



PUBLIC REVIEW DRAFT JANUARY 2024

ACTION PLAN

FORWARD TOGETHER

MARYSVILLE & DEL PASO BLVD.



MARYSVILLE & DEL PASO BLVD.
ACTION PLAN

PUBLIC REVIEW DRAFT

January 2024

PREPARED BY



IN PARTNERSHIP WITH:





WE HONOR SACRAMENTO'S INDIGENOUS PEOPLE AND TRIBAL LANDS

To the original people of this land. The Nisenan people, the Southern Maidu, Valley and Plains Miwok, Patwin Wintun peoples, and the people of the Wilton Rancheria, Sacramento's only federally recognized Tribe. May we acknowledge and honor the Native people who came before us and still walk beside us today on these ancestral lands by choosing to gather together today in an active practice of acknowledgement and appreciation for Sacramento's Indigenous People's history, contributions, and lives.

Source: Land acknowledgment adopted by City Council on December 14, 2021, through Resolution No. 2021-0368.



A NOTE TO THE PUBLIC

“If you want to go fast, go alone, if you want to go far, go together”.

~AFRICAN PROVERB

The Forward Together Action Plan (Action Plan) is the culmination of a community-involved action planning process to help prioritize and shape future commercial corridor investments on Marysville and Del Paso Boulevards.

In recognition of the fact that many marginalized communities have historically been excluded from public and private sector investments, City staff, consultants, and community members behind this effort attempted to foster meaningful civic participation. In partnership with the community, the process moved at the speed of trust, to acknowledge and recognize that cycles of disinvestment and disempowerment can be repaired.

The Action Planning Team was comprised of the City of Sacramento, HR&A Advisors, primary consultant and economic experts, Mutual Assistance Network, a local community based organization, and a Community Advisory Committee, consisting of a group of 14 community residents, civic leaders, and business and property owners.

The Action Planning Team organized a thoughtful community engagement process over a 24-month period that informed the development and will shape the implementation of this Action Plan. The Action Plan identifies community priorities to support thriving, diverse, and equitable neighborhoods to address the complex challenges of historic and current impacts of structural racism and disinvestment.

For this effort, the City of Sacramento’s Neighborhood Development Action Team is dedicating \$500,000 towards a pilot grant program scheduled to be launched upon release of the Action Plan in 2024. The grant will invest in collaborative projects that advance the priorities listed in the Action Plan. Together, we will drive solutions that uplift and build upon the existing assets of Marysville and Del Paso Boulevards.

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CHAPTER I: INTRODUCTION

BACKGROUND

In August 2021, the City of Sacramento (City) funded the Forward Together Marysville & Del Paso Boulevard Action Plan (Action Plan) to organize investment opportunities along the commercial corridor and surrounding neighborhoods. The process to develop the Action Plan included collaborating with and facilitating educational efforts for residents, business and property owners, and community based organizations to ensure that Sacramento's neighborhoods and commercial districts reflect a sustainable, resilient, and inclusive economy. From the outset, the City recognized, acknowledged, and sought to address the long standing challenges of facilitating community and economic development processes by City staff who often work in siloes in disadvantaged neighborhoods with limited financial resources, representation, planning experience, or technical expertise.

The City's Neighborhood Development Action Team (NDAT), a collaboration between City departments and partner agencies was formed in 2019 to bridge siloed City departments and empower community members. The Action Plan was prepared by the

NDAT, HR&A Advisors, real estate, and economic development experts, Mutual Assistance Network (MAN), a local community based organization, and a Community Advisory Committee (CAC), consisting of a group of 14 community residents, civic leaders, and business and property owners to bring together the community and technical expertise to strategize how to breakthrough historic barriers to access resources, networks, funding, and support to address community needs.

NORTH SACRAMENTO LAND USE AND HISTORICAL CONTEXT REPORT

Marysville & Del Paso Boulevards were once an attractive place for agriculture and ranching in the 1800s. Residential and commercial development in the early twentieth century set a foundation for a thriving commercial corridor. The corridor was an important gathering place for people. However, the construction of Highway 160 and Highway 80, the closure of McClellan Air Force Base, which was a major job provider to the area, as well as lack of investment prior to and following North Sacramento's

annexation into the City in the 1950s and 60s, signaled the beginning of the corridor’s decline.

Marysville & Del Paso Boulevards are commercial corridors with retail stores, restaurants, businesses, community centers, parks, libraries, and more. Over time these corridors have suffered from long-term public and private disinvestment like unrepaired or lack of sidewalks and shuttered businesses, leading to pockets of vacancy, lack of employment centers, business closures, barriers to walkability, aging infrastructure, and no cohesive identity. These issues perpetuate cycles of poverty, socioeconomic, and quality of life issues for people who call this area home.

City and Community Levers

In June 2022, the Action Planning Team (APT) completed a land use history report that identified the levers, tools, and strategies available to the City to address quality of life issues through land use and investment in physical improvements.

The City can improve socio-economic outcomes and quality of life indicators by using five levers for action: 1) capital investment, 2) zoning authority, 3) incentives, 4) subdivision authority, and 5) vacant land disposition strategy. While the socio-economic and physical challenges are significant, the City has tools at its disposal to invest in physical improvements that can begin to encourage new investment and redevelopment. Many of the challenges that currently exist in North Sacramento are the result of decades of failure to invest and land use decisions that pre-date annexation of the City of North Sacramento into the City in 1964.

These levers represent types of potential action available for the City to consider within its plans for reinvestment in North Sacramento. To learn more about each of the levers and findings from research

of the historical land use and zoning decisions please review the North Sacramento Land Use and Historical Context report on the project webpage at <https://cityofsacramento.org/forwardtogether>.

COMMUNITY PROFILE REPORT

The Forward Together Community Profile Report is a companion document to the Action Plan and is a point-in-time snapshot of the existing conditions and socio-economic data within the area (July 2023).

The community profile report provides robust information on the project, the shared community vision for the corridor, baseline data to help guide investments, and inform the implementation of the Action Plan.





CHAPTER 2: ACTION PLANNING DEVELOPMENT PROCESS

ACTION PLANNING DEVELOPMENT PROCESS

1. Identify Issues

The APT identified four main categories of action areas through robust research and engagement processes and community data analysis. The APT analyzed the existing conditions of the corridor through the [Community Profile Report](#). Reading the community profile report first is highly recommended, which can be found on the project webpage at <https://cityofsacramento.org/forwardtogether>.

2. Brainstorm Actions and Prioritize

The APT developed a list of over 40 actions in response to community identified issues. Through community convenings, the APT prioritized and identified actions of greatest community concern.

3. Conduct Outreach to Refine Actions and Partnership Recruitment

Led by the community, the APT continued to refine actions and identify potential strategic partnerships for implementation.

4. Take Action

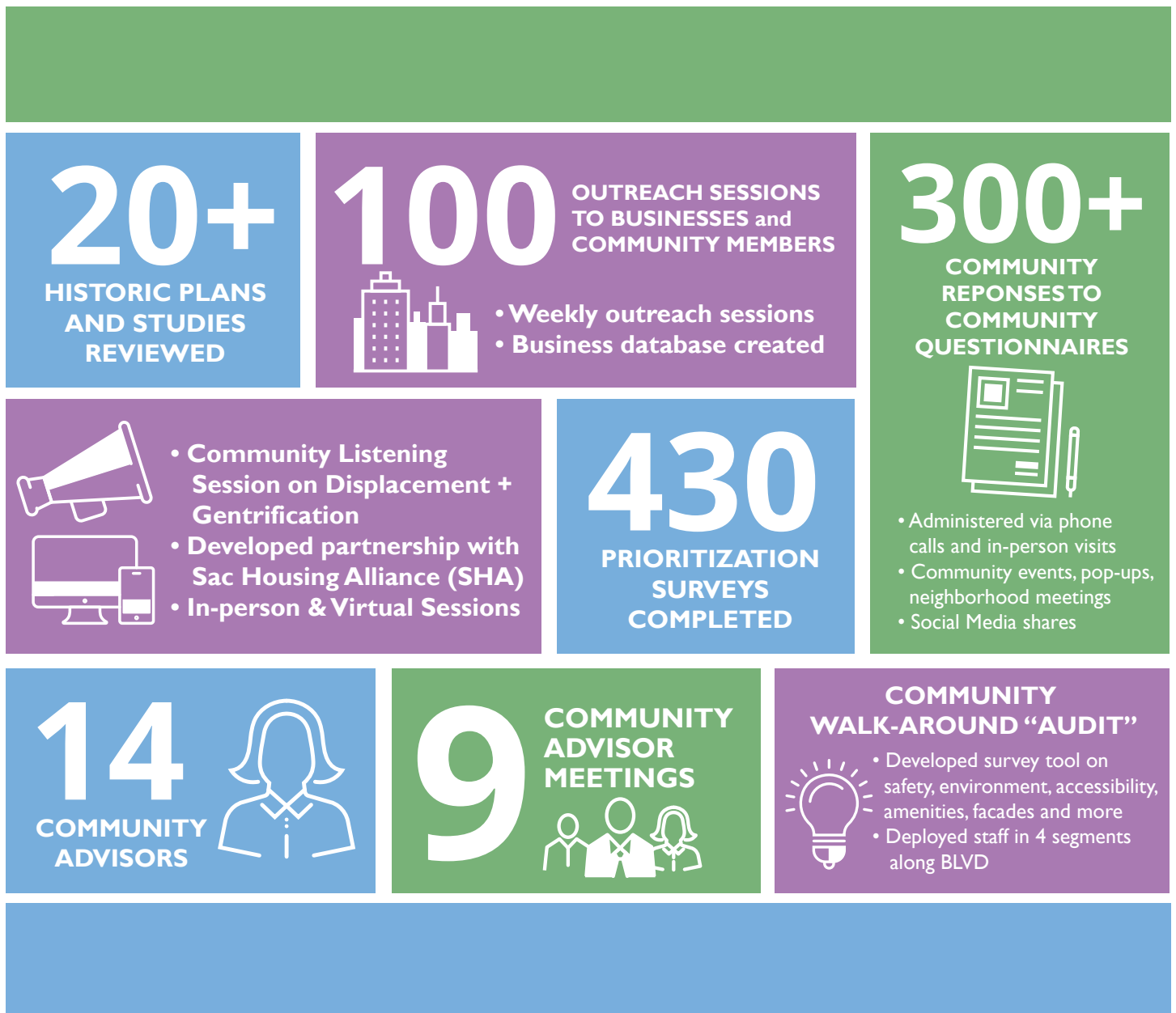
With the City's NDAT in collaboration with the community, the Action Plan implementation will begin during Phase 2 of the project period which is commencing in 2024.



TIMELINE & ENGAGEMENT SUMMARY

This community-engaged planning process was led and informed by community members, including residents, business and property owners, and civic leaders in a variety of ways to help bring this Action Plan to fruition. Community leadership will continue to be a driving force for moving the Action Plan forward.

During Phase I of the project, the Community Profile Report and Action Plan were developed from 2022 – 2023 through a robust community-engaged research and development effort to collect and analyze community data. The APT conducted outreach to organize, engage, and build community participation in the planning process.





CHAPTER 3: ACTION PLAN

ABOUT THE FORWARD TOGETHER ACTION PLAN

This neighborhood-led Action Plan is designed to improve quality of life for the diverse populations that **live, work, shop,** and **experience** the Marysville – Del Paso Boulevard commercial corridors. Since 2021, the APT worked with community members to identify actions that can be implemented.

This Action Plan is intended to be a living document with actions that get further defined in collaboration and coalition with interested organizations, individuals, business owners, and diverse stakeholders who step up to build and support community aspirations. This Action Plan document is a companion piece to the Forward Together Community Profile Report, which can be located on the project webpage at <https://cityofsacramento.org/forwardtogether>.

The goals and outcomes of the Action Plan are intended to improve the quality of life for diverse communities by increasing pathways to employment (e.g., living wage jobs) and ownership opportunities

(residential and commercial property and business) among low-income and disadvantaged populations. The Action Plan identifies a shared vision with a list of priority actions the community and City can take to meet that vision. The Action Plan provides a planning framework for community-informed decision making.

ACTION PLAN OUTCOMES

The ultimate outcome is to create a thriving ecosystem and inclusive economy by implementing the Action Plan. The benefits include creating a healthy place to live, work, operate a business, shop, and experience a higher quality of life with a wider array of opportunities that would result in a healthy and clean environment for everyone.

PLAN FRAMEWORK

The Action Plan is organized into four main categories live, work, shop, and experience and designed to improve quality of life for those in the area.



LIVE

Create and preserve affordable housing and homeownership opportunities for residents.



WORK

Foster and retain businesses and employers that provide living-wage jobs and career growth opportunities.



SHOP

Create an inclusive retail corridor that meets the various shopping and entertainment needs of the community.



EXPERIENCE

Foster inviting spaces and experiences where residents, workers, businesses, and visitors can gather.

HOW TO USE THIS ACTION PLAN

The Action Plan is intended to be a source of information for future decision-making and may be used in a variety of ways, including but not limited to:

- **Decision makers** can help guide and support investments and funding for the implementation of the Action Plan and for on-going status updates by using this as a baseline and for monitoring progress.
- **Various stakeholders** (e.g., City staff, elected officials, community-based organizations, individuals) can use the Action Plan for facilitating community-engaged processes, support grant applications, funding requests, and resource investments. Stakeholders can identify and commit to collaborate on areas they would like to help implement.
- **Community members**, including residents, property and business owners, and organizational leaders can use this Action Plan to advocate to the City Council or other relevant decision makers; identify available community and City priorities and resources; and implement projects that provide tangible and intangible benefits to the neighborhood.

The Action Plan is not meant to restrict or commit the City or community to any particular course of action or project. Rather, the Action Plan is intended to provide a point-in-time reference of community priorities and serve as a starting point for considering ways to improve the area. The actions set forth in this plan may be carried forward by the community (individuals, businesses, landowners, organizations, etc.), the City, other agencies, or a combination thereof.

Each Action in the Plan includes a noted investment level and implementation duration which are explained as follows:

| Investment Level | Implementation Duration |
|---|--|
| <p>Low cost (\$) Provide seed funding or one-time support for pilot programs, projects, or activities to support the Action Plan implementation.</p> | <p>Short-term (18 months or less) Actions that can be pursued immediately and accomplished in the near future. Some examples include tactical or physical improvements, urban design drawings or experiences, support for groups that may be best positioned to help as conveners, bringing together community-based organizations, businesses, institutions, funders, and residents to further advance the Action Plan.</p> |
| <p>Medium cost (\$\$) Ongoing funding or more support for programs, projects, or activities to support the Action Plan implementation.</p> | <p>Intermediate term (18 months to three years) Actions that can be accomplished with extensive amount of planning, they can be pursued as a secondary step, building off short-term actions that include supporting collaborative team projects. Some examples include technical assistance, leadership development and training, cohort-based skill sharing, hiring local talent and facilitating or navigating funding applications, processes, or grant writing workshops and technical assistance.</p> |
| <p>High cost (\$\$\$) Large-scale investment to fund infrastructure or other improvement projects to support the Action Plan implementation.</p> | <p>Long-term (3 or more years) Actions that can start immediately but will require more long-term planning for implementation and may require identification of financial resources . Some examples include infrastructure investments; initiating a development project; design and delivery of community services; facilitating trainings, workshops, coalitions, or collaboratives; and support on contracting mechanisms or other community-defined topics.</p> |

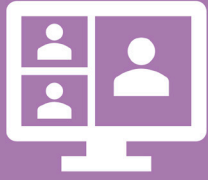


LIVE

Create and preserve affordable housing and homeownership opportunities for residents.

ACTIONS 1 - 3

| ACTIONS 1 - 3 | INVESTMENT LEVEL | IMPLEMENTATION DURATION |
|---|------------------|--------------------------|
| Action 1: Align the community around long-term housing goals and strategies. | | |
| 1.1 Develop an area-specific housing agenda that protects residents from displacement and gentrification pressures. | \$\$ | Short Term |
| 1.2 Work with community partners to identify public lots, buildings, and local homes that can be used for permanent affordable rental housing and homeownership opportunities. | \$\$\$ | Intermediate Term |
| Action 2: Build on existing resources and networks to support residents with pathways to homeownership and wealth building opportunities. | | |
| 2.2 Develop partnerships with financial institutions to educate community members about financial literacy, access to funds, and grants and wealth-building opportunities. | \$\$ | Short Term |
| 2.3 Provide property tax support and home improvement support for existing homeowners to help community members stay in their homes. | \$\$\$ | Intermediate Term |
| 2.4 Facilitate educational programs that connect long-term residents and homeowners who may need support with housing services (e.g., through ADUs or roommate matching program). | \$ | Short Term |
| Action 3: Support community members experiencing homelessness. | | |
| 3.1 Create a resource guide to educate residents and business owners on available City services to help alleviate homelessness challenges in the area. | \$\$ | Short Term |
| 3.2 Advocate for more transparent communication and feedback loops between community members and existing homeless service providers in the area. | \$\$ | Short Term |
| 3.3 Publicize existing City resources and homeless service providers to educate community members and host related workshops. | \$ | Short Term |



WORK

Foster and retain businesses and employers that provide living-wage jobs and career growth opportunities for workers in the community.

ACTIONS 4 - 7

| ACTIONS 4 - 7 | INVESTMENT LEVEL | IMPLEMENTATION DURATION |
|--|--------------------|--------------------------|
| Action 4: Promote more business-friendly investments along the corridor. | | |
| <p>4.1 Identify priority business hub locations in need of infrastructure and physical facade improvements and focus dedicated resources towards those improvements.</p> <p>4.1.1 On-going improvements include items such as removing graffiti, trash pick-up, and storefront enhancement.</p> <p>4.1.2 Improvements include items such as updated signage, lighting, street cleaning, and landscaping. <i>Note: property improvements are addressed in other actions.</i></p> | \$\$-\$\$\$ | Short Term |
| <p>4.2 Support boulevard-wide broadband and utility upgrades to promote a business-friendly area.</p> | \$\$\$ | Intermediate Term |
| Action 5: Connect businesses to established resources and programs to help them upgrade, expand, and serve new customers. | | |
| <p>5.1 Create a one-stop business resource center to capture and distribute resources for local businesses (including but not limited to resources like capital funds for infrastructure improvements, marketing support, and other forms of technical assistance).</p> | \$\$ | Intermediate Term |
| <p>5.2 Designate boulevard-wide business ambassador that can work with the City and other organizations to support local businesses, or roommate matching program).</p> | \$\$ | Short Term |
| Action 6: Attract and expand employers that will hire local workers, offer living-wage jobs, and promote entrepreneurship. | | |
| <p>6.1 Create area specific business attraction campaign to retain and bring new employers and businesses to the corridor that have living-wage jobs available (e.g., tap into current local employers that have living-wage jobs available).</p> <p>6.1.1 Develop a value statement around the types of employment opportunities and businesses that meets community needs.</p> <p>6.1.2 Work with local business owners and employers to pledge to support an increase in local hires from the community.</p> | \$\$ | Short Term |

ACTIONS 4 - 7 (CONTINUED)

| | INVESTMENT LEVEL | IMPLEMENTATION DURATION |
|---|------------------|-------------------------|
| Action 6: Attract and expand employers that will hire local workers, offer living-wage jobs, and promote entrepreneurship. | | |
| 6.2 Build a new business incubator space on the corridor to support aspiring entrepreneurs with starting their businesses. | \$\$ | Intermediate Term |
| 6.3 Explore the potential of any new transit-oriented development (TOD) to attract a larger employer or anchor-institution. | \$\$\$ | Long Term |
| Action 7: Strengthen workforce development resources and training opportunities for workers in the area | | |
| 7.1 Develop a community-specific job board to make job opportunities around the community and in the City more accessible to residents and workers. | \$ | Short Term |
| 7.2 Work with existing workforce training providers across the City to both advertise and offer more employment resources and opportunities. | \$\$ | Intermediate Term |
| 7.3 Develop a community job-shadowing program where local business owners and employers share information about the types of employment opportunities available. | \$ | Short Term |





SHOP

Create an inclusive retail corridor that meets the various shopping and entertainment needs of the community.

ACTIONS 8 - 11

| | INVESTMENT LEVEL | IMPLEMENTATION DURATION |
|--|------------------|-------------------------|
| Action 8: Attract a broader diversity of retailers to create a more comprehensive shopping experience for residents and visitors. | | |
| 8.1 Create a grant program (or expand existing grant programs) specific to local businesses in the area that can provide financial support for storefront façade improvements, tenant improvements, and improved gathering spaces and experiences for customers, such as outdoor dining concepts. | \$\$\$ | Intermediate Term |
| 8.2 Build coworking/shared spaces to promote business entrepreneurship and shared space models (collective kitchens, etc.). | \$\$\$ | Short Term |
| 8.3 Create a pop-up program for emerging restaurants and retailers for vacant storefront sites. | \$\$ | Short Term |
| Action 9: Activate vacant lots and properties to promote more vibrancy along the corridor. | | |
| 9.1 Create a program to promote collective investment models and support community-led efforts to utilize vacant commercial properties, such as identifying funds for activation events, resources for acquiring vacant commercial property, establishing pop-up programs, and more. | \$\$\$ | Intermediate Term |
| 9.2 Identify funds for events where residents and business owners can activate vacant spaces along the corridor. | \$\$ | Short Term |
| 9.3 Create an artist fund to support local artists build window displays on vacant buildings or properties. | \$\$ | Short Term |
| Action 10: Define a corridor-wide identity to attract more visitors and support businesses. | | |
| 10.1 Develop an area-specific marketing campaign strategy for the corridor that includes new branding and signage to reflect the area's unique identity. 10.1.1 Secure funding for signage. 10.1.2 Identify funds/core partners to maintain and create a cohesive community brand. 10.1.3 Install public art that celebrates the history of the area and develop signage to announce arrival of and promote local businesses. | \$\$ | Short Term |

ACTIONS 8 - II (CONTINUED)

| | INVESTMENT LEVEL | IMPLEMENTATION DURATION |
|--|------------------|---------------------------------|
| Action 11: Bring more healthy food options to the corridor for all to access. | | |
| <p>11.1 Attract an additional mainstream grocery store or general merchandise store that provides an array of basic goods and services and responds to community needs.</p> | <p>\$\$</p> | <p>Intermediate Term</p> |
| <p>11.2 Develop a co-op grocery store that hires residents and connects the community to healthy food options.</p> | <p>\$\$\$</p> | <p>Long Term</p> |
| <p>11.3 Build a community garden on a vacant site that offers educational programming on access to healthy food.</p> | <p>\$\$</p> | <p>Short Term</p> |





EXPERIENCE

Foster inviting spaces and experiences where residents, workers, businesses, and visitors can gather.

ACTIONS 12 - 17

| | INVESTMENT LEVEL | IMPLEMENTATION DURATION |
|---|------------------|-------------------------|
| Action 12: Promote long-term community safety through physical and programmatic interventions. | | |
| 12.1 Create a community ambassador group to educate and empower residents to advocate and create pathways for safer and cleaner streets. Issues of concern may include pedestrian safety, illegal dumping, animal control, insufficient lighting, etc. | \$ | Short Term |
| 12.2 Promote safe street crossings through signage, educational materials, and tactical, low-cost traffic calming interventions. | \$ | Short Term |
| 12.3 Advocate for resident-friendly approaches to community monitoring and responses to reports that ensure everyone from all walks of life, including teens and people of color, enjoy open access to the public realm. | \$ | Short Term |
| 12.4 Invest in lighting to improve safety along the corridor. | \$\$\$ | Long Term |
| Action 13: Rebuild the community's connection with the streets and beauty of the area. | | |
| 13.1 Coordinate community cleanups to remove trash, litter, and graffiti and post signage that promotes clean streets. | \$ | Short Term |
| Action 14: Build community participation and capacity to shape planning and infrastructure projects. | | |
| 14.1 Coordinate community-advised planning support of the Action Plan study area and serve as a liaison between the City and the community. 14.1.1 Create a communication plan for opportunities for community involvement and planning/infrastructure updates. 14.1.2 Educate community members on development processes. | \$ | Short Term |
| Action 15: Create more spaces and opportunities for youth. | | |
| 15.1 Organize local youth organizations and schools to advocate for new programming for youth in the area and identify accessible sites in the area that can be designated as youth and family gathering spaces. | \$\$ | Long Term |

ACTIONS 12 - 17 (CONTINUED)

| | INVESTMENT LEVEL | IMPLEMENTATION DURATION |
|---|------------------|--------------------------|
| Action 16: Create more spaces for community of all ages to gather and “own” their space. | | |
| 16.1 Identify two to three areas along the corridor with high foot traffic and rethink how to leverage these spaces to build dedicated gathering spots that are able to host different events and activities. | \$\$ | Intermediate Term |
| 16.2 Create a fund to help community members pay for permit fees to host events in the area and provide liaison support to the City. 16.2.1 Develop more education around how to get the permits necessary to host events. | \$ | Intermediate Term |
| Action 17: Reinvigorate community assets that are unique to the corridor. | | |
| 17.1 Develop a crowdfunding campaign to reopen and maintain certain community assets, including historical or other unique buildings. | \$\$ | Intermediate Term |

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