

BROADWAY/ STOCKTON URBAN DESIGN PLAN



Broadway/Stockton Urban Design Plan Citizens Advisory Committee
Sacramento Housing and Redevelopment Agency

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EXECUTIVE SUMMARY

The Broadway/Stockton Urban Design Plan is strategic. It provides an integrated framework of principles, policies and concepts geared to improve the image and competitiveness of the Broadway and Stockton Boulevard commercial areas. The strategies in this document evolved out of a community-based process lead by a citizens advisory committee. Planning concepts in this report reflect the business and residential communities' revitalization objectives for community-serving commercial districts that can also become destinations for other Sacramento residents.



The Urban Design Plan captures the community's vision for a series revitalized commercial and residential places.

KEY RECOMMENDATIONS

The Urban Design Plan provides an overall set of recommendations for the Special Planning District, Oak Park Redevelopment Plan Amendment, capital project investments, and commercial district management. A common factor for success among recommendations is how community organizations work together and with public agencies.

Coalitions and Initiatives

Throughout the workshop process, participants placed an emphasis on the empowerment, organization, and partnerships with public agencies. They felt this was essential for successfully tackling social, public safety, code compliance, and cleanliness challenges facing both the Broadway/Stockton frontage and contiguous neighborhoods. Without this, the community felt revitalization efforts could not be sustained. They proposed creating coalitions of resident, business and public partners to pursue initiatives around priority issues.

Land Use Planning and Special Planning District (SPD)

The SPD process policies and related regulations should be based on a thorough understanding of the supply of land and buildings; competitive advantages of the Broadway/Stockton commercial areas; and image objectives of the community. There are three overall recommendations regarding the SPD including:

- reducing the amount of commercial-zoned property in the Broadway/Stockton commercial areas;

- providing development standards that reflect the environmental objectives for commercial districts; and
- providing parking relief for pedestrian-oriented storefront districts.

Oak Park Redevelopment Plan Amendment

One of the principal motivations for the Urban Design Plan was to identify the types of capital projects requiring planning by the Redevelopment Agency and the City. The Oak Park Redevelopment Plan Amendment should provide \$4.82 million in tax increment to fund the following investments:

- | | |
|-------------------|-------------|
| • Streetscaping: | \$511,000 |
| • Parking: | \$255,000 |
| • Development: | \$3,620,000 |
| • Administrative: | \$431,000 |

Capital Projects and Transportation Improvements

One of the most popular concepts for Broadway/Stockton revitalization proposes a pedestrian and transit-oriented emphasis. This includes on-street parking and amenities that make the commercial areas north of 14th Avenue on Stockton Boulevard pedestrian friendly shopping districts. The community's goals are to reestablish these areas as commercial and social focal points for the surrounding neighborhoods. The Urban Design Plan recommends:

- adding on-street diagonal parking at two locations--on Stockton Boulevard to support the Colonial Theater and the San Francisco Boulevard Districts, and in the 35th and

Broadway district;
• improving the RT bus stops; and
• implementing the Regional Bike-way plan.

District Management Planning

The Urban Design Plan emphasizes the importance for a coordinated management plan and promotional program for Broadway and Stockton Boulevards. The plan includes “performance criteria” for organizations receiving SHRA funding to better meet management objectives emphasizing:

- cooperation and coordination between Oak Park and Stockton Boulevard organizations, as well as Franklin Boulevard and West Broadway organizations;
- cooperation between business and neighborhood organizations;
- image and promotional improvements; and
- tenant recruitment.

INTRODUCTION

The Broadway/Stockton Urban Design Plan provides a template for public sector investment over the next 5 years to support private sector and neighborhood investment in the Broadway and Stockton Boulevard commercial areas. Public investment priorities and related planning concepts came out of a community workshop process that established overall principles, strategies and concepts for revitalization. This report captures these recommendations in the form of an overall framework plan, design guidelines, and action plan.



The Broadway/Stockton Urban Design Plan is part of an ongoing revitalization program. This plan builds on years of efforts by the community and leaders to attract investment, create jobs, fight crime, and improve the image of the neighborhoods in the Oak Park and Stockton Redevelopment Areas.

(Above are photos from the groundbreaking of the new market located at the intersection of Broadway and Stockton Boulevards.)

INTRODUCTION CONTENTS

The Contents section of the Broadway/Stockton Urban Design Plan includes a summary of the:

- Purpose
- Process
- Report Organization

PURPOSE

The Broadway/Stockton Urban Design Plan has been developed in a community-based process to inform decisions regarding land use, redevelopment planning, urban district management, and capital projects (Figure 1). It is an integrated strategy where each of these decisions reinforce the community's overall themes for image enhancement and economic revitalization.

The Special Planning District (SPD)

In 1996, the Redevelopment Agency and the City of Sacramento initiated a regulatory process that captured the concerns of residents and merchants regarding inappropriate land uses, code enforcement, parking requirements, and design standards for commercial areas in the Oak Park and Stockton Boulevard Redevelopment Areas. This effort produced some preliminary recommendations which were set-aside until the completion of the Urban Design Plan.

Oak Park Redevelopment Plan Amendment

Absent an extension of the original 30 year plan, the Oak Park

Redevelopment Plan is to coming to an end in 2003. The Sacramento Housing and Redevelopment Agency is currently going through the effort of documentation and legal steps to update the Redevelopment Plan for Oak Park and thereby extend its life for another 10 years to 2013. The Urban Design Plan demonstrates how the amendments can be done to support broader revitalization initiatives for the Oak Park commercial areas.

Capital Projects and Transportation Projects

One of the motivations for the Oak Park Redevelopment Plan Amendment is to make sure the Agency has the capacity to contribute to capital improvements to rights-of-ways in the commercial areas. The Urban Design Plan identifies the scope, cost and timing of these improvements so that the amendments can reflect the Agency's contributions in the context of an overall revitalization strategy.

Commercial District Management

The planning area has two organizations that are supported by the Agency with the missions of organized participation by business and property owners. The organizations emphasize management and promotion of commercial areas in Oak Park and on Stockton Boulevard. The Urban Design Plan identifies management issues, goals and objectives for management. This in turn, can be used in identifying performance objectives for

their organizational partners receiving funding from the Agency.

PROCESS

The planning process was sponsored by a citizens advisory committee (CAC) of residents and businesses and informed by a technical advisory committee (TAC) of City and Agency staff and consultants (Figure 2). The public process took place over a 7 month period from December 1997 to May 1998. The process included four CAC and TAC meetings, and three public workshops.

CAC/TAC Meetings

The CAC and TAC meetings took place between the public workshops to review consultant efforts, previous

workshop findings, and the next workshop agendas.

The CAC meetings included:

CAC Meeting #1: Kick-off Meeting

CAC Meeting #2: Review of Development Issues and Workshop #1 Planning

CAC Meeting #3: Review of Framework Plan, Workshop #1 Results, and planning for Workshop #2

CAC Meeting #4: Review of Planning Concepts, Strategies, and Advocacy Objectives for Adoption of Key Recommendations

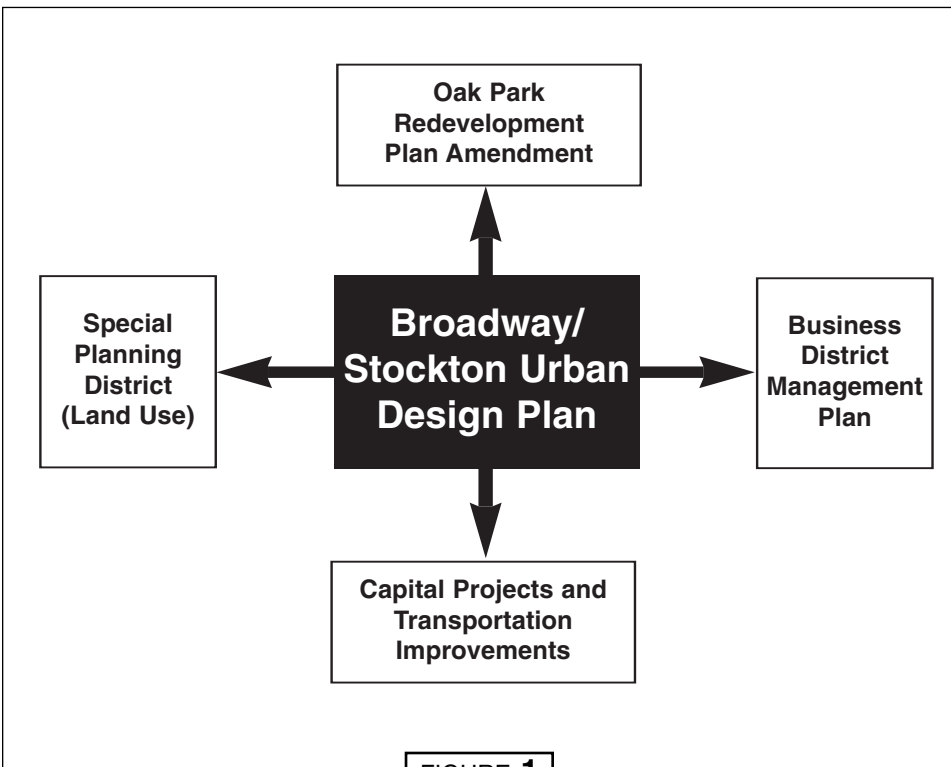


FIGURE 1



PURPOSE

The Broadway/Stockton Urban Design Plan has been developed in a community-based process to inform decisions regarding land use, redevelopment planning, urban district management, and capital projects. It is an integrated strategy where each of these decisions reinforce the community's overall themes of image enhancement and economic revitalization.

The December 3, 1998 workshop 80 participants developed guiding principles and framework concepts.

The TAC Meetings Included:

TAC Meeting #1: Kick-off Meeting to Review Process and Potential Issues

TAC Meeting #2: Review of Planning Issues and Required Information

TAC Meeting #3: Review of Preliminary Framework Plan and Related Issues

TAC Meeting #4: Review and Discussion Regarding Policy Issues for Implementation of Concepts

Public Workshops

The process included three public workshops. Each workshop was informed by consultant and staff

research. The workshops were designed to be interactive where participants took a hands-on role in defining the overall guiding principles, framework plan, urban design concepts, and revitalization strategies.

Workshop #1: Alternative Futures

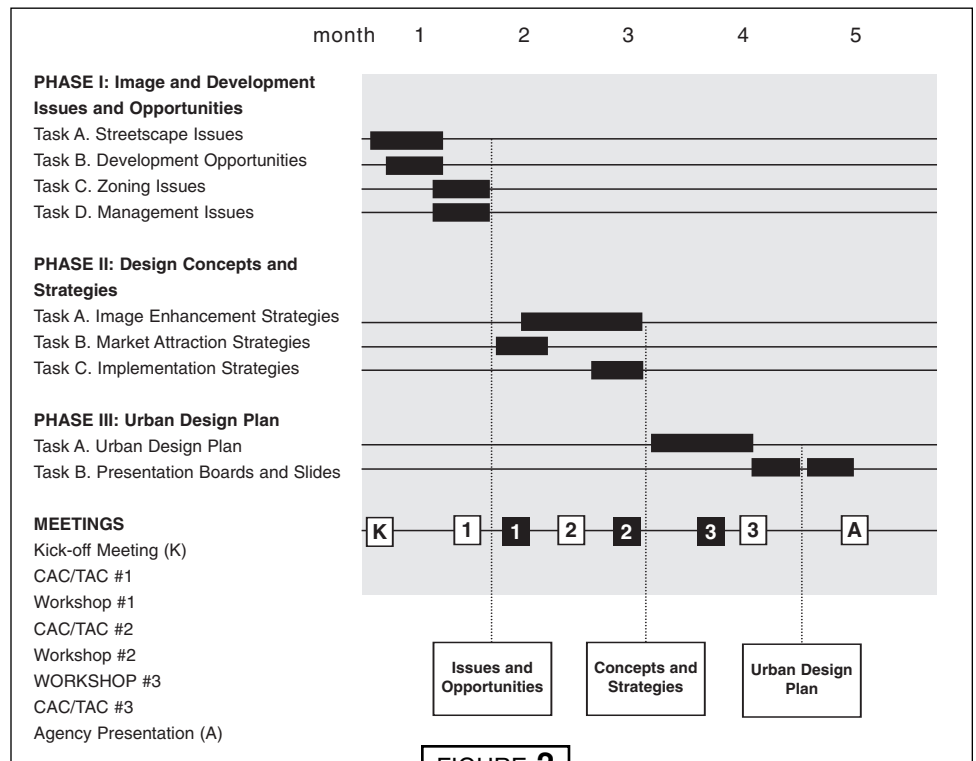
The first public workshop will allowed the community to participate in developing design principles and concepts for the planning areas. The agenda included:

- Introduction and Process
- Issues and Opportunities Presentation
- Breakout Groups/Design Teams
- Summary

Workshop #2: Framework Plan



At the January 21, 1998 workshop, participants tested the framework plan and developed revitalization strategies.



PROCESS

The overall planning process was organized around three public workshops sponsored by the Citizens Advisory Committee. Milestones included identification of issues and opportunities; development of overall concepts and strategies; and documentation of the planning recommendations in the Urban Design Plan Report.

Review

The second public workshop provided an opportunity for participants to test and review the planning framework plan. The workshop will included planning teams that discussed:

- Image Concepts
- Merchandising Concepts
- Management Concepts

Workshop #3: Urban Design Plan Concepts Review

The third workshop allowed participants to review the planning concepts that were to be the basis for the Urban Design Plan. The workshop included presentations and discussion about:

- Policy Issues
- Urban Design Concepts
- Retail Concepts
- Management Objectives

REPORT ORGANIZATION

This report is organized to reflect the planning process findings, and to provide a format that captures the overall planning policies and strategies; design and development recommendations; and action planning priorities.

Issues and Opportunities

This section of the report includes planning analysis prepared by the planning consultants and Agency staff.

Framework Plan

The Framework Plan provides an overall set of planning parameters, principles, and concepts for the Broadway/Stockton commercial areas.

Urban Design and Revitalization Strategies

Overall urban design recommendations and associated revitalization strategies for catalyst subareas are included in this section.

Design and Development Guidelines

The Guidelines and Standards section of the report provide a set of design and planning criteria for the Broadway and Stockton commercial areas. This section is intended to inform the SPD process.

Action Plan

The third section of the report includes a 5-year action plan for the implementation of the initial phases of the strategy. The Action Plan identifies capital projects; administrative, regulatory and financing activities; and planning budgets.

ISSUES AND OPPORTUNITIES

The Framework Plan embodies the principles and strategies developed by participants in the workshop process. The consultants and staff supporting the CAC’s planning efforts provided an analysis of planning issues and opportunities to inform the discussion at the workshops and meetings. The framework plan then became the basis for urban design concepts, design and development guidelines, and the action plan.



REVITALIZATION ISSUES AND OPPORTUNITIES

The Framework Plan identifies key revitalization issues and opportunities. This includes definition of special sub-areas; land use issues; retail opportunities; the need for coalition-building and partnerships; and district management and organization summary.

Sub Areas

The Broadway/Stockton planning area can be viewed as actually being six areas (Figure 3). These are defined by land use patterns, building setbacks, streetscaping and architectural character.

1. Broadway and 35th Street Area: Preservation Area

The Broadway and 35th Street area has a terrific stock of historic storefront buildings (Figure 4). It also has good connections and continuity between residential and the storefront shopping areas. Much of the streetscaping has been done. This area is a candidate for a preservation revitalization approach that intensifies uses and pedestrian friendly street edges.

2. Broadway/36th Street Area: Redefining the Street

Broadway and 36th Street area has a mixed and incoherent image (Figure 5). Uses include outdoor used tire sales, residential and strip commercial. This area does not have the median palm tree planting, street trees

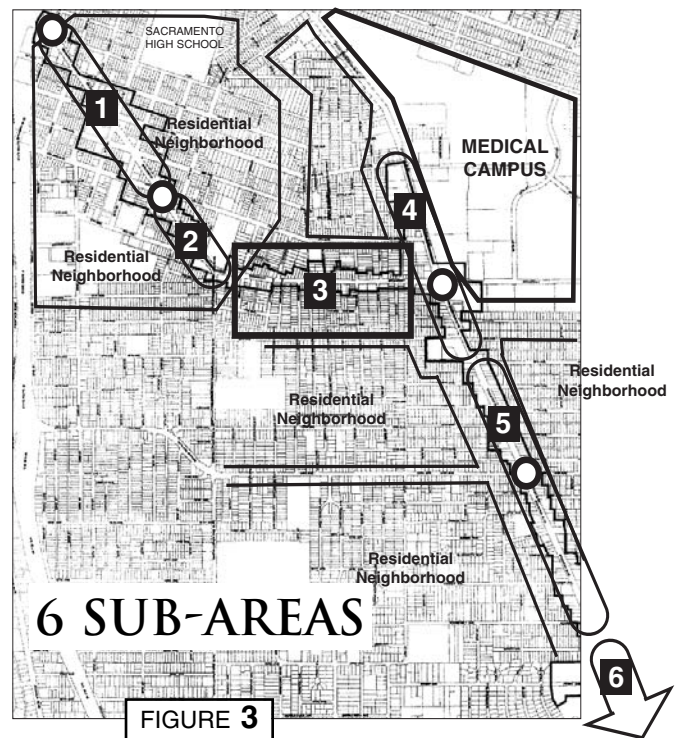


FIGURE 3



The Broadway/Stockton area is 3-1/2 miles long with 6 distinctive sub areas.

or detached sidewalks of the 35th Street area. It is spare on amenities and lacks the destination qualities of the adjacent 35th Street storefront area. This area needs some redefinition, both in terms of uses and image.

3. 36th to Martin Luther King, Jr.:

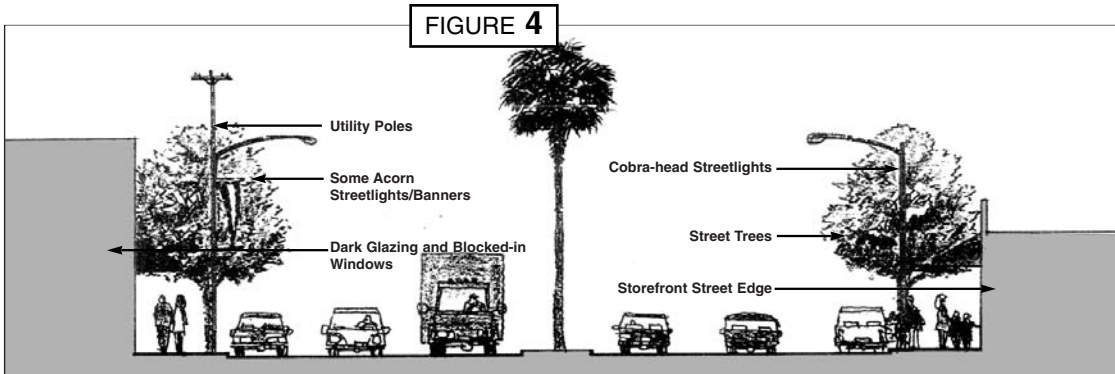
Comprehensive Overhaul

The stretch of Broadway between 36th and Stockton Boulevard has been widened (Figure 6). The road widening reduced the depth of lots, left narrow sidewalks along the edge of a fast street, and removed street trees. The resulting street edge has an uncomfortable relationship between few remaining housing, and commercial buildings. And, the vacant lots are too

narrow to develop. This area needs a larger, more comprehensive effort that is beyond the scope of the Urban Design Plan. It needs a comprehensive housing, roadway, commercial and social strategy that includes the neighborhoods facing Broadway Boulevard.

4. Medical Center: Off-Campus Service Area

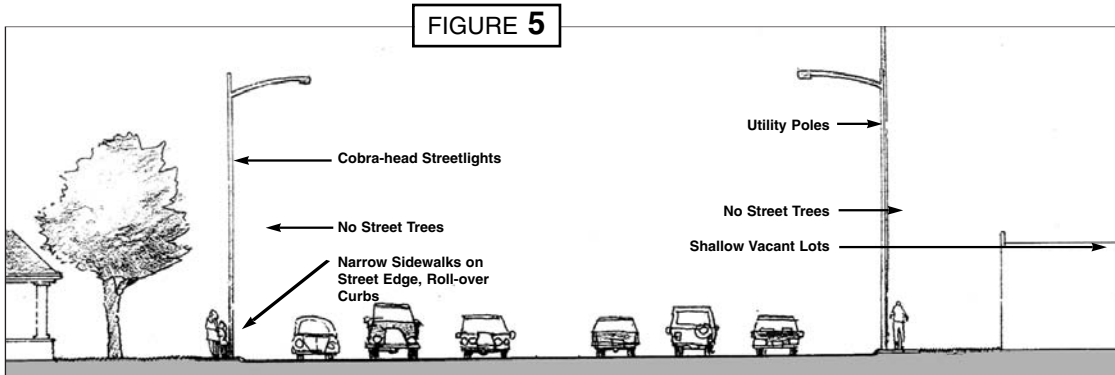
FIGURE 4



SUB AREA 1: BROADWAY AND 35TH AVENUE

- HISTORIC STOREFRONT STREET
- GOOD STREETSCAPING
- ADJACENT RESIDENTIAL NEIGHBORHOOD

FIGURE 5



SUB AREA 3: EAST BROADWAY

- THIN AND NARROW VACANT LOTS
- HOUSING CLOSE TO STREET
- NOT PEDESTRIAN FRIENDLY

BROADWAY/STOCKTON URBAN DESIGN PLAN

The Medical Center has been steadily expanding and influencing the value of property on all sides (Figure 7). It has increased the business for adjacent restaurants and commercial services and influenced the percentage of home ownership in adjacent residential areas. The existing SCUSD Skills Center is about to be redeveloped for medical campus uses, expanding the frontage further South down Stockton

Boulevard. This area can be positioned to support the expanding medical campus.

5. Mixed Activity Area: Refocus Commercial Uses

The area south of the Medical Center is an eclectic stretch of Stockton Boulevard that runs from 9th Avenue to 21st Avenue (Figure 8). Motels, tire stores, vacant storefronts and build-

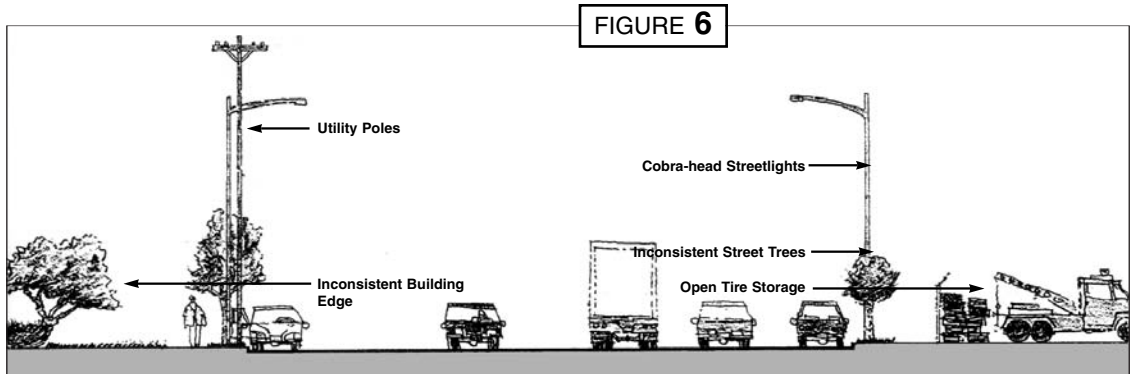


FIGURE 6

SUB AREA 2: BROADWAY AND 36TH AVENUE

- MIX OF USES
- AUTO-ORIENTED "INTRUSIONS"
- LACKS STREETSCAPING

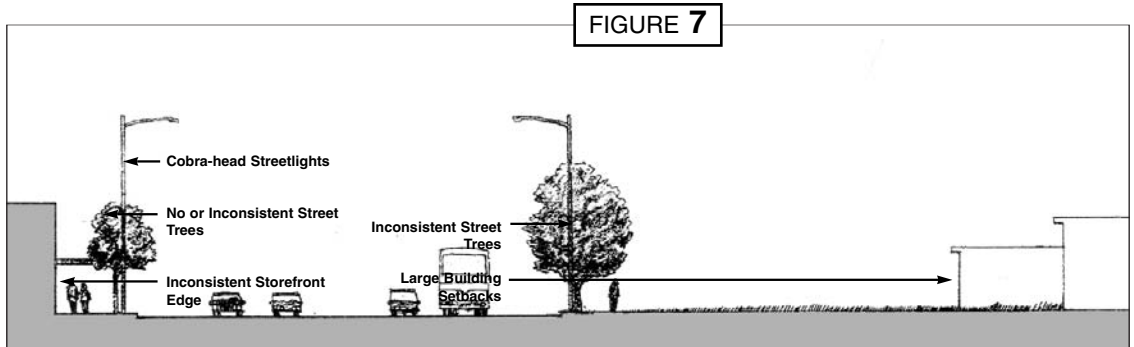


FIGURE 7

SUB AREA 4: STOCKTON/MEDICAL CENTER

- CAMPUS-FACING FRONTAGE
- MIX OF USES AND LOT SIZES
- MEDICAL BUILDINGS



ings, an old theater and residential uses are scattered here.

This area has a pattern of irregular sized lots that lack the necessary depth for commercial development. A key question for this area is how to provide focus and identity, both in terms of its frontage, and in relation to adjacent neighborhoods.

6. Large Lot Strip: International Market Place Theme

The area from Fruitridge Road south on Stockton Boulevard has experienced a rebirth as an ethnic, primarily Asian, shopping destination called the International Market Place (Figure 9). This area has a wide roadway with an incomplete sidewalk system. It is an unpleasant place to walk due to poorly interconnected development. This area could benefit from additional landscaping along parking lots, street trees, signage and inter-site sidewalk and driveway linkages for pedestrians and autos. The International Market Place theme could be used to enhance the area as a unique commercial address.

Land Use Issues

The land use issues for the Broadway/Stockton Areas can be characterized in terms of the regional and General Plan context; predominate zoning categories; and land utilization.

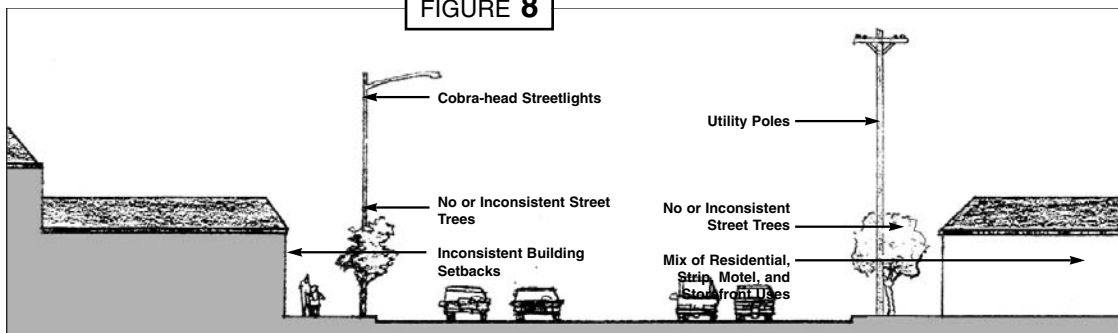
General Plan Context

The Broadway/Stockton commercial areas are the principal commercial roads in southeast Sacramento framed by Highway 99, Highway 50, Florin Road and Power Inn Road (Figure 10). The General Plan refers to these areas as the East Broadway and South Sacramento Communities. They have a combined population of approximately 100,000.

Broadway and Stockton Boulevards are competing with other commercial areas located in the City and County. Florin Road is the regional competing commercial center. Local serving commercial corridors that compete with Broadway/Stockton include Franklin Boulevard, Alhambra Boulevard, Fruitridge Road, and West Broadway.

The Broadway/Stockton corridor has six connecting routes to Highway 99

FIGURE 8



SUB AREA 5: MID-ST OCKTON

- MIXED IMAGE
- RESIDUAL STOREFRONT AREAS
- HIGH BUILDING VACANCY

and Highway 50. Broadway is identified as a minor arterial and Stockton Boulevard is designated as a major arterial in the general Plan.

Major Arterial Definition:

This is a facility that provides intra-city transportation and inter-region transportation for large volumes of vehicles, and provides access to abutting properties.

Minor Arterial Definition:

This is a roadway that connects major facilities, but has more access than a principal arterial. Parking is allowed, but may be limited. Intersections with other arterials are signal controlled. Access is restricted, with no residential driveways except for multi-family residential or when adequate sight distance is created.

Existing Zoning

In the Broadway/Stockton area are twelve City and seven County zoning categories. The dominate zoning category for City areas is C-2 (General Commercial) which represents over 80% of the City frontage. LC (Commercial) and SC (Shopping Center) categories represent over

75% of the County frontage. The greatest amount of vacant land area is zoned C-2 and LC.

Commercial zoning in the Broadway/Stockton areas requires on-site parking. Many of the historic shopping frontage north of 14th Avenue on Stockton, and on Broadway has been rendered dysfunctional by this requirement due to its traditional storefront alignment and shallow lots. Over time, many of the historic storefronts have been removed to make room for parking not allowed on the street.

Land Utilization

Southeastern Sacramento has an oversupply of commercially zoned land much of which is located in the Broadway/Stockton planning area (Figure 11). The Broadway/Stockton planning area consists of 3-1/2 miles of street, or about 7 miles of frontage, much of which is underutilized. There is an opportunity to accommodate managed sub-regional, community, and neighborhood serving commercial centers, rather than unmanaged strips.

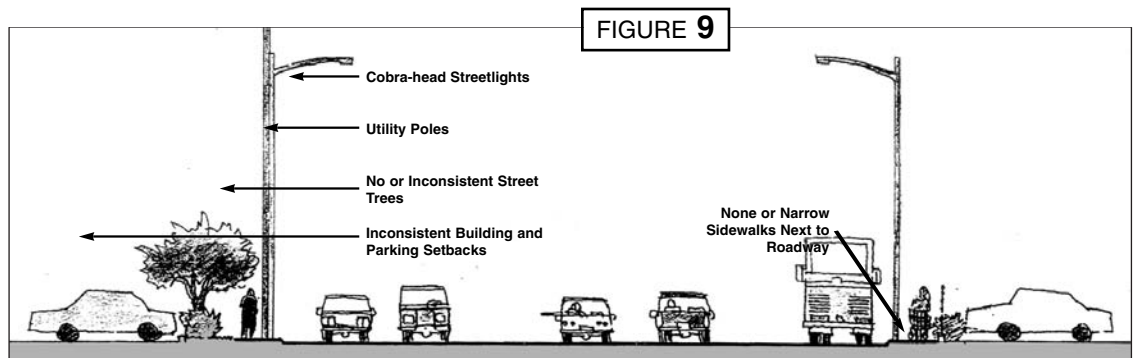


FIGURE 9

SUB AREA 6: SOUTH STOCKTON

- LARGE-LOT STRIP
- LACKS INTER-SITE LINKAGES
- LACKS SIDEWALKS AND CURBS
- LACKS STREETSCAPING



Some key findings regarding land utilization include:

- Broadway/34th Street: 67% Land Utilization, 14 vacant Stores and Lots
- Broadway between 36th and Stockton: 55% Land Utilization, 16 Vacant Stores and Lots
- Stockton Between 2nd and Broadway: 61% Land Utilization, 2 Vacant Stores
- Stockton Between Broadway and 14th: 77% Land Utilization, 16 Vacant Stores and Lots
- Stockton Between 14th and 65th: 94% Land Utilization, 16 Vacant

Stores and Lots

Urban Design Issues: Traditional Patterns

Many parts of the Broadway/Stockton area have a great underlying community design fabric. The blocks and surrounding neighborhoods have a walkable scale that is compact. The area has "great bones" where there is an address making opportunity based on the existing buildings, landmarks, spaces and streetscape. However, it has not been the recipient of sensitive contemporary investment in terms of roadway improvements, demolition, and architecture.

Historic Places

During the workshop process, partici-

FIGURE 10



GENERAL PLAN CONTEXT

Competing Sub Regional Commercial:

- Florin Road
- Mack Road
- Franklin Blvd.

Competing Local Serving Commercial:

- Franklin Blvd.
- Alhambra Blvd.
- Broadway Blvd.
- Fruitridge Road

Boundaries:

- Highway 99
- Highway 50
- Florin Road
- Power Road

Linkages:

- 14th Avenue
- Fruitridge Road
- 47th Avenue
- Florin Road
- Broadway Blvd.
- Stockton Blvd.

BROADWAY/STOCKTON URBAN DESIGN PLAN

Participants emphasized the value historic buildings and features added to the commercial areas, particularly in Oak Park. The scale and pedestrian edge friendliness of these buildings were seen as an asset and a marketing theme that represented a competitive advantage for commercial and residential areas.

The community expressed a particular fondness for the Broadway and 35th Avenue district. This area was viewed as the traditional “Downtown Oak Park”—the symbolic center for commerce and social activities.

On Stockton Boulevard, the clusters of historic storefront buildings identify where the original trolley system stops were located. These were the traditional commercial and social focal points for the neighborhoods between Broadway and 21st Avenue. In the

workshop process, many participants sought ways to mend these areas and bring them back to life.

In 1980 the City commissioned a historic resources survey of Oak Park. The survey identified 40 buildings that were eligible for local landmark status and four of which were eligible for the National Register of Historic Landmarks. Since, the area has suffered from continued erosion the historic building stock, both in terms of out-right demolition, and by insensitive renovation. The Oak Park area has been listed as one of the two top priorities of the City for surveys and designation.

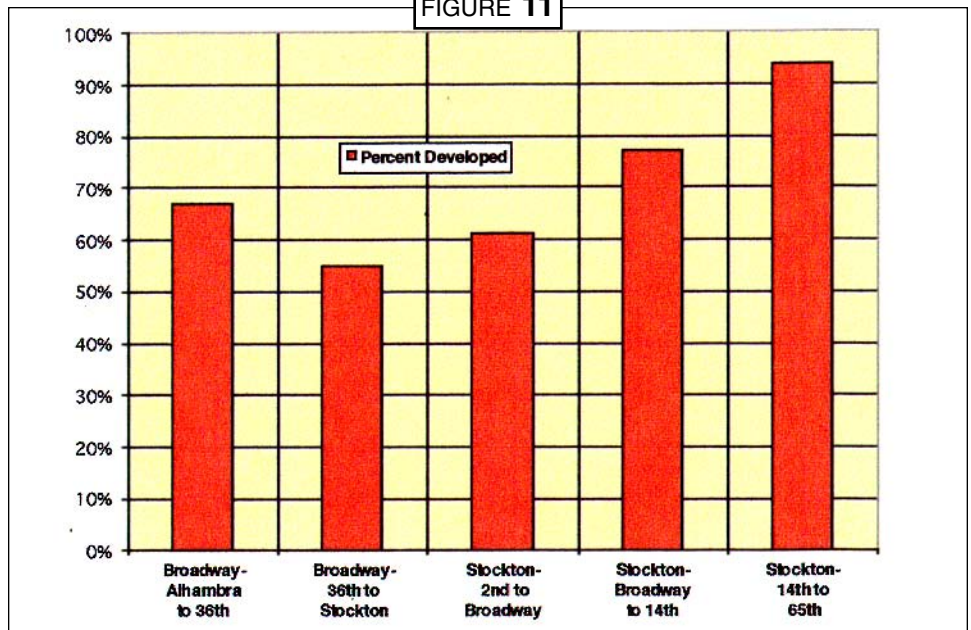
Landmarks

Participants in the workshops also identified what they felt were important landmarks in the Broadway/Stockton areas. These included buildings such



The Broadway/Stockton commercial areas have high vacancy rates and large amounts of vacant land.

FIGURE 11



LAND UTILIZATION

The graph above illustrates the percentage of unimproved land in five sections of the Broadway/Stockton area. This includes only land that is vacant of improvements and does not include vacant or underutilized structures. The chart demonstrates the large percentage of undeveloped property, particularly on Broadway between 36th Avenue and Stockton Boulevard.

as churches, the Guild and Colonial theaters, the old Donner School, the hospitals, banks, and community buildings. In addition to the buildings, McClatchy Park, the palm trees in Oak Park, and the demolished MadeRite sites were pointed to as landmarks for their historic, amenity and future opportunity.

Impacts of Post War Roadway Improvements and Zoning

In the 1960's and 70's, the City designated Broadway and Stockton Boulevard as primary traffic facilities. In the 70's and 80' the zoning was changed to provide designations more compatible with the status of the roads as arterials. The combination of resulting roadway improvements and new strip commercial zoning categories created conditions that made the traditional storefront buildings and parcels obsolete and dysfunctional. The lots were too shallow for true auto-oriented commercial with on-site parking and many buildings were torn down for parking that traditionally took place on the street. In addition, the historic pattern of uses on Broadway and Stockton of commercial clusters along a residential street were ignored to create a land use and zoning designation that was "consistent" with the transportation role of the roads.

Retail and Development Opportunities

The Broadway/Stockton area's demographics will be a determining factor in the attraction of new retail. Many of the types of uses that were expressed as desirable in the preliminary SPD recommendations require greater support than exists in the Broadway/Stockton market. Many of the uses, such as chain specialty stores, required young, affluent, college educated families with incomes of over \$50,000 per year. In contrast, the Broadway/Stockton market has an average family income of only \$27,000

per year. However, attracting quality local independents into the area could be a first step to demonstrating to national stores the potential of the area for growth.

Opportunity Sites

The three areas have sites located where they have great visibility and access to the market. These "hot sites" include:

1. Broadway and 34th;
2. the Broadway/Stockton intersection, adjacent to the Medical Center, and;
3. the Asian/International Marketplace area at the southern end of Stockton near Fruitridge Road.

For each area, there are a number of strategies that are possible.

1. Broadway and 34th

The overall emphasis of this area should be neighborhood-serving, but within this large category there are several options for developing a unique concentration of services. The initial opportunity is to focus on building supplies and services. This building resource center would add to the historic revitalization theme emphasized by workshop participants and create a use that could draw from outside the area. Another opportunity exists to work with non-profit organizations and auxiliary groups who are utilizing retail sales as a tool for income generation. Examples include Friends of the Library bookstores, cafes, and used clothing stores. Suggested categories for this area include: cafes, bookstores, laundry/cleaners, shoe repair, bagels, juice, and other neighborhood uses.

2. Medical Center/Broadway and Stockton

This area lends itself to the develop-



ABOVE: Opportunity Site Aerials
 • Broadway and 35th Avenue
 • Broadway/Stockton
 • Stockton/Fruitridge

ment of uses serving the Medical Center directly and other businesses that cater to the Medical Center. Focusing on the daytime worker, use categories include quick foods, optical, cleaners, florist, and paper/card store. Uses more oriented to the businesses serving the Medical Center include: copy and mail centers, office supplies and related medical/lab services.



ABOVE: Opportunity Site Photos
 • Broadway and 35th Avenue
 • Broadway/Stockton
 • Stockton/Fruitridge

3. International Market Place

This area has demonstrated an ability to draw from the larger region based on its unique concentration of predominantly Asian markets. Building upon this focus presents the best and most likely opportunity for success. The primary need here is for streetscape, facade, and sign enhancements. This area exhibits the greatest signs of continued growth and improvement, with only minimal intervention.

Coalitions and Partnerships

In southern Sacramento are several budding efforts to form coalitions to take on common problems such as crime, maintenance, and marketing. The Sacramento County Coalition of Neighborhoods, Oak Park Breakfast Club, and South Area Business Coalition are good examples of how organizations are banding together to coordinate efforts. From a business organization standpoint, the South Area Business Coalition (SABC) is the newest and most extensive.

SABC is an information-sharing, advocacy, and networking organization for the greater south Sacramento area. It recently formed to maintain legislative and political presence on behalf of southern Sacramento. As an informal collaboration, the group includes:

- Stockton Boulevard Merchants Association
- Oak Park Business Association
- South Sacramento/Green Haven Chamber of Commerce

- Florin Road Partnership
- Power Inn TMA
- Franklin Boulevard Merchants Association
- Fruitridge Business Association

More members are currently being engaged. The group will focus on reinforcing South Sacramento as a strong market area, collaborative marketing, gaining political influence, and business development.

District Management

Within the Broadway/Stockton Planning area are effective existing organizations that can become more influential as a result of this effort. The organizations work towards a collective vision. These organizations should collaborate on specific initiatives, growing membership and attracting more funding.

As part of the planning effort, the business plans for the Oak Park Business Association and Stockton Boulevard Merchants and Property Owners Association were reviewed. The following summarizes key features in the budgets and plans.

Oak Park Business Association

Oak Park Business Association was established in 1996. The Association's 1998 budget is \$91,785.83. About half the budget is in restricted funds for signage, maintenance, and business support. SHRA provides \$40,000 for staff. (A business plan, work program and 1998 budget were provided.)

Oak Park Business Association have identified the following objectives as their top priority:

- Promotion of Oak Park's events and the area as a business and shopping address;
- Initiation of the target block "clean up, paint and sign" program;

- Development of 35th Street/ Broadway “triangle” as a public parking and open air meeting space; and
- Re-institution of Oak Park sidewalk fairs.

Stockton Boulevard Merchants and Property Owners Association

SBMPO was established in 1985. Its Board also presides over a Business Improvement District funded by gross receipts. According SHRA staff, the Associations overall budget is approximately \$91,500. SHRA provides \$40,000 per year in funding for administration and staff.

The following goals are from the Association’s 1996 work plan (No business plan or 1998 budget were available.):

- Maintain a level of management and technical assistance that sustains business profitability and attracts new and existing firms to the project area.
- Maintain an aggressive beautification program to make the Boulevard aesthetically competitive with other commercial districts.
- Provide the necessary support to assure a viable merchants and property owners association that will remain a strong influence in the community and commercial revitalization.

In addition to the business organizations, the Broadway and Stockton Boulevard Areas are served by a variety of other organizations. These include redevelopment project area committees, business associations, neighborhood organizations, and other organizations.

Project Area Committees:

Franklin Blvd. Project Area Committee
Oak Park Project Area Committee

Stockton Blvd. Project Area Committee

Business Associations:

Franklin Blvd. Business Association
Oak Park Business Association
Stockton Blvd. Merchant and Property Owners Business Association

Neighborhood Organizations:

Fourth Avenue Drug Free Zone
Fruitridge Manor
Oakridge Drug Free Zone
Oak Park Drug Free Zone
Oak Park Landlords Association
McClatchy Park Drug Free Zone
Lawrence Park Neighborhood Association
Sacramento High School Drug Free Zone
Lemon Hill Community Center
Lemon Hill Homeowners Association
Avondale/Glen Elder Committee
Medical Center Neighborhood Association
Avondale Action Committee
Patterson Way Neighborhood Association
Colonial Park
Sacramento Area Bicycle Advocates
Colonial Village Neighborhood Association
Southeast Area Neighborhood Association
East Broadway Alliance of Neighborhoods
St. Peter’s Church Group
Elmhurst Neighborhood Association
Tahoe Park Neighborhood Association
Fairgrounds Neighborhood Security Committee
Tallac Village Neighborhood Association
Sacramento County Alliance of Neighborhoods

Other Organizations:

The Shriners Hospital for Children
UC Medical Center
Florin Road Partnership
Neighborhood Housing Services
Oak Park Breakfast Club

FRAMEWORK PLAN

The Framework Plan embodies the principles and strategies developed by participants in the workshop process. The Framework Plan became the basis for urban design concepts, design and development guidelines, and the action plan.

FRAMEWORK PLAN

The planning framework for the Broadway/Stockton emerge out of the workshop process with the community. It includes a set of guiding principles for revitalization planning. These principles are the basis for design, land use and transportation concepts.

GUIDING PRINCIPLES

The participants of the December 3, 1997 Broadway/Stockton Urban Design Workshop identified seven overall guiding principles for the planning and revitalization efforts. Participants worked as members of five planning teams that prepared overall summary of top issues, objectives and a conceptual framework plan for the planning area. Overall workshop summary of issues, objectives and principles for revitalization are summarized below.

1. Increase economic opportunities.

The planning for the area should strive to create an environment that makes economic success possible and creates a variety of employment opportunities.

An overall objective and leading principle for the Urban Design Plan is to nurture and promote activities that make economic success possible and inclusive. Strategies should expand the market base and create opportunities for existing businesses and residents.

The economic strategy includes:

- Uses that Create a Regional Draw and Image
- Businesses Contributing to Historic District Themes

- Regulations that Make Development Easier for projects that Conform with the Urban Design Plan

2. Preserve historic buildings.

The plan should highlight historic landmarks, existing places, and overall character and richness.

In 1980, a historic survey of the Oak Park Redevelopment Area revealed there were 30 buildings of historic value and four potentially eligible for the Nation Register. These, and other contributing buildings, establish a scale and character that workshop participants want emphasized in the Urban Design Plan.

The preservation strategy includes:

- Design Plans Featuring Historic Landmarks and Streets
- Incentives for Preservation
- Design Guidelines Emphasizing Preservation
- Zoning Changes that Protect Historic Resources

3. Improve connections with new investment.

Develop design themes and concepts for pedestrian amenities, signage and infill development that enhance the connection between adjacent commercial areas and commercial areas to neighborhoods.

Participants felt that new investment should act as a connector that enhances physical, economic and image linkages between the Broadway/Stockton areas' existing assets.

The “connections” strategy includes:

- Streetscape Improvements to Link Areas
- Land Uses that Bolster Areas’ Strengths
- Design Themes that Build on Positive Historic Image

4. Improve landscaping and streetscaping.

New street trees, lighting, street furniture and signage should be included in the investment strategy for the Broadway and Stockton Boulevard areas.

Streetscaping has been viewed as an essential ingredient to the revitalization of the Broadway/Stockton areas.

The streetscape strategy includes:

- Streetscape Reflecting the Use and Scale of Uses
- Encourages and Enhances Pedestrian Connections
- Promotes Use of Transit
- Contributes to Historic Themes

5. Design streetscape and development for enhanced transit usage and pedestrian comfort.

New public and private investment should provide pedestrian amenities, provide for bicycles and improve access to transit in the Broadway and Stockton Boulevard corridors.

One of the primary interests of the participants is to promote the use of non-auto transit in the Broadway/Stockton areas. They want to see greater emphasis on bicycles, bus and shuttle/trolley systems.

ISSUES

The planning teams at the December 3, 1997 workshop identified 57 issues. The most popular generally fell into four categories of issues:

1. Vacant buildings and sites.
2. The area’s blighted image.
3. Lack of code enforcement.
4. Perception of crime by the community.

OBJECTIVES

Participants had a greater variety of objectives. About 68 were identified. They generally fell into three categories:

1. Economic Development

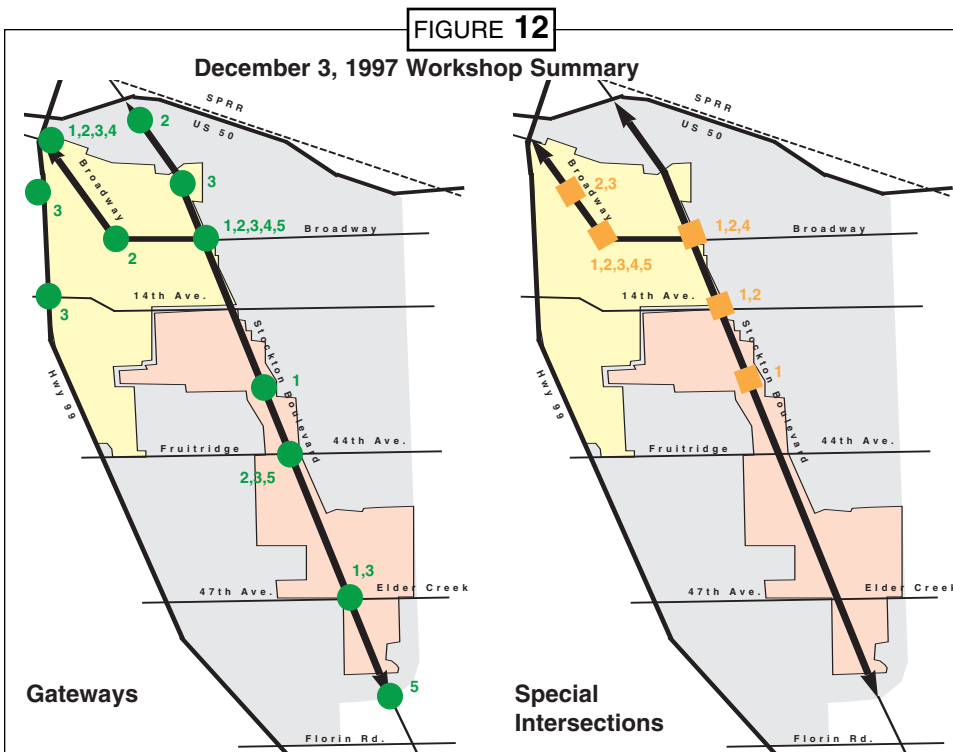
- Enhance the economic environment
- Attract new businesses
- Local business and resident economic participation and benefit

2. Social Objectives

- Include programs and participation for youth and families
- Improve communication with community-based organizations

3. Improve the Image

- Stress code enforcement
- Limit undesirable uses
- Improve landscaping, signage and architectural image
- Better transit access and related improvements



These diagrams summarize the priority locations for gateway and special intersection treatment for the planning area. The most important gateway identified by the community was the Broadway and Stockton Boulevard intersection. The most important place to emphasize some special intersection treatment was Broadway and Martin Luther King, Jr. Boulevard.



Workshop participants presenting their framework planning recommendations.

The transit/streetscape strategy includes:

- Improving Bus Stops
- Implementing Bike Lanes
- Adding Streetscape Amenities- Furniture, Bike Racks, Etc.

6. Attract new businesses.

The planning should assume new businesses will be attracted that better meet the neighborhoods' needs, reuse existing buildings, and act as catalyst for attracting other retailers.

Workshop participants wanted to attract new businesses for economic reasons and to provide better commercial services to the neighborhoods. They viewed the existing building stock as an asset and strength to market to attract business.

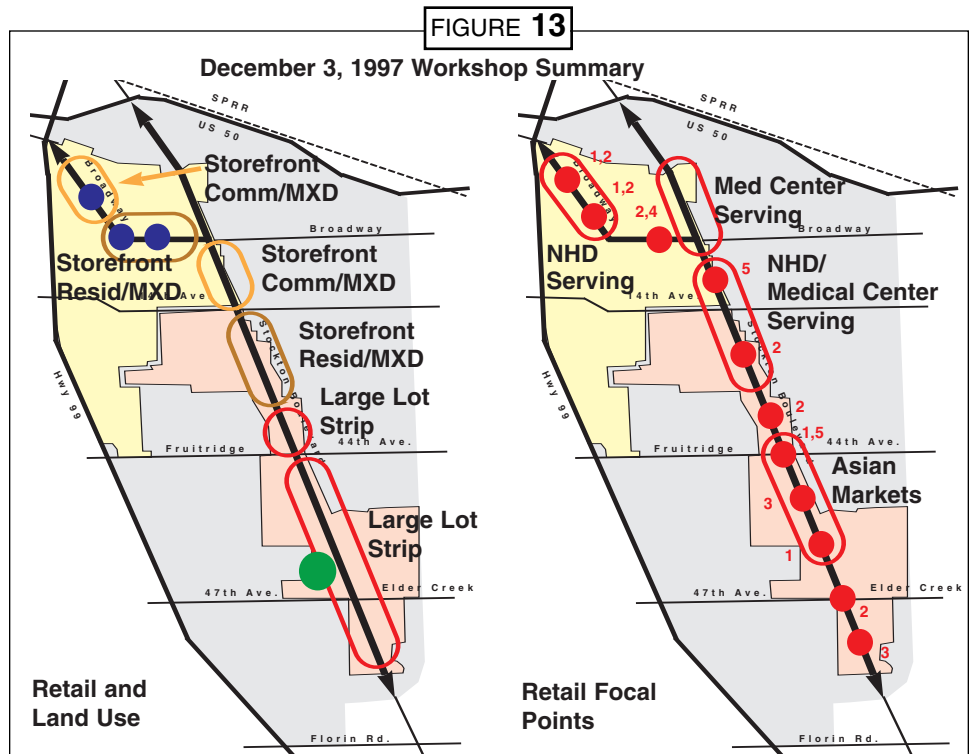
The business attraction strategy includes:

- Recruit Impact Tenants as Catalysts
- Increase Variety of Services
- Increase Quality of Services
- Link Historic Themes to Recruitment and Marketing

7. Provide for cultural and entertainment uses.

The planning should identify opportunities for cultural and entertainment uses such as cinemas, theaters, social clubs and related entertainment.

Leisure activities for families, cultural activities and entertainment were identified as desirable uses to attract to Broadway/Stockton. These were viewed as traditional uses for the area and could be connected to the historic preservation theme.



These diagrams summarize the community's preferences in terms of land use and commercial focal points. Key recommendations included having cultural uses in Oak Park, exploring a mixed use development approach, and positioning certain portions of Broadway and Stockton Boulevard for different markets.

The cultural and entertainment strategy includes:

- Reusing Historic Theaters and Cinemas (Historic Guild and Colonial Theater)
- Recruiting Community-Based Cultural Organizations
- Finding Financial Sponsors

CONSENSUS PLANNING FRAMEWORK

A framework of consensus planning concepts emerged from the public workshops that became the basis for overall revitalization strategies. At the December 3, 1997 workshop, the 80 participants had to identify the top issues, develop objectives, and prepare a framework diagram of the Broadway/Stockton area. They worked as members of planning teams

that had to answer the following questions:

1. Top Issues

What are the top three planning issues facing the Broadway/Stockton area?

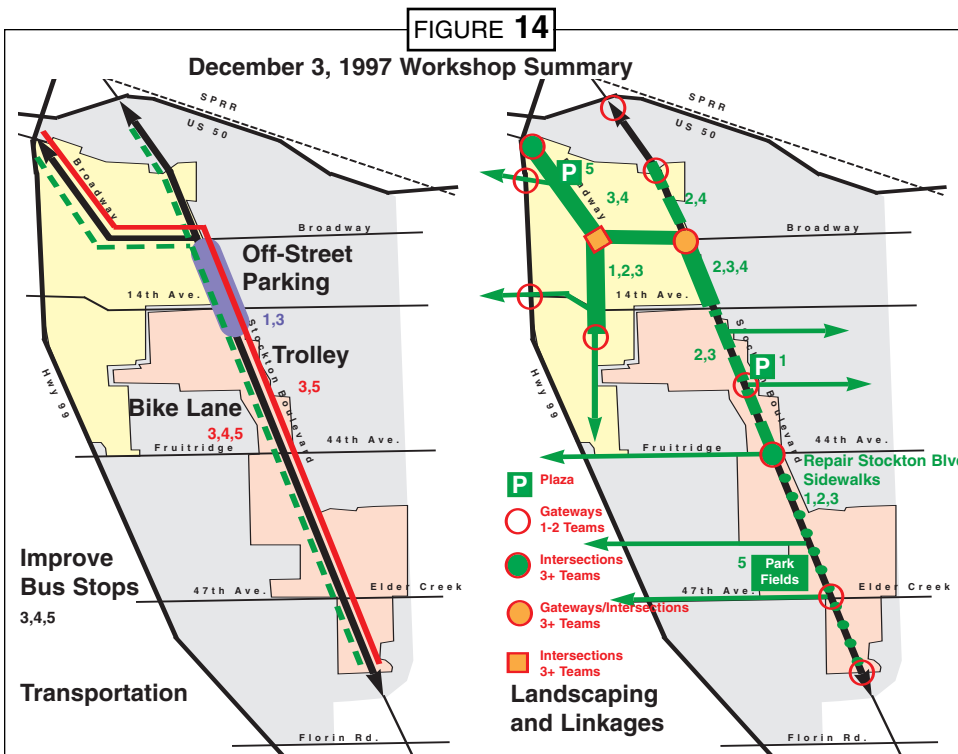
2. Primary Objectives

What are the the top three planning objectives for the Broadway/Stockton area?

3. Urban Design Concept Game

Each team prepared an overall concept diagram for the planning area. In preparing this diagram, the teams had to answer the following questions.

- Which portions of Broadway and Stockton Boulevards should become pedestrian storefront districts, small scaled strip commercial, large lot commercial or mixed use/residential



Transportation and linkages were important issues for the community. They stressed the desire to make the areas transit and pedestrian friendly.

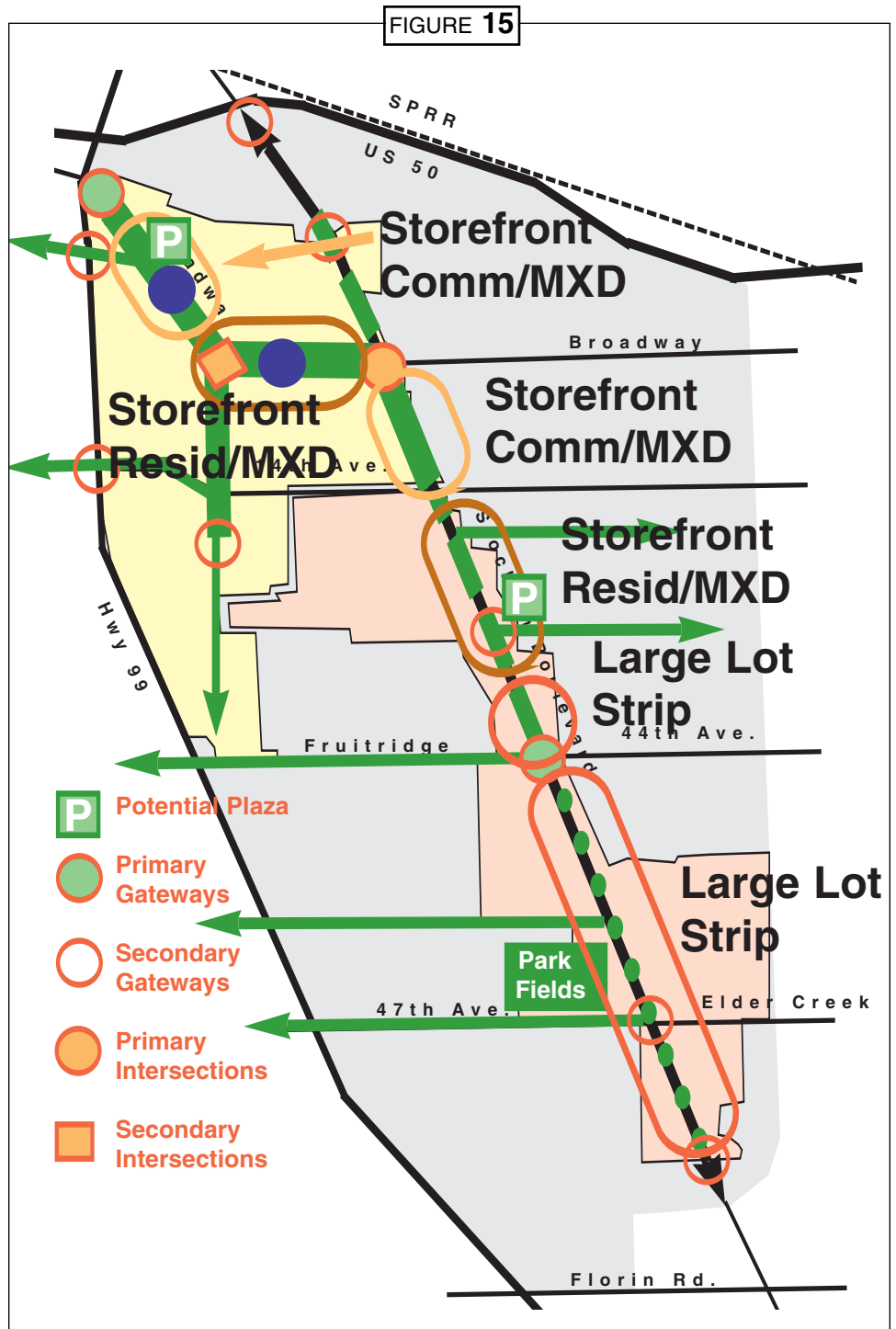
areas? State three things that describe their future image.

ment take place to support these types of places?

- Where are the principal gateways and focal points for these areas?
- Where should streetscape improve-

Framework Planning Elements
The following planning concepts were identified as being desirable by workshop participants (Figure 15). The

To the right, is a composite framework of consensus planning concepts that emerged from public workshops. This framework is the basis for overall revitalization strategies described in the the next section of this report.



workshop results were summarized by:

- Retail and Land Use
- Retail Focal Points
- Gateways
- Special Intersections
- Transportation
- Landscaping and Linkages

Retail and Land Use

The consensus framework diagram identifies six retail and mixed use areas (Figure 13). There are two types of mixed use designations proposed. These include Commercial/Mixed Use, which has a commercial emphasis and allows residential; and Residential/Mixed Use, that has a residential emphasis and allows ground floor commercial.

- Broadway/35th: Storefront Commercial/Mixed Use
- Broadway/36th to Stockton: Storefront and Residential/Mixed Use
- Stockton/Broadway to 14th: Storefront Commercial/Mixed use
- Stockton/14th to 21st: Storefront Residential/Mixed Use
- Stockton/21st to Fruitridge: Large Lot Strip
- Stockton/Fruitridge to 65th: Large Lot Strip

Commercial Focal Points

The consensus framework diagram identifies commercial focal points where investment can best serve the market, has the greatest opportunity for initial effect, and act as a catalyst for adjacent areas (Figure 13). The most popular commercial focal point areas include:

- Broadway/35th
- Broadway/Stockton
- Stockton/Fruitridge

Gateways

There are eleven locations for gateways identified in the framework plan diagram (Figure 12). Four of these

gateways are consensus locations including:

- Broadway/Alhambra
- Broadway/Martin Luther King
- Broadway/Stockton
- Stockton/Fruitridge

Special Intersections

There were five intersections included in the consensus framework plan identified as intersections that should receive some sort of special treatment (Figure 12). In order of priority, they include:

- Broadway/Martin Luther King
- Broadway/Stockton
- Broadway/35th
- Stockton/14th
- Stockton/21st

Transportation

The participants in the workshops emphasized enhancing the access to transit (Figure 14). The consensus framework plan emphasizes improving bus stops, providing parking for storefront commercial districts such as at Stockton/14th, and implementing the Regional Bikeway Master Plan.

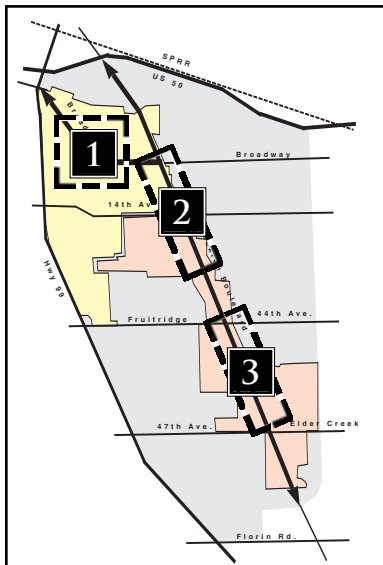
Landscaping and Linkages

The consensus framework plan identifies locations of landscaping and where streetscaping should enhance connections to other commercial corridors and residential neighborhoods (Figure 14). Features in the landscaping and linkage planning include:

- Extending streetscaping and linkages South of Broadway on Martin Luther King, Jr Boulevard.
- Improve pedestrian connections of residential areas to Stockton Boulevard between Broadway and 21st.
- Streetscaping for Broadway, Martin Luther King, and Stockton North of 21st Avenue.

URBAN DESIGN AND REVITALIZATION STRATEGIES

The urban design and revitalization strategies, retail strategies, and management principles are based on the popular features in the Framework Plan and corresponding Planning Principles created by the participants in the public workshops.



The Urban Design Plan focuses initial public investment in three catalyst areas.

URBAN DESIGN AND REVITALIZATION STRATEGIES

The Urban Design Plan revitalization strategies reflect the community's concerns about focusing on the image of the Broadway/Stockton area. To accomplish this, urban design and revitalization strategies concentrate initial improvements in three catalyst areas with an emphasis on image enhancement and tenant recruitment. These catalyst areas include:

- Broadway/35th
- Broadway/Stockton
- Fruitridge/Stockton

The Urban Design and Revitalization Strategies include policy and action plan issues, strategies, policy issues, and required actions. Actions include administrative, regulatory and financing activities necessary to support the planning concepts.

In addition to the urban design strategies, this section of the report includes recommendations for initial retail recruitment and principles for management.



Restoration of Oak Park's and Stockton Boulevard's historic buildings and traditional pedestrian scale are at the core of the revitalization strategy. The community view these buildings as an increasingly scarce resource in Sacramento that can provide a unique place-making and marketing advantage for the area's traditional commercial districts. Many of the supporting strategies are intended to contribute to the success of this pedestrian friendly vision.



The view on the left is of 34th Street. 34th currently has a blocked-in wall on the north side of the street and an empty site on the south. The sketch shows how adding storefronts and infill development can mend Oak Park's "downtown."



35TH AND BROADWAY

35TH AND BROADWAY DISTRICT

The Broadway/35th Street District includes a roughly nine block square area where there is a rich pattern of historic storefront and residential buildings (Figure 16). The overall approach suggests intensifying commercial, cultural and residential uses to enhance the area's pedestrian continuity and economic vitality.

Suggested Strategy:

The overall strategy for this area includes clustering a mix of tenants in concert with creating cultural venue and supports neighborhood services and needs.

- The historic Guild Theater would become a live performance venue for local organizations.
- The MadeRite site would be developed in a use that helps draw new shoppers to the area.
- An overall parking district approach would be developed for the area.
- An overall tenant mix strategy would be used to recruit tenants for new and existing storefronts.

- Commercial and residential activities in the nine block area.

Policy Issues:

The area has a number of existing social service uses that have limited the market appeal for the Oak Park historic area. The commercial and cultural success of the area will be dependent on finding win-win solutions for the social service and institutional uses and the commercial and cultural activities; being proactive with regard to parking and retail recruitment; and reducing the amount of commercially zoned land competing with the Broadway and 35th commercial district.

- Limiting the amount of, and relocating social service activities.
- Creating a parking district.
- Establishing the Guild Theater as a community performing arts venue.
- Creating of a local historic district.
- Underwriting the redevelopment of the Made Rite site.
- Using the area for relocated historic buildings.



The Broadway/365th District has been the recipient of image enhancement funds for streetscaping and facade renovation.

BROADWAY/STOCKTON URBAN DESIGN PLAN

- Rezoning the east Broadway area for residential/mixed use.

1. Administrative

- Develop and implement an overall on-street and off-street parking strategy.

Required Actions:

The urban design concept for the Broadway/35th area focus commercial development onto streets that have the greatest number of surviving storefront buildings. These streets are further mended with infill development. The concept acknowledges the historic role of 35th Street as the “mainstreet” for Oak Park.

The plan suggests synergistic commercial and cultural uses to create an experience that will draw visitors from outside Oak Park.

The plan creates added public parking resources in lots and on-street.



The plan relies on the renovation of existing storefront buildings. Historic Oak Park is seen as an important design theme for the district.

ON-STREET PARKING

The plan proposes on-street diagonal parking on:

- 3300 Block of 1st Avenue
- 2nd Avenue between Broadway and 36th Street
- 3rd Avenue between Broadway and 36th Street
- 4th Avenue between Broadway and 35th Street
- 35th Street from Broadway to 5th Avenue

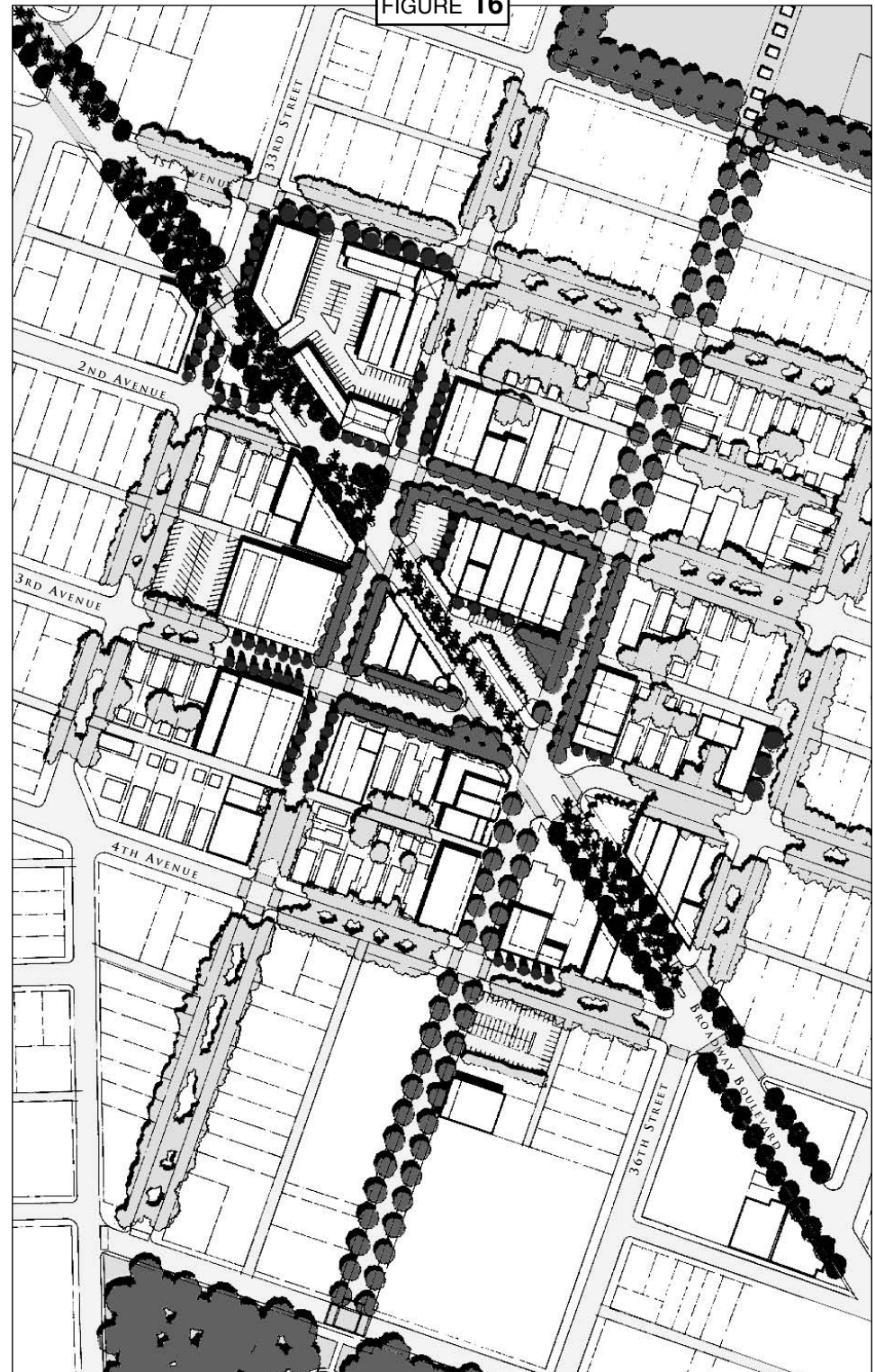


FIGURE 16

- Work with local cultural organizations to utilize the Guild Theater.
- Create a local historic district.
- Update social services inventory and create a relocation plan.
- Recruit tenants.

2. Regulatory

- Creation of a local historic district.
- New zoning designation for the commercial areas.
- Rezone selected

Broadway/Stockton areas for residential/mixed use development.

3. Financing

- Amending the Redevelopment Project area.
- Economic development funding for tenant recruitment.
- Identify financing sources for renovating the Guild Theater.
- Continue commercial rehab loan and exterior rebate programs.

BROADWAY AND STOCKTON



The intersection of Broadway and Stockton represents a strong real estate and marketing opportunity. It also will become the primary gateway intersection to the Medical District. The sketch to the left illustrates how buildings can frame and define the intersection.

BROADWAY AND STOCKTON

This area includes the Medical Center frontage and Oak Park neighborhoods to the south along Stockton Boulevard. The overall strategy involves creation of a pedestrian friendly “service zone” for the Medical Center and adjacent neighborhoods (on the west side of Stockton Boulevard north of Broadway and both sides south of Broadway) to take advantage of underutilized commercial properties.

Suggested Strategy:

Create an overall site plan for the area that focuses commercial development on Stockton Boulevard’s frontage (Figure 17). Create three commercial focal points on Stockton Boulevard:

1. Broadway and Stockton (Medical District)

- Redevelopment of the corner sites

at Broadway/Stockton.

- Emphasize commercial services on the west side of Stockton Boulevard north of Broadway.
- Move the proposed Medical Center hotel complex to street edge.
- Redevelop the Skill Center site with medical uses that complement the overall plan.
- Infill storefront commercial services south of Broadway on both sides of Stockton Boulevard.
- Develop housing behind Donner School.

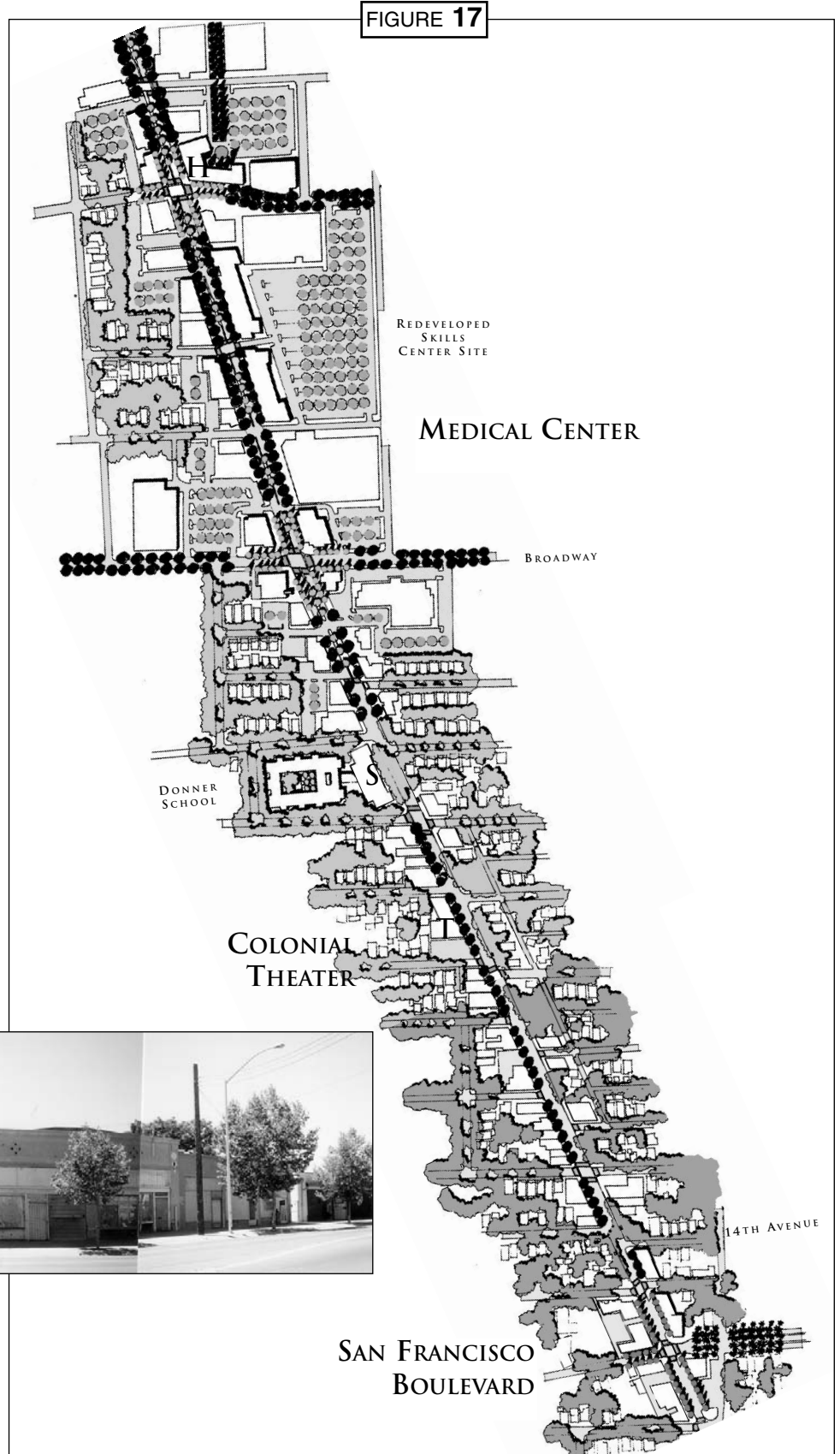
2. Colonial Theater District

- Renovate and recruit tenants for adjacent storefronts.
- Create parking lots near the theater.
- Streetscape the area.
- Add on-street parking.

BROADWAY/STOCKTON URBAN DESIGN PLAN

Stockton Boulevard's revitalization strategy builds on the traditional commercial focal points. The strategy focuses on three districts:

- *Medical Center*
- *Colonial Theater*
- *San Francisco Boulevard*





**3. San Francisco Boulevard
Neighborhood Commercial**

- Renovate existing commercial buildings.
- Recruit storefront commercial tenants.
- Add on-street parking.
- Streetscape the area.

Policy Issues:

- Coordinate development between the City and UC Medical Center to reflect the goals of the Urban Design Plan.
- Redesign of the Medical Center hotel to energize Stockton Boulevard.
- Allow on-street parking (parallel or diagonal) on Stockton Boulevard.
- Reduce the amount of commercially zoned land.

Required Actions:

1. Administrative

- Coordination of Medical Center, SHRA and private sector development plans.
- Tenant recruitment for commercial districts/focal points.
- Prepare the necessary traffic, parking and environmental studies.
- Coordinate the development standards between City and County.

2. Regulatory

- Rezone C-2 areas to commercial/mixed use and residential/mixed use.

3. Financing

- Promote available commercial loan and matching incentive packages for commercial tenants.
- Identify other sources of funding for roadway improvements.
- Use County CDBG funding south of 14th Avenue for street-edge improvements.

The Colonial and San Francisco Boulevard Districts are restored as commercial focal points and catalysts for further revitalization.

The sketch above illustrates the potential outcome of a combined streetscape, on-street parking, tenant recruitment and district management program for the San Francisco Boulevard District.



The Colonial Theater would be a centerpiece for a revitalized neighborhood serving commercial storefront area on Stockton Boulevard.

FRUITRIDGE AND STOCKTON



The sketch to the right illustrates how completing sidewalk, roadway, and streetscape improvements can transform Stockton Boulevard's image.



FRUITRIDGE AND STOCKTON

This is the gateway area for the International Marketplace. It includes the intersection of Fruitridge and Stockton Boulevards, and commercial frontage south (Figure 18).

Suggested Strategy:

- Continue to find sites for larger sub-regional serving stores.
- Continue to support the location of tenants that reflect the International Marketplace theme.
- Develop basic street, sidewalk, and streetscape improvements.
- Enhance the inter-site connections between developments.
- Improve building facades and signage of commercial sites.
- Develop a district International Marketplace signage theme for banners and gateway signage.
- Form an alliance between the Stockton and Oak Park business associations.

Policy Issues:

- Using County's Community Development Block Grant funds to

assist in street improvements in the Stockton Boulevard Redevelopment Area.

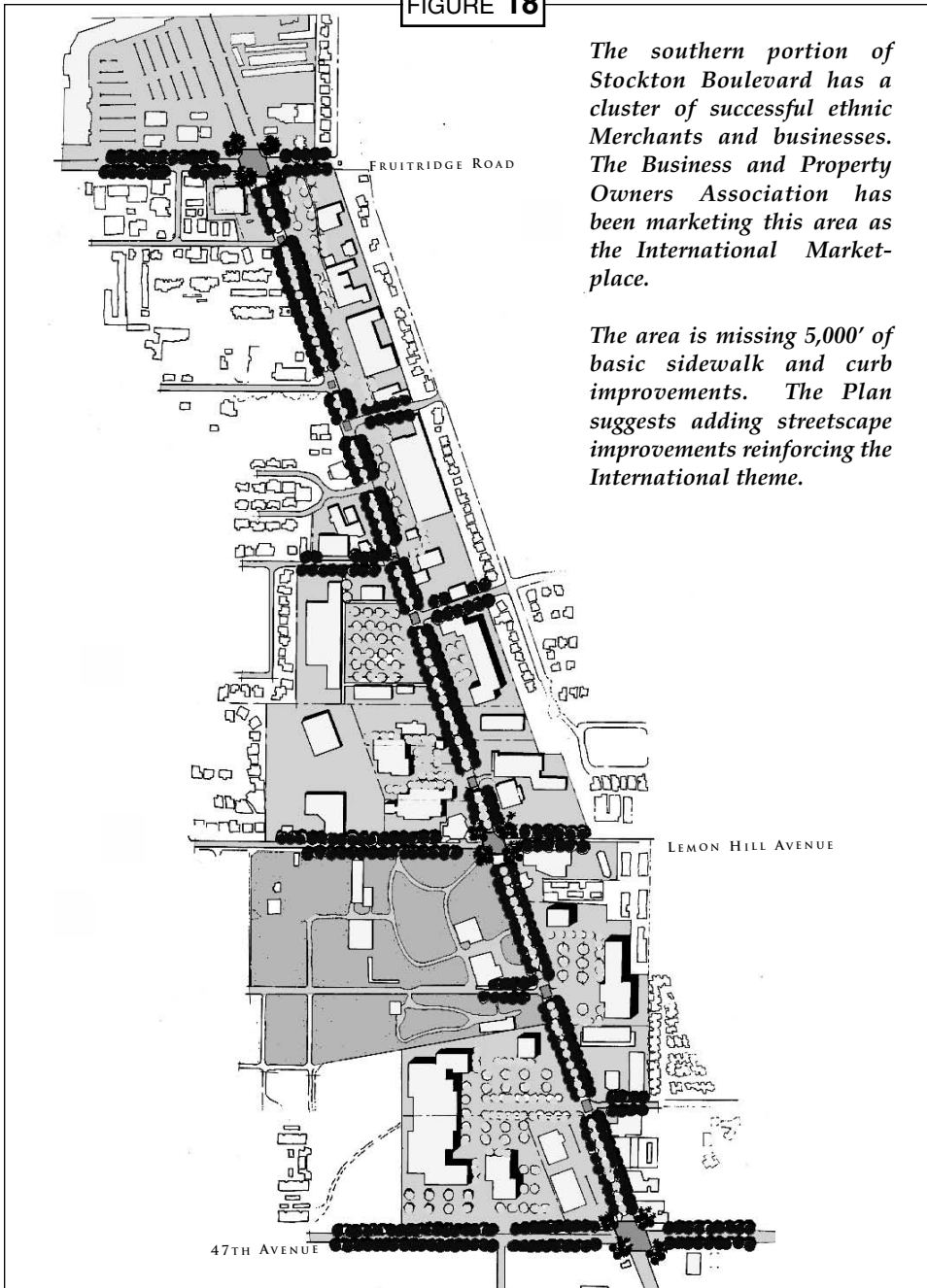
Required Actions:

1. Administrative
 - Prepare an overall street improvements technical package.
 - Work with the County on CDBG Block Grant applications.
 - Setup the facade and signage program.
 - Develop and implement an overall management plan.
2. Regulatory
 - Coordinated design and development standards between the City and County.
3. Financing
 - Financing the management activities for the area.
 - Use Block Grant funding for roadway improvements.
 - Identify funds for the gateway signage and banner program.



The area south of Fruitridge on Stockton has become a focus for the Asian community's shopping and social activities. These markets give the area its distinctive International Marketplace image.

FIGURE 18



The southern portion of Stockton Boulevard has a cluster of successful ethnic Merchants and businesses. The Business and Property Owners Association has been marketing this area as the International Marketplace.

The area is missing 5,000' of basic sidewalk and curb improvements. The Plan suggests adding streetscape improvements reinforcing the International theme.



Southern Stockton Boulevard is an established location for large lot retail activities. However, much of the development has happened over a long period of time and has not benefited from a consistent set of development standards. The revitalization strategy for this area emphasizes increasing City and County cooperation to better manage its image in order to maintain the area's competitiveness.

RETAIL STRATEGY

Based on the first Broadway/Stockton Urban Design Community Planning Workshop, it is clear that residents are interested in the development of strong neighborhood-serving uses. To achieve this goal we are recommending a plan that includes:

- Concentration on three specific areas, while keeping in mind additional opportunity sites;
- Emphasizing the encouragement of strong, local independents as an important preliminary step in the attraction of national retailers; and
- Building upon the area's existing strengths.

The three areas the Framework Plan suggest for initial commercial recruitment focus are:

1. Broadway and 35th;
2. Broadway and Stockton (the Broadway/Stockton intersection, adjacent to the Medical Center and next to residential neighborhoods) and;
3. the Fruitridge/Stockton (International Marketplace) area at the southern end of Stockton.

1. Broadway and 35th

The overall emphasis of this area would have to be neighborhood-serving, but within this large category there are several options for developing a unique concentration of services. The initial opportunity is to focus on a "building resources center", emphasizing the growing interest in historic preservation and home improvements. This could lead to the development of strong auxiliary uses - cafes, food and better home shopping uses. Another opportunity exists to work with non-profit organizations profit auxiliary groups who are utilizing retail sales as a tool for income generation. Examples include Friends of the Library bookstores, cafes, and used clothing stores. Suggested categories for this area include: cafes, bookstores, laundry/cleaners, shoe repair, bagels, juice, and other neighborhood uses.

In addition to these retail activities, the Guild Theater can become a reinvigorated Oak Park attraction. The theater can be more aggressively promoted and programmed by reaching out to community-based cultural organizations and local promoters.

First Phase Efforts:

- *Neighborhood Services- Cleaners, etc.*
- *Up-scaled Recycler of Clothes*
- *Friends of Library Store with Cafe*
- *Guild Theater Programming*

2. Medical Center

This area lends itself to the development of uses serving the Medical Center directly and other businesses that cater to the Medical Center. Focusing on the daytime worker, use categories include quick foods, optical, cleaners, florist, and paper/card store. Uses more oriented to the businesses serving the Medical Center include: copy and mail centers, office supplies and related medical/lab services.

First Phase Efforts:

- *Reposition the Corner of Broadway/Stockton for Quick Food Uses-Burrito, Bagel, Wraps, Juice, Coffee, Pasta, Specialty Fast Food*

3. Fruitridge/Stockton

This area has demonstrated an ability to draw from the larger region based on its unique concentration of predominantly Asian markets. Building upon this focus presents the best and most likely opportunity for success. The primary tool needed here for neighborhood enhancement revolves around the availability of dollars to encourage facade and sign promotion. This area exhibits the greatest signs of continued growth and improvement, with only minimal intervention.

First Phase Efforts:

- *Fruitridge/Stockton-Value Apparel-Ross, Pharmacy, Office Supplies, Family Restaurant*
- *International Marketplace Theme Commercial Services-Food, Apparel, Personal Services*
- *Marketing*

MANAGEMENT PRINCIPLES

During the process of creating the Broadway and Stockton Urban Design Plan the necessity for more focused and accountable management structures came to the forefront. Presently due to this planning effort there exists a renewed spirit of cooperation on

behalf of both the public and private sector. Capitalizing on that spirit the Agency has a “Window of Opportunity” to redirect its contributions to the management organizations. These contributions must be tied into the goals and objectives of the Urban Design Plan and must be monitored and evaluated for their effectiveness.

The following management principles and strategy categories were prepared to aid in developing performance-based agreements with management organizations in the Broadway/Stockton area.

Principles

Each of the existing organizations needs to evaluate their present programs and follow a simple framework to the following principles for success:

Principles include:

- Create and manage programs that best respond to the top priorities of stakeholders.
- Maximize coordination with the City and County governments and Sacramento Housing and

Redevelopment Agency to avoid duplication of services and leverage resources.

- Deliver services through a cost-effective, non-bureaucratic and easy to access organizational structure.
- Provide direct service and program accountability to constituency.

Management Strategies

Each organization needs to create a District Management Plan. Using the Urban Design Plan, the Management Plan should outline and set specific objectives, strategies and goals for the following:

- Retail & Business Recruitment
- Retail & Business Retention
- Consumer Marketing
- Investor Marketing
- Private Sector Participation and membership recruitment
- Private Sector financing and contributions

The plan should be incorporated into the SHRA contract with each organization submitting quarterly reports on their efforts and outcomes.

DESIGN GUIDELINES AND DEVELOPMENT STANDARDS

The Broadway/Stockton Urban Design Plan provides guidance to the Special Planning District (SPD) process that was initiated in 1996. The SPD process was put on hold until the Urban Design Plan was completed so that land use, redevelopment and image objectives in the Plan could be supported by SPD regulations.

DEVELOPMENT STANDARDS AND GUIDELINES

The purpose of the Development Standards and Guidelines section of the Broadway/Stockton Urban Design Plan is to inform the Special District Planning effort. The Plan does this in three ways. It recommends:

- Land Use Principles
- Development Standards
- Design Guidelines

LAND USE PRINCIPLES

The land use principles provide the rationale behind commercial and residential land use patterns proposed in the Broadway/Stockton Urban Design Plan. These principles build on the community's Consensus Framework Plan and Urban Design and Revitalization Strategies. They are intended to suggest an underlying policy basis for the SPD's regulations.

Land Use Principle 1: Land Use Patterns

There should be a reduction in the inventory of commercial land by changing the zoning to conform to traditional land use patterns and existing building stock.

Land Use Principle 2: Mixed Use

Commercial and residential mixed use should be encouraged as infill development along Broadway Boulevard, and areas north of 21st Avenue on Stockton Boulevard.

Land Use Principle 3: Discouraged Uses

Automotive uses, drive-thru commercial, and strip commercial should be restricted on Broadway and areas north of 21st Avenue on Stockton Boulevard.

Land Use Principle 4: Parking

On-site parking requirements for storefront commercial uses should be reduced where on-street parking is available.

These overall principles for land use have guided the recommendations for overlay development standards for the SPD.

DEVELOPMENT STANDARDS

Standards for the Broadway/Stockton Urban Design Plan recommend a set of measurable criteria for land use and development. They include:

- Definition of Mixed Use
- Recommended Prohibited and Restricted Uses
- Development Standards
- Recommended Underlying Zoning

Mixed Uses

The Consensus Framework Plan identifies two types of mixed use development--commercial/mixed use and residential/mixed use (Figure 19). Commercial/mixed use is for areas that are to be primarily storefront commercial districts. This designation allows residential uses and multiple

types of commercial activities to be mixed into commercial development. Residential/mixed use is for areas that are to be primarily residential development, but allows commercial develop-

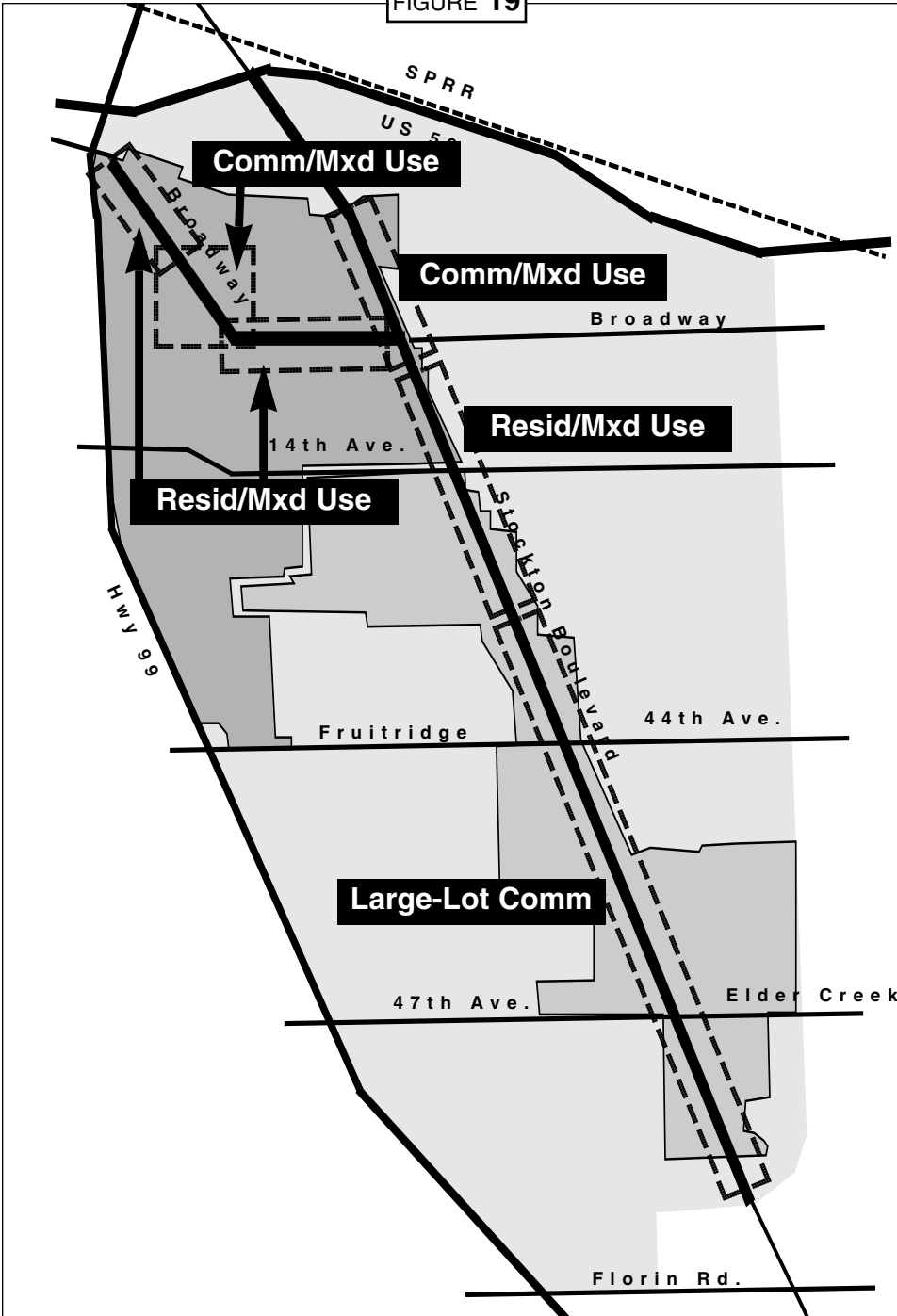
ment on the ground floor.

Prohibited and Restricted Uses

The SPD process resulted in a list of prohibited and restricted uses for the

LAND USE KEY MAP

FIGURE 19



UNDESIRABLE USES

The SPD process that preceded the Broadway/Stockton Urban Design Plan resulted in a list of undesirable uses. Public participants in the SPFD process sought to limit uses they felt had a blighting influence on commercial and adjacent residential areas. These uses included:

- Tire Stores
- Liquor Stores
- Auto Mechanics
- Used Car Sales
- Gambling/Card Rooms
- Oil Change Facilities
- Gas Stations
- Adult BookStores/Porn Shops/Theaters
- Fast Food
- Motels
- Thrift Stores
- Car Washes
- Pawn Shops
- Religious Facilities
- Massage Parlors
- Used Appliance Stores
- Mini Storage
- U-Haul/Car Rental
- Social Services



BROADWAY/STOCKTON
URBAN DESIGN PLAN

Broadway/Stockton area. The Urban Design Plan workshops confirmed the community’s concern about uses that were perceived to have a blighting influence on commercial and residential areas. These recommended prohibited and restricted uses included:

- age yard;
- d. Towing service and vehicular storage yard;
- e. Bars;
- f. Liquor stores (less than 15,000 sf);
- g. Auto sales, storage and rental;
- h. Used car lots; and
- i. Used tire stores (inventory consisting of more than 15% used tires).

DEVELOPMENT STANDARDS MATRIX

The matrix below summarizes the recommended overlay requirements for the Broadway and Stockton Boulevard areas. It segments the planning area into ten separate character districts.

Recommended PROHIBITED Uses:

- a. Adult related entertainment establishment or activity;
- b. Mini storage/locker buildings and commercial recreational storage;
- c. Bus and other transit vehicle stor-

Recommended DISCOURAGED Uses:

- a. Auto service;
- b. Social Services;

FIGURE 20

DEVELOPMENT STANDARDS MATRIX

LOCATION	ZONE	MAXIMUM HEIGHT	MIN/MAX YARD REQUIREMENTS			MAXIMUM LOT COVERAGE	MINIMUM LOT AREA/DU	PARKING REQUIREMENT
			FRONT	SIDE	BACK			
Broadway								
Alhambra to 33rd	Comm/Mxd Use (b)	35'	0' Max	NR	NR	70%	1,200 SF	2
33rd to 35th (Broadway/35th Street District)	Comm/Mxd Use (b)	35'	0' Max	0' Max	NR	NR	1,200 SF	1
36th to MLK	Resid/Mxd Use (b)	35'	0' Max	NR	NR	70%	1,200 SF	2
MLK to Stockton	Resid/Mxd Use (b)	35'	0' Max	NR	20'/10' Min (c)	70%	1,200 SF	2
Stockton Boulevard								
2nd to Broadway (Medical Center District)	Comm/Mxd Use (b)	45/75'	0' Max	NR	20/35' Min (a)	NR	500 SF	3
Broadway to 9th Ave. (Medical Center District)	Resid/Mxd Use (b)	35'	0' Max	NR	20' Min	70%	1,200 SF	2
9th to 12th Ave. (Colonial Theater District)	Resid/Mxd Use (b)	35'	0' Max	16' Max	20' Min	70%	1,200 SF	1
12th to 15th Ave. (San Francisco Street District)	Resid/Mxd Use (b)	35'	0' Max	16' Max	20' Min	70%	1,200 SF	1
16th to 22nd Ave.	Resid/Mxd Use (b)	35'	0' Max	NR	20' Min	70%	1,200 SF	2
22nd Ave. to 65th Street	Large-Lot Commercial	25'	20' Min	NR	20' Min	NR	NA	4

General Notes:

The above matrix supercedes the the Zoning Ordinance as an overlay. The Zoning Ordinance must be used for all other development standards and procedural requirements.
 (a) 20' setback @ 45' height, 35' setback @ 75'
 (b) Multifamily residential requires use permit
 (c) 20' min. setback for commercial uses, 10' min. for residential

Parking Notes:

- 1. No on-site parking required for first 20,000 SF of non-residential uses, 1 space/DU
- 2. No on-site parking required for first 5,000 SF of non-residential uses, 1 space/DU
- 3. See section 6 of Zoning Ordinance for commercial uses, 1 space/DU
- 4. See section 6 of Zoning Ordinance

- c. Used merchandise stores (stores which engage in the sale of previously owned merchandise, i.e. thrift stores, pawn shops, furniture and appliances);
- d. Card rooms;
- e. Drive-through restaurants;
- f. Liquor stores in excess of 15,000 sf;
- g. Vehicle and equipment rental facilities;
- h. Lodging facilities: hotels, motels, and bed and breakfast inns; and
- i. Places of worship.

Development Standards Matrix

Development standards refer to quantitative and measurable requirements for development (Figure 20). This includes allowable height, setbacks, lot coverage, parking, and other requirements.

Development standards recommended by the Broadway/Stockton Urban Design Plan are to be overlaid on the underlying zoning for the area.

Underlying Zoning

Much of the existing zoning for the Broadway and Stockton area is C-2 or an equivalent County designation. This designation, as discussed in previous sections of the Plan, is inappropriate for the types of uses, image, and transportation solutions the community desires on Broadway and areas north of 21st Avenue on Stockton Boulevard. The Plan recommends changing this zoning to Residential Mixed Use (RMX) or some newly created mixed use category as part of the SPD process. The Sacramento Zoning Ordinance describes RMX as:

...a mixed use zone. The zone permits multiple family residential, office and limited commercial uses in a mixture established for the area through a special planning district (SPD) or locational standards.

DESIGN GUIDELINES

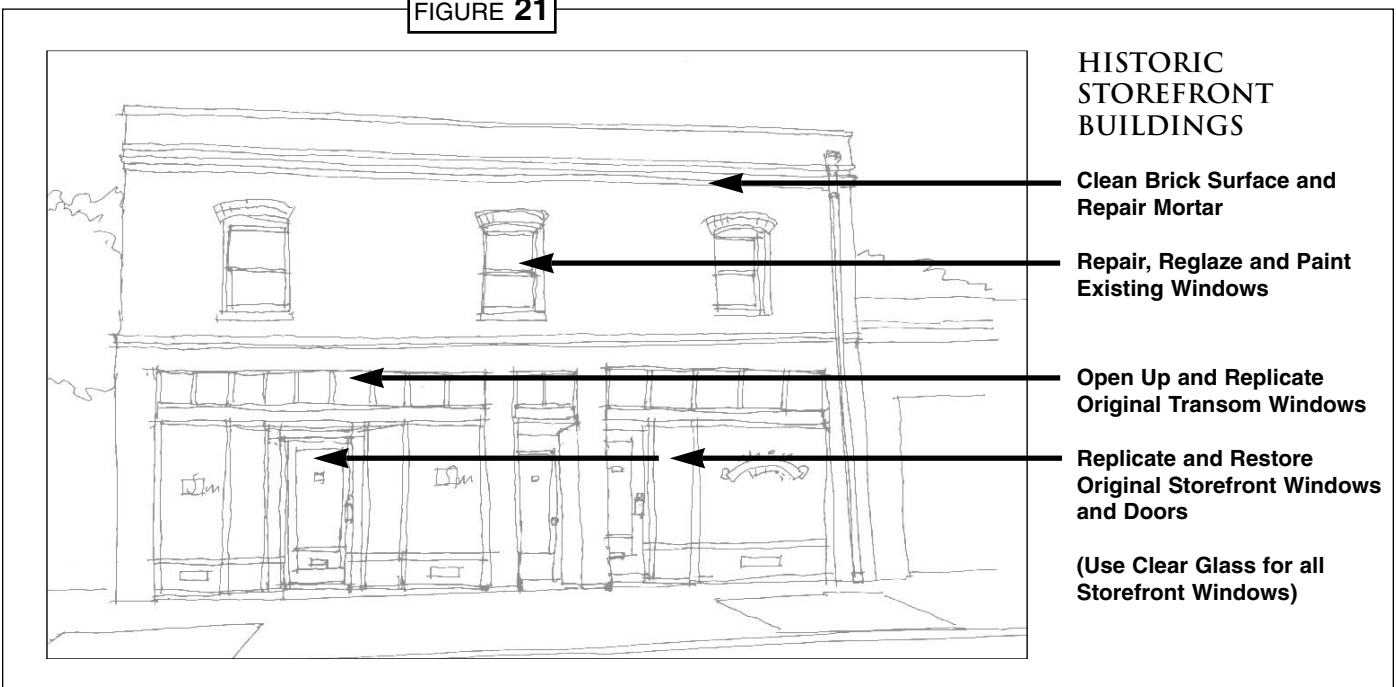
The Design Guidelines illustrate qualitative requirements including:

- General Requirements
- Image Objectives

There are many historic storefront buildings in the Broadway and Stockton Boulevard areas. The revitalization strategy emphasizes capturing their latent economic and image enhancing opportunity. The guidelines focus on a restoration approach to renovations.



FIGURE 21



FACADE AND STOREFRONT MATERIALS

- No false or fake materials.
- No tinted or plexiglass glazing.
- Wood can be used when it accurately reproduces original storefront or is appropriate for the building.
- Awnings should be fire treated or non-flammable fabric. Wood or sheet metal is not permitted unless historically accurate or are integral to the design of a new building.
- Unpermitted materials include:
 - wood or asphalt shingles
 - dark tinted glass
 - indoor-outdoor carpeting
 - plywood or profiled plywood siding
 - any materials that are a fire hazard



STOREFRONT SIGNAGE

Signage dimensions should reflect the scale and design of the building. The following sign types and dimensions are suggested for mixed use districts:

Flat Signs

- Maximum Area 45 SF
- Maximum Height 3'
- Maximum Distance 18"

from Building

Projected Signs

- Maximum Area 20 SF
- Maximum Height 10'
- Maximum Distance 4'

from Building

Suspended Signs

- Maximum Height 16"
- Minimum Height 8'

off Sidewalk

- Maximum Distance 4'

from Building

Window Signs

- Maximum Area 4 SF
- Number Allowed 1/25'

GENERAL ARCHITECTURAL GUIDELINES

General architectural design guidelines include basic criteria for building massing and form, facade design, storefront design, and signage design.

Building Form and Massing

The scale and massing of new development should acknowledge the economic development strategies and image objectives for each area. In mixed use areas, new projects should complement the cadence and scale of traditional storefront buildings. In large lot commercial areas, they should consider the spatial and physical connections between developments. In addition, new development should:

- As infill development in historic areas, “mend” these areas with an appropriate scale and architectural treatment.
- Shape and activate public streets and places.
- Transition in scale between commercial and smaller scale residential areas.
- Use roof and bay window forms that are familiar to Sacramento’s climate and architectural traditions.

Facade Design

In mixed use areas, new development should complement the architectural elements found in the area’s historic architecture. This should be accomplished by:

- Allowing buildings to have visually accessible retail at street level.
- Having facades with a vertical scale and cadence that replicate existing storefront buildings in historic areas.
- Not allowing dark or reflective glass.
- Having facades with a hierarchy of horizontal and vertical expression. (Simple relentless grids or “eggcrate” fenestration is be viewed as unacceptable.)
- Not allowing building design that

ignores its architectural and streetscape context.

Storefront Design

Overall, storefronts will need to reflect both their streetscape context and objectives, as well as the architecture of the existing building (Figure 21). To accomplish this, storefront design should:

- Have a total design concept that unifies storefront elements (i.e., signage, graphics, awnings, etc.).
- Enhance the shopping experience.
- Reflect the unique character or historic importance of the building’s architecture.

Signage Design

Signage should embody a whole design concept. This includes graphic identity for the tenant, scale appropriate for the size of the building, and type of sign that is architecturally compatible with the building. It should also:

- Have content limited to the tenant’s trade name or logo.
- Be weatherproof and of quality materials.
- Not advertise non-retail uses above the street level.
- Not allow:
 - vacuum formed plastic lettering
 - translucent box signs
 - exposed electrical equipment
 - luminous paper or cardboard

IMAGE OBJECTIVES

The following pages contain image objectives for commercial catalyst districts defined in the Framework Plan. These objectives provide a description of the type of places envisioned by the community. The objectives describe how coordinated public and private sector investment can enhance the overall image and competitiveness of the area.

BROADWAY AND 35TH AVENUE

FIGURE 22

BROADWAY STREET SECTION

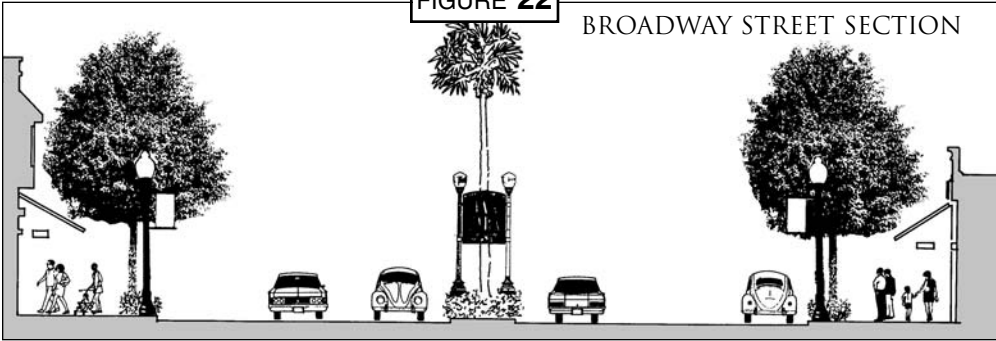


IMAGE OBJECTIVES: Broadway and 35th Avenue District

As Oak Park's traditional "downtown," this district is to be mended by restoring historic buildings, storefront-type infill development, pedestrian friendly streetscaping and on-street parking (Figures 22 and 23).

Siting Objectives

Infill development in the Broadway/35th district should:

- Be storefront buildings facing sidewalks with ground floor retail.
- Have no front or sideyard setbacks.
- Not remove existing historic buildings.
- Rely on alley-accessible or on-street parking.

Massing Objectives

Massing of new buildings in "downtown" Oak Park should:

- Reflect the scale and pattern of existing commercial and residential buildings.
- Posture building entries and storefronts towards the street.

Architectural Objectives

Architectural solutions for infill buildings should:

- Use bay windows, cornice articulation, and other architectural elements seen in existing mixed use storefront buildings.
- Use materials that reflect the brick and stucco traditions in Oak Park commercial buildings.

Streetscape Objectives

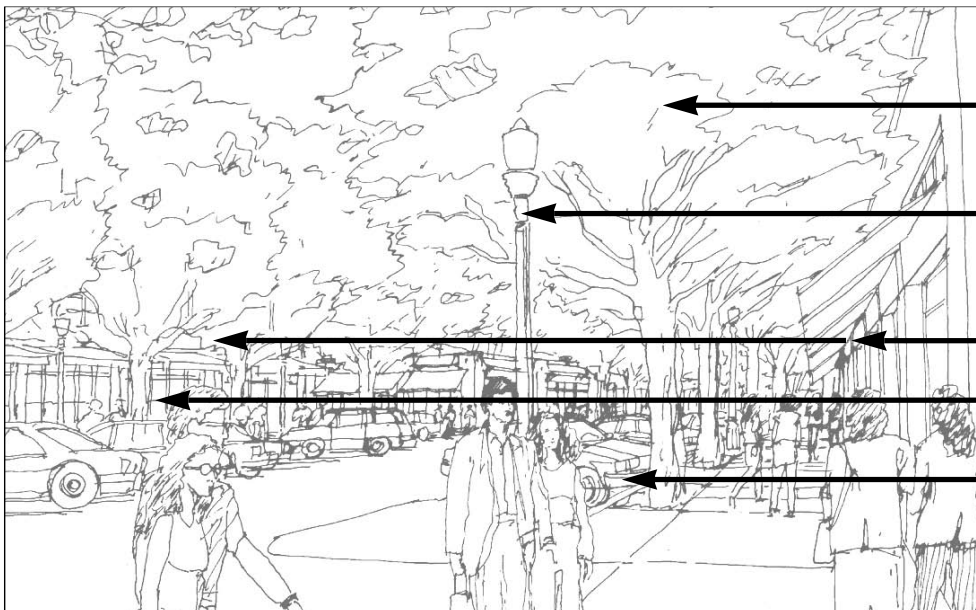
Streetscaping in the district should build on recent streetscape and pedestrian-scale lighting improvements.

The Broadway/35th Avenue area is the tradition "mainstreet" for Oak Park. The guidelines emphasize mending this area with compatible infill and restoring existing historic storefront buildings.



FIGURE 23

BROADWAY AND 35TH DISTRICT



Infill Street Trees

Pedestrian-scaled Streetlights

Storefront Retail

Infill Commercial and Mixed Use Buildings

On-street Diagonal Parking

BROADWAY AND STOCKTON

IMAGE OBJECTIVES: Broadway and Stockton (Medical District)

The Medical District is becoming a dynamic institutional, business and residential address (Figures 24 and 25).

small lot pattern of existing buildings south of Broadway.

- Transition in scale near residential areas.

The Medical District north of Broadway can become a moderate-scale business, residential and institutional address reflecting the emerging status of the area. The guidelines emphasize a walkable and dynamic street focusing new development along Stockton Boulevard's frontage.



Siting Objectives

New buildings in the Medical District should:

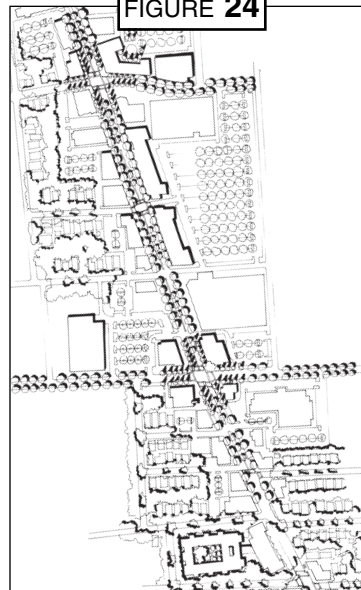
- Face towards Broadway and Stockton Boulevards' intersection.
- Be located facing the sidewalk to shape and activate the street.
- Be developed as storefront commercial and mixed use buildings south of Broadway.
- Have off-street parking connect to a system of alley accessible lots.

Massing Objectives

Massing for new buildings should:

- Be a larger scale north of Broadway.
- Reflect the storefront scale and

FIGURE 24



Architectural Objectives

Architectural solutions for infill buildings should:

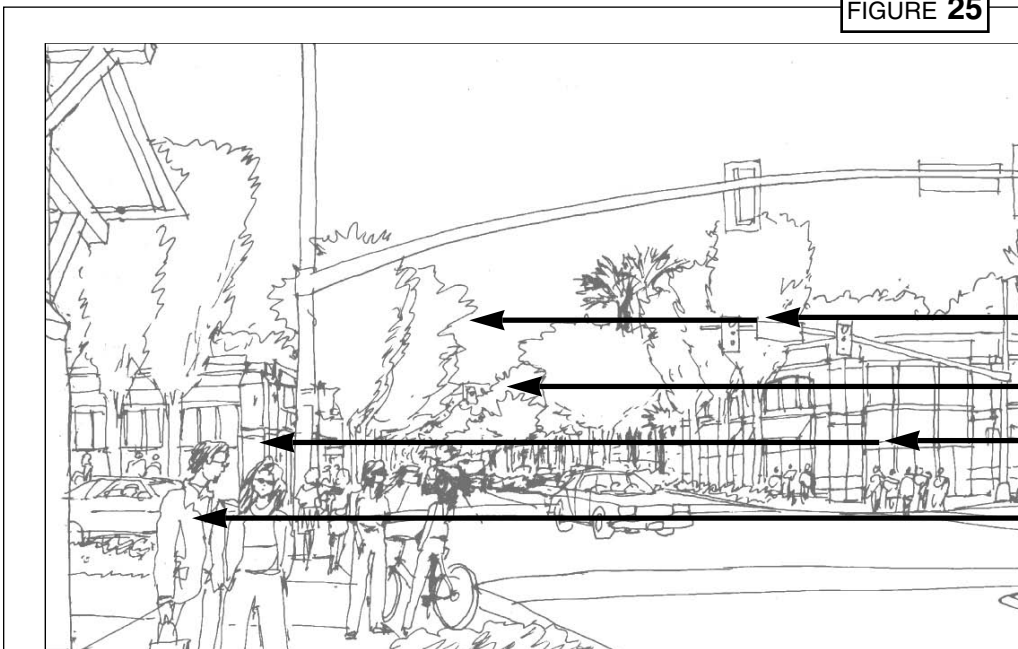
- Explore more contemporary expressions north of Broadway.
- Use designs that are compatible with existing traditional storefront and residential development south of Broadway.

Streetscape Objectives

Streetscaping should:

- Include a landscaped median north of Broadway.
- Use gateway accent street trees near Broadway and 2nd Avenue intersections.
- Assume a planting strip and canopy tree pattern south of Broadway.

FIGURE 25



BROADWAY AND STOCKTON

(Renovate and Infill Storefront Commercial/Mixed Use)

Infill Canopy Trees and Corner Accent Street Trees

Landscaped Median

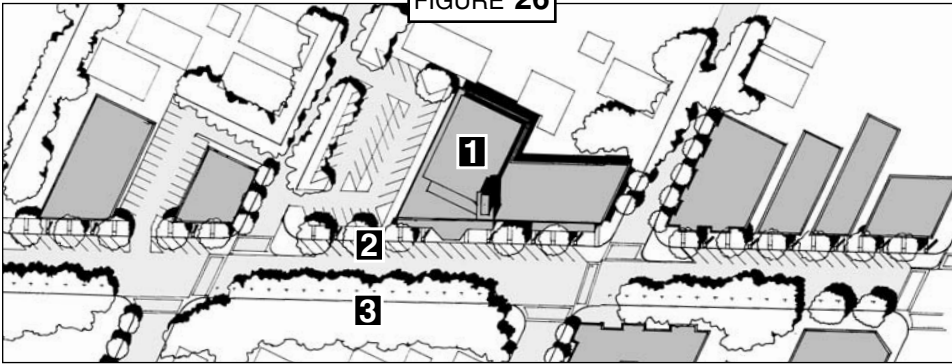
Corner-facing Storefront Retail

Infill Commercial/Mixed Use Buildings

(Improved Bus Stops)

COLONIAL THEATER DISTRICT

FIGURE 26



The map on the left is of the Colonial Theater (1) block. It illustrates how diagonal parking could be added in front of commercial uses (2) on selected blocks on Stockton Boulevard. Parallel on-street parking would be added to selected blocks in front of residential (3).

IMAGE OBJECTIVES: Colonial Theater District

The Colonial Theater District is a traditional storefront node along Stockton Boulevard (Figures 26 and 27). The image objectives reinforce this role for the area.

Siting Objectives

Buildings in the area should:

- Be storefront buildings.
- Have alley-accessible or on-street parking.

Massing Objectives

The massing of infill buildings should:

- Acknowledge the Theater's landmark status, framing rather than competing with it.

peting with it.

- Transition in scale to residential areas.

Architectural Objectives

Architectural solutions should:

- Reflect the Modern style esthetic found in the Theater complex.
- Reinforce the storefront edge of the district.

Streetscape Objectives

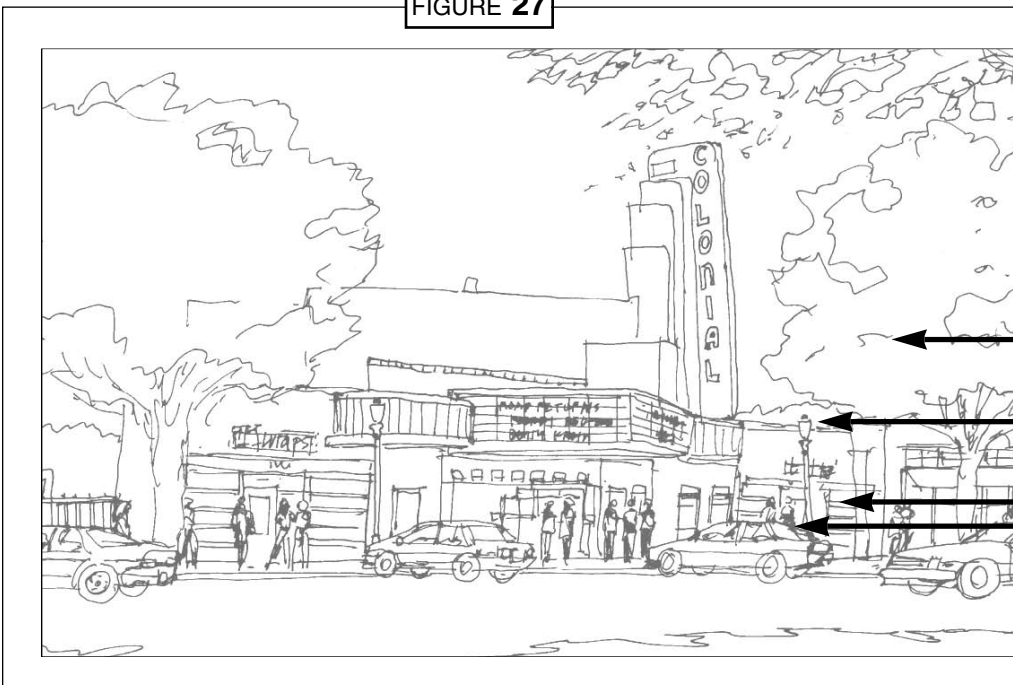
Streetscape should:

- Infill existing trees with canopy trees.
- Provide pedestrian-scale lighting in front of storefront buildings.

The Colonial Theater District is a cluster of storefronts with a cinema anchor. The definition of this small storefront district should be enhanced through improved streetscaping, on-street parking, and facade restoration programs.



FIGURE 27



STOCKTON AND COLONIAL THEATER DISTRICT

(Preserve Existing Storefront Buildings and Infill with Residential/Mixed Use Development)

← Infill Street Trees

← Pedestrian-scaled Streetlights

← Storefront Retail
← On-street Diagonal Parking

SAN FRANCISCO BOULEVARD



The San Francisco Boulevard District on Stockton Boulevard has a number of historic storefront buildings that are boarded and vacant. These buildings, as well as the adjacent Craftsman era residential areas represent an opportunity to restore a complete district.

IMAGE OBJECTIVES: San Francisco Boulevard District

The San Francisco Boulevard and 14th Avenue area has historically been a neighborhood-serving storefront district (Figure 28). The image objectives for this area emphasizes a preservation and restoration approach.

Siting Objectives

Site planning objectives emphasize:

- Not allowing new buildings or parking in the district to remove any of the existing storefront buildings.
- Parking should be alley-accessible or on-street.

Massing Objectives

Any infill development should reflect

the pattern and scale of the existing historic one and two story storefront buildings.

Architectural Objectives

Architectural objectives emphasize:

- New buildings incorporating architectural elements and rhythms found in existing buildings.
- Using a restoration approach when renovating existing buildings.

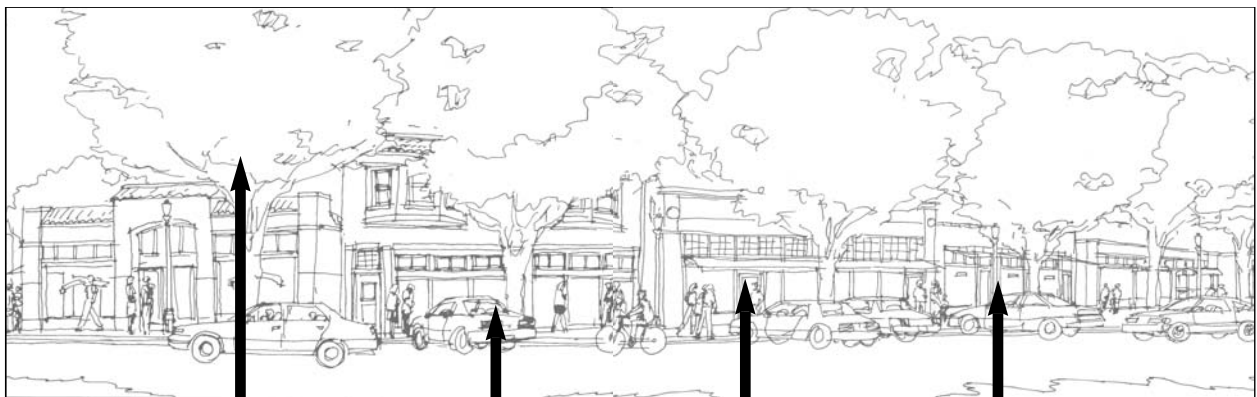
Streetscape Objectives

Key streetscape objectives include:

- Canopy street trees and pedestrian-scaled lighting.
- On-street diagonal parking.



FIGURE 28



SAN FRANCISCO STREET DISTRICT

Infill Street Trees

On-street Diagonal Parking

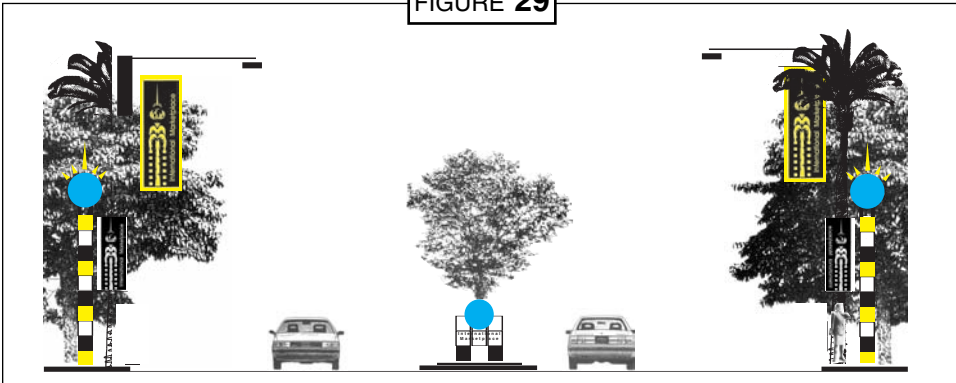
Storefront Retail

Pedestrian-scaled Streetlights

(Preserve Existing Storefront Buildings and Infill with Residential/Mixed Use Development)

INTERNATIONAL MARKETPLACE

FIGURE 29



The Urban Design Plan identifies four intersections in the International Marketplace between Fruitridge and 47th that would have gateway signage and landscaping.

IMAGE OBJECTIVES: International Marketplace District

The large lot commercial area between Fruitridge and Lemon Hill on Stockton is the heart of the International Marketplace. Public and private improvements here should reinforce this theme (Figures 29 and 30).

Siting Objectives

New projects should:

- Have a 20' landscaped parking setback.
- Allow for inter-site auto and pedestrian connections.

Massing Objectives

Buildings in the area should reflect

the hierarchy of tenant sizes.

Architectural Objectives

Architectural solutions in the area should reflect the International Marketplace flavor and cultural diversity of tenants.

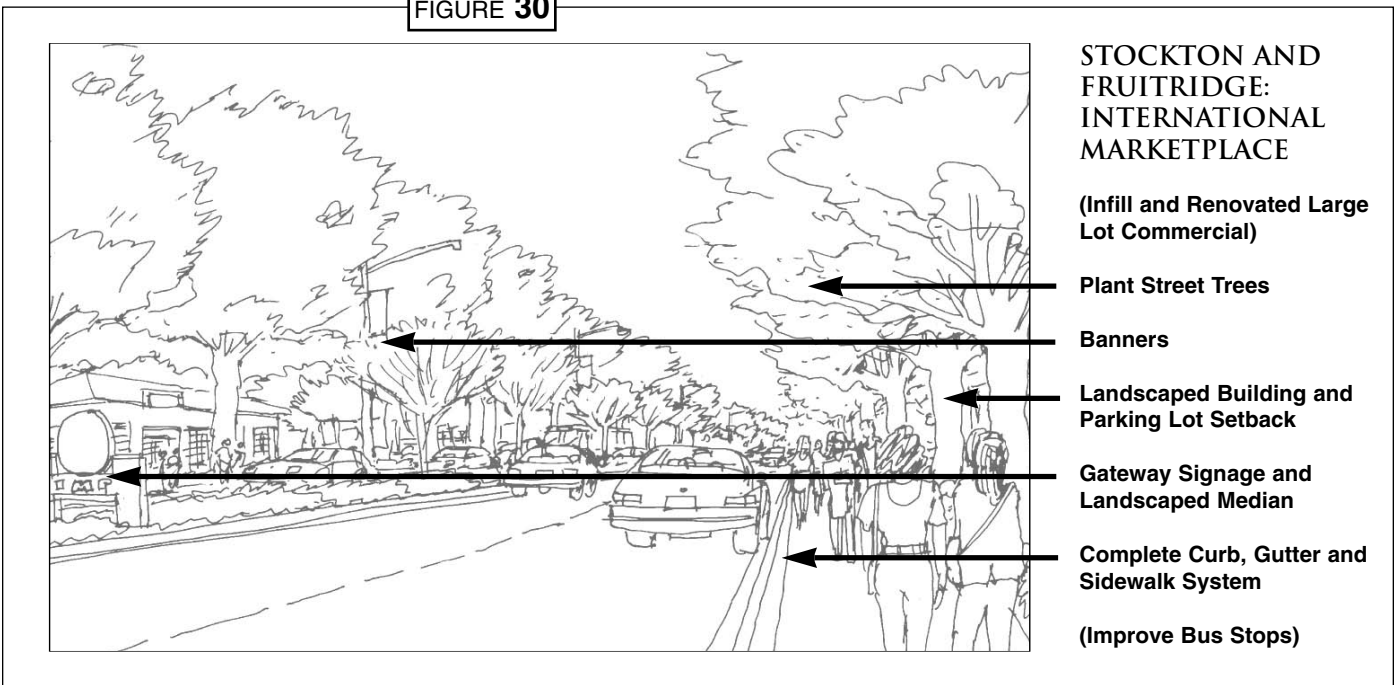
Streetscape Objectives

Streetscaping in the International Marketplace should:

- Complete the missing curbs, gutters and sidewalks.
- Include street trees and gateway accent trees at intersections.
- Provide gateway signage at intersections.
- Create a landscaped median with colorful flowering trees and shrubs.



FIGURE 30



ACTION PLAN

The Action Plan for the Broadway/Stockton Urban Design Plan identifies initial administrative, financing, regulatory and development activities that are intended to support the revitalization process over the next five years. The Action Plan reflects the necessary partnerships between the business associations, SHRA, the City, and County.

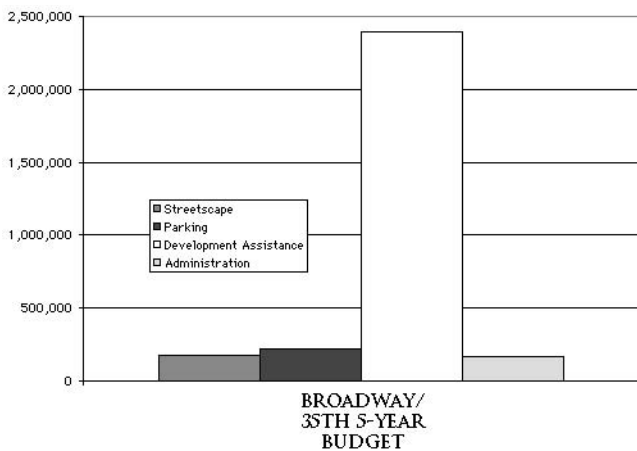
The Action Plan identifies over \$6.5 million in public investment over the next 5 years to improve the image, management and competitiveness of Oak Park and Stockton Redevelopment Areas' commercial frontage. The Action Plan emphasizes catalyst projects for the Oak Park Redevelopment Project Area with 75% of the budget dedicated to development assistance. For the Stockton Redevelopment Area, over 75% of the budget is for roadway improvements.

The Action Plan is organized by the three key catalyst sub areas-- Broadway/35th, Broadway/Stockton, and Stockton/Fruitridge. For each of these areas, the Action Plan summarizes strategy elements, required actions, 5-year capital projects budget, and administrative budgets. The Action Plan also includes a sequencing plan and potential funding sources.

SUB AREA ACTION PLANS

BROADWAY /35TH

The overall strategy for this area includes clustering a mix of tenants in concert with creating cultural venue and supports neighborhood services and needs.



Strategy Elements

- The historic Guild Theater would become a live performance venue for local organizations.
- The MadeRite site would be developed in a use that helps draw folks into the area.
- An overall parking district approach would be developed for the area.
- An overall tenant mix strategy would be used to recruit tenants for existing storefronts.
- Commercial and residential activities would be intensified in the nine block area.

Required Actions

1. Administrative

- Gain control of parking sites.
- Work with local cultural organizations to use the Guild Theater.
- Create a local historic district.
- Update social services inventory and creating a relocation plan.
- Recruit tenants.
- Prepare Management and Promotional Plan

2. Regulatory

- Creation of a local historic district.
- Implement new zoning and related CEQA activities.

3. Financing

- Amending the Redevelopment Project area.
- Economic development funding for tenant recruitment.
- Identify financing sources for renovating the Guild Theater.
- Continued commercial rehab loan and facade rebate program.

FIVE-YEAR CAPITAL PROJECTS BUDGET TOTAL \$2.777M

1. Guild Theater: 250 Community Theater/Performance Hall \$450,000

(over 5 yrs)

Scope: Rehab and Management Underwriting

Renovation- \$30,000 L.S.

Management Subsidy/Endowment- \$8.40/SF/yr x 10,000 SF= \$84,000/yr

2. MadeRite Site: Construction/Building Resources Center \$1.665M

(@ 30% Participation of \$5.55M Development Costs)

Scope: 58,000 SF Site, 13,000SF Storefront Building, 25,000 SF New Construction, 60 Parking Spaces

Site Development-	58,000 SF x \$5/SF=	\$290,000
Existing Building Rehab-	13,000 SF x \$80/SF=	\$1,040,000
New Construction-	\$25,000 x \$100/SF=	\$2,500,000
Parking-	60 spaces x \$2,500/space=	\$150,000
Land Acquisition-	58,000SF x \$5/SF=	\$290,000

Total Construction/Land	\$4,270,000
Soft Costs/Escalation/Contingency @ .30	<u>\$1,280,000</u>
<i>TOTAL DEVELOPMENT COST</i>	<i>\$5,550,000</i>

3. Parking Resources: New Lots and On-street Parking \$216,300

Scope: 40 Parking Spaces in Lots, 142 Spaces On-street

“Triangle” Parking Lot

Land Acquisition-	10,400 SF x \$5/SF=	\$52,000
Construction-	40 spaces x \$2,500=	\$100,000

On-street Parking

3rd Avenue-	40 spaces x \$100=	\$4,000
34th Street-	32 spaces x \$100=	\$3,200
2nd Avenue-	40 spaces x \$100=	\$4,000
35th Street-	32 spaces x \$100=	\$3,200

Total Construction/Land	\$166,400
Soft Costs/Escalation/Contingency @ .30	<u>\$49,900</u>
<i>TOTAL DEVELOPMENT COST</i>	<i>\$216,300</i>

4. Storefront Rehab Projects \$273,000

Scope: 7 Storefronts

Storefront/Facade Improvements- 7 storefronts x \$30,000 L.S.=	\$210,000
Soft Costs/Escalation/Contingency @ .30	\$63,000
<i>TOTAL DEVELOPMENT COST</i>	<i>\$273,000</i>

BROADWAY/STOCKTON URBAN DESIGN PLAN

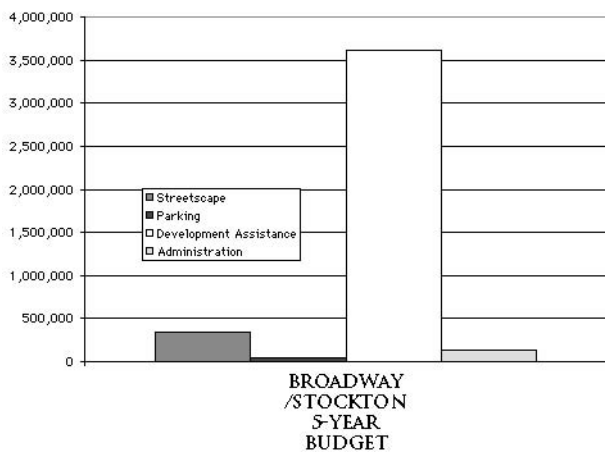
5. Streetscape		\$173,500
Scope: 22 Street Trees, Signage, 35 Streetlights		
Street Trees-	22 Trees x \$500/Tree=	\$11,000
Signage-	L.S.	\$35,000
Streetlights-	35 Lights x \$2,500/Light=	\$87,500
Total Construction		
		\$133,500
Soft Costs/Escalation/Contingency @ .30		
		\$40,000
<i>TOTAL DEVELOPMENT COST</i>		
		<i>\$173,500</i>

ADMINISTRATIVE COST TOTAL **\$268,500**

Task 1. Parking Study		\$1,000
Task 2. Zoning and CEQA Activities		\$10,000
Task 3. Guild Theater Promotion		\$25,000
Task 4. Historic District Survey and Guidelines		\$150,000
Task 5. Social Services Inventory		\$5,000
Task 6. Tenant Recruitment		\$50,000
Task 7. Management Plan		\$5,000
Task 8. Streetscape Design		\$20,000
Task 9. Exterior Rehab Loans		\$2,500
<i>TOTAL ADMINISTRATIVE COST</i>		
		<i>\$268,500</i>

BROADWAY/STOCKTON

Create an overall site plan for the area that focuses development on the Stockton frontage. Create three commercial focal points on Stockton Boulevard:



Strategy Elements

1. Broadway and Stockton (Medical District)
 - Redevelopment of a corner site at Broadway/Stockton.
 - Move the proposed Medical Center hotel complex to street edge.
 - Redeveloping the Skills Center site with uses that complement the overall plan.
 - Infill storefront commercial services south of Broadway.
 - Developing housing behind Donner School.
2. Colonial Theater District
 - Renovate and recruit tenants for adjacent storefronts.
 - Create parking lots near the theater.
 - Streetscape the area.
 - Add on-street parking.
3. San Francisco Boulevard Neighborhood Commercial
 - Renovate existing commercial buildings.
 - Recruit storefront commercial tenants.
 - Add on-street parking.
 - Streetscape the area.

Required Actions

- 1. Administrative
 - Coordination of Medical Center, SHRA and private sector development plans.
 - Tenant recruitment for commercial districts/focal points.
 - Prepare the necessary traffic and parking studies.
 - Implement new zoning and related CEQA activities.
 - Prepare Management and Promotional Plan
- 2. Regulatory
 - Rezone C-2 areas to commercial/mixed use and residential/ mixed use.
- 3. Financing
 - Make available commercial loan and matching incentive packages for commercial tenants.
 - Identify other sources of funding for roadway improvements.

FIVE-YEAR CAPITAL PROJECTS BUDGET TOTAL \$1.804M

1. Streetscape \$338,000

Scope: 2,400 LF of Planting Strip, 60 Street Trees, 1,500 LF of Median, 32 Streetlights

Medical Center Frontage-1,500 LF median x \$100/LF= Colonial Theater District-	\$150,000
30 Street Trees x \$500/Tree=	\$15,000
16 Streetlights x \$2,500/Light=	\$40,000
San Francisco Boulevard District-	
30 Street Trees x \$500/Tree=	\$15,000
16 Streetlights x \$2,500/Light=	\$40,000
Total Construction	\$260,000
Soft Costs/Escalation/Contingency@.30	\$78,000
<i>TOTAL DEVELOPMENT COST</i>	<i>\$338,000</i>

2. Corner Site @ Broadway/Stockton \$686,000

(@ 30% Participation of \$2,288,000 Development Costs)
Scope: Demolition and Redevelopment of Portions of Existing Buildings, 7 new Storefront Retail Spaces of 1,500-2,000 SF, 60 Parking Spaces

Demolition and Site Preparation-	
5,000 SF Bldg. Demo. x \$10/SF=	\$50,000
24,000SF Site Prep. x \$5/SF=	\$120,000
New Construction-	
12,000SF x \$120/SF=	\$1,440,000
Parking-	
60 Spaces x \$2,500/Space=	\$150,000
Total Construction	\$1,760,000
Soft Costs/Escalation/Contingency@.30	\$528,000
<i>TOTAL DEVELOPMENT COST</i>	<i>\$2,288,000</i>

3. Colonial Theater Storefronts \$351,000

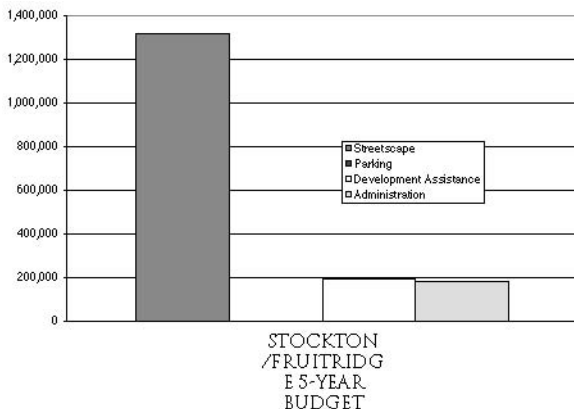
Scope: Renovate 9 Storefronts
Facade Improvements- 9 Storefronts x \$30,000/Storefront=
Soft Costs/Escalation/Contingency@.30 \$81,000

BROADWAY/STOCKTON
URBAN DESIGN PLAN

TOTAL DEVELOPMENT COST	\$351,000
4. San Francisco Boulevard Area Storefronts	\$195,000
Scope: Renovate 5 Storefronts	
Facade Improvements-5Storefronts x\$30,000/Storefront=	
\$150,000	
Soft Costs/Escalation/Contingency@ .30	\$45,000
<i>TOTAL DEVELOPMENT COST</i>	<i>\$195,000</i>
5. On-street Parking and Roadway Striping	\$39,000
Scope: 300 On-street Parking Spaces (200 angled, 100 parallel)	
Medical Center Frontage-NA	
Colonial Theater District- 150 Spaces x\$100/Spaces=	\$15,000
San Francisco Boulevard District-150 Spaces x\$100/Spaces=	\$15,000
Total Construction	\$30,000
Soft Costs/Escalation/Contingency@ .30	\$9,000
<i>TOTAL DEVELOPMENT COST</i>	<i>\$39,000</i>
6. Transit Shelters	\$195,000
Scope: 10 Shelters	
Shelters-10 Shelters x \$15,000/Shelter=	\$150,000
Soft Costs/Escalation/Contingency@ .30	\$45,000
<i>TOTAL DEVELOPMENT COST</i>	<i>\$195,000</i>
ADMINISTRATIVE COST TOTAL	
Task1. Parking and Traffic Study	\$45,000
Task 2. Zoning and CEQA Activities	\$15,000
Task 3. Tenant Recruitment	\$50,000
Task 4. Management Plan	\$5,000
Task 5. Commercial Loans	\$25,000
<i>TOTAL ADMINISTRATIVE COST</i>	<i>\$140,000</i>

STOCKTON/FRUITRIDGE

Improve the streetscape image of the southern portion of Stockton Boulevard by completing sidewalks, curbs, landscaping and medians; adding International Marketplace district theme signage; and improving building facades and site signage.



Strategy Elements

- Continue to find sites for larger sub-regional serving stores.
- Continue to support the location of tenants that reflect the International Marketplace theme.
- Develop basic street, sidewalk, and streetscape improvements.
- Enhance the inter-site connections between developments.
- Improve building facades and signage of commercial sites.
- Form an alliance between the Stockton Boulevard

Merchants and Property Owners Association and Oak Park Business Association.

Required Actions

1. Administrative
 - Prepare an overall street improvements technical package.
 - Work on the County CDBG Block Grant applications.
 - Setup the facade and signage program.
 - Develop and implement an overall management plan.
2. Regulatory
 - Coordinate design and development standards between the City and County.
 - Implement new zoning and related CEQA activities.
3. Financing
 - Financing the management activities for the area.
 - Using Block Grant funding for roadway improvements.

FIVE-YEAR CAPITAL PROJECTS BUDGET TOTAL	\$1.629M
1. Streetscaping	\$1,262,000
Scope: 6,000 LF of Curb/Gutter/Sidewalk, 150 Street Trees, 5,000 LF of 12' wide Landscaped Median	
Fruitridge Road-47th Avenue	
Curb/Gutter/Sidewalk-6,000 LF x \$30/LF=	\$180,000
Street Trees-150 Trees x \$300/Tree=	\$45,000
Landscaped Median-5,000LF x \$100/LF=	\$500,000
North of Fruitridge Road	
Street Trees-20 Trees x \$300=	\$6,000
Landscaped Median-2,400 LF x \$100/LF=	\$240,000
Total Construction	\$971,000
Soft Costs/Escalation/Contingency@.30	\$291,000
<i>TOTAL DEVELOPMENT COST</i>	<i>\$1,262,000</i>

2. District Themed Signage	\$55,000
Scope: 6 Pylon Signs, 6 Median Signs	
Fruitridge/Stockton-	
2Pylon Signs x \$5,000=	\$10,000
2Median Signs x \$2,000=	\$4,000
Lemon Hill/Stockton-	
2Pylon Signs x \$5,000=	\$10,000
2Median Signs x \$2,000=	\$4,000
47th/Stockton-	
2Pylon Signs x \$5,000=	\$10,000
2Median Signs x \$2,000=	\$4,000
Total Construction	\$42,000
Soft Costs/Escalation/Contingency@.30	\$13,000
<i>TOTAL DEVELOPMENT COST</i>	<i>\$55,000</i>

3. Facade Renovation and Sign Program	\$195,000
Scope: 5 Facades	
Storefront/Facade/Signage Improvements-	
5 Facades x \$30,000/facade=	\$150,000
Soft Costs/Escalation/Contingency @ .30	\$45,000
<i>TOTAL DEVELOPMENT COST</i>	<i>\$195,000</i>
4. Transit Shelters	\$117,000
Scope: 6 Shelters	
Shelters-6 Shelters x \$15,000/Shelter=	\$90,000
Soft Costs/Escalation/Contingency @ .30	\$27,000
<i>TOTAL DEVELOPMENT COST</i>	<i>\$117,000</i>
ADMINISTRATIVE COST TOTAL	
Task 1. Traffic Medians Study	\$45,000
Task 2. Zoning and CEQA Activities	\$15,000
Task 3. Street Engineering, Signage and Streetscape	\$30,000
Task 4. CDBG Applications	\$10,000
Task 5. Administer Exterior Rebate Program	\$25,000
Task 6. Management and Promotional Plan	\$5,000
Task 7. Tenant Recruitment	\$50,000
<i>TOTAL ADMINISTRATIVE COST</i>	<i>\$180,000</i>

**IMPLEMENTATION SCHEDULE
FUNDING SOURCES**

IMPLEMENTATION SCHEDULE
The sequencing and timing for implementation activities reflect the overall strategy for revitalization, the capacity for bond financing, and priorities identified through the public workshop process. The following suggests years activities should START. It shows how the revitalization process moves from start-up and initial demonstration projects towards heavy infrastructure and major development.

- Year 1: Start-up
 - Planning and Engineering
 - Marketing and Promotion
 - Business Recruitment
 - Funding Applications
 - SPD/CEQA
 - Guild Theater
- Year 2: Demonstration Projects
 - Exterior Rebate Program
 - Streetscape
 - On-street Parking

- Year 3: Transportation Projects
 - Medians
 - Transit Shelters
 - Bike Lanes
- Year 4: Development Projects
 - Broadway/35th
 - Broadway/Stockton
- Year 5: Infill Projects
 - Colonial Theater District
 - San Francisco Blvd. District

FUNDING SOURCES
There are four primary sources for funding the revitalization strategy including bonding against Redevelopment's tax increment; Community Development Block Grants (CDBG); transit funding; and private sources.

**Redevelopment Tax Increment
Bond Financing**
Tax increment financing can provide a

significant amount of funding for the Oak Park Project Area. The Oak Park Redevelopment Project Area Amendment will provide an estimated additional \$8 million in tax increment over the next 10 years. At least 20% of this has to be set-a-side for housing, some of it is already committed, and more will be needed for community development activities other than those proposed in this plan.

Stockton Redevelopment Project Area was established in 1994, but is generating only small amounts of tax increment. It is likely that new redevelopment bond funds will be available in 1999. Therefore, much of the funding for capital projects in the Stockton Boulevard Project Area will have to rely on CDBG and transportation funding.

CDBG

The Agency has used Block Grant funding for capital improvement projects such as the street, sidewalk and utilities for the new Oak Park grocery store site. There is an opportunity to use both City and County Block Grant allocations for projects like this one. Much of the 5,000' of curb, gutter and sidewalk need in on Stockton Boulevard is in the County. County has been successful in receiving Block Grant money for these types of projects.

Transportation Funding

Another source of funding for roadway and transit improvements are State and Federal transportation grants. The more modest amounts of local sources can be used as a match. For example, the Florin Road Partnership leveraged \$25 and SHRA made a \$150,000 contribution to received \$1.2 million for a traffic median project.

Federal Programs:

- Regional Surface Transportation Program (RSTP)
- Congestion Management and Air Quality Program (CMAQ)
- Intermodal Transportation Efficiency Act (ISTEA)
- Transportation Enhancement Activities (TEA)

State Programs:

- Flexible Congestion Relief Program (FCRP)
- Petroleum Violation Escrow Account (PVEA)
- Bicycle Lane Account Program (BLAP)

Local Programs:

- Local Transportation Fund (LTF)
- Other

Private Sources

The business community and property owners will have to be co-investors in the revitalization program. There are a variety of methods that can offer an organized participation by the business associations and property owners. The business improvement district (BID) on Stockton Boulevard provides some gross receipts-based funding for added maintenance and promotion. Florin Road has recently created a property-based BID (PBID) with an annual budget of \$350,000 that is used for a variety of maintenance, security, promotional and capital investments.

Sources for private funds include:

- Business Improvement Districts
- Benefit Assessment Districts
- Developer Fees
- Development Impact Fees
- Community Reinvestment Act and Private Lenders

ACKNOWLEDGEMENTS

The Broadway/Stockton Urban Design Plan was developed through a community-based process. The Citizens Advisory Committee sponsored three public workshops and worked with the City and Agency staff, and consultants to capture the community's vision. The following persons participated in the planning process.



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Technical Advisory Committee:

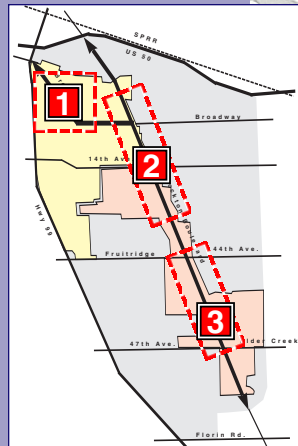
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THREE CATALYST DISTRICTS



The planning strategy for the Broadway/Stockton corridor focuses revitalization efforts in three catalyst districts:

1. Broadway/35th: Downtown Oak Park
2. North Stockton: Boulevard Neighborhood Districts
3. South Stockton: International Market Place



PRINCIPLES

AT THE FIRST WORKSHOP ON DECEMBER 3, 1997, PARTICIPANTS IDENTIFIED SEVEN OVERALL PRINCIPLES THAT SHOULD GUIDE THE REVITALIZATION STRATEGIES AND DESIGN CONCEPTS FOR THE BROADWAY/STOCKTON AREAS. AN EMPHASIS ON IMAGE ENHANCEMENT LINKED THESE PRINCIPLES TOGETHER.

1. INCREASE ECONOMIC OPPORTUNITIES.

The planning for the area should strive to create an environment that makes economic

success possible and creates a variety of employment opportunities.

2. PRESERVE HISTORIC BUILDINGS.

The plan should highlight historic landmarks, existing places, and overall character and richness.

3. IMPROVE CONNECTIONS WITH NEW INVESTMENT.

Develop design themes and concepts for pedestrian amenities, signage and infrastructure development that enhances the connection between adjacent commercial areas and commercial areas to neighborhoods.

4. IMPROVE LANDSCAPING AND STREETSCAPING.

New street trees, lighting, street furniture and signage should be included in the investment strategy for the Broadway and Stockton Boulevard areas.

5. DESIGN STREETScape AND DEVELOPMENT FOR ENHANCED TRANSIT USAGE AND PEDESTRIAN COMFORT.

New public and private investment should provide pedestrian amenities, provide for

bicycles and improve access to transit in the Broadway and Stockton Boulevard corridors.

6. ATTRACT NEW BUSINESSES.

The planning should assume new businesses will be attracted that better meet the neighborhoods' needs, reuse existing buildings and act as catalyst for attracting other retailers.

7. PROVIDE FOR CULTURAL AND ENTERTAINMENT USES.

The planning should identify opportunities for cultural and entertainment uses such as cinemas, theaters, social clubs and related entertainment.

DOWNTOWN OAK PARK 35TH AND BROADWAY



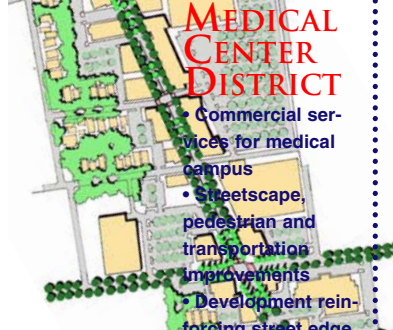
THE BROADWAY/35TH STREET DISTRICT INCLUDES A ROUGHLY NINE BLOCK SQUARE AREA WHERE THERE IS A RICH PATTERN OF HISTORIC STOREFRONT AND RESIDENTIAL BUILDINGS. THE OVERALL APPROACH SUGGESTS INTENSIFYING COMMERCIAL, CULTURAL AND RESIDENTIAL USES TO ENHANCE THE AREA'S PEDESTRIAN CONTINUITY AND ECONOMIC VITALITY.

SUGGESTED STRATEGY:

The overall strategy for this area includes clustering a mix of tenants in concert with creating cultural venue and supports neighborhood services and needs.

- The historic Guild Theater would become a live performance venue for local organizations.
- The MadeRite site would be developed in a use that helps draw new shoppers to the area.
- An overall parking district approach would be developed for the area.
- An overall tenant mix strategy would be used to recruit tenants for existing storefronts.
- Commercial and residential activities would be focused in the nine block area.

NORTH STOCKTON NEIGHBORHOOD DISTRICTS



MEDICAL CENTER DISTRICT

- Commercial services for medical campus
- Streetscape, pedestrian and transportation improvements
- Development reinforcing street edge

COLONIAL THEATER DISTRICT

- Renovation of existing storefronts
- Create parking near theater
- Add on-street parking and streetscape amenities



SAN FRANCISCO BOULEVARD DISTRICT

- Renovate existing storefront buildings
- Add on-street parking and streetscape amenities
- Recruit neighborhood-serving tenants



Broadway/Stockton Urban Design Plan Citizens Advisory Committee
Sacramento Housing and Redevelopment Agency
assisted by: RACESTUDIO, Cliff Lowe Associates, Metrovation, Hormann Associates

SOUTH STOCKTON INTERNATIONAL MARKET PLACE



THIS IS THE GATEWAY AREA FOR THE INTERNATIONAL MARKETPLACE. IT INCLUDES THE INTERSECTION OF FRUITRIDGE AND STOCKTON BOULEVARDS, AND COMMERCIAL FRONTAGE SOUTH.

SUGGESTED STRATEGY:

- Continue to find sites for larger sub-regional serving stores.
- Continue to support the location of tenants that reflect the International Marketplace theme.
- Develop basic street, sidewalk, and streetscape improvements.
- Enhance the inter-site connections between developments.
- Improve building facades and signage of commercial sites.
- Form an alliance between the Stockton Merchant and Property Owners Association and Oak Park.

