as transit and services issues. The Housing Development Team will focus on realizing the housing vision for the neighborhood, and Mercy will work on instituting the systems and processes necessary to address the service and educational needs of Marina Vista/Alder Grove' residents. The Community Advisory Committee and Task Forces will continue on a more limited basis, convening in order to refine the Transformation Plan.

The Management Team will be the venue for dissemination of information and coordination of activities across practice areas. Constant communication between the leads and SHRA will ensure that redevelopment activities proceed smoothly and leverage the various activities occurring simultaneously to create synergy and maximize their collective impact. For example, the phasing of the housing development will impact residents and when they will need supports relative to employment, services, and/or school. In turn, if residents are to be temporarily relocated off-site, this will impact the demand for retail, transportation, and local services. Additionally, if other infrastructure improvements are needed, coordination of these investments with the housing schedule will enable the consolidation of construction activity and minimize disruption to the community.

# 7 implementation plan

## Upper Land Park-Broadway Implementation Organizational Chart





## **Roles and Responsibilities of Key Partners**

The success of the Transformation Plan for the ULP-Broadway with its various programs involving a wide range of organizations and stakeholders will require strong, coordinated and sustained public/private partnerships.

### ***Sacramento Housing and Redevelopment Agency***

As the Implementation Lead for the Transformation Plan, SHRA will be responsible for managing, convening, and assessing redevelopment activities. As the manager, the SHRA will oversee all elements of the Transformation Plan and execution of that plan by the respective lead organizations. As the convener, the SHRA will be responsible for coordinating stakeholder, community, and resident involvement throughout the implementation process, including communication and outreach activities. As the assessor, SHRA will establish a rigorous data management and assessment plan, which will be grounded in agreed upon goals and outcomes by key community stakeholders. SHRA will negotiate any appropriate contracts and MOUs to advance the Transformation Plan on behalf of HACS.

### ***Housing Authority of the City of Sacramento (HACS)***

As the legal owner of the Marina Vista/Alder Grove public housing development, HACS will enter into a MOU with SHRA for SHRA to serve as the project manager for the redevelopment of the site. In return, HACS will provide financial and personnel resources as available in support of the redevelopment effort, which may include Capital Funds; public housing operating subsidy; relocation resources including vouchers and counseling support; existing and future supportive service programs; and administrative data about current residents. HACS is also responsible for developing the relocation plan for the temporary or permanent relocation of Marina Vista/Alder Grove' residents in coordination with the Housing and People Leads.

### ***City of Sacramento***

The City of Sacramento will be charged with carrying out the economic development components and engaging the necessary local, regional, and State agencies to carry out the neighborhood strategies. They will also work with private businesses and non-profit sector organizations to align resources and programs. SHRA will enter into an MOU with the City of Sacramento to identify the specific aspects of the Neighborhood plan they will oversee, empower it with the resources to serve in this capacity, and commit the cooperation of all other City departments, such as Economic Development, Public Works, Police Department, Community Development, and Parks and Recreation, to participate and support Transformation Plan activities.

# 7 implementation plan

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## ***Housing Development Team***

Procured through a national competitive process, the Housing Development Team includes Related Companies of California, Mercy Housing California, Riverview Capital, Regis Homes and Habitat for Humanity. They will be responsible for the execution of the housing strategies of the Transformation Plan as the Housing Lead. This includes the replacement of all 751 public housing units at Marina Vista/Alder Grove in a mixed-income, mixed-use community. To the extent that the replacement program includes the acquisition of off-site parcels, they will lead this effort with the assistance of the SHRA. SHRA, on behalf of HACS, will negotiate and enter into a Master Development Agreement (MDA) with the Team that will include the terms of their engagement. It is anticipated that Team will be responsible for securing financing for the new housing including assisted, affordable and market-rate units; undertaking all predevelopment activities; overseeing a general contractor on the construction of the new units; and leasing up and managing the new units.

## ***Mercy California***

Mercy California will be responsible for implementing the people-oriented strategies in the Transformation Plan. Mercy is responsible for coordinating with existing providers in the Sacramento region to bring their services to the Marina Vista/Alder Grove' population. The community-based school approach is key to this effort. This not only provides for increased youth programs at Leataata Floyd, but also adding an array workforce development supports for adults at the school. A key element of the work will be establishing a sustainability framework for service delivery so that current and future residents of Marina Vista/Alder Grove will benefit and be able to utilize those services and programs to address their household needs. Mercy is also charged with working with SCUSD on the cradle-to-career educational pathway for affected youths in the community. SHRA, on behalf of HACS, will negotiate and enter into a contract with Mercy to engage in the requisite activities. SHRA will also enter into an MOU with SCUSD.

***Marina Vista/Alder Grove and Other Neighborhood Residents and Stakeholders***

There will be continued involvement of the ULP-Broadway residents and stakeholders in the next phase. The Community Advisory Committee (CAC) will provide a formal avenue for community residents and stakeholders to participate in and provide input in the next phase of the planning process in which the vision is refined. The CAC will include resident, neighbors, and partners will be an avenue for stakeholder collaboration.

Marina Vista/Alder Grove' residents will continue to play a substantive and even larger role during the implementation of the Transformation Plan. In addition to committing to resident participation as part of the CAC, SHRA will work through Mercy and the Resident Leadership Academy, to be inaugurated in 2016, to build the capacity of residents and empower them to play an active part in guaranteeing that the future they envision for themselves is indeed the future that they have. As members of the community whose lives are immediately affected by community changes, Marina Vista/Alder Grove' residents will have a critical job in holding the larger community as well as themselves accountable for the changes in the neighborhood and that investments are having their intended impact.

Through the Resident Leadership Academy, residents will learn the tools of effectual organizations. It is anticipated that the residents themselves will appoint individuals to work with the lead entities of each element of the Transformation Plan during the implementation process, with these individuals then responsible for keeping the rest of the population informed about changes and communicating concerns back to the leadership group.

As the community grows in population from newly developed housing and businesses, it will also be important to engage these individuals and businesses in realizing the vision for the target neighborhood. SHRA will facilitate this involvement and build diverse and effective local involvement in redevelopment activities.

The matrices on the following pages identify by strategy, action steps, potential partners, estimated cost and timeframe.

# 7 implementation plan

Strategy	Action Steps	Potential Partners	Cost	Timeframe
<b>SAFE STREETS, SAFE HOMES, SAFE COMMUNITY</b>				
<b>Goal A-1: Neighborhood streets will integrate physical features to make them accessible and safe for all users.</b>				
Design new and existing streets to include adequate pedestrian and bicycle facilities, lighting and measures to minimize traffic	Design Marina Vista & Alder Grove to City standards. Engage traffic engineer/planner during design phase.	City Public Works Traffic consultant	\$150,000	1-2 years
Establish Projects in the City's Transportation Programming Guide (TPG) - including 5 <sup>th</sup> Street, and Muir to have provide pedestrian and bicycle facilities	Request addition during next update of the TPG anticipated in 2016.	City Public Works Greater Broadway Partnership	None	1-2 years
Improve pedestrian and bicycle access along and across Broadway as a part of the Broadway Street Improvements project.	Advocate as representative on the Technical Advisory Committee Support funding efforts for improvements.	City Public Works Greater Broadway Partnership	None	1-5 years
Support bicycle and pedestrian improvement across Broadway, W and X Streets from 3 <sup>rd</sup> to 12 <sup>th</sup> Streets	Advocate as representative on the Technical Advisory Committee Support funding efforts for improvements.	City Public Works City Economic Development City Community Development Greater Broadway Partnership	None	1-5 years
Provide enhanced car, pedestrian and bicycle access as part of the Downtown Grid 2.0 study	Advocate during the process. Support funding efforts for improvements.	City Public Works City Economic Development City Community Development Greater Broadway Partnership	None	1-5 years
Work with property owners to provide new east west connections to Alder Grove as development occurs.	Inform property owners. Monitor development and engage property owners and potential owners early in the planning process.	City Public Works City Economic Development City Community Development Property Owners	None	1-5 years
<b>Goal A-2: Residents, law enforcement, and community stakeholders will work together to address community safety issues.</b>				
Establish regular working group of law enforcement, residents, property managers, and school officials to address public safety issues in real-time.	Establish format and schedule	City Police Department Private security Residents	None	1 year
Empower residents to proactively address safety concerns (community watch, safe reporting channels, etc.). Provide ongoing education to residents on reporting crime through ways which protect their identity while providing sufficient information to be effective.	Identify activities. Schedule educational sessions.	City Police Department Private security Residents	None	1 year
Activate the industrial area through facilitating and supporting adaptive reuse of existing commercial buildings as appropriate.	Work with property owners and Greater Broadway Partnership to establish a common vision. Work with owners and brokers to advocate reuse. Monitor entitlement activities and provide support to projects.	City Economic Development City Community Development Greater Broadway Partnership Property/Business Owners Brokers	None	1 year Ongoing

# implementation plan 7

Strategy	Action Steps	Potential Partners	Cost	Timeframe
Expand availability of and participation in evidence-based out-of-school time and summer programs by youths aged 12-18	Seek funding to expand academic tutoring and mentoring of the ACE program. Establish Leataata Floyd Community Center (LFCC).	ACE Mentoring Program Leataata Floyd Elementary Mercy Housing	\$30,000- \$40,000 to expand ACE Mentoring programs  \$5,000- \$10,000 for start-up cost for LFCC	1 year Ongoing
Provide comprehensive youth and adult workforce development programs such as the Jobs Plus Workforce Development program	Assemble partners to plan for comprehensive workforce development and apply for Jobs Plus Pilot funding	SETA Asian Resources SHRA Department of Human Assistance	\$1,500,000 for three years	Spring 2016
Provide access to summer work experiences for teens via Asian Resources, Boys and Girls Club, and Leataata Floyd summer tutoring programs	Train teen students to be academic tutors for the Breakaway Summer Tutoring Academy. Connect students to existing work experience programs through Leataata Floyd Community Center.	Asian Resources Leataata Floyd Elementary Boys and Girls Clubs City Church of Sacramento SETA SHRA	\$90,000	1 year Ongoing
Student Services Center at Leataata Floyd would connect students and families affected by trauma to mental health services	Create position of School Site Coordinator that would staff the LFSSC.	Leataata Floyd Elementary SCUSD River Oak Center for Children Boys and Girls Club CityYear Bayside Midtown Church	\$150,000	1 year Ongoing
Connect youth and transition age youth to employment opportunities	Work with partners to plan for programming and apply for Workforce Investment and Opportunity Act funding in November 2015.	Mercy Housing Sacramento Chinese Community Center SHRA Leataata Floyd Elementary	\$400,000 over three years	Summer 2016

# 7 implementation plan

Strategy	Action Steps	Potential Partners	Cost	Timeframe
<b>Goal A-3: The new community at Marina Vista and Alder Grove will incorporate design principles that promote safety.</b>				
Incorporate Crime Prevention Through Environmental Design (CPTED) principles in the design of th new buildings and open spaces	Design master plan.	City Public Works Development Team SHRA	Part of master plan budget	1-2 years
Orient buildings on Broadway to engage with pedestrian activity	Design master plan.	City Public Works Development Team SHRA	Part of master plan budget	1-2 years
Reconnect the street grid to integrate the new neighborhood into the surrounding community	Design master plan.	City Public Works Development Team SHRA	Part of master plan budget	1-2 years
<b>DYNAMIC AND LIVABLE NEIGHBORHOOD</b>				
<b>Goal B-1: The new development at Marina Vista and Alder Grove will offer a ladder of housing opportunities for a diverse range of households.</b>				
Provide a mix of unit across affordability levels, including public housing, affordable and market-rate	Finalize housing program. Identify and secure funding sources.	SHRA Development Team	Part of master plan budget	1-15 years
Accessible and adaptable features will be available in a portion of the redeveloped units to accommodate those with mobility, visual and hearing disabilities	Develop unit plans with accessibility features.	SHRA Development Team	Part of standard project costs	1-2 years
Visitability design principles will be incorporated when feasible across the entire development	Develop unit plans with visitability features. Design master plan.	SHRA Development Team	Part of standard project costs	1-2 years
Marketing and advertising for the new units will follow an Affirmatively Furthering Fair Housing marketing plan	Identify populations least likely to apply for new housing opportunities. Develop marketing plan and materials.	SHRA Development Team	Part of standard affordable project costs	1-15 years
<b>Goal B-2: The new buildings and homes at Marina Vista and Alder Grove will be physically and visually integrated with the surrounding neighborhood in a sustainable manner.</b>				
incorporate a variety of architectural styles and typologies that transition from Broadway to Upper Land Park both in terms of style and density	Design master plan. Develop unit plans.	SHRA Development Team Residents	Part of master plan budget	1-2 years
Consider and evaluate historic preservation opportunities	Engage a consultant. Design master plan.	SHRA Development Team City of Sacramento Office of Historic Preservation	\$20,000 -\$30,000	1-2 years
Reconnect the street grid to integrate the new neighborhood into the surrounding neighborhood	Design master plan.	Development Team City Public Works	Part of master plan budget	1-2 years
Include sustainable building practices and site design into the new community	Design master plan. Develop unit plans.	SHRA Development Team	Part of master plan budget	1-2 years

# implementation plan 7

Strategy	Action Steps	Potential Partners	Cost	Timeframe
<b>Goal B-3: Residents will have improved access to fresh food, health services, fitness programs, and nutrition classes.</b>				
Improve and expand the public transit system and number of alternative transportation options	Work with SACOG, Regional Transit, and other agencies to identify and pursue opportunities.	City Public Works SACOG Regional Transit	TBD	Ongoing
Work with Sacramento Regional Transit District to increase bus service on lines #38 #51 and # 2 (frequency, start and end times, days).	Support Regional Transit's efforts for increase service.	City Public Works SACOG Regional Transit	None	Ongoing
Increase the number of alternative transportation options for residents Bike share Car Share	Work with SACOG to identify appropriate locations for bike stations. Support SACOGs future application(s) as appropriate. Work with partners to implement the Car Share Pilot Project (total of eight cars/stations)	City Public Works SACOG Sacramento Air Quality Management District	\$460,000	1-2 years
Address transportation/access barriers to services and programs	Continue to work with residents to identify barriers and solutions.	Residents Regional Transit	None	1-2 years
Educate RT users on how to effectively use the system. RT has smart phone applications to improve connections between modes and the future connect transit card, an electronic transit fare payment system.	Work with RT to provide educational outreach on existing and new technology.	Residents Regional Transit	None	1-2 years
Improve bus stops to include seating, shelter and lighting	Prioritize stops based on existing and needed right of way. Pursue funding opportunities. Advocate for bus facilities in the Broadway Street Improvements project. Pursue and support funding opportunities.	City Public Works Regional Transit Residents	\$100,000	1-5 years
Increase pedestrian scale street lights on Muir Way, 5 <sup>th</sup> Street, Broadway and streets as appropriate.	Advocate for improved pedestrian lighting in the Broadway Street Improvements project. Pursue and support funding opportunities	City Public Works Regional Transit Residents	\$500,000	1-5 years
Inform community leaders and residents of opportunities On a regular basis, make available to residents parks and recreational programming at nearby facilities	Distribute and make available to residents available programs.	City Parks and Recreation	None	1 year Ongoing
Increase use and expand existing programs which improve residents access to local fruits and vegetables: Increase CalFresh: Connecting Families to Farmers outreach efforts Increase availability of market match program funds for residents Increase cooking/nutrition and other educational opportunities for residents	Support and pursue funding opportunities. Outreach to residents regarding existing programs. Pursue opportunities for educational and nutritional programs onsite or nearby.	Sacramento Food Bank and Family Services City Church of Sacramento Alchemist CDC Leataata Floyd Elementary HPHS	TBD	1 year Ongoing

# 7 implementation plan

Strategy	Action Steps	Potential Partners	Cost	Timeframe
Work with the owners of the Muir Market to increase the quality and variety of healthy food options, which will increase the patronage by residents of MV/AG and Upper Land Park. Provide training and technical support to store management regarding best practices for produce.	Pursue funding opportunities for outreach, technical assistance and capital improvements.	Alchemist CDC	\$50,000	1 year Ongoing
Support the development of a full service grocery store as the population of the community grows. Assist with identification of appropriate sites and facilitate development	Coordinate and work with operators to identify sites.	City Economic Development Greater Broadway Partnership Brokers	None	1-5 years
Provide higher-density and retail opportunities along Broadway.	Design master plan.	SHRA Development Team	Part of master plan budget	
<b>Goal B-4: Environmentally-friendly open spaces will provide recreational and social opportunities for residents.</b>				
Support establishing a direct link between neighborhood and Miller Park/ Marina. Work with The Mill at Broadway, State of California Parks and the City to execute agreements, design improvements and secure funding.	Support efforts to execute agreement. Identify, support/pursue funding opportunities.	City Parks and Recreation State of California Parks Northwest Land Park	TBD	1-5 years
Provide multiple open spaces for active and passive recreation. Incorporate a mixture of public and semi-private open spaces into the new development. Provide for larger public areas near community centers.	Design master plan.	City Community Development City Parks and Recreation	\$750,000	1-2 years
Identify opportunities to improve existing opens space, parks, and school facilities including Miller Park, South Side Park, O'Neil Park, Leataata Floyd Elementary School, and Health Professions High School. Engage partners and residents to determine needs and opportunities to improve existing assets.	Work with City Parks and Recreation and SCUSD to identify opportunities.	Northwest Land Park City Parks and Recreation SCUSD Residents	None	1-2 years
Participate in the NWLP efforts to develop new recreational facilities at the Mill on Broadway and improve existing school facilities at Leataata Floyd Elementary. A new neighborhood park with a community center in the refurbished produce building Development of the Floyd Farms, a farm, educational, and community garden community garden at Leataata Floyd Elementary Educational and recreational improvements to Leataata Floyd Elementary which are related to daytime use by the public. Execute joint use agreements for improvements with the Sacramento City Unified School District facilities and the City of Sacramento and NWLP	Work with NWLP and SCUSD to identify and prioritize improvements. Support efforts to develop and execute agreements	Northwest Land Park City Parks and Recreation SCUSD Residents	None	1-2 years



# implementation plan 7

Strategy	Action Steps	Potential Partners	Cost	Timeframe
<b>Goal 5: The Broadway corridor will emerge as a regional destination.</b>				
<p>Support the growth of Broadway into a regional retail and dining destination.</p> <p>Support the redevelopment and marketing of Broadway as a home/destination for small-scale entrepreneurs who want to live and work within the area.</p> <p>Link entrepreneurial residents to local resources to start and/or grow their business.</p> <p>Support and partner with The Mill at Broadway and the owners of 915 Broadway to redevelop the site into a vibrant development anchored by the Kitchen Restaurant</p>	<p>Identify opportunities and technical programs for entrepreneurs.</p> <p>Market to residents at Parent University</p> <p>Coordinate with NWLP on commercial opportunities</p>	<p>City Economic Development</p> <p>City Community Development</p> <p>SACOG</p> <p>Greater Broadway Partnership</p> <p>Northwest Land Park</p> <p>Residents</p> <p>SETA</p>		1-3 years
<p>Encourage redevelopment of underutilized, vacant, and industrial properties into residential and commercial uses appropriate for the corridor.</p> <p>Work with area property owners and developers to provide referrals and assistance to retain existing businesses in the City and relocation to more suitable area.</p> <p>Promote the adaptive reuse or construction of residential in the industrial district by facilitating the process and providing available incentives.</p> <p>Collaborate with property owners, interested organizations and businesses to create an entrepreneurial training center providing the educational and training support to help grow and diversify the Sacramento economy.</p> <p>Work with SACOG, Valley Vision, entrepreneurs, and property owners to develop opportunities for local food processing in the industrial area</p>	<p>Work with property owners and GBP to establish a common vision.</p> <p>Work with owners and brokers to advocate reuse.</p> <p>Monitor entitlement activities and provide support to projects.</p> <p>Identify and pursue incentives for reuse.</p> <p>Identify property owners, and business interested in an entrepreneurial training center.</p> <p>Establish interagency team to identify opportunities for food processing.</p>	<p>City Economic Development</p> <p>City Community Development</p> <p>Greater Broadway Partnership</p> <p>Property/Business Owners</p> <p>Brokers</p> <p>SACOG</p>		1 year Ongoing
<p>Collaborate with progressive telecommunication companies, property owners and nonprofits to develop a 21<sup>st</sup> century broadband infrastructure which will serve all residents and support the growth of Broadway as a regional employment center.</p>	<p>Continue to pursue funding opportunities to provide appropriate infrastructure.</p>	<p>City Economic Development</p> <p>City Public Works</p> <p>Valley Vision</p> <p>SHRA</p>		1-3 years

# 7 implementation plan

Strategy	Action Steps	Potential Partners	Cost	Timeframe
<b>EXCELLENCE IN LEARNING AND OPPORTUNITIES FOR PERSONAL GROWTH</b>				
<b>Goal C-1: Youth programs will focus on the whole child from socio-emotional to educational supports for pre-school, school-aged and transition-aged youth.</b>				
<b>Pre-School Age Children (birth to 5)</b>				
Increase the number of slots and enrollment in high quality early childhood education programs (Head Start and Early Head Start)	Increase the number pre-k programs, from birth to K entry, participating in programs that are a part of the Race to the Top- Early Learning Challenge. Through the construction of new housing the amount of spaces for Early Head Start and Head Start, serving youth ages 0-5 would increase.	SETA-Head Start SCUSD Roberts Family Development Center	N/A	2-8 years Ongoing
Increase family participation in home visits by Head Start teachers and family service workers for assessment and service provision	Increase the amount of Early Head Start Home Visitation Programs, for infants to age 3 and their families.	SETA-Head Start River Oak Center for Children Leataata Floyd Elementary	Allocation of funding from SETA-Head Start	2 years Ongoing
Increase the availability of Social Emotional Learning programs to pre-school age children	Increase Social and Emotional programming and training based on the curriculum and programs from the Center for Social and Emotional Learning (CFSEL) training for teachers and parents	SETA-Head Start SCUSD Roberts Family Development Center Sacramento Chinese Community Center	\$20,000	1 year Ongoing
Share SETA Head Start health-related resources (dental and vision) across neighborhood pre-K centers	Ensure that all enrolled children have timely immunizations and screenings for cognitive development, basic health, speech and language, hearing, vision, and dental health.	SETA-Head Start Leataata Floyd Student Service Center Mercy Housing SCUSD SHRA	N/A	2 years Ongoing
<b>School-Age Children (5-12)</b>				
Establish Student Services Center at Leataata Floyd Elementary (LFSSC) focused on supporting students with academic, behavior, attendance and/or social/emotional concerns	Create position of School Site Coordinator and After School Program Manager that would staff the LFSSC.	Leataata Floyd Elementary SCUSD River Oak Center for Children Boys and Girls Club CitiYear Bayside Midtown Church City Church of Sacramento	\$150,000	1 year Ongoing

# implementation plan 7

Strategy	Action Steps	Potential Partners	Cost	Timeframe
Expand out-of-school time activities offering academic, arts and/or youth development programming	Continued coordination of after school and summer academic enrichment programming. Formal collaboration starts with hiring of LFSSC School Site Coordinator	Leataata Floyd Elementary SCUSD Mercy Housing Boys and Girls Club CitiYear Roberts Family Development Center Bayside Midtown Church City Church of Sacramento Trinity Cathedral Church SHRA	\$60,000- \$90,000	Sept 2015
Increase student exposure to college/career awareness activities starting in elementary school	Creation of a graduate profile starting in the 3 <sup>rd</sup> grade students will begin to chart a path so they will graduate from high school ready for college and career. Will begin in the 3 <sup>rd</sup> year of the LFSSC.  Fundraise for week long camp Strengths Based Leadership Camp.	Leataata Floyd Elementary SCUSD California Middle School McClatchy High School Youth Development Network	\$15, 000 for Strengths Based Leadership Camp	3 years Ongoing
Address barriers to parent engagement and involvement in schools.	Increase the opportunities for parents to participate in activities on the school site that highlight their children's successes. Coordinated family engagement will be the responsibility of the LFSSC.  Establish Parent Leadership Academy that engages parents in student's educational path.  Establish Community Advisory Committee/ Parent Teacher Organization.  Establish School 2 Home program for grades 5 and 6 at Leataata Floyd.	Leataata Floyd Elementary SCUSD Mercy Housing Boys and Girls Club CitiYear Roberts Family Development Center Bayside Midtown Church City Church of Sacramento Trinity Cathedral Church SHRA Valley Vision	\$30,000- 50,000 for School 2 Home program	1 year Ongoing
Increase supports so that at the end of 3rd grade students will read at or above grade level	Increase the amount of summer academic opportunities for the youth of MV/AG.  Student Service Center will help to identify students who are the most at-risk and provide the supports necessary to increase their reading levels  Improve after-school and summer programming through collaboration with LFE school administration, School Site Coordinator and third party providers such as Boys and Girls Club, CitiYear and Roberts Family Development Center	Leataata Floyd Elementary SCUSD Boys and Girls Club Roberts Family Development Center Bayside Midtown Church City Church of Sacramento Trinity Cathedral Church Sacramento Chinese Community Center	\$60,000 for Breakaway Academy  \$45,000 per year for Reading Coordinator	1 year

# 7 implementation plan

Strategy	Action Steps	Potential Partners	Cost	Timeframe
<b>Transition Age Youth (12-18)</b>				
Provide access to summer work experiences for teens via Asian Resources, Boys and Girls Club, and Leataata Floyd summer tutoring programs	Train teen students to be academic tutors for the Breakaway Summer Tutoring Academy. Connect students to existing work experience programs through LF Community Center. Seek funding to expand academic tutoring and mentoring of the ACE program. Establish Leataata Floyd Community Center (LFCC).	Asian Resources Leataata Floyd Elementary Boys and Girls Clubs SETA ACE Mentoring Program City Church of Sacramento SHRA	\$30,000- \$40,000 to expand ACE Mentoring programs  \$5,000- \$10,000 for start-up cost for LFCC	1 year Ongoing
Establish teen designated space in the new development offering academic tutoring, enrichment programming, and mental health supports.	Start planning for teen designated space in Community Center that would be a part of new development. Build and determine programming partners.	Leataata Floyd Elementary Mercy Housing Development Team		1-5 years
Increase number of students attending Health Professions High School (HPS) through student involvement in community and outreach to community	Begin outreach efforts to youth of MV/AG. Begin HPS student involvement in community services.	HPS Mercy Housing Sacramento Food Bank and Family Services	N/A	1 year Ongoing
<b>Goal C-2: Adults will have access to an array of workforce and business development programs to support the achievement of their personal goals.</b>				
Establish Parent University at Floyd Elementary offering adult education courses of GED, Tech Literacy and workforce development courses	Begin strategy for Parent University during 2 <sup>nd</sup> year of School Site Coordinator position. Coordinate efforts with SETA for on-site workforce development efforts.	SETA Los Rios Community College Workforce Development Department SCUSD	N/A	1-3 years Ongoing
Link entrepreneurial residents to local resources to start and/or grow their businesses	Connect residents to services such as California Capital workshops	California Capital SETA	N/A	3 years
Coordinate job training with available and growing employment opportunities	Identify easily accessible and desired local employment opportunities. Create training opportunities at Leataata Floyd Community Center and/ or On the Job Training Opportunities	SETA Local Employers Greater Broadway Partnership Sacramento Food Bank and Family Services	N/A	3 years Ongoing
Offer financial literacy and coaching courses	Working with Mercy Housing Resident Services Staff and Case Managers provide financial literacy and coaching courses	Goodwill United Way Mercy Housing SHRA	N/A	3 years Ongoing
Connect residents to job training and job coaching centers through existing supports and in long-term potential for on-site workforce development resources at Parent University	Training of SETA Head Start Family Services workers to connect MV/AG families to workforce development supports Long-term establish services on site first at LFCC and then new development	SETA-Head Start SETA Workforce Development Asian Resources California Capital Mercy Housing	N/A	1 year Ongoing

# implementation plan 7

Strategy	Action Steps	Potential Partners	Cost	Timeframe
<b>Goal C-3: All residents will be able to obtain the services necessary to address their physical and/or emotional health needs.</b>				
Connect residents to health and mental health services both inside and outside the neighborhood	Provide annual health fair that would provide vision, dental and medical supports. In short-term increase Asthma education Bring intensive Breath Asthma education to site Bring Chronic Disease Self-Management Program to site	HPHS Dignity Health SETA Head Start LFCC Breath Sacramento Mercy Housing	\$30,000 per year for intensive Breath Sacramento Asthma education	1-4 years Ongoing
Provide training on mental health and trauma recognition	Provide Trauma Awareness Training for Leataata Floyd staff and providers Provide intensive trauma training for all services staff in neighborhood	River Oak Center for Children SCUSD	\$5,000 yearly cost for Intensive Trauma Training	1 year Ongoing
Establish Health Clinic in the community offering mental health and medical services	Select primary care provider Improve unit to accommodate clinic Establish Health Peer Leaders Program	County of Sacramento SHRA Los Rios Community College Workforce Development Department Mercy Housing Health care provider	\$150,000 for Health Clinic \$30,000-40,000 per year cost for Health Peer Leaders Program	1-2 years for Health Clinic 4 years for Health Peer Leaders Program Ongoing
Student Services Center @ Leataata Floyd would connect students and families affected by trauma to mental health services	Establish LFSCC Short-term develop and train for mental health referral system at Leataata Floyd Long-term develop and train for mental health referral system for all providers at LFSCC	Leataata Floyd Elementary Mercy Housing River Oak Center for Children		1-3 years Ongoing
Increase use and expand existing programs which improve residents access to local fruits and vegetables and opportunities for exercise	In short-term, connect residents to outside recreational opportunities In short-term connect, residents to Cal Fresh at monthly Food Bank Support the efforts to develop Floyd Farms as a farm, educational and community garden In the short-term, promote Market Match program Establish Market Match Program New development would include spaces for increase recreation Support and sustain Healthy Market Makeover program at Muir Market Incorporate community gardens into the new development Coordinate outreach and education for Calfresh/EBT use at weekly Farmer's Market.	Sacramento Food Bank and Family Services Mercy Housing Alchemist CDC SHRA	\$10,000 per year for Market Match program for MV/AG residents	1-5 years Ongoing

## Physical Redevelopment Program

### Entitlement Approvals

The project's entitlement approvals will likely utilize a Planned Unit Development (PUD) as there will be multiple phases over an extended time period. The PUD grants broad approvals on the overall project, which will be followed by a site plan and design approvals for the individual project phases. The City's Planning and Design Commission will review the PUD application and make a recommendation for approval to the City Council, who will ultimately grant the PUD approval. The individual project site plan and design approvals can be granted by the Planning and Design Commission, or at staff or director level, depending on square footage, height or deviations from standards.

The entitlements will also incorporate an Environmental Impact Report (EIR) in compliance with the California Environmental Quality Act (CEQA) and an Environmental Impact Statement (EIS) in compliance with the National Environmental Policy Act (NEPA). Upon approval of the regulatory agencies, the latter two requirements will be combined into one document. The City's Planning and Design Commission will review and approve the EIR, which can be appealed to the City Council.

Marina Vista and Alder Grove are currently zoned R-3 and listed under the General Plan as Traditional Neighborhood-High Density. The zoning allows residential development up to 30 units per acre and three-stories in height. The proposed building heights are two and three-stories with possible four and five-story buildings along Broadway. Increasing the height above three-stories on Broadway will require a zoning change. Furthermore, incorporating retail use along Broadway also requires a zoning change. Both the height and retail uses can be accomplished under the C-2 zoning and the rezoning would be encouraged by the City for the revitalization of the Broadway corridor. A rezoning requires approval by City Council.

Finally, there will be a series of Tentative and Final Maps associated with the property subdivisions and public improvements. The tentative map requires Planning and Design Commission approval. Altogether, the full entitlement process is expected to take approximately 18 months from the date of the initial application.

## Finance Plan

The elimination of redevelopment in 2012, resulted in the loss of tax increment financing for commercial redevelopment and affordable housing. Although not in a former redevelopment area, the impact to available financial resources to construct affordable housing was significant. The competition for already scarce resources has greatly increased. The financial plan must incorporate a variety of funding sources to offset the substantial costs of this redevelopment program. Potential funding sources include:

- *Tax Credit Equity* – Federal Low-Income Housing Tax Credit program (LIHTC) will be the primary funding source for the affordable multifamily development phases. The financial plan assumes that the project phases will secure a mixture of both 9% and 4% programs. Maximizing the number of 9% LIHTC projects will help minimize the need for other funding sources. However, securing these credits is highly competitive. Given the annual number of awards in the Sacramento regions, the development team assumed securing 9% LIHTC every other year and a total of five for the entire project. The four other phases were underwritten using 4% LIHTC.
- *Conventional Debt* – Individual project phases generate some cash flow which can be utilized to secure conventional debt. The financial plan assumes leveraging this cash flow to maximize this source.
- *Affordable Housing Program (AHP)*- AHP grants are awarded through a competitive application process to Federal Home Loan Bank members working with housing developers or community organizations to create rental or homeownership opportunities for lower-income households. The Bank offers one competitive AHP funding competition each year. Only Bank members may submit AHP grant applications.
- *Single-Family Land Sales* – The financial plan assumes the generation of funds via the sale of lots to a for-profit developer.
- *Infrastructure Finance District* – A fees collect at the time of development in specified geographic development areas for the purpose of constructing public improvements such as streets, storm drains, water and sewer facilities, streetlights, etc.
- *Gap* – Community Development Block Grant (CDBG), HOME funds, and local affordable housing trust fund monies will be pursued to fund predevelopment and project costs. CNI Implementation Grant would provide millions for use towards implementing the housing, neighborhood and people strategies. All these funding sources are competitive.

**Housing Development Sources and Uses**

	1,200 Unit Scenario	1,500 Unit Scenario
<b>USES</b>		
Total Development Costs	\$278.8 million	\$382.5 million
<b>SOURCES</b>		
Predevelopment Loan	\$0.6 million	\$0.6 million
Infrastructure Finance District	\$5.0 million	\$4.0 million
Single Family Lot Sales	\$16.7 million	\$11.4 million
HUD Replacement Housing	\$5.0 million	\$5.0 million
Conventional Debt	\$15.8 million	\$28.7 million
Tax Credit Equity	\$151.2 million	\$192.9 million
Affordable Housing Program	\$4.1 million	\$7.1 million
Gap	\$80.4 million	\$132.8 million